



WAVERLEY  
COUNCIL

# WAVERLEY COUNCIL ANNUAL REPORT

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2019–20



# CONTENTS

<b>Preface</b>	<b>04</b>	<b>Part 3: Meeting our Additional Statutory Requirements</b>	<b>96</b>
<b>Mayor's Message</b>	<b>05</b>	Amount of rates and charges written off during the year	97
<b>General Manager's Message</b>	<b>07</b>	Mayoral and Councillor fees, expenses and facilities	97
<b>Our Response to COVID-19 and its impact on the Operational Plan and Budget</b>	<b>09</b>	Councillor induction training and ongoing professional development	98
<b>Part 1: Waverley Council Overview</b>	<b>11</b>	General Manager and Senior Staff Remuneration	98
Our Community Vision	12	Overseas visit by Council staff	98
Our Local Government Area (LGA) Map	13	Report on Infrastructure Assets	99
Waverley - Our Local Government Area	14	Government Information (Public Access)	102
The Elected Council	16	Public Interest Disclosures	105
Advisory Committees	17	Compliance with the Companion Animals Act and Regulation	106
Our Mayor and Councillors	18	Amount incurred in legal proceedings	107
Our Organisation	22	Progress against Equal Employment Opportunity (EEO) Management Plan	111
Our Planning Framework	23	Progress report - Disability Inclusion Action Plan 2019–20	118
External bodies exercising Waverley Council functions	25	Swimming pool inspections	127
Partnerships and Cooperation	26	Works undertaken on private land	127
Our Financial Snapshot	27	Recovery and threat abatement plans	127
Performance Ratios	29	Environmental Upgrade Agreements	127
Awards received	33	Voluntary Planning Agreements	128
Grants and Donations awarded	34	Contracts awarded by Council	129
Grants received	38	Report on Special Rate Variation	131
Sponsorships received	39	Report on Stormwater Levy	132
<b>Part 2: Delivery Program Achievements</b>	<b>40</b>		
Arts and Culture	41		
Community Services and Well-being	45		
Recreation and Open Spaces	51		
Local Economy	57		
Planning, Development and Heritage	61		
Transport, Pedestrians and Parking	65		
Buildings and Infrastructure	69		
Sustainable Environment	73		
Sustainable Waste	79		
Corporate Leadership & Engagement	85		
Knowledge and Innovation	91		
Our Performance Snapshot	95		

# PREFACE

## PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Council's performance during the 2019–20 financial year in relation to the principal activities detailed in the Delivery Program 2018–22 and Operational Plan 2019–20.

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

### Part 01.

Is an overview of Council

### Part 02.

Provides details of Council's performance against the Delivery Program 2018–22

### Part 03.

Provides additional reporting information required by legislation

### Part 04.

Contains Council's audited financial statements

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

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

# MAYOR'S MESSAGE



Compassion, resilience and determination have characterised the way Council and community have dealt with the unprecedented year that was 2019—2020. I am proud of our community for responding with kindness and selflessness in the face of adversity; from residents banding together in January to help people affected by bushfires to the many acts of kindness witnessed across Waverley under COVID-19 restrictions. We have always had a strong sense of community and it's been wonderful to see this come to the fore this year when most needed.

Waverley Council has worked hard to support the community and business throughout the pandemic. Our small business package gave one million dollars a month in relief and we worked with the Bondi and Districts Chamber of Commerce on the Keep it Local campaign to encourage our community to support our local businesses. Our community support focused on the vulnerable through outreach and resilience initiatives, in partnership with a number of wonderful community groups and community members.

Council staff have worked tirelessly to ensure our essential services were not interrupted, as well as delivering great projects and initiatives for

everyone. Policy and actions with positive social impact and civic benefits have been enacted along with supporting infrastructure. Here are just a few highlights:

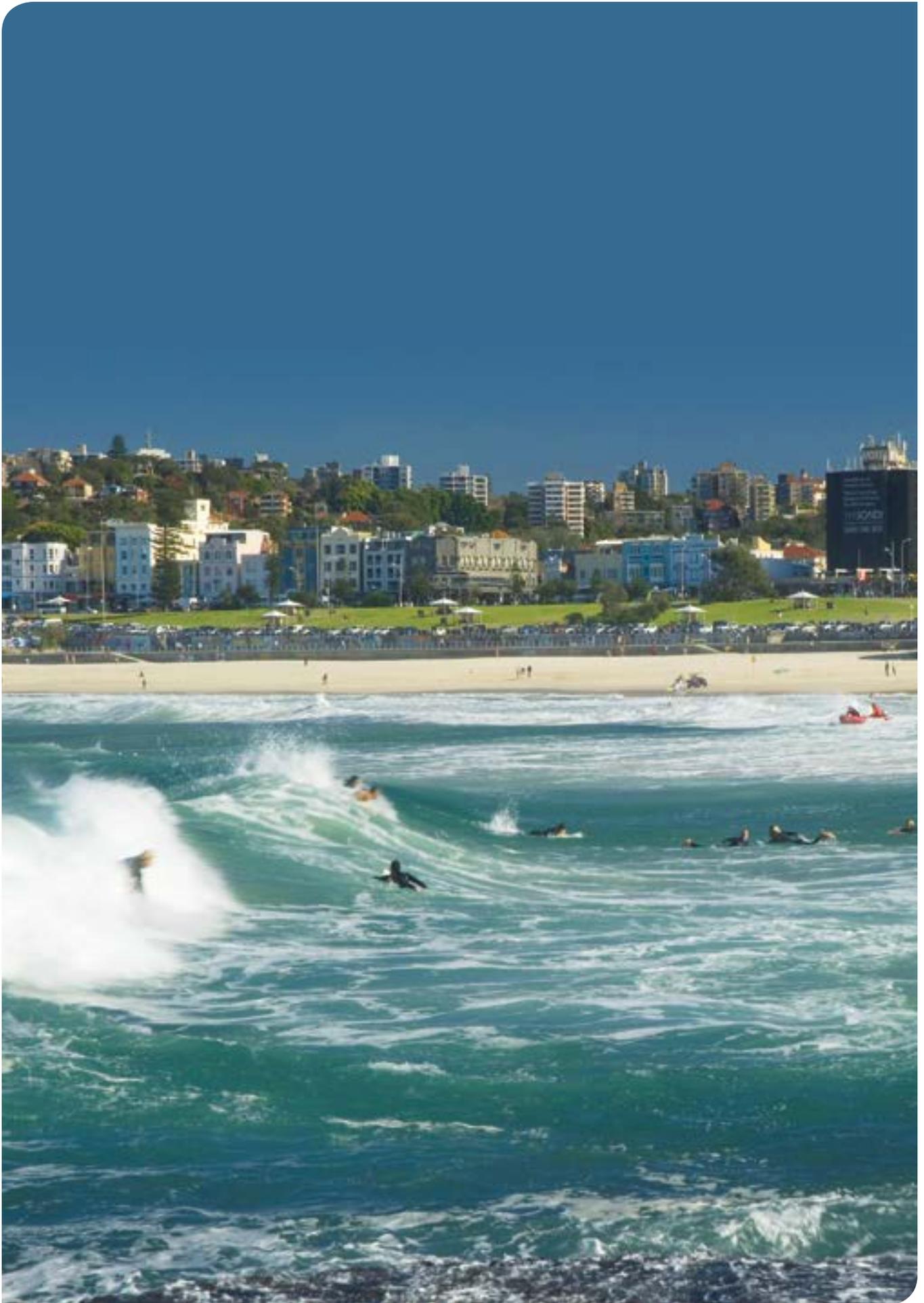
- Developing a Resilience Framework with community at its foundation. The framework aligns to the Resilient Sydney strategy and addresses our responses to, and preparedness for emergencies and risks through social measures, strategic planning, environmental initiatives and infrastructure assessment and management.
- Our resident amenity fund was created to improve and beautify the look and feel of our village centres, commercial areas, and local shopping areas.
- The heritage-listed Boot Factory at Bondi Junction is being transformed into an innovative community space connected to the Mill Hill Community Centre.
- Refurbishment of the South Bronte amenities building and the Bronte Village streetscape upgrade were completed.
- Participation in the Climate Emergency 2020 summit, signing on behalf of Waverley the Safe Climate Declaration, and committing to a goal of net zero emissions by 2030, which Waverley Council is on track to achieve.
- Council addressed traffic accident spots at three locations on Military Road. Parking and line marking adjustments near the corner of Kimberley Street are complete and road widening between Wentworth Street and Hugh Bamford Reserve and at the Bus Stop on the east side south of Blair Street are underway.

This year we've also laid solid groundwork for things that will reap community benefits for years to come, some I'm particularly proud of are:

- A new street play trial was launched in February 2020, closing pilot streets to traffic to allow children and families to play and socialise safely.
- The Bondi Pavilion Restoration and Conservation Project received development application approval in December 2019 following the great work from Council staff and the Bondi Pavilion Stakeholder Committee. The build is now underway.
- A process for undertaking social impact assessments of developments is being developed which will add an improved, people-focused dimension to the latest Waverley DCP.
- Council is committed to securing an environmentally sustainable future for our community through many avenues, just one example is our support for maintaining Centennial Parklands and Moore Park as valuable green spaces and Sydney assets, locally managed and protected, with adequate funding and local community input.

I would like to thank Council staff for their efforts serving the Waverley community. Services, infrastructure and policy have been delivered with people front and centre, and that approach is how we support and build a resilient, caring community for years to come.

**Paula Masselos**  
Mayor of Waverley



# GENERAL MANAGER'S MESSAGE



The 2019–20 financial year has been eventful, with smoke from a devastating bushfire season affecting Waverley, followed by impacts from the ongoing COVID-19 pandemic. Throughout these events, I was impressed by the resilience of the Waverley community and the Council staff that provide services to them.

In January 2020, Council sent a number of staff to provide assistance at bushfire affected councils. The Council was pleased, on behalf of the Waverley community, to be able to provide skilled assistance to other communities badly affected by bushfires. Our efforts were in-line with the generosity of the community in donating and organizing community assistance efforts to bushfire affected communities.

During the earlier days of the pandemic, when Waverley was a COVID hotspot, Council initiated a \$1 million a month relief package for small business, as well as providing community support through coordination, outreach programs, and small grants. Our beach and open space management during Stage 3 restrictions was well considered and adopted a risk

mitigation approach. In particular, our 'Swim and Go' and 'Surf and Go' plan enabled us to provide safe access to the water for residents for exercise at a time when mental health continues to be a priority.

Despite the negative budget implications of COVID-19 (with revenue reduced on forecast by \$8.2 million), Council's financial position remains steady with a net operating surplus of \$2.32 million for the 2019–20 financial year before the non-cash, revaluation of investment properties was incorporated into the accounting result. Our cash and investments were at \$172.64 million at 30 June 2020.

Council has continued to deliver capital works projects across the LGA. Last financial year Council completed 18 footpath projects, with approximately 4,147m<sup>2</sup> of concrete footpath reconstructed. Twenty-seven roads were resheeted across Waverley. Three of those roads were resheeted using Reconophalt, which uses recycled materials including soft plastics, toner, glass and reclaimed road material.

Operational staff have also been working hard to increase standards around public place cleanliness, particularly in the face of the pandemic. We have increased cleaning of high traffic areas and touch points in areas such as Bondi Junction and Bondi Beach. The results of this work by our field staff are becoming visibly noticeable and attracting positive feedback from residents.

There are a number of other projects I would like to highlight, including:

- In December 2019, Council

completed a significant asset renewal project at North Bondi, including the replacement of a collapsing stormwater culvert along with safety lighting, complete replacement of the promenade, new balustrades and improvements to the children's pool.

- The Bondi Junction Cycleway and Streetscape Upgrade works continued throughout 2019–20. This Council and NSW Government priority project is largely funded by the NSW Government and travels through Bondi Junction commercial centre, linking Oxford Street, and Bondi Road to an existing cycleway at the north-eastern corner of Centennial Park.
- In April 2020, Council started the Notts Avenue Streetscape Upgrade, which will improve the safety for both pedestrians and vehicles whilst improving access to the Coastal Walk.
- Eastern Reserve and Diamond Bay boardwalk remediation and safety fencing works commenced in April 2020 and were completed in June 2020. As well as maintain a beloved walkway, the works are part of a range of measures to inhibit people from climbing over fencing to place themselves in danger on the cliff edge.
- The Seven Ways Streetscape Upgrade was completed and has enhanced amenity and quality of the public domain, plaza, green space and streetscape. The project has revitalised a previously underutilised area of green space.

# GENERAL MANAGER'S MESSAGE (CONTD...)

- Council received development application approval for the Bondi Pavilion Restoration and Conservation Project and has commenced construction. This is a significant project for Council which is due to be completed in December 2021.

- In March 2020, Council completed a streetscape upgrade of Bronte Village, which included footpath widening and improved amenity of the strip for both residents and visitors.

Other than the projects we can see, Council is working hard behind the scenes to help our community overcome challenges, capitalise opportunities and deal with issues. Council's Environmental Sustainability team were recognised for excellence in their field, winning awards for projects such as Solar my School, recycling programs in apartments, Bondi Junction Building Futures Program and the Electric Vehicle Charging Network.

Council's Innovate Reconciliation Action Plan (RAP) 2019–2021 was launched in December 2019. The RAP provides a framework for Council's commitment to reconciliation with indigenous Australians and helps guide the Council's efforts towards a vibrant, resilient, caring and inclusive community. In February 2020, Council launched Access Bondi to promote inclusion for those with disabilities. Our work has included improvements to make Bondi Beach accessible for everyone, including an upgraded accessible ramp at North Bondi, new accessible shower and toilets, beach matting, beach wheelchairs and new self-serve lockers for beach wheelchairs.

Our Call Centre took 76,340 telephone calls, with a Booking Your Call clean-up collection being the most common reason for calls during this period. In terms of ongoing financial support for the community, Council paid out \$152,489 in small grants and

\$386,673 in community services grants.

These highlights represent just some of the work being done by Council on behalf of the Waverley community. While the last year has been challenging, due to the efforts of staff and Councillors, the Council has continued to deliver crucial services while providing needed support to the community.

**Ross McLeod**  
**General Manager**

# OUR RESPONSE TO COVID-19 AND ITS IMPACT ON THE OPERATIONAL PLAN AND BUDGET

The implementation of the Operational Plan 2019–20 was significantly affected by the COVID-19 pandemic in the third and fourth quarters of the financial year. The service and facility closures, business continuity arrangements, revenue losses, and the pandemic related response and service measures caused by the pandemic have meant significant changes to the budget and the work program.

The Council sought to provide relief and assistance to businesses and help to those in the community requiring assistance including assisting and coordinating with agencies, NGOs and voluntary groups working to assist the vulnerable.

The pandemic has seen a significant reduction in Council revenues (with revenue reduced on forecast by \$8.2million). There have been reductions in:

- Revenue for footpath dining licenses and other licenses
- Parking fees due to reduced vehicle activity
- Income across a range of activities including early childhood education, facility and venue hire and some commercial tenancies.

Council made significant adjustments to its budget projections at its third quarter review carried out in May 2020. These included the cancelling or deferment of some areas of non-essential expenditure and a small application of reserves to fund capital renewal programs which would have otherwise been funded by revenues.

The following table summarises the revenue and expense impact to Council from COVID-19 for the 2019–20 financial year.

Revenue	FY 2019–20 COVID-19 Financial Impact (\$)
Parking fees – on-street meters and car parks	4,409,534
Parking Patrol activities	1,869,017
Rents - properties, halls and other spaces	701,904
Commercial Waste	523,889
Development Applications	300,818
Interest on investments	243,191
Courses and activities fees	139,360
Compliance related fees	33,054
Total reduction compared to original budget	8,220,769
COVID-19 Pandemic direct related expense	938,839
Total financial impact to Council	9,159,607

# OUR RESPONSE TO COVID-19 AND ITS IMPACT ON THE OPERATIONAL PLAN AND BUDGET (CONTD...)

In terms of the strategy underpinning the Operational Plan implementation, Council's approach was to continue to keep services running and deliver the aspirations expressed in the Waverley Community Strategic Plan 2018–2029 to the fullest extent possible.

Council's public works continued and, in some cases, accelerated to support employment and the economy. Management and compliance monitoring of public spaces, including beaches, has also become a focus, with staff redeployed within Council to assist Rangers with those tasks.

The Commonwealth and NSW Governments are assisting Council and more broadly the community, with further economic stimulus measures introduced.

Council has resolved to continue its Community Support and Business Support Program including fee waivers and non-financial support. Operational expenditure review allowed to offset revenue reductions where possible. Initiatives such as business, system and process improvements, IT initiatives, plant replacement and some training and other activities with acceptable risk were delayed.

A total of 45 Operational Plan 2019–20 activities were impacted by COVID-19 pandemic. Activities such as events were cancelled or placed on hold in line with public health and safety measures, while some other business as usual activities are in progress but are impacted by COVID-19. In some instances, resources were diverted for direct COVID-19 related responses.

# Part 01.

## WAVERLEY COUNCIL OVERVIEW

# OUR COMMUNITY VISION

Waverley: connecting the city and the sea.

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



# OUR LOCAL GOVERNMENT AREA

Waverley LGA consists of four wards as outlined here:



# WAVERLEY – OUR LOCAL GOVERNMENT AREA



## OUR LOCAL GOVERNMENT AREA:

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

## OUR DWELLINGS AND BUSINESSES:



**31,564**  
dwellings



**39,132**  
registered businesses

## MEDIAN AGE

**35** years

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

## OVERSEAS BORN RESIDENTS

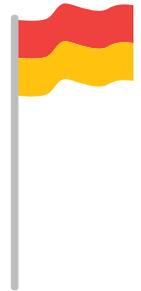
**38.4%**

## OUR SUBURBS:

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

## OUR ATTRACTIONS:

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



# POPULATION



## TOTAL POPULATION

**74,114**

## PROJECTED POPULATION 2031

**80,100**

## POPULATION DENSITY

**77.99**

persons per hectare

## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

**274**



## LANGUAGES

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

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



## JEWISH COMMUNITY

Waverley's Jewish community of

**10,076**

residents makes up 15.1 percent of our total population

# EDUCATION

## NUMBER OF SCHOOLS

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

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

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

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

# HOUSING

## AVERAGE HOUSEHOLD SIZE

 **2.3** people

# ECONOMY



**\$4.36 billion**  
gross regional product

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

## RENTING HOUSEHOLDS

**43%**

## MEDIAN WEEKLY RENT

**\$620**

## MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2016 was

**\$2,308** compared to \$1,750 for Greater Sydney

## SINGLE PERSON HOUSEHOLDS

**24.7%**



## HIGH EMPLOYMENT SECTORS

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

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

# THE ELECTED COUNCIL

The elected Council comprises of 12 elected members (Councillors), two of which hold the offices of Mayor and Deputy Mayor.

The role of the elected Council is to set the strategic direction for the Council, ensure financial sustainability, review the performance of the Council and to provide effective civic leadership to the community.

## THE MAYOR AND COUNCILLORS

Councillors are elected by residents and ratepayers. The last local government election was held on 9 September 2017. The September 2020 election was postponed to September 2021 to address the risks of the COVID-19 pandemic.

Councillors are elected by ward (a geographical area). Waverley has four wards: Bondi, Hunter, Lawson and Waverley.

The Mayor is elected by Councillors for a two-year period and the Deputy Mayor for a 12-month period. The role of Councillors is defined in the *Local Government Act 1993* and includes to:

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

- Facilitate communication between the local community and the governing body
- Uphold and represent accurately the policies and decisions of the governing body
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

## COUNCIL MEETINGS AND DECISION MAKING

The elected Council makes decisions at Council meetings and meetings of its two standing committees: The Operations and Community Services Committee and the Strategic Planning and Development Committee. Ordinary Council meetings are held once a month, generally on the third Tuesday. Extraordinary Council meetings are called at short notice from time to time to address particular issues. Meetings of the standing committees are usually held on the first Tuesday of each month.

All meetings are open to the public. Members of the public can address the Council on any issue on the agenda for the meeting.

To improve accessibility for the public, Council live-streams all Council meetings and meetings of its standing committees.



# ADVISORY COMMITTEES



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

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

## **PUBLIC FORUMS**

In 2019–20, Council trialled the concept of public forums. At public forums, members of the public spoke directly to Councillors and senior staff in an informal setting on matters of importance to them or the Waverley community. Public forums were held once a month before each Council meeting.

# OUR MAYOR AND COUNCILLORS



## DOMINIC WY KANAK DEPUTY MAYOR

(1 July 2019–25 September 2019)

**Greens**

Bondi Ward

### Represented Council on:

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



## JOHN WAKEFIELD MAYOR

(1 July 2019–25 September 2019)

**Australian Labor Party**

Bondi Ward

### Represented Council on:

- Operations and Community Services Committee (Deputy Chair)
- Strategic Planning and Development Committee
- Access Advisory Committee
- Audit, Risk and Improvement Committee (Alternate)
- Environmental Sustainability Advisory Committee
- Housing Advisory Committee
- Traffic Committee (Chair)
- Waverley Business Forum (Chair)



## LEON GOLTSMAN

**Liberal Party of Australia**

Bondi Ward

### Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee (Deputy Chair)
- Cycling Advisory Committee
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee
- Surf Life Saving Club Committee



**SALLY BETTS**  
 Liberal Party of Australia  
 Hunter Ward

**Represented Council on:**

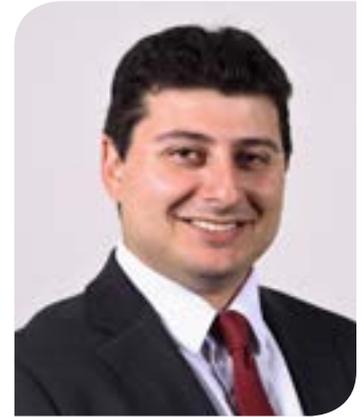
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee



**STEVEN LEWIS**  
 Australian Labor Party  
 Hunter Ward

**Represented Council on:**

- Operations and Community Services Committee (Deputy Chair)
- Strategic Planning and Development Committee (Chair)
- Access Advisory Committee
- Audit Committee (Alternate)
- Cycling Advisory Committee (Chair)



**WILL NEMESH**  
 Liberal Party of Australia  
 Hunter Ward

**Represented Council on:**

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



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

**Represented Council on:**

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



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

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Deputy Chair)
- Access Advisory Committee (Chair)
- Environmental Sustainability Advisory Committee (Chair)
- Public Art Committee (Deputy Chair)
- Waverley Business Forum (Alternate)



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

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Chair)
- Access Advisory Committee
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee (Chair)
- Public Art Committee (Chair)
- Surf Life Saving Club Committee
- Traffic Committee (Chair)
- Waverley Business Forum



### **GEORGE COPELAND**

**Greens**  
Waverley Ward

#### **Represented Council on:**

- Operations and Community Services Committee (Chair)
- Strategic Planning and Development Committee
- Access Advisory Committee
- Audit, Risk and Improvement Committee
- Cycling Advisory Committee
- Environmental Sustainability Advisory Committee (Deputy Chair)
- Housing Advisory Committee



### **MARJORIE O'NEILL**

**Australian Labor Party**  
Waverley Ward

#### **Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Community Safety Advisory Committee (Chair)
- Surf Life Saving Club Committee (Chair)



### **TONY KAY**

**Liberal Party of Australia**  
Waverley Ward

#### **Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Traffic Committee (Alternate Chair)



# OUR ORGANISATION

## OUR VISION

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

## OUR MISSION

Wow! This is Waverley.

## OUR VALUES

“We are the guardians for our place and our people”

- We work TOGETHER and with our community - in our teams and across Council, no silos; building collaborative partnerships
- We CARE and demonstrate RESPECT – in our work and in our dealings with others, we take ownership for things, engaging and listening
- We strive for EXCELLENCE – to do the right job and to improve and innovate
- We DO WHAT WE SAY WE WILL – we honour our commitments and we are accountable.

## COUNCIL IS MADE UP OF FIVE DIRECTORATES:

1

GENERAL  
COUNSEL

2

FINANCE

3

PLANNING,  
ENVIRONMENT AND  
REGULATORY

4

COMMUNITY,  
ASSETS AND  
OPERATIONS

5

CUSTOMER SERVICE  
AND ORGANISATION  
IMPROVEMENT

# OUR PLANNING FRAMEWORK

All councils in NSW are required to conduct their business based on an Integrated Planning and Reporting framework. The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by

planning holistically and sustainably for the future. The framework ensures long-term planning for the future with the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to

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



# THE COMMUNITY STRATEGIC PLAN: WAVERLEY COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is the highest-level plan that identifies the community's main priorities and aspirations for the future and the broad strategies for achieving these. While Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the residents of

Waverley, it is not wholly responsible for its implementation. Other partners such as State and Federal Governments and community groups may also be engaged in delivering the long-term community outcomes of this plan. Waverley Community Strategic plan 2018–2029 has a long-

term outlook and covers 11 years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters in an integrated manner.

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## DELIVERY PROGRAM AND THE RESOURCING STRATEGY

The Delivery Program is the point where the community's goals in the Community Strategic Plan are systematically translated into actions that 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. The Operational Plan

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 four resourcing strategies to support the delivery of the Community

Strategic Plan. It consists of the Long-Term Financial Plan—Fifth version (LTFP 5.2), Strategic Asset Management Plan—Fifth version (SAMP5), Environment Action Plan—Fourth version (EAP4) and Workforce Plan—Third version.



# EXTERNAL BODIES EXERCISING WAVERLEY COUNCIL FUNCTIONS

In accordance with a direction issued by the Minister for Planning on 22 June 2018, the Waverley Development Assessment Panel was renamed the Waverley Local Planning Panel (WLPP). The WLPP determines significant development applications (DAs) in the Waverley LGA, including those DAs where there are numerous objections or a conflict of interest.

The WLPP also provides advice to Council on planning proposals. The Minister sets the referral criteria and procedural requirements for the WLPP for Planning. The WLPP is made up of a pool of planning experts and meets monthly. Councillors are no longer involved in the decision-making process for determining DAs, allowing them more time to focus

on strategic planning issues, such as the planning controls that underpin DA decisions. The WLPP meets on the last Wednesday of the month. Meetings are usually held at Council Chambers. However due to COVID-19 restrictions meetings were held online in 2020. In 2019–20, the panel had 11 meetings.

# PARTNERSHIPS AND COOPERATION

- Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC), which is an association of local councils in the south eastern area of Sydney. SSROC provides a forum for the councils to deal with issues they have in common, particularly those that cross boundaries. Key topics under consideration include planning, environment, transport, community development, urban design, sustainability and local government management
- Waverley Library has a collaborative partnership with five SSROC libraries for the purchase of materials. Waverley Library shares a document delivery van with all libraries in the Sydney metropolitan area
- Council participates in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of six councils: Bayside Council, City of Sydney Council, Inner West Council, Randwick City Council, Waverley Council and Woollahra Municipal Council
- Council is a member of the Sydney Coastal Councils Group, which includes councils located on Sydney's coastline and aims to promote coordination on issues relating to the urban coastal environment and waterways
- Council, in conjunction with Woollahra Municipal Council and Randwick City Council, runs the three-Council Regional

Environment Program, which undertakes significant projects to achieve meaningful reductions in energy, water and waste across the Eastern Suburbs, including Solar my School, enabling the uptake of electric vehicles, and Compost Revolution

- Council and Woollahra Municipal Council are in partnership to share resources and workforces through the Alexandria Integrated Facility works depot and are in partnership to construct a new State Emergency Service facility to serve their communities jointly
- Council partners with 17 community organisations to provide critical services to the Waverley area and regionally through the provision of funding and subsidised accommodation. These include children's services, youth services, outreach and homelessness services, housing support, drug and alcohol services and domestic violence support
- Council jointly coordinates the Eastern Sydney Aged and Disability Interagency Network and the Eastern Sydney Youth Services Network with Randwick City Council. Council coordinates the Homelessness Coalition and is an active member of the Eastern Sydney Homelessness Assertive (outreach) Collaboration, Eastern Sydney Domestic Violence Network, Eastern Sydney Commonwealth Home Support



Forum and Eastern Sydney Elder Abuse Collaborative

- Council partners with the Bondi and Districts Chamber of Commerce to host the Waverley Business Forum, Bondi Festival and the Waverley Local Business Awards
- Council is a member of the Cities Power Partnership (CPP), which consists of more than 100 councils from across Australia working together to tackle climate change.

# OUR FINANCIAL SNAPSHOT

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

## HIGHLIGHTS

# \$147.6m

total income from continuing operations

# \$145.3m

total expenses from continuing operations\*

# \$2.3m

net operating result for the year\*

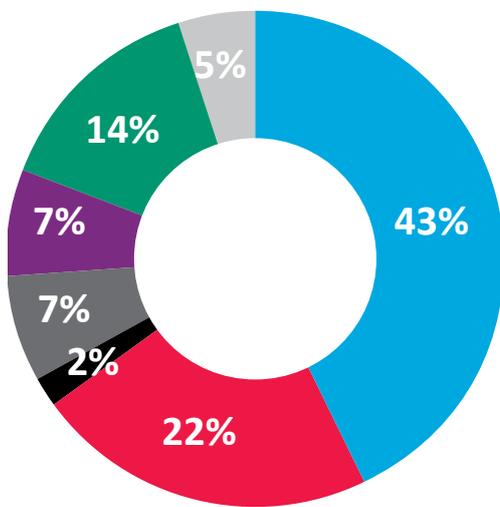
# \$1.1b

net assets

\* The total expenses from continuing operations and net operating result excludes fair value revaluation on investment properties



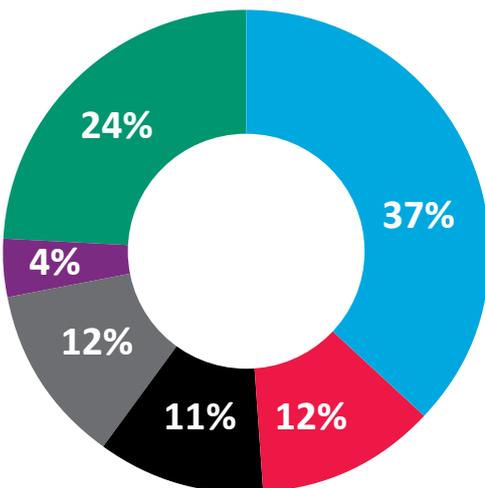
## SOURCING OUR REVENUE ('000)



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

Revenue Sources	Amount (\$ '000)	Per cent
Rates and annual charges	63,403	43%
User charges and fees	32,450	22%
Interest and investment revenue	3,383	2%
Other revenues	10,952	7%
Grants and contributions provided for operating purposes	9,750	7%
Grants and contributions provided for capital purposes	21,084	14%
Rental income	6,616	5%

## IDENTIFYING OUR EXPENSES ('000)



- Employee benefits and on-costs
- Materials and contracts
- Depreciation and amortisation
- Other expenses
- Net losses from the disposal of assets
- Fair value decrement on investment properties

Expenses	Amount (\$ '000)	Per cent
Employee benefits and on-costs	70,122	37%
Borrowing costs	128	0%
Materials and contracts	22,495	12%
Depreciation and amortisation	20,678	11%
Other expenses	24,093	12%
Net losses from the disposal of assets	7,806	4%
Fair value revaluation on investment properties	45,734	24%

# PERFORMANCE RATIOS

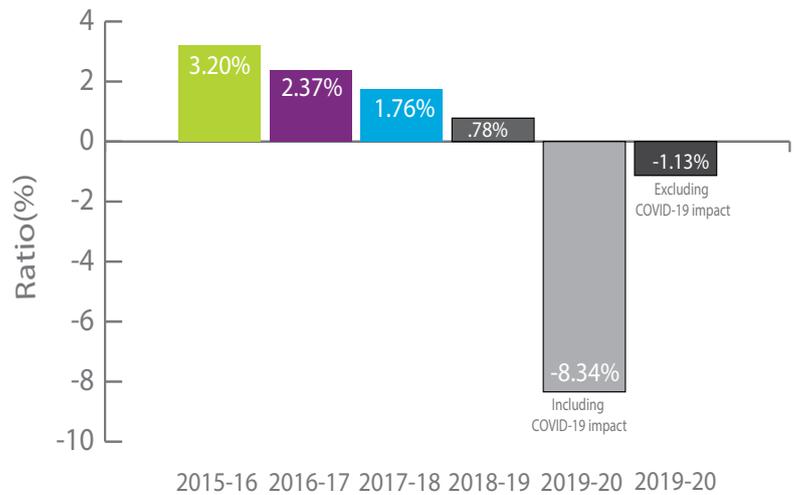
## CASH AND INVESTMENTS

Council's Cash and investments amounts to \$172.6 million on 30 June 2020.

## OPERATING PERFORMANCE RATIO

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

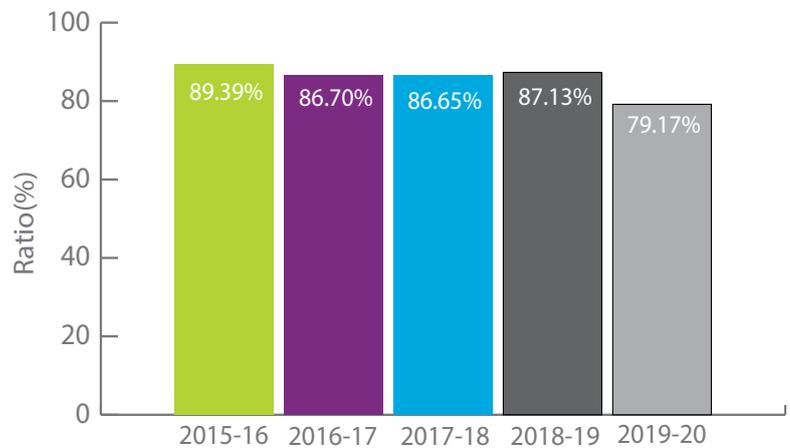
Council did not meet the OLG benchmark for the current reporting period. The impact of COVID-19 resulted in Council experiencing a negative operating performance ratio of 8.34 per cent. COVID-19 restrictions impacted Council's income and Council has incurred additional expenditure in the attempt to contain the spread of COVID-19 virus. Without the impacts of COVID-19, the operating performance ratio would be close to the industry benchmark of zero per cent. Council is establishing a Service Review Framework to ensure Council's financial sustainability. These reviews will identify opportunities to improve services, operational efficiencies and reduce costs over time



## OWN SOURCE OPERATING REVENUE RATIO

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

Council's own source operating revenue ratio of 79.17 per cent reflects a low level of reliance on externally sourced grant revenue and exceeded the OLG benchmark of greater than 60 per cent. The ratio has remained relatively stable above the benchmark of 60 per cent over the last five years.

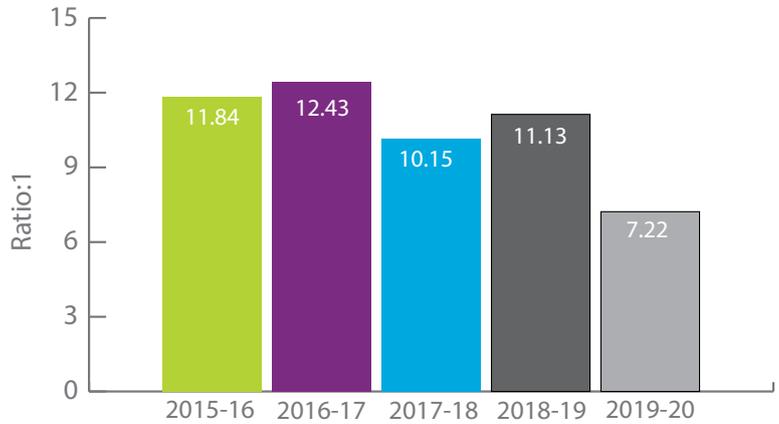


## UNRESTRICTED CURRENT RATIO

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

This ratio indicates that Council currently has \$7.22 of unrestricted assets available to service every \$1.0 of its unrestricted current liabilities.

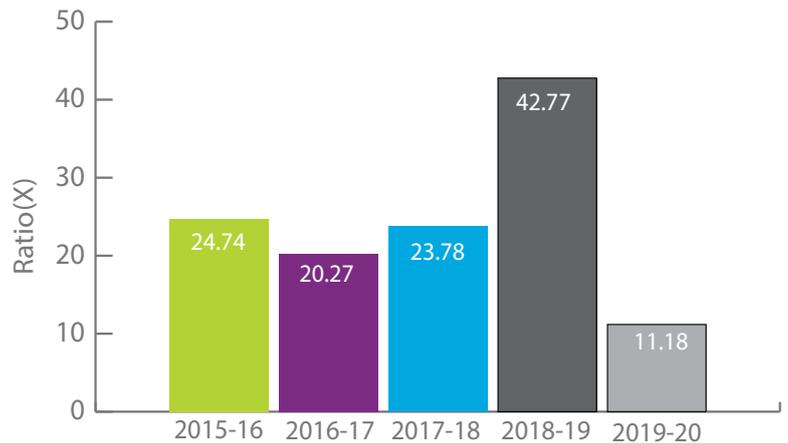
This reflects an operating buffer for use in Council's operations and exceeded the OLG benchmark of greater than 1.5 times.



## DEBT SERVICE RATIO

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

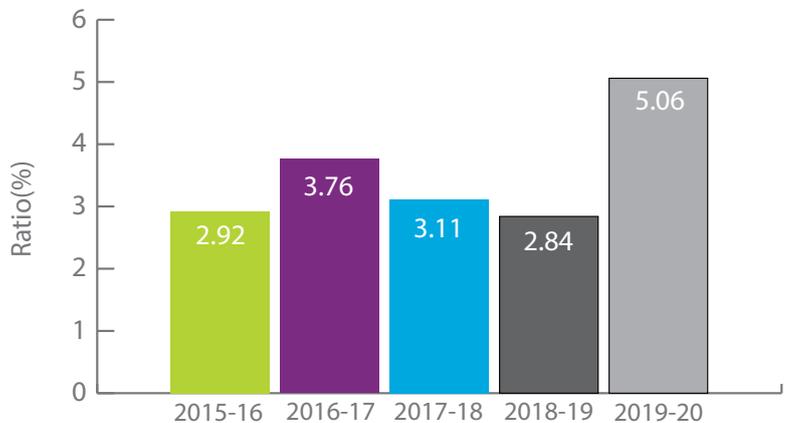
Council's debt service ratio of 11.18 times exceeded OLG benchmark of greater than two times. The ratio highlights Council's comparatively low level of debt and debt servicing costs.



## RATES AND ANNUAL CHARGES OUTSTANDING RATIO

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

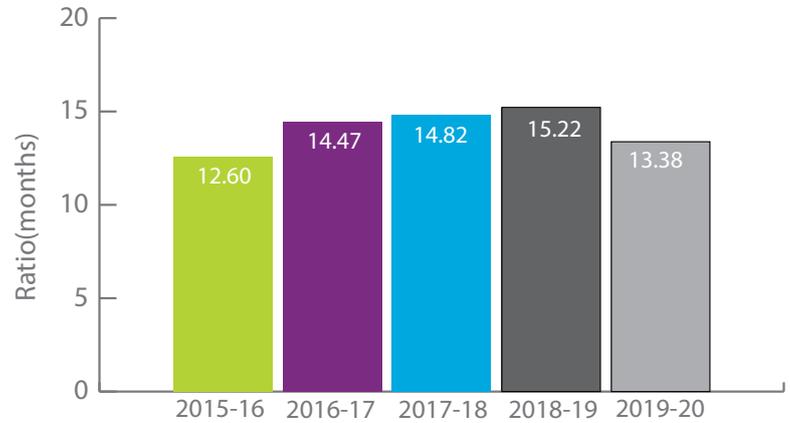
Council's rates and annual charges outstanding ratio of 5.06 per cent did not meet the OLG benchmark of less than five per cent. Council has postponed all debt recovery actions to support ratepayers during the COVID-19 pandemic. This led to a higher than normal level of outstanding collections for the financial year 2019–20. The deferral of debt recovery action also applied to the trade customers, resulting in an increase on the bad debt provision from the trade customers to \$181,000 from \$98,000 in 2018–19.



## CASH EXPENSE COVER RATIO

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

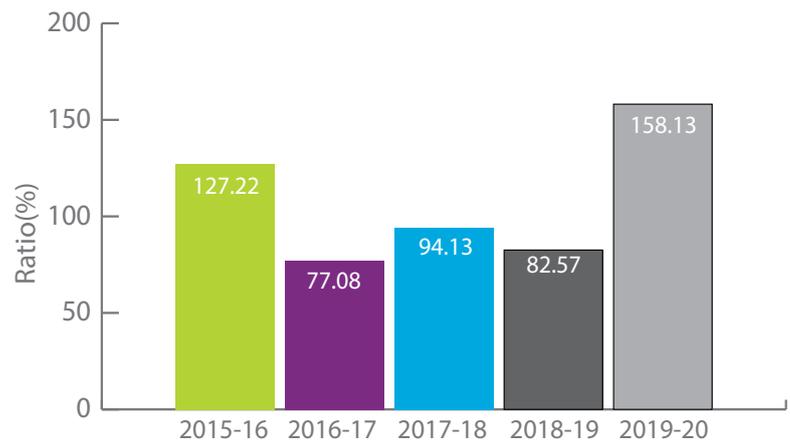
Council's cash expense cover ratio of 13.38 months exceeded the OLG benchmark of greater than three months.



## BUILDINGS AND INFRASTRUCTURE RENEWAL RATIO

This ratio assesses the rate at which assets are being renewed relative to the rate at which they are depreciating.

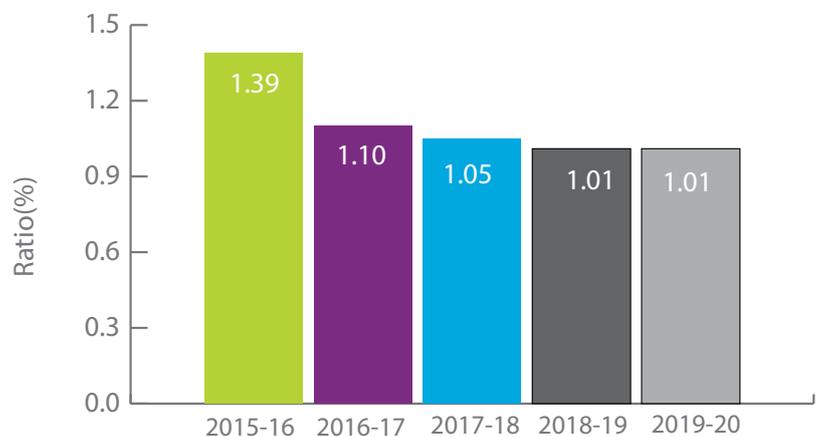
Council's infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) and ensure sufficient spending to upkeep its assets to the community satisfactory level.



## INFRASTRUCTURE BACKLOG RATIO

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

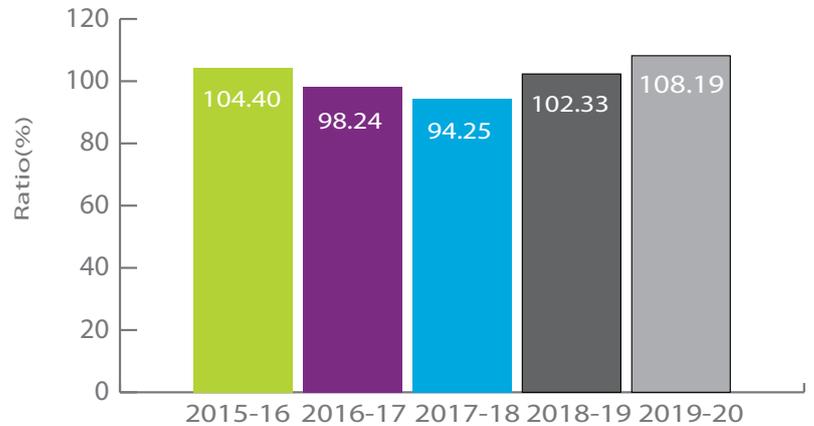
This ratio shows that Council has a small proportion of infrastructure backlog and it compares favourably with the industry benchmark of less than two per cent.



## ASSET MAINTENANCE RATIO

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

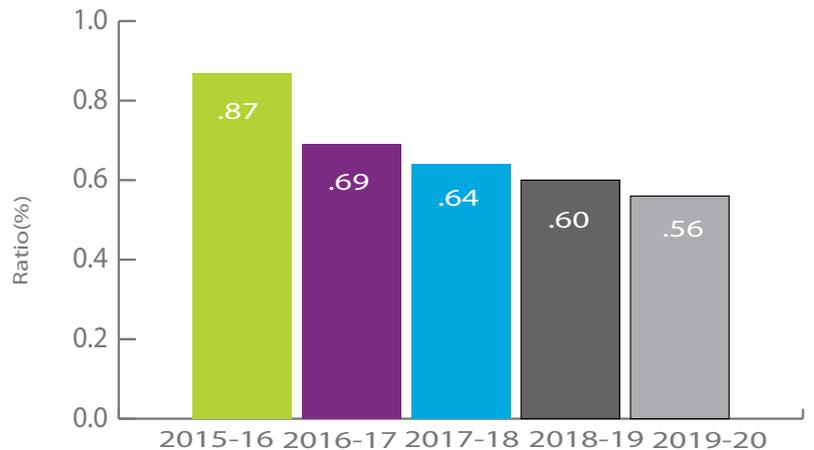
This ratio compares well with the industry benchmark of 100 per cent. It indicates Council's spending on assets maintenance is sufficient to stop the infrastructure backlog from growing.



## COST TO BRING ASSETS TO AGREED SERVICE LEVEL

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

This ratio shows that Council has a small proportion of outstanding infrastructure upgrade/renewal works to bring assets at agreed service levels, as compared to the total value of its assets.



# AWARDS RECEIVED

Council received awards in recognition of innovative and outstanding performance across a range of areas including outstanding environmental leadership, waste management and excellence in infrastructure. The awards included:

Type	Category	Project/Location
Green Globe Award	Public Sector Leadership Award	Solar my School
Keep Australia Beautiful NSW	Don't be a Tosser! Litter Action Award	Unwrapping our Future: Keeping Bondi Beautiful
LGNSW Excellence in the Environment Awards	Towards Net Zero Emissions	Bondi Junction Building Futures Program
LGNSW Excellence in the Environment Awards	Behaviour Change in Waste	Get Rid of it Right Campaign
LGNSW Excellence in the Environment Awards	Water Management	Waverley Park Recycled Water System
LGNSW Excellence in the Environment Awards	Sustainable Infrastructure	Electric Vehicle Charging Network
Stormwater NSW	Excellence in Infrastructure	Waverley Cemetery Coast Walk
Waste Management and Resource Recovery Association of Australia (WMRR)	Metro category – Outstanding Waste and Resource Recovery Project	Recycling Improvement Program in Apartments



# GRANTS AND DONATIONS AWARDED

In 2019–20, Council awarded a range of community and small grants and donations amounting to \$714,533.

Grants/Donations Awarded	Amount(\$)
<b>Total Grants/Donations</b>	<b>714,533</b>
<b>Community Grants*</b>	<b>386,673</b>
Waverley Action for Youth Services (WAYS) Youth & Family	79,782
Eastern Suburbs Cricket Club	55,000
Beaches Outreach Program (BOP)	52,878
Wayside Chapel (Norman Andrew's House)	40,658
Bondi Toy Library	22,695
Holdsworth Community Centre	21,302
The Junction Neighbourhood Centre	20,288
Sculpture by the Sea	20,000
Randwick Waverley Community Transport	19,562
Eastern Area Tenants Service (EATS)	19,191
Australian Kiteflyers Society Inc.	15,744
Bondi Beach Cottage	8,642
Waverley Bondi Beach Band	4,539
Waverley Randwick Philharmonic Society	4,392
Bondi Beach Playgroup	2,000
* Community Grants are provided to enable the delivery of services that support the needs of children, women and families; young people and their families; tenants and people who are homeless; people with disability and older people; neighbourhood centres and outreach services.	
<b>Surf Club Grants</b>	<b>91,174</b>
Tamarama Surf Life Saving Club	33,298
Bondi Surf Bathers Life Saving Club	19,292
Bronte Surf Life Saving Club	19,292
North Bondi Surf Life Saving Club	19,292

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

Small Grants		152,489
Recipient	Purpose	Amount
Community Projects		55,118
ACON	Bondi Badlands Historical Podcast	5,000
Beaches Outreach Project	Party and Pills	5,000
Bondi Surf Batheters' Lifes Saving Club	Inclusion Program	5,000
Ocean Lovers Alliance	Litterarty School Art Competition	5,000
Our Big Kitchen	OBK Kitchen Upgrade	5,000
Brittany Bloomer	Pound Paws Dog Day @ Bondi Beach	4,250
WAYS Youth & Family	Youth Week 2020	3,718
City East Community College Inc.	City East Mentor Program	3,500
Waves of Wellness Foundation	Waves of Wellness Surfing Experience	3,500
Bondi Surf Batheters' Life Saving Club	Archive Improvement Project	3,050
WAYS Youth & Family	WAYS Safe Summer	3,000
Waverley Historical Society	Early Bondi Beach	2,500
Eastern Suburbs Cricket Club	125 Years celebration	2,500
Little Heroes Swim Academy	Little Heroes Mad About Inclusion	2,200
Moriah War Memorial College	Carli's Listening and Feeling Garden	1,250
Courage to Care NSW	Eastern Suburbs Young Upstanders Program	650
Cultural Projects		32,770
The Bondi Association for Arts and Music	Viability Assistance Latin American Festival	5,000
Head On Foundation	Provide infrastructure for Artists	5,000
Yasmin Mund	Concrete Jungle	5,000
Eliane Morel	Fanny Durack & Mina Wylie – A Play	4,960
Flickerfest	Flickerfest 2020	4,500
Bondi Cinema Club	Bondi Cinema Club On-line	3,000
Rose Bay Secondary College	School House Emblems	3,000
29th Annual Flickerfest Short Film Festival	Flickerfest International Short Film Festival	2,310

Small Grants		114,841
Recipient	Purpose	Amount
Creative Street Projects		5,000
Alex King	Drip by Drip	5,000
Environmental Projects		59,601
Energy Efficiency Grants	Lighting rebate provided to buildings	35,601
Bondi Public School	Wicking Bed Project	5,000
Seaside Scavenge	Get Looped Festival	5,000
Nefesh Synagogue	Solar Panels	3,500
Yeshiva College	Solar Panels	3,500
Clovelly Public School	Creyweed Restoration	3,000
Moriah College Early Learning	Rainwater Tank	2,000
Wee Care Early Education	Beehive, Plants and Workshop	2,000
Financial Assistance and Small Grants for Events		22,948
Ocean Lovers Alliance Inc., Dover Heights Shule, Bondi Association of Arts and Music Inc	Financial Assistance	22,948
Venue Hire Grants*		1,545
Raindance Event	Fundraising event for NSW Rural Fire Service Association (RFSA)	1,545
* The Venue Hire Grant Program aims to support groups that provide identifiable social, recreational and cultural benefits to Waverley's community. The grant covers venue hire fees.		
Financial Assistance for Bushfires		25,000
Bushfire relief donation	Bushfire relief donation	25,000
Financial Assistance for Drought Relief		10,000
Drought relief donation	NSW Farmers Association's Drought Relief Fund	10,000

COVID-19 Financial Assistance and Small Grants		24,704
Recipient	Purpose	Amount
COA Sydney Inc.	Viability Assistance Latin American Festival	5,000
Emanuel Synagogue	Dunera Digital Project	5,000
Julia Gutman	Still Life – Digital art space and creative form	4,500
Waverley Woollahra Art Co-operative	Waverley Woollahra Art School – Virtual Studios	4,304
Centre 360	Keeping Connected	3,500
Carolyn Craig	Artists in Isolation	2,400

# GRANTS RECEIVED

In 2019–20, Council received a range of grant funding including:

Grant Category	Purpose	Amount (\$)
Transport for NSW	Bondi Junction Cycleway	8,995,302
Office of Local Government	Financial Assistance Grants	2,065,584
Transport for NSW	State Grant Capital	1,169,121
NSW Department of Education	COVID-19 Local Government Early Childhood Education and Care payment program	918,848
Australian Government Department of Infrastructure, Transport, Regional Development and Communications	Road To Recovery (R2R)	277,817
NSW Department of Education Inclusion Support Program	Program and Salary Grant for Early Education	236,420
State Library of NSW	Library Per Capita Grant	181,579
NSW Environment Protection Authority	Composite Resolution and Recycling Program	145,395
Transport for NSW	Bus Route Subsidy	132,983
Australian Government Department of Health	Commonwealth Home Support Program Funding	120,619
Office of Local Government	Increasing Resilience to Climate Change	108,000
Office of Local Government	Office of Local Government Emergency Services Levy payment 2019–20	107,426
Ausgrid	Power 2U Solar my School	85,496
NSW Department of Communities and Justice	Family Support Grant and Capacity Building - Young People	81,989
State Library of NSW	Local Priority Grant	55,591
NSW Public Works Advisory	Natural Disaster Payment Reimbursement	51,262
NSW Department of Industry	Elsa Dixon Aboriginal Employment Program	40,000
Department of Infrastructure, Transport, Regional Development and Communications	Mill Hill Facility Works	14,000
NSW Department of Planning, Industry and Environment	Coastal Management Study	12,036
Australian Government Australian Apprenticeships Incentives Program.	Apprenticeship Salary Grant	6,000
NSW Environmental Trust	Living Connections Grant	5,000
NSW Youth Week Grant	Youth Week	1,859

# SPONSORSHIPS RECEIVED

Sponsor	Project	Amount (\$)
Mark and Evette Moran	Nib Literary Award	30,000
Bondi Festival 2020	In-kind services, brand concept development	19,500
Raindance Event	Fundraising event of NSW Rural Fire Service Association (RFSA)	1,700

# Part 02.

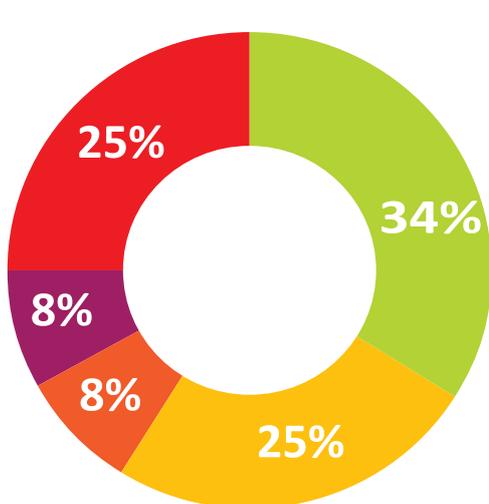
## **DELIVERY PROGRAM ACHIEVEMENTS**



# ARTS AND CULTURE

We provide a wealth of cultural programs 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, innovation and making our public spaces more visually appealing. The Art and Culture theme in the Waverley Community Strategic Plan 2018–2029 strives for a Waverley community enriched by opportunities to celebrate and participate in art and culture.

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES

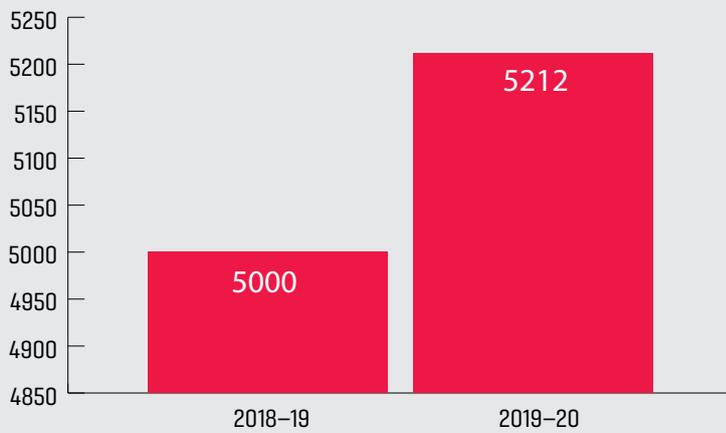


- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Arts and Culture theme, 34 per cent of the actions were completed, 25 per cent are progressing, another eight per cent are in progress but are impacted by COVID-19, eight per cent were delayed due to operational reasons and 25 per cent were delayed due to COVID-19.

# YEAR IN REVIEW

## BONDI FEAST ATTENDANCE



## BONDI FEAST 2019

Bondi Feast is a fringe-style winter festival, featuring more than 40 shows and celebrating the best in homegrown theatre, comedy, cabaret, and circus. Housed at the iconic Bondi Pavilion, Bondi Beach, the festival runs across two weeks. In July 2019, more than 5212 people attended the Bondi Feast Festival. This attendance is a four per cent increase in comparison to 2018-19.

This year's edition featured a circus in the parlour tent, knitting and theatre winner Casting Off and Chasing Smoke, Australia's only indigenous contemporary circus ensemble. This year planning commenced on the merging of

Bondi Feast with Bondi Winter Magic, to create a newly established Bondi Festival.

## MARK AND EVETTE MORAN NIB AWARD

The Mark and Evette Moran Nib Literary Award is Council's annual celebration of Australian research and writing. In 2019, Council received 156 entries.

- Nadia Wheatley won the Mark and Evette Moran Nib Literary Award for *Her Mother's Daughter*, a multi-layered memoir that provides a portrait of a fraught marriage and a lively and fascinating social history
- Dr Alice Gorman won the Nib

People's Choice Prize for *Dr Space Junk vs The Universe: Archaeology and the future*, a cultural journey through the solar system and beyond, and a conceptual journey into human interactions with space

- Olympic Gold Medallist John Devitt and Larry Writer won the Nib Military History Prize for their book *Cecil Healy: A Biography*. As part of their in-depth research, Mr Devitt and Mr Writer travelled to the United Kingdom and toured the battlefields of France, where Cecil Healy, also an Olympic gold medallist swimmer, died at war in 1918.

This year six exceedingly talented writers received the Alex Buzo Shortlist Prize. Five out of six of the writers were women.

## ARCHIBALD ARTIST BROUGHT THE SEA TO THE BONDI WINTER MAGIC

Bondi Winter Magic is Council's premier destination marketing event hosted in partnership with Bondi & Districts Chamber of Commerce. This year the event, which runs over a month, included a beachside ice rink, ferris wheel, and music and art on the streets.

As part of the Bondi Magic program, Archibald Prize nominated artist Luke Cornish – an award-winning stencil artist who uses thousands of layers of aerosol-sprayed stencils to create a seemingly classical result, held a solo exhibition at Bondi Pavilion in July and August 2019. The collection presented a series of works created in response to Cornish's three trips to Syria in 2016 and 2017.



Festival of the Winds



## FESTIVAL OF THE WINDS

Festival of the Winds is one of the largest and best-known kite festivals in the world. In September 2019, the festival celebrated its 41st anniversary in Bondi and attracted a crowd of approximately 80,000 people.

The festival featured aerial shows, professional kite-flying, live performances, food stalls, kite making and craft workshops, puppet shows, art exhibitions and an amateur kite flying competition. Of the participants surveyed, 96 per cent provided a positive response when asked to rate the event, and 98 per cent stated they would recommend the event to a friend.

## WAVERLEY ART PRIZE

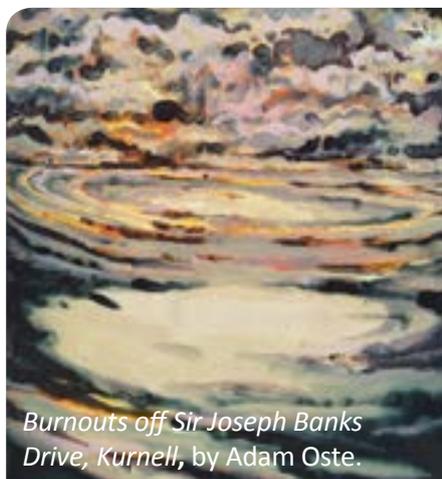
The Waverley Art Prize is open to artists of 18 years of age and above for painting, drawing and mixed media. A total of 394 entries were received this year and winners shared in a prize pool of around \$12,000.

Adam Oste won the Open Award for *Burnouts off Sir Joseph Banks Drive, Kurnell*. Elise Judd was the

recipient of the Mayor's Prize for her depiction of a beautiful bather in *Long Hot Summer*.

Other winners were:

- Yvonne Haber won the Printmaking Prize for *Venice Alley Way*
- Andrea Wilson won the Drawing Prize for *Sunday*
- Matthew Tumbers won the Acrylic Prize for *The Vast Edge of Shuffle*
- Justice Maurice Scivetti won the Oil Painting Prize for *Mountain Pass*



*Burnouts off Sir Joseph Banks Drive, Kurnell*, by Adam Oste.

- Artists David Fenoglio, Bridget McNab and Matilda Michell were highly commended for their works *Skeletons R Scary*, *Asters* and *Woman reading a letter*.

## WAVERLEY CULTURAL PLAN

Council prepared the draft Waverley Cultural Plan in 2019. The Waverley Cultural Plan 2020–25 is the vision for activation, participation and innovation for arts and culture in Waverley. It guides Council's long-term planning for cultural infrastructure, events, programs and partnerships.

The draft Cultural Plan is a result of the ideas and feedback received from members of the community in 2019. Consultation included an online survey (185 responses), focus groups with the community and key stakeholders (35 participants), community intercept conversations (75 participants), and long-form submissions from community members, community groups, organisations and businesses (six submissions). The inputs received on the final draft exhibited in May and June 2020 will inform the finalisation of the plan.

## SCULPTURE BY THE SEA

The annual outdoor exhibition, Sculpture by the Sea was held from 24 October 2019 to 10 October 2019 on the Coastal Walk from Bondi to Tamarama, 111 sculptures by artists from 19 countries were displayed. The 23rd anniversary of the event attracted around 450,000 people.

New Zealand sculptor Morgan Jones won the prestigious Aqualand Sculpture Award for his piece *The Sun Also Rises*. With a \$70,000 prize,



it is one of the wealthiest art awards in the world.

## WAVERLEY YOUTH ART PRIZE

The Waverley Youth Art Prize is an annual event for emerging artists of 9–18 years of age, held over divisions: Junior (9–12), Intermediate (13–15) and Senior (16–18 years). This year's prize included a series of free online workshops delivered as a part of Council's school holiday program and an online exhibition. More than 360 young artists participated in the workshops run by local artists.

In the Senior Category, Georgia Lu, Ella Singer, Mila Sellar and Mia MacCormick won first, second, third and highly commended prizes for their works *LULU*, *Mirror Image*, *Immersée* and *Faceless*.

In the Intermediate Category, Samantha Klein, Chloe Colman, Gabriel Stafford and Rachel Li won first, second, third and highly commended prizes for their works *Shadows and Shades of my Sister*, *Claudia*, *Frontline Hero* and *Mirror me*.

In the Junior Category, Ludmilla Monaco, Alyssa Bova, and Phoebe Tanner won first, second and third

prizes for their works *Joshua*, *Tom and My Kawaii Friend*. Zoe Klein and Leo Masnick won the highly commended category for their *Self Portrait in the style of Margaret Preston and Me and My World*. Laila Rich won the Best Interpretation of the Theme prize for *Born of Water and Spirit*; Teonie Quach won Best New Media Artwork prize for *Frame It*.

Tasman Alexandar Bates, Marie Khoury and Eloise North won the Mayor's prize for *The Colour of Me*, *Sunflowers in the Dark* and *Colour Connections*. Marie Khoury won the Best Three-dimensional creation prize and, Mabel Chen won the Packing Room Prize for *Margaret Atwood*.

## CREATIVE AND LEARNING EVENTS AT THE WAVERLEY LIBRARY

Waverley Library hosted 670 creative programs and learning activities for both adults and children throughout the year:

- New movie and music appreciation discussion groups
- Community favourites Sketchflash and Collage@Waverley
- Children's programs reading with Waldo the dog

- Ride the Wave lecture series and midnight study sessions for Higher School Certificate students
- Wellness sessions and Senior Driver Program for seniors.

In response to an NSW Government public health order Waverley Library was closed on 18 March and transitioned to offer online services, the Library received more than 326,000 visits for the year up until March 2020. Ongoing communication with patrons and regular welfare checks continued for vulnerable members.

The frequency of Library newsletter moved from monthly to weekly. Launching a Library App and Facebook page received 500 likes in the first two weeks, with Facebook being used as a platform to host online storytime sessions. The first online story time, reached an audience of 3,434 people and had more than 1,700 views.

The Library held many online activities for the community via Zoom including:

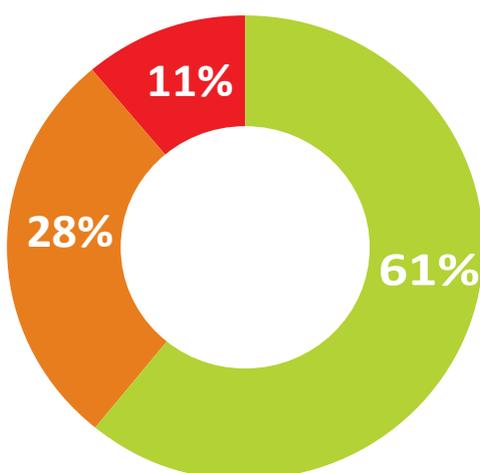
- Multicultural cooking classes
- Library Movie Club and book clubs
- Storytimes and craft sessions for children
- Aboriginal and Torres Strait Islander Culture Club and Aboriginal art workshops
- Make your own organic cleaning and skin care workshops
- Online tabletop games and Minecraft activities
- Learn and research and discover online resources
- Author talks
- Collage, sketching, knitting and colouring classes.



# COMMUNITY SERVICES AND WELL-BEING

We have a strong focus on ‘not leaving anyone behind’ and fostering a sense of community connections, belonging and pride. We aim to be at the forefront of reforms in addressing complex social issues, working with the community to ensure their well-being. This theme in the Waverley Community Strategic Plan 2018–2029 is about building a vibrant, caring, resilient and inclusive community.

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Community Services and Well-Being theme, 61 per cent of the actions were completed, 28 per cent are in progress but are impacted by COVID-19 and 11 per cent were delayed due to COVID-19

# YEAR IN REVIEW



*Elsa Dixon Aboriginal Employment Program Trainees*

## INNOVATE RECONCILIATION ACTION PLAN

Council's Innovate Reconciliation Action Plan (RAP) 2019–2021 was endorsed by Reconciliation Australia in November and launched in December 2019. The RAP provides a framework for Council's commitment to reconciliation and guides the Council's efforts towards a vibrant, resilient, caring and inclusive community. Prepared in consultation with community members, key partners and staff, one of the critical actions in the RAP is Council's employment of Aboriginal school-based trainees through the Elsa Dixon Aboriginal Employment Program. At the end of 2019, three trainees completed a two-year placement at Council as part of a program. In 2019-20, five new trainees joined the program.

Council's Early Education Centres and Family Day Care are involved in the Narragunnawali RAP program, which supports the outcomes of the Council's Innovate RAP and the National Quality Standards for Early Childhood Education and Care.

## LIFEGUARD CHALLENGE 2020

On 15 March 2020, Council's Lifeguards participated in the annual Lifeguard Challenge from Bondi to Cronulla to raise awareness and money to support Sydney Children's Hospitals Foundation. The Lifeguard Challenge is a family day out supporting the local community and crowds attend the finish line barbeque event at Cronulla Beach. Lifeguards from Randwick, Sutherland and Waverley participated in this 30km challenge to raise funds to purchase life saving medical equipment.

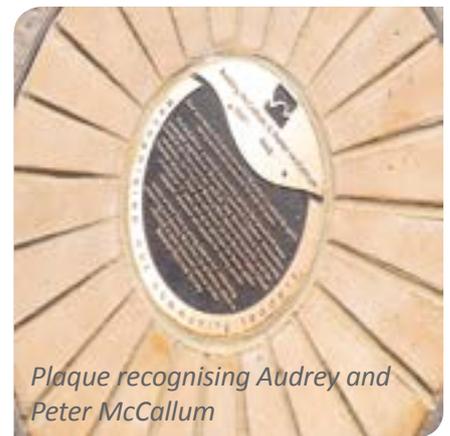
## VOLUNTEERING INITIATIVES

Council acknowledged Audrey and Peter McCallum through Council's Best of the Best Award and a plaque recognising their many years of volunteering was laid on Bronte Beach Promenade on 5 August 2019.

A number of opportunities were made available to corporate volunteering groups in the Waverley Community Garden and Waverley Cemetery this year to enhance Council assets and services.

In response to ideas developed by young people through Council's Design Incubator, a series of new art workshops inspired by nature were created for primary school aged children, teenagers and older people. These workshops were held in the Waverley Community Garden and engaged new volunteer facilitators. An exhibition of works was displayed in the Mill Hill Centre foyer.

Seniors were engaged as volunteers to read and enhance activities with children in the Early Education Centres.



*Plaque recognising Audrey and Peter McCallum*

COVID-19 restrictions resulted in modifications to volunteer activities, with various forums, professional development sessions and recognition celebrations held online

## PARTNERSHIP INITIATIVES

Projects delivered include:

- The Principals Breakfast Symposium held on 20 August 2019, in collaboration with Department of Education, NSW Health School Link and Centre 360 to connect local services and high schools and improve the transition to high school for vulnerable students at risk of long-term mental health issues and educational



Youth Forum

disengagement. The forum attracted 77 participants. The meeting highlighted the need to develop a process that improves communication and coordination between schools to strengthen the Year 6 – 7 transition support process for vulnerable students. Participant feedback indicated that the forum was highly relevant and helpful for developing relationships between schools and services and enabling capacity for early identification and intervention strategies

- Innovating Work Experience Project included a one-day Design Jam held in August 2019, attended by 24 students in Year 9 – 11 who live or go to school in Waverley LGA and a two-week incubator participated by 13 local Year 10 students to produce innovative project designs for business start-ups, one of which informed new community programs and activities at the Waverley Community Garden

- Council facilitated four meetings of the Eastern Sydney Youth Services Network (ESYSN) in partnership with Randwick City Council (August, October 2019, February, April 2020). In response to COVID-19 related issues, meetings over Zoom increased to monthly in April. The average attendance is 20 people including 14 youth service agencies. Participants worked on key issues including:
  - Continuing gaps for mental health case work support for young people with non-acute but ongoing conditions who are at risk of homelessness
  - High demand for affordable youth-specific psychological services
  - A need for ongoing networking opportunities to address disconnection in the service system due to funding distribution changes.
- One hundred and four parents and carers attended the Transition

to School forum for parent/carers of children starting Kindergarten in 2021 webinar held in partnership with Woollahra Municipal Council on 4 June 2020. The Webpage created on Council's website contains resources that provide further information to facilitate the transition to school.

## COMMUNITY GRANTS POLICY

Council endorsed the Community Grants Policy in March 2020. The Policy provides high-level principles and a framework to guide the provision of financial assistance to support community initiatives. The Policy development included a review of practice against legal obligations and relevant guidelines and consultation with staff across Council and discussions with grantees.

In 2019–20, Council distributed \$442,237 in grant funding to support the delivery of essential community services and cultural activities, and a wide variety of small projects proposed and implemented by members of the community.

## SOCIAL HOUSING AND HOMELESSNESS SERVICES

On behalf of the Eastern Suburbs Assertive Outreach Collaboration (ESHAC), Council in partnership with Randwick and Woollahra councils coordinated the first Eastern Suburbs Street Count on 17 February 2020. Street counts collect a point in time information about the number of people sleeping rough and in crisis accommodation. The count identified 28 people sleeping rough across the eastern suburbs, with 18 people in the Waverley LGA.

Waverley has seen a significant reduction in people sleeping rough due to the success of a collaborative approach to homelessness, and State Government strategies developed in response to COVID-19.

Council endorsed a redevelopment option for its social housing property at 2A Edmund Street in December 2019. Detailed planning will commence in 2020. Tenants consulted during the project's initial stages were advised of Council's decision and will be provided with alternate accommodation during construction works.

## PROGRAMS FOR CHILDREN, SENIORS, FAMILY AND YOUNG PEOPLE

Council delivered multiple face to face workshops and parent education sessions online in response to the COVID-19 pandemic. Information disseminated via newsletter and online focused on resilience and coping strategies. A webpage was created with resources, including a video of the

presentation which participants and others unable to attend can access via Council website.

Toward the New Normal, a parent webinar session with Waverley Family Support was delivered on 9 June 2020, to assist families manage the stress of change due to the impacts of COVID-19 on family life. Feedback from 19 participants indicated a high level of satisfaction with content and presentation.

The Waverley Community and Seniors Centre delivered seven types of fitness and social activities via Zoom. Individuals requiring personal support were provided ongoing telephone contact. Council's four Early Education Centres, and Family Day Care delivered free education and care to families from April to July 2020, with government support as part of the relief package. Other initiatives include:

- A language development workshop in August 2019 with speech pathologists from Sydney Children's Hospital provided vital speech and communication

information to 42 parents and carers

- Council prepared its first Child Safe Policy
- A community-wide survey on Children and Family Services reflects positive results for Council's early childhood services. Feedback received on gaps will inform improvements and efficiencies
- Intergenerational playgroup pilot was launched in partnership with Uniting and Council's Family Day Care centres, with planning to extend to Early Education Centres
- A Cyber Safety seminar in August 2019 was popular with 38 parents/carers. This partnership with local primary schools delivered practical tips to help parents manage children's online behaviour and cyberbullying issues
- A seminar for parents of children 0 – 5 on communication development and bilingualism in March 2020 delivered information to 18 parents/carers and resulted in follow up speech therapy support for some families.



Program for Seniors

Waverley Community Living Program (WCLP) delivered essential face-to-face support services for those who needed in-home support. A program of activities through Zoom is continuing skills development and keeping community members connected. WCLP completed a quality and safeguarding audit in 2019 and is qualified to re-register as a National Disability Insurance Scheme provider.

*Accessible beach matting, Bondi Beach*



## ACCESS BONDI

Council launched Access Bondi on 1 February 2020 to celebrate inclusion and promote the improvements made to make Bondi Beach accessible for everyone.

Improvements include an upgraded accessible ramp at North Bondi, new accessible shower and toilets, beach matting, beach wheelchairs and new self-serve lockers for beach wheelchairs. The launch was held in partnership with Bondi Bathers Surf Life Saving Club and supported by Waverley Community Living Program participants, Royal Rehab and Spinal Cord Injury Australia.

## COMMUNITY GARDENING PROJECTS

Multiple community garden projects were supported and facilitated, including projects at Niblick Street, Waverley Park, O'Donnell Street Reserve and the Waverley Woollahra Art School garden. Stage two of planting was completed at Wilga Street for a resident-led neighbourhood greening project.

Community garden and shared garden activities continued in a limited capacity under modified risk management plans. Installation

of a new compost system and new greenhouse in the Waverley Community Garden is completed.

Thirteen new local residents and family group members and one new Early Education Centre joined the Waverley Community Garden. Installation of a new compost system and new greenhouse in the Waverley Community Garden is completed.

Expansion of the children's area of garden, with four new raised garden beds, has allowed an increase in weekly programming for the Early Education Centres and Family Day Care groups involved.

## COUNCIL SPONSORED POLICE VEHICLE

Council and the Eastern Suburbs Police Area Command (PAC) unveiled a new Council-sponsored police vehicle on 19 November 2019. The Eastern Suburbs PAC will use the Council-sponsored vehicle for crime prevention activities and community engagement as part of a three-year sponsorship agreement. The police vehicle sponsorship program is one of the ways Council and Police are working together to prevent crime in the east.

## ALCOHOL FREE ZONES AND ALCOHOL PROHIBITED AREAS IN WAVERLEY

In October 2019, Council extended 24/7 alcohol-free zones in force on its streets and footpaths in Bondi Junction and Bondi Beach. The 24/7 Alcohol Prohibited Areas (APAs) remain in place at Tamarama, Bondi and Bronte beaches, Biddigal Reserve, Tamarama Park, Ray O'Keefe Reserve, Boundi Reserve, Hunter Park, Clementson Park and Eora Park in Bondi Junction.



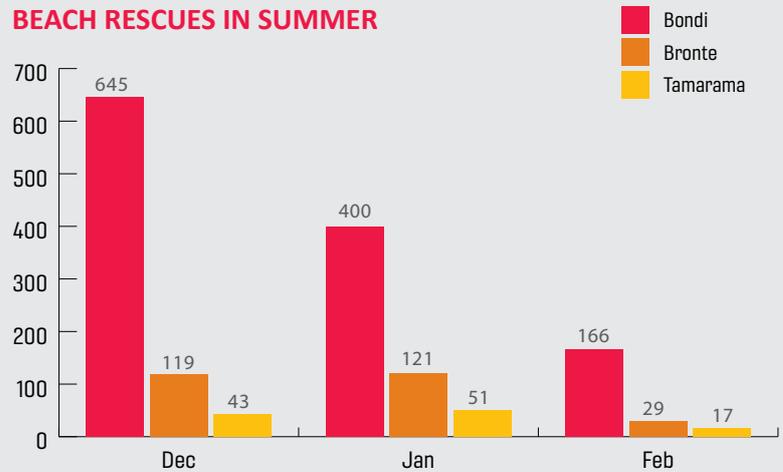
*Waverley Community Garden*

## BEACH RESCUES

Lifeguards record daily statistics including rescues, attendance levels and medical responses. Due to the manual data process, the data published here provides an estimate only.

The chart shows the number of beach rescues completed in summer.

### BEACH RESCUES IN SUMMER

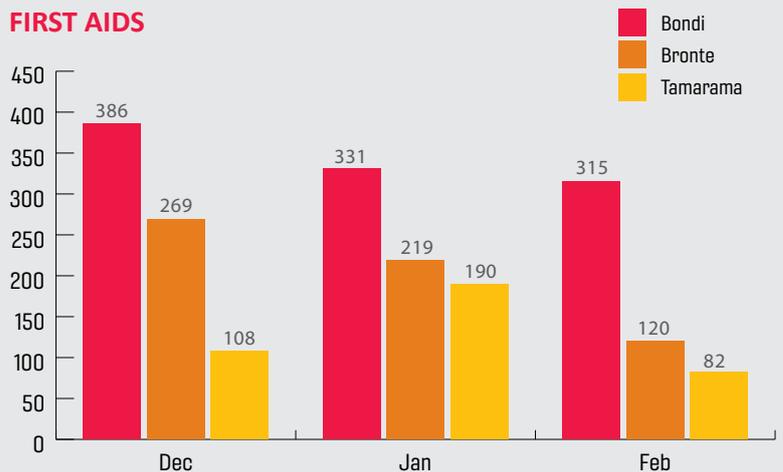


## BEACH FIRST-AID

Council Lifeguards helped save many lives and prevent further complications by attending to incidents.

The chart shows the number of first-aid interventions completed in summer.

### FIRST AIDS

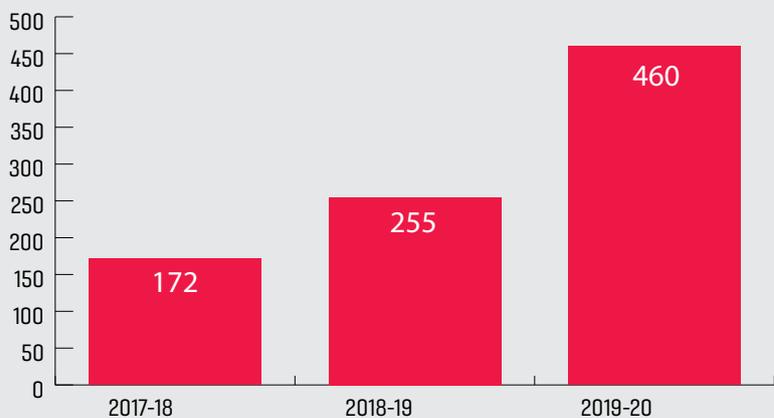


## FOOD SAFETY INSPECTIONS

In 2019–20, 479 primary food safety inspections were conducted for fixed use premises (businesses at a permanent location), an 80 per cent increase from 2018–19.

Council undertook 460 inspections for high and medium risk fixed premises in comparison to 255 in 2018–19 and 172 in 2017–18.

### HIGH AND MEDIUM FIXED PREMISES INSPECTIONS

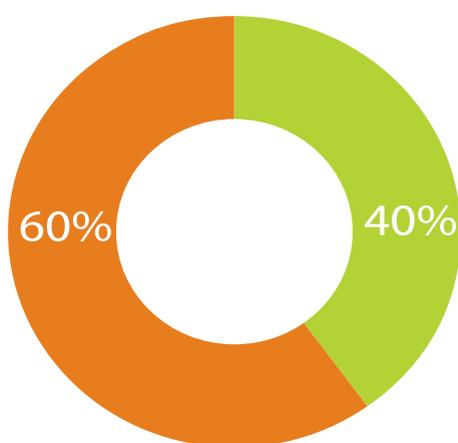




# RECREATION AND OPEN SPACES

Waverley has about 10 hectares of open space used by 74,000 residents, 27,000 workers and more than 3,000,000 tourists annually. This equates to approximately 1.43 hectares per 1000 residents, where the standard is 2.32 hectares per 100 residents. The Recreation and Open Spaces theme in the Waverley Community Strategic Plan 2018–2029 aspires us to be a Council that is a leader and innovator in open spaces and recreational facilities that support a healthy, happy and connected community

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Recreation and Open Spaces theme, 40 per cent of the actions were completed and 60 per cent are in progress but are impacted by COVID-19.

# YEAR IN REVIEW

## BONDI TO MANLY WALK

On 8 December 2019, representatives from Local Aboriginal Land Councils, the Commonwealth Government, ministers from the New South Wales State Government, and mayors from multiple councils including Waverley opened an 80km walking track from Bondi Beach to Manly Beach. More than 350 distinctive way marks, including Aboriginal Whale Symbol signs, are installed along the walking path. More than 500 individual signs are planned for this urban walk.

Six councils (City of Sydney, Mosman Council, North Sydney Council, Northern Beaches Council, Waverley Council and Woollahra Municipal Council), seven state agencies (NSW National Parks and Wildlife Services, Place Management New South Wales, Roads and Maritime Services, Port Authority of NSW, the Royal Botanic Garden Sydney, Sydney Opera House, Taronga Zoo) and at the Federal level, the Sydney Harbour Federation Trust, the La Perouse and Metropolitan Local Aboriginal Land Councils, Destination NSW and the Greater Sydney Commission collaborated to develop the Bondi to Manly Walk.

The Walk is rich in Indigenous heritage and includes four iconic Australian landmarks, the Sydney Harbour Bridge, Sydney Opera House, Bondi Beach and Manly Beach. The key Bondi to Manly Walk locations in the Waverley local government area include:

- Bondi Beach
- Ben Buckler
- Hugh Bamford Reserve
- Dover Heights Coastal Reserves
- Rodney Reserve

- Dudley Page Reserve
- Diamond Bay Reserve.

## MARKS PARK PLAYGROUND UPGRADE

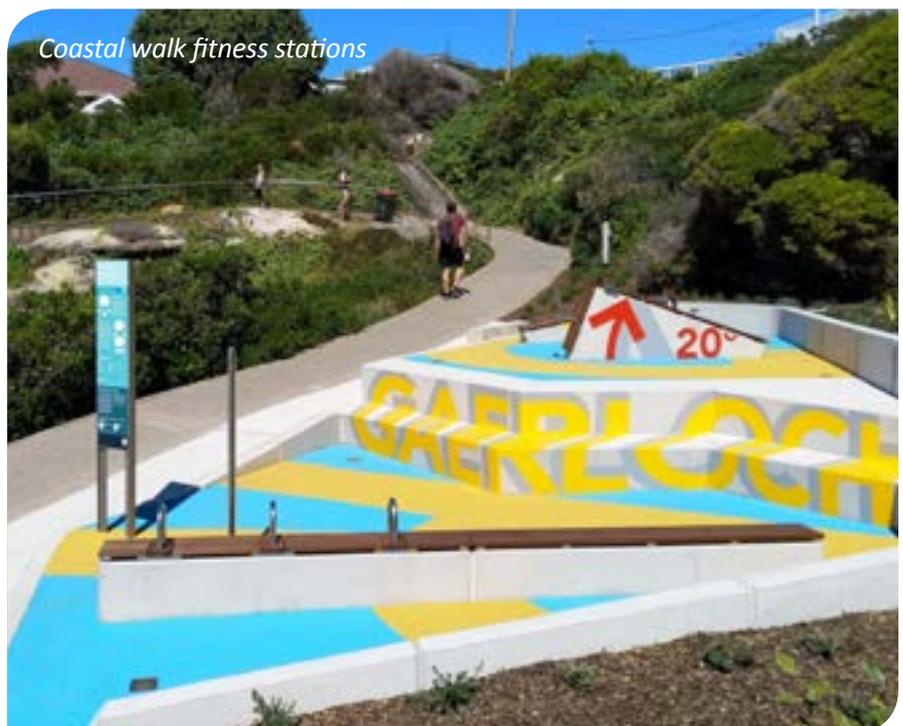
In October 2019, Council completed the following upgrades in Marks Park:

- A footpath for step-free access to park facilities, playground, amenities block, seating and coastal viewpoints at Mackenzies Point
- A stair connection between the park and Mackenzies Point improving access to the lookout and lower Coast Walk
- A new accessible lookout point provides access to coastal views providing a similar experience to Mackenzies Point for all park visitors
- New native landscape planting to stabilise the embankment and manage erosion

- New playground upgraded to replace old equipment and expand the play experience. The playground is appropriate for a range of ages, from toddlers to pre-teens and includes nature, exploratory play.

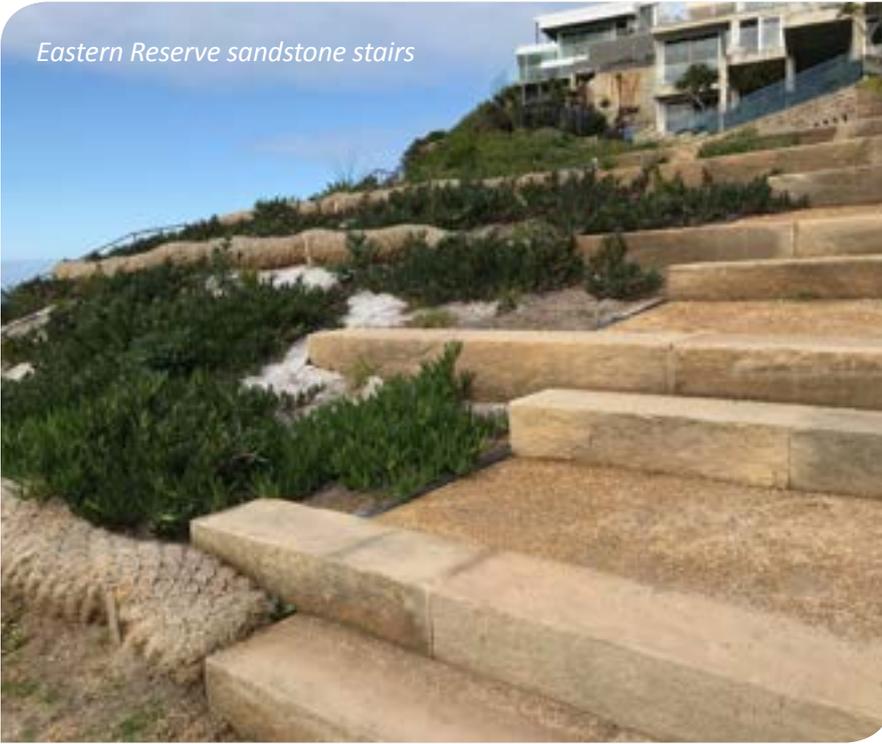
## COASTAL WALK FITNESS STATIONS

Council consolidated four old Coast Walk exercise stations to three new stations at Tamarama, Gareloch and Marks Parks. Design was completed for stainless steel and timber equipment fitness stations for Bondi Park. Fun designs were created with painted super graphics on concrete walling and coloured rubber softfall along the Coast Walk. The existing seating and bins were replaced with 10 new seats, 21 bins and four bike hoops on the Coast Walk from Tamarama to Bondi. The design is a finalist in the Dulux 2020 Colour Awards.



*Coastal walk fitness stations*

*Eastern Reserve sandstone stairs*



## NORTH BONDI CHILDREN'S POOL

Refurbishment of the children's ocean pool at North Bondi included a new stair and ramp access, safety rope, seating and paved edge to pool and mural as part of the North Bondi Culvert project. Promenade upgrade includes new balustrades and handrails, bubbler, bins, beach showers and bike racks and lighting. The refurbishment was completed in December 2019 and opened to the public in February 2020. The beach ramp widened can accommodate beach wheelchairs enabling better access to the beach.

## WAVERLEY PARK IMPROVEMENTS

Council designed and delivered the following works in Waverley Park:

- Birrell Street entrance upgrades widening the entry node to improve safety and wayfinding. New fencing, sandstone edging, planting and bollards along park parade installed
- The shared pedestrian and cycle pathway lighting improved to promote safety and wayfinding for commuters and visitors to the park
- New tree planting at the Bondi Road entrance
- Resurfacing of the lower netball courts.

## HUGH BAMFORD RESERVE COASTAL FENCE

The first stage of the coastal fence was installed in Hugh Bamford Reserve along the north-eastern coastline of the reserve. This work builds on consultation and design from previous years to develop a fence designed for Waverley's cliff top parks.

## THOMAS HOGAN RESERVE

The stairs connecting Thomas Hogan Reserve and Martin Avenue were refurbished this year. The detailed design of the lower park was completed with construction expected to be finished later in 2020. The work design was based on the master plan developed in the Plan of Management and subsequent consultation. The works taking place will see:

- New access pathway connection from Francis Street entry to base of Martin's Avenue stairs with seats installed in the central lawn
- New equal access path to the community hall
- New decking area to the community hall, providing level universal access to the main entry and side entry (kitchen)
- Addressing of flooding issue around the community hall
- Improvements to lawn area in front of community hall
- Improved light and growing conditions for the historic fig and lawn areas.

## STAIR AND WALKWAY IMPROVEMENTS

Asset assessment on structural integrity, safety, and serviceability of various accessway structures (stairs, footpaths, boardwalks and associated facilities) at Tamarama Park, Eastern Avenue and Diamond Bay Clifftop Walkways were completed. Repair works in Eastern Avenue and Diamond Bay, new sandstone stairs in Eastern Reserve control erosion, provide additional native planting and improve the entry to cliff top park.



*North Bondi children's pool*



Clarke Reserve Playground

## CLARKE RESERVE

Clarke Reserve playground upgrade included:

- Six new shade trees around the playground
- New play equipment including a multi-play piece and spinner to cater to a wider range of ages
- Repairs to the rubber soft fall and edging
- A new drinking fountain with dog drinking bowl, alongside the path at the entrance of the reserve
- New permanent park signage
- New low garden barrier fencing at the entrance to deter dogs from entering the play space
- Relocated 80m of the garden bed adjacent the coastal fence, on the western side and replace with turf.

## HUGH BAMFORD RESERVE AND WILLIAMS PARK PLAN OF MANAGEMENT

Council adopted the Hugh Bamford Reserve and Williams Park Plan of Management in June 2020. Submissions received on the draft Plan of Management placed on community, stakeholder and Crown Land consultation from 22 August to 3 October 2019 were incorporated into the plan.

The Plan retains existing critical infrastructure, such as training field at Hugh Bamford Reserve and the nine-hole golf course on Williams Park under a different management model. The implementation of the plan will incorporate enhancements to support walking through Williams Park, and the existing recreation uses in Hugh Bamford.

Since the adoption of the plan, construction of an accessible path to the community hall in Hugh Bamford Reserve was completed. Council is actively seeking grant funding to continue the implementation of the new plan.

## PARK AND BEACH SIGNAGE

Welcome and wayfinding park and beach signs were installed at:

- Bondi Beach
- Diamond Bay
- Rodney Reserve
- Raleigh Reserve
- Weonga Reserve
- Clarke Reserve
- Tamarama Park
- Varna Park
- Hunter Park.

## OPEN SPACE AND RECREATION STRATEGY

Council is preparing the draft Open Space and Recreation Strategy (OSRS) in collaboration with the community, to ensure these spaces and facilities meet community needs and expectations.

The OSRS includes a series of focus areas developed and based on community consultation and analysis of existing facilities. These key focus areas for the next 10 years are to:

- Develop an open space network and hierarchy to guide management and maintenance activities in line with the level of activity, facilities and level of service for each space
- Adopt a maintenance and servicing framework for parks and reserves that relates to the open space hierarchy

- Increase the capacity of our current sports fields
- Seek opportunities to secure land in strategic locations to increase the provision of community recreation spaces
- Improve the pedestrian environment and wayfinding for walking routes around open and recreation spaces
- Improve provision of toilet and water fountain facilities at sports fields and along the Cliff Walk
- Establish a framework to support ongoing community and stakeholder engagement in the planning and management of open and recreation spaces.

## EXCELLENCE IN INFRASTRUCTURE

The Waverley Cemetery Coast Walk project won the Excellence in Infrastructure Award at the

2020 Stormwater NSW Awards for Excellence. The Stormwater NSW Awards encourage and celebrate excellence in the innovation, development, completion and management of stormwater projects and the people involved.

Council, in collaboration with Hydraulic Engineers from Alluvium Group, designed a stormwater system that captures and distributes stormwater through artificial rainwater gardens and hanging swamps in the area. These gardens planted with endemic plant species contribute to the unique coastline biodiversity. The stormwater treatment system and associated landscape works have created a functional aesthetic space for coast walk users with views of the coastline and the cemetery. This project addresses stormwater issues within the cemetery and coast walk landscape.



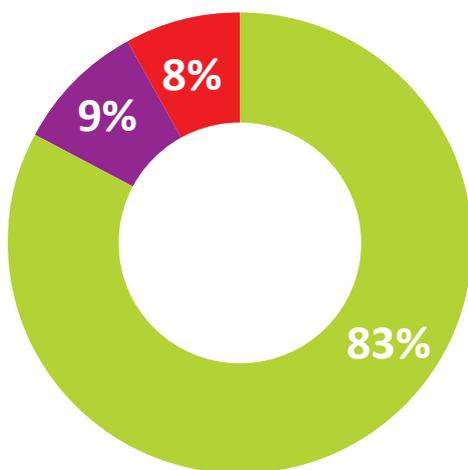
*Award winning Waverley Cemetery Coast Walk*



# LOCAL ECONOMY

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 Local Economy theme in the Waverley Community Strategic Plan 2018–2029, strives to promote a diverse and prosperous local economy

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Local Economy theme, 83 per cent of the actions were completed, nine per cent were delayed due to operational reasons and eight per cent were delayed due to COVID-19



2019 Bright and Best Local Business Award winners

### KEEP IT LOCAL CAMPAIGN

Council in partnership with Bondi and Districts Chamber of Commerce launched the Keep It Local campaign to support small businesses impacted by the COVID-19 pandemic. Through the initiative, the Chamber of Commerce hosted a dedicated free online directory for Waverley businesses to list information about services offered and how the community can support them. Residents were encouraged to commit to shop locally and support local businesses where viable, 167 businesses have registered.

### 2019 BRIGHTEST AND BEST LOCAL BUSINESS AWARDS

The Waverley Brightest & Best Local Business Awards provides the opportunity for residents to give back and say thank you to the businesses that go above and beyond to provide outstanding service. All Waverley businesses, both small and large, retail and non-retail, are eligible for nomination and entry.

Steven Tassie, Carology won the Business Person of the Year Award, and Speedos Café won the Business of the Year. Award categories included Automotive Services, Bakery/Cake Shop, Beauty Services, Café, Dental Services, Early Childhood Centre, Education Service, Fashion Shop, Fast Food/ Takeaway, Fitness Services, Florist, Fresh Food Retail, Hairdresser, Health Improvement Services, Jewellery Store, New Business, Performing Arts, Pet Care, Professional Services, Real Estate Agency, Restaurant, Service & Trade and Specialised Business.

### WAVERLEY BUSINESS FORUM

A Business Forum was held on 22 October 2019 on the topic The Future of Business – Staying Competitive, 110 participants attended. Four industry experts Rachel Hamlen, Rosanna Iacono, Steven Ma and Kate Harper offered insights into how business is changing and what you need to do to stay ahead. The forum provides a platform for networking, gaining expert insights and a platform to promote collaboration between all players in Waverley's commercial centre.

### CHARING CROSS HERITAGE WALK

Council developed a new Heritage Walk through the Charing Cross Conservation Area to Bronte Beach. The Walk aims to tell stories of people who have lived in the Charing Cross and Bronte area and celebrates the long history of Charing Cross as Waverley's first commercial centre. The Walk highlights the notable contribution of each building, or item makes to the historic streetscapes.

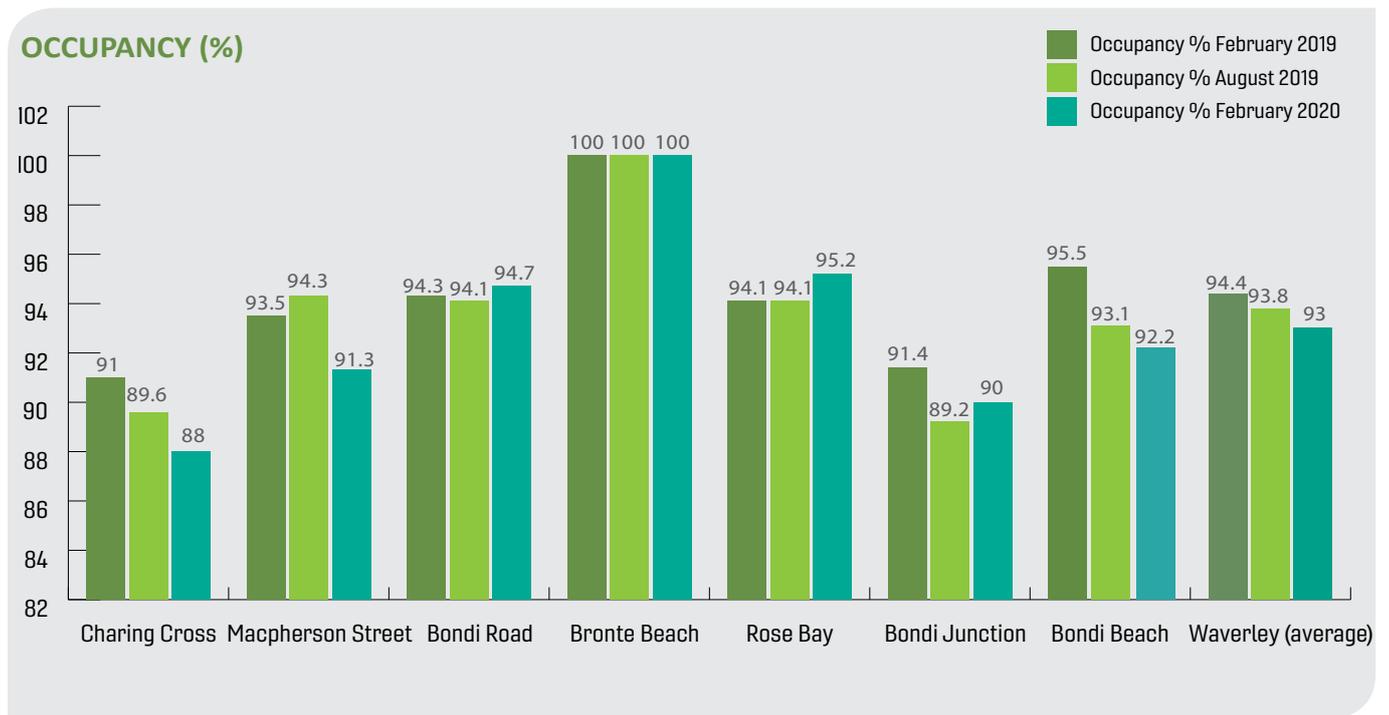
### FUNDING FOR SMALL BUSINESS WORKSHOP

A workshop to support start-ups, technology and innovation businesses to secure funding and scale their business was held in November 2019. Council partnered with Bondi & Districts Chamber of Commerce, Australian Trade and Investment Commission, WOTSO, NSW Department of Treasury, City East Community College, Service NSW and The Grants Guy to deliver this event. Speakers from Federal and State Government presented various funding options available to small businesses, 25 participants attended.

## OCCUPANCY AUDIT

Occupancy audits are conducted bi-annually in February and August every year and provide a consistent measure of occupancy rates and business mix across Waverley's commercial centres. The audit measures all areas in Waverley zoned for commercial purposes as defined under the Waverley Local Environmental Plan 2012. The average occupancy rate in February 2020 was 93 per cent before the impact of the COVID-19 pandemic restrictions. Bronte Beach had the highest occupancy at 100 per cent and Charing Cross the lowest at 88 per cent.

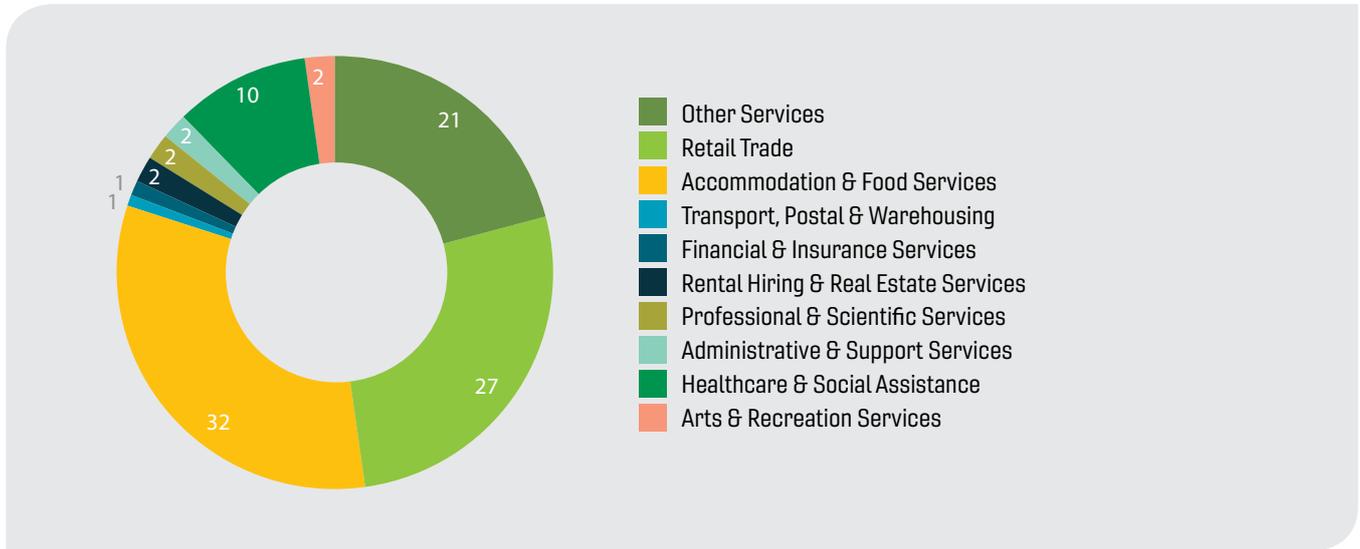
The following information is a summary of occupancy rate for Waverley LGA as at February 2020 compared with 2019 data.



Commercial Centre	Occupancy % February 2019	Occupancy % August 2019	Occupancy % February 2020
Charing Cross	91.0	89.6	88.0
Macpherson Street	93.5	94.3	91.3
Bondi Road	94.3	94.1	94.7
Bronte Beach	100	100	100
Rose Bay	94.1	94.1	95.2
Bondi Junction	91.4	89.2	90.0
Bondi Beach	95.5	93.1	92.2
Waverley (average)	94.4	93.8	93.0

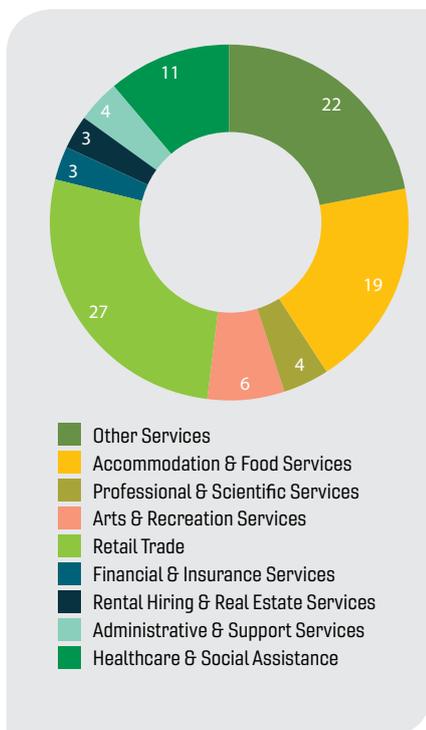
## INDUSTRY MIX

The top three industries in the LGA are Accommodation and Food Services (32 per cent), Retail Trade (27 per cent) and Other Services (21 per cent).



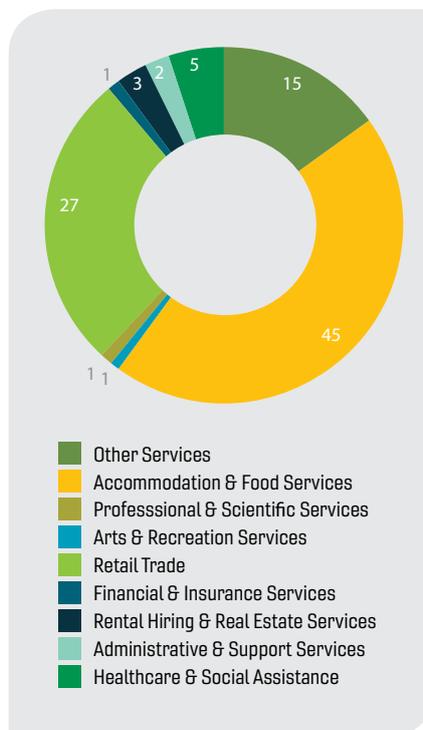
Below is the summary of tenancy mix at Bondi Junction, Bondi Road and Bondi Beach

### Bondi Junction tenancy mix



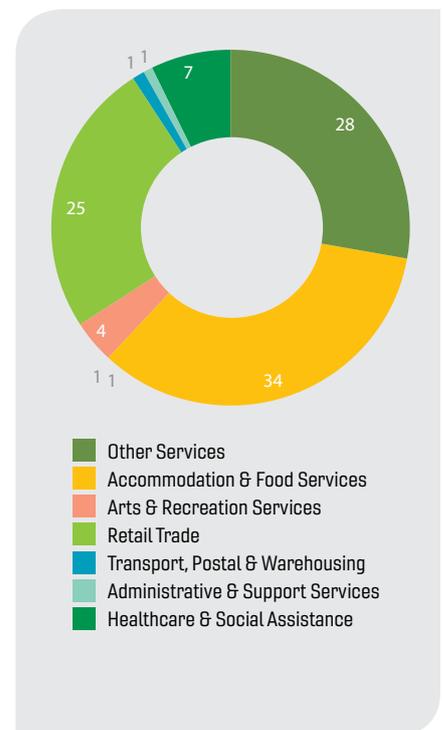
There were 380 businesses in Bondi Junction in February 2020 in comparison to 375 in August 2019.

### Bondi Beach tenancy mix

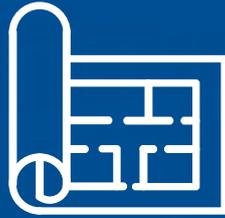


There were 336 businesses in Bondi Beach in February 2020 in comparison to 337 in August 2019.

### Bondi Road tenancy mix



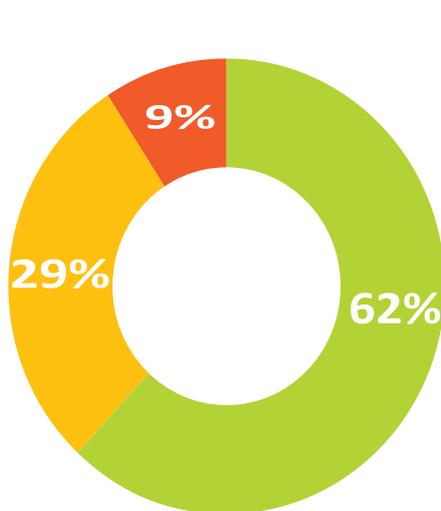
There were 133 businesses in Bondi Road in February 2020 in comparison to 132 in August 2019.



# PLANNING, DEVELOPMENT AND HERITAGE

We facilitate architectural design excellence in building liveable homes, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical to Waverley. Council aspires to be a frontrunner and advocate for balanced development in Waverley. The Planning, Development and Heritage theme in the Waverley Community Strategic Plan 2018–2029 strives for diverse, liveable and sustainable places.

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Planning, Development and Heritage theme, 62 per cent of the actions were completed, 29 per cent are progressing and another nine per cent are in progress but are impacted by COVID-19



## LOCAL HOUSING STRATEGY

Council adopted the Waverley Local Housing Strategy in June 2020. The housing vision priorities are listed below:

- Manage housing growth sustainably and in the right locations
- Encourage a range of housing options to support and retain a diverse community
- Increase the amount of affordable rental and social housing
- Improve liveability, sustainability and accessibility through high-quality residential design
- Ensure new development is consistent with the desired future character

The strategy is in line with the Department of Planning, Industry and Environment's Local Housing Strategy guidelines. The District Plan requires councils to develop a 6–10 year (2022–2026) and 11–20 (2027–2036) year housing targets. The Housing Strategy responds to the housing demands in the LGA and targets set by the Greater Sydney Commission for Waverley.

## LOCAL STRATEGIC PLANNING STATEMENT

Waverley's first Local Strategic Planning Statement (LSPS) was placed on the NSW ePlanning Portal and became effective on 18 March 2020. The next phase is to undertake a comprehensive review of the existing LEP and DCP and prepare an update to these documents to develop a new LEP and DCP. The LSPS will guide and inform the review and several subject-specific strategies under preparation. These include aspects of housing, local character, village centres, open space and recreation, a review of the Bondi Junction Urban Design Review, resilience and adaptation and urban greening.

## SUSTAINABILITY PLANNING SUBMISSIONS

A submission was made to the NSW Parliament's inquiry into sustainable energy supply and resource use in September 2019 regarding BASIX, one of Australia's sustainable planning measures. Recommendations and submissions were also made to NSW waste inquiry and Energy Security Target and Safeguard

consultation. Council is leading the regional BASIX performance under future climate scenarios through a grant awarded by the State Government in November 2019 under the Increasing Resilience to Climate Change program. A grant of \$135,000 was received from the Department of Planning, Industry and Environment to investigate the appropriateness of BASIX targets.

## HERITAGE ASSESSMENT REVIEW

Council endorsed the draft Heritage Assessment to go on public exhibition in May 2020 for a period of 12 weeks. The Assessment aims to:

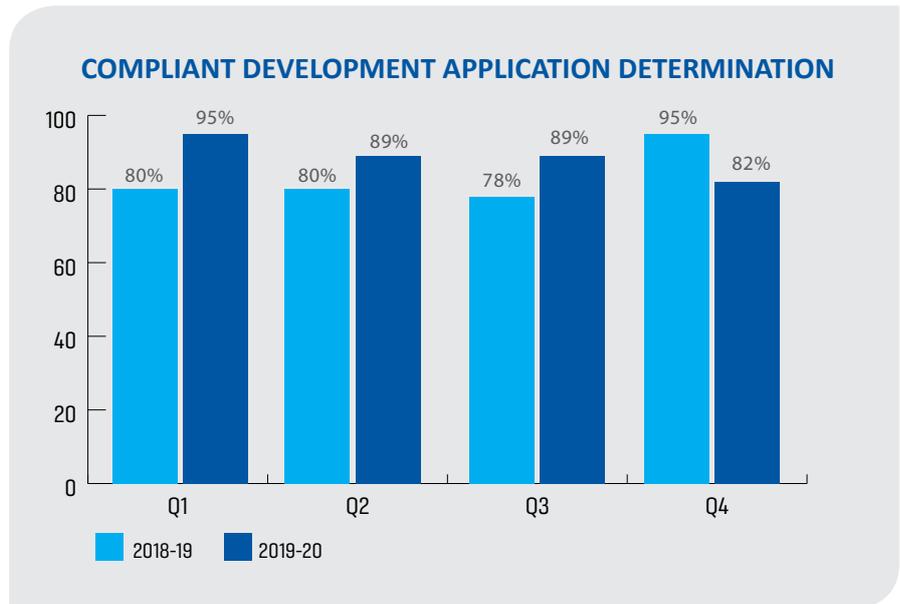
- Celebrate Waverley's history
- Increase community awareness of the LGA's heritage
- Protect and enhance its character to ensure continuity between past, present and future
- Ensure what is historically significant is preserved for the enjoyment of future generations and
- Maintain Waverley as an attractive place to be.

To achieve these outcomes, the draft Heritage Assessment lists individual items and several Heritage Conservation Areas as significant to the heritage of Waverley. When finalised, the Heritage Assessment will be used to inform Council decision-making on Planning Proposals and Development Applications and to make recommendations for the future of Waverley's building and landscapes. It will also inform the comprehensive review of the Local Environmental Plan (LEP) and Development Control Plan (DCP).

## COMPLIANT DEVELOPMENT APPLICATION DETERMINATION

All applications requiring the Design Excellence Panel and Waverley Development Assessment Panel (now the Waverley Local Planning Panel) review were referred to those bodies for consideration. Feedback and comments provided informed the assessment and determination of relevant applications to ensure high-quality building and design outcomes.

In 2019–20, 80 per cent of LEP and DCP compliant applications were set to be determined within 40 days. This target represents applications that do not require deferral for changes generally required for non-compliant applications.



In 2019–20, 95 per cent of compliant development applications were determined within 40 days in Q1, 89 per cent in Q2 and Q3 and 82 per cent in Q4.

In 2018–19, 80 per cent compliant development applications were determined within 40 days in Q1 and Q2, 78 per cent in Q3 and 95 per cent in Q4.

## BUILDING CERTIFICATION INSPECTIONS

In 2019–20 and 2018–19, 80 per cent of building certification inspections were set to be undertaken within 10 working days.

In 2019–20, 16 building certification inspections were carried out in Q1, 32 in Q2, 8 in Q3 and 20 in Q4. 100 per cent of inspections were completed within 10 working days.

In 2018–19, 24 inspections were completed in Q1, 18 in Q2, 20 in Q3 and 31 in Q4. The percentage completed within 10 working days were 87 per cent, 90 per cent, 85 per cent and 100 per cent respectively.



## FIRE SAFETY INSPECTIONS

In 2019–20, the fire safety inspection target was 100 per cent inspections completed in 15 working days while in 2018–19, it was for 80 per cent inspections to be completed in 15 working days.

In 2019–20, 82 inspections were carried out in Q1, 78, 48 and 107 in Q2, Q3 and Q4. All these inspections were completed within 15 days (100 per cent). In 2018–19, 35 inspections were completed in Q1, 25 in Q2, 46 in Q3 and 104 in Q4 with 97 per cent, 85 per cent, 82 per cent and 86 per cent completed within 15 working days for each quarter.

### FIRE SAFETY INSPECTIONS



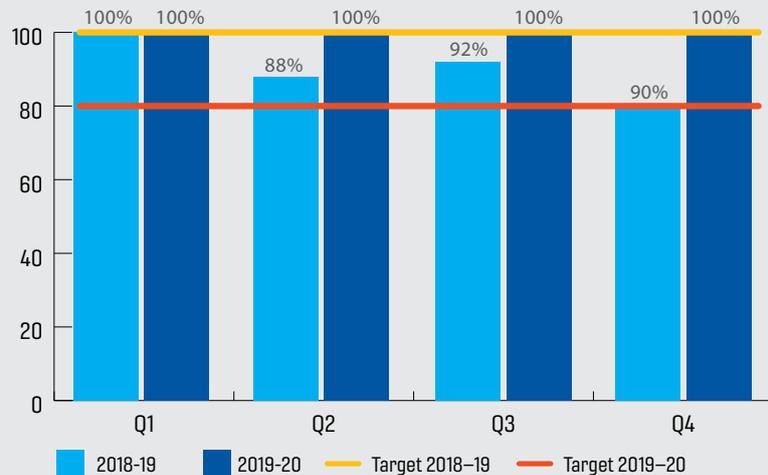
## RESPONSES TO COMPLAINTS RELATED TO BUILDING WORKS

In 2019–20, Council received 801 complaints regarding illegal development or use of buildings in comparison to 414 complaints in 2018–19. The number of complaints almost doubled in a year.

In 2019–20, 207 complaints were responded to within 15 working days in Q1, 177 in Q2, 208 in Q3 and 209 in Q4 (100 per cent responded to within 15 working days). In 2018–19, 107(100 per cent) responded to in Q1, 77 (88 per cent) in Q2, 125 (92 per cent) in Q3 and 105 (90 per cent) in Q4.

In 2019–20, of the total 801 complaints received, 733 complaints were resolved and closed.

### RESPONSES TO COMPLAINTS RELATED TO BUILDING WORKS

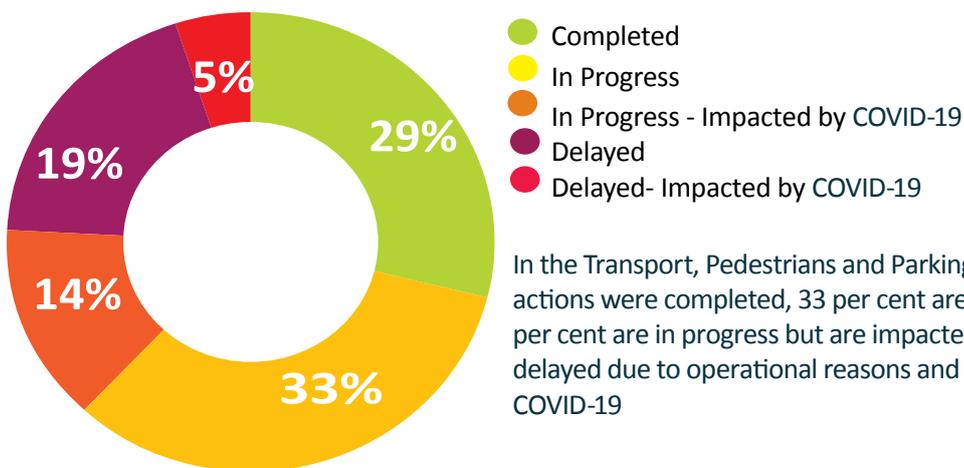




# TRANSPORT, PEDESTRIANS AND PARKING

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. The Transport, Pedestrians and Parking theme in the Waverley Community Strategic Plan 2018–2029 strives to make Waverley a place where people can move around easily and safely and our streetscapes are welcoming and inclusive.

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



In the Transport, Pedestrians and Parking theme, 29 per cent of the actions were completed, 33 per cent are progressing, another 14 per cent are in progress but are impacted by Covid-19, 19 per cent were delayed due to operational reasons and 5 per cent were delayed due to COVID-19



*Bondi Junction Cycleway and Streetscape Upgrade*

## BONDI JUNCTION CYCLEWAY AND STREETScape UPGRADE

The Bondi Junction Cycleway is a priority route driven by Waverley Council and the NSW Government with funding predominately provided by the Roads and Maritime Services (RMS). The cycleway travels through Bondi Junction commercial centre, linking Oxford Street, Sydney Einfeld Drive and Bondi Road to an existing cycleway at the north-eastern corner of Centennial Park.

The streetscape upgrade includes:

- Improved safety with new signalised crossings
- Planting 50 new trees
- New streetlights
- Street furniture
- Garden beds
- Replacing the roads, paving and footpaths

- Installation of a bi-directional cycleway.

Construction began in June 2019. The project will be completed in various stages (seven) to minimise disruption for cars, cyclists, pedestrians and residents/businesses. Stage 1 and 2 are nearing completed. Works undertaken in Stage 1 and 2 include early works and service investigations on Spring Street between Newland Street and Denison Street; and Denison Street between Spring Street and Oxford Street. Stage 3 (Spring Street between Newland Street and Bronte Road) is underway with works progressing from the southern side of Stage 3 to the northern side. The southern side has nine new street trees and garden beds, five new multi-function streetlights, new footpath paving and stone kerbs installed.

Council implemented the following changes to support businesses during the construction:

- Switching off parking meters in the streets immediately surrounding the cycleway construction to assist local businesses and their customers, beginning with the parking meters in Denison Street (between Ebley Street and Oxford Street), Spring Street (between Newland Street and Denison Street) and Newland Street (between Ebley Street and Oxford Street) during the Stage 2 construction stage
- Regulatory time limits will remain in place to ensure parking turnover
- A rolling program of similar changes to parking meters will occur throughout the cycleway construction
- Extending the hours of operation in Council's Eastgate, Hollywood and Library car parks
- Offering 2-hour free parking to all users of the Library Car Park.

## PICK-UP/DROP-OFF (PUDO) PROJECT

Council is installing 10 new kerbside pick-up/drop-off (PUDO) bays across Waverley. The PUDO bays will provide safe access for ride share vehicles, taxis and the general public to pick-up and drop-off passengers safely in high traffic areas such as Bondi Junction Interchange and Bondi Beach. These bays will offer social distancing markers to increase safety by avoiding crowding amid pandemic restrictions. This Smart City Transport and Parking initiative is a joint project between Council, Transport for NSW, ride share operators and other key stakeholders. Majority of the PUDO bays will be in existing, no parking areas to safely pull over to drop-off and pick-up passengers from the kerbside. Data from ride share services helped inform the locations of the PUDOs, which can be used by all motorists. These locations will be made available in different mobility apps to increase usage. In a trial initiative starting in July, the project aims to improve pedestrian and motorist safety and access to integrated transport links and shared transportation.



*Subsidised resident parking at Hollywood Car Park*

## SUBSIDISED RESIDENTS PARKING AT HOLLYWOOD CAR PARK

Council adopted a new monthly overnight parking permit fee for Waverley residents at Hollywood Avenue Car Park. The current full rate of a monthly pass of \$280 per

month was subsidised at a 50 per cent subsidy for residents, reducing the cost to \$140 per month. This new permit is introduced to make the Hollywood Avenue Car Park available for overnight use and gives residents access to regular secure covered parking and will help free-up street parking in surrounding streets.



*Pick-up/Drop-off project*

## NOTTS AVENUE PEDESTRIAN SAFETY AND STREETScape UPGRADE

Notts Avenue serves as a link between the Coastal Walk and Bondi Beach. It is an access point to residential properties and Bondi Icebergs. Notts Avenue Pedestrian Safety and Streetscape Upgrade project aim to increase the safety of the space, by introducing a 10km/h shared zone and enhance the amenity and quality of the public domain, including:

### *Notts Avenue Pedestrian Safety and Streetscape Upgrade*



- Improved safety with a 10km/h shared zone throughout the space
- Newly paved surface
- Planting 16 trees
- New garden beds and plantings
- New street lighting
- Street Furniture, including a new shade structure and a vehicle rated balustrade along the cliff side of the road
- Cantilevered viewing platform facing Bondi Beach.

Construction commenced in April 2020, with completion expected in October 2020.

### **PARKING METRES**

In February 2020, Council tendered for the replacement of the on-street parking meters and in-ground sensors. The new meters being pay by plate and pay by space, eliminating the need for paper tickets. The project implementation began in March 2020. New metres were installed

within existing metered areas throughout the local government area in June 2020. In addition to the installation of 272 meters, more than 800 spaces were repainted and numbered at Bondi Beach, Campbell Parade, Bronte Cutting, Tamarama Beach and Victoria Street Car Park. Old in-ground sensors were removed and replaced with 848 smaller more reliable sensors.

The sensors communicate with the meters and provide real-time occupancy data to precinct signage and parking/wayfinding apps which enable visitors and residents to check parking availability before commencing their journey. Aside from the obvious environmental benefits, the elimination of printers/ticket rolls increases the reliability of the meters and reduces maintenance costs compared to old ticket machines.

### *No more paper ticketing parking metres*

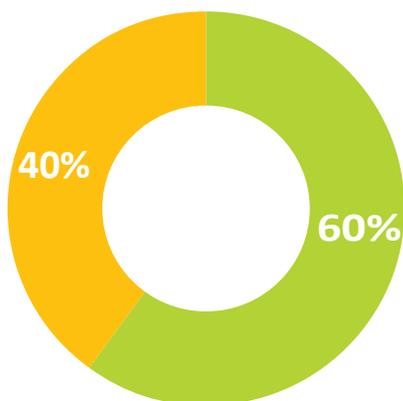




# BUILDINGS AND INFRASTRUCTURE

From beautiful parks and safer streets, to our public facilities, we are working to improve the local area. To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climatic changes and potential flooding. The Buildings and Infrastructure theme in the Waverley Community Strategic Plan 2018–2029, aims to make Waverley an industry leader in sustainable asset management

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Buildings and Infrastructure theme, 60 per cent of the actions were completed and 40 per cent are in progress but are impacted by COVID-19



*Bondi Pavilion Restoration and Conservation Project*

## BONDI PAVILION RESTORATION AND CONSERVATION PROJECT

On 19 December 2019, the Sydney Eastern City Planning Panel approved the Development Assessment to restore the Pavilion. The new design will integrate the outdoor and indoor spaces, connecting Bondi Beach to the parklands and Campbell Parade. Works align with Council's Bondi Pavilion Conservation Management Plan (CMP). The CMP recognises the Pavilion as the centrepiece of Bondi Park, community life and point of entry to Bondi Beach from Campbell Parade.

Restorations to the heritage-listed building will take around 18 months to complete. The site will continue to be a cultural and community hub for future generations with a major focus on sustainability. The restoration will include:

- New and improved amenities on the northern side of the Pavilion, including a family change room
- Courtyard spaces will be landscaped and updated for multi-purpose use

- Renovated community spaces
- Renovated art gallery and theatre
- A 'Bondi Story Room' as a flexible social history exhibition space
- A community radio studio
- New tourist centre/box office to the north of the entrance foyer
- Renovated commercial spaces for hospitality and other services
- A new Indigenous public artwork
- A larger space for the Pottery Studio and a second kiln.

In addition to the new Indigenous public art, Council will retain the existing floor mosaics by Warramiri (North East Arnhem Land) artist and Elder, Terry Dhurritjini Yumbulul. This mosaic was created by Terry Yumbulul as a gift from the People of Arnhem Land to the people of Bondi and heralds incredible cultural and spiritual significance in connecting our communities. The work is one of the earliest examples of Indigenous cultural practice and story translated through the mosaic medium.

The construction of the building is targeting a 5-Star Green Star rating under the Green Star – Design &

As Built v1.1 tool (Green Building Council of Australia) through:

- High-efficiency lighting and internal fixtures
- A rooftop solar photovoltaic array and associated power distribution systems
- Reducing the consumption of potable water with recycled water for non-potable uses and the incorporation of water-efficient fixtures and systems
- Sustainable mobility features limiting reliance on private car use and providing low emissions transport infrastructure
- Selection of low-impact materials to reduce resource consumption of the project
- Advanced waste management systems that maximise the amount of waste diverted from landfill.

The Site Waste Management and Recycling Plan will also ensure that all building waste is managed onsite with no pollution reaching the stormwater or beach.

Construction commenced in June 2019 with completion planned for December 2021.

*Artist impression: Bronte Surf Life Saving Club Upgrade*



## SEVEN WAYS STREETScape UPGRADE

Seven Ways Streetscape Upgrade enhanced the amenity and quality of the public domain, plaza, green space and streetscape to support local businesses and residents' social and open space needs.

Of the 142 community survey responses received on concept design, more than 90 per cent of participants liked the concept design with the main reasons being: the creation of usable space for the community, the look of the finishes and the design concept, and the creation of more green spaces.

## NORTH BONDI SURF LIFE SAVING CLUB ADVANCED RESPONSE LIFESAVING FACILITY

Council in partnership with North Bondi Surf Life Saving Club is building an advanced response lifesaving facility to improve volunteer lifesaving services at North Bondi. The new storage facility under the promenade will give volunteer lifesavers direct access to the sand and is in response to increased patronage at the beach.

The works will include:

- Excavating the currently unused tunnel
- Constructing a larger space for lifesaving facility storage
- Reinstating the promenade.

Construction commenced in February 2020 with completion is planned for September 2020.

## BRONTE SURF LIFE SAVING CLUB (BSLSC) UPGRADE

The Council and Bronte SLSC are redeveloping the site into a fit-for-purpose facility to meet the needs of contemporary surf life saving

and the community. The proposed redevelopment includes demolition of the existing structure to make way for a new and sustainable building that will meet the needs of contemporary surf life saving and the wider community.

The redevelopment of Bronte SLSC will see the existing structure demolished and a new building built with:

- Lifeguard facilities with change rooms, first aid, and lifeguard tower (to align with Surf Lifesaving Australia requirements and recommendations)
- Public amenities
- Council staff amenities and storage
- Patrol first aid area
- Administrative offices
- Change rooms and amenities
- Kiosk, gymnasium and function room including a bar with a commercial kitchen
- Training and meeting rooms.

Council engaged the community in May and June 2020 on the proposed concept design for the Bronte Surf Club and Community Facilities upgrade.



*Proposed upgrade for North Bondi Surf Club*

The design considered critical issues raised during the consultation. On 30 June 2020, Council endorsed 13 design review principles developed from the public participation process and presented in the Consultation Report.

These principles will inform the design of two proposals that respond to issues raised through the community consultation process. One proposal will focus on specific controls incorporated within the Bronte Park, and Beach Plan of Management (2017) and the other seek to modify the concept design that went on public consultation.

### **SOUTH BRONTE AMENITIES AND COMMUNITY CENTRE WORKS**

Minor renovation works were undertaken and completed on the South Bronte Amenities and Community Centre. Works include:

- Levelling and resurfacing floors
- Updating building fittings, fixtures and finishes
- Re-painting building
- Renovating seating
- Replacing clock lighting

- Replacing kitchenettes in both Community Rooms
- Adjusting lane ropes cupboard in Community Room
- Fixing capping on entry steps.

### **FIRST RECYCLED ROADS**

In December 2019, Council completed its first roads made from recycled soft plastics, glass bottles and printer toner. Council resheeted sections of Blair Street, North Bondi and Henrietta and St Thomas Streets, Bronte with Reconophalt, an innovative asphalt product composed of materials that would otherwise likely end up in landfill, stockpiled, or as a pollutant in the local environment.

Each tonne of Reconophalt contains around 800 soft plastic bag and packaging equivalents, 252 glass bottle equivalents, toner from 18 used printer cartridges and 300 kilograms of reclaimed asphalt pavement.

### **ROADS, FOOTPATH AND DRAINAGES**

In 2019–20, Council completed 30 road resheeting projects, 18 footpath projects, eight kerb and gutter projects.

CCTV drainage inspections were completed at the following locations:

- Bronte Road, Bondi Junction
- Stephen Street, Bondi Junction
- Birrell Street, Bondi Junction
- Ocean Street, Bondi
- Forest Knoll Avenue, Bondi Beach
- Lugar Street, Bronte.



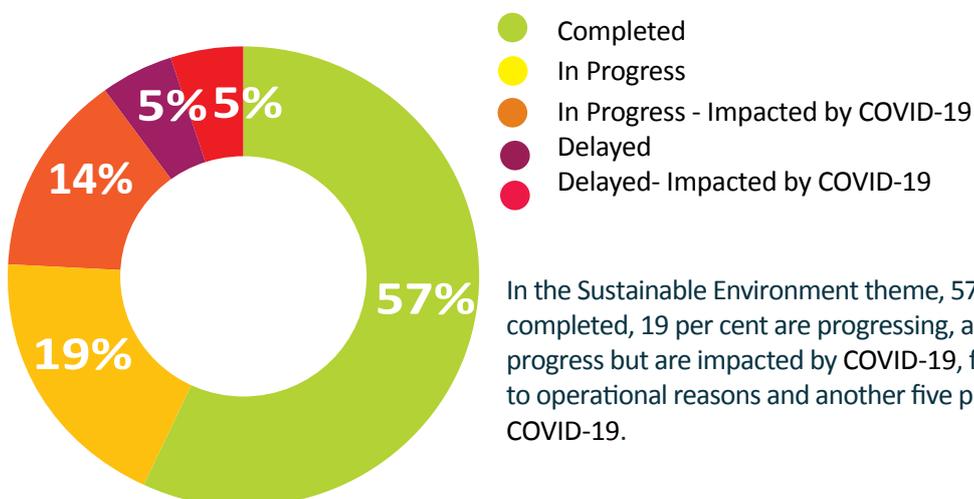
*Recycled Road at Blair Street*



# SUSTAINABLE ENVIRONMENT

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflect this in Council strategies. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, and conserving energy and water resources. The Sustainable Environment theme in the Waverley Community Strategic Plan 2018–2029, strive to be a resilient and environmentally sustainable environment.

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



In the Sustainable Environment theme, 57 per cent of the actions were completed, 19 per cent are progressing, another 14 per cent are in progress but are impacted by COVID-19, five per cent were delayed due to operational reasons and another five per cent were delayed due to COVID-19.



*Bushland Remnant*

## BUSHLAND REMNANT CONDITION AND FLORA SURVEY

Council undertook a flora survey in February 2020 to assess the health of remnant bushland.

The area of good condition remnant vegetation recorded in 2020 doubled compared to the 2015 survey. The significant gains in the area of good condition were:

- 1,500m<sup>2</sup> at York Road Bushland, Queens Park (Centennial Parklands land with the assistance from Council)
- 625m<sup>2</sup> at York Road verge, Queens Park (Council managed land)
- 629m<sup>2</sup> at Hugh Bamford Reserve, Dover Heights (Council managed land).

In addition to this increase of remnant vegetation in good condition:

- There was a 10 per cent increase in the average number of indigenous plant species per patch of remnant vegetation in 2020 compared with 2015
- Twenty-six patches of remnant vegetation expanded via natural

processes, including natural regeneration from the soil seedbank as a result of bush regeneration.

- Fifteen native plant communities are present in the LGA, the same number as 2015
- Four new species appeared in 2020 through seedbank regeneration. These species appeared before 2010 and not recorded in 2015
- Sixty-three plant species are locally rare, representing 54 per cent of the 117 indigenous plant species.

The increase in vegetation is strong evidence that the implementation of the Biodiversity Action Plan: Remnant Sites 2014–2020, has been successful. Preparation of a new Biodiversity Action Plan is in progress.

## NATURAL AREA RESTORATION PROJECTS

In the past 12 months, ecological restoration of several natural areas continued. Works have included weed control, slope stabilisation and revegetation with locally indigenous plant species, and maintenance of areas planted in past years. New plantings this year include:

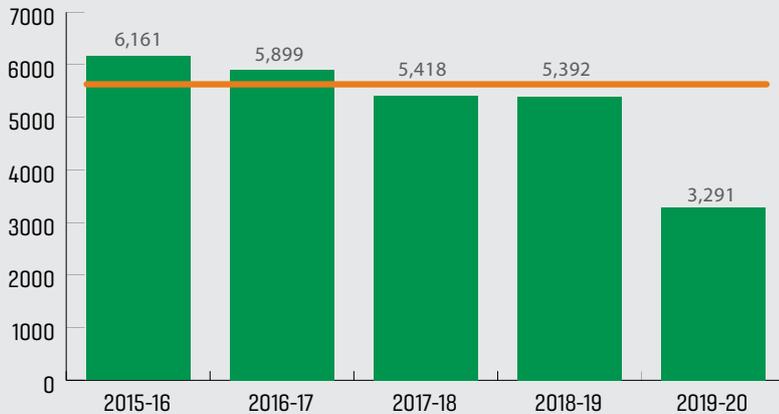
- A new section of Bronte Gully (Zone 8a/8b of Bronte Gully Ecological Restoration Action Plan) was planted in autumn 2020 as part of the Gully's restoration, guided by the Bronte Gully Ecological Restoration Action Plan 2015–2045
- Erosion control and stage 1, 2 and 3 plants of the slopes at Gaerloch Reserve were completed
- Plants installed to rehabilitate the burned area of vegetation at South Bronte are establishing well. Choice of replacement vegetation made protected nearby remnant vegetation, stabilised the slope and added to the coastal character of the site
- Plantings of a buffer zone to Tamarama remnant below Wolaroi Crescent continued in April 2020.

## SUSTAINABLE ENERGY INITIATIVES

Council is purchasing 35 per cent of our large site electricity from a farm in Moree through Origin Energy. SSROC organised this Power Purchase Agreement (PPA) on behalf of 18 Councils. The PPA goes for 10 years and provides a fixed price to Council over the period of this contract.

Council continues to reduce energy consumption of streetlighting and buildings. For example, Council commissioned an upgrade to the Library's Heating, Ventilation and Air Conditioning (HVAC) Control System that uses long-range wireless connectivity (LoraWAN) with high-level data analytics. This upgrade improves real-time management in line with Council's Smart Cities Strategy. This project will ensure a safe, efficient and secure HVAC

### GREENHOUSE GAS EMISSIONS (t CO<sub>2</sub> e)



system for this high use community facility, including during extreme heat events. The project will deliver annual electricity cost savings of \$68,000 with a payback of 2.5 years.

Council achieved a 47 per cent reduction in our emissions for 2019–20 compared to the baseline year, exceeding our 2020 target by 17 per cent. Falling energy use has enabled Council to achieve energy cost savings despite increases in energy costs.

Council partnered with large strata buildings to reduce their emissions and operating costs, targeting common area energy savings, through our Building Futures

program. To date:

- Seven buildings have completed or are progressing efficient lighting upgrades
- 23 per cent estimated common area energy use reductions (exceeding 20 per cent target)
- 198 tonnes estimated carbon emissions avoided each year
- \$37,000 annual total cost savings for the strata buildings.

This program won Towards Net Zero Category at the Local Government NSW Excellence in Environment Awards (2019).

Council has generated more than 1,000MW of electricity from

10 rooftop solar PV systems – equivalent to around 20 per cent of Council’s annual electricity consumption. LED lighting upgrades completed in July 2019 at six largest sites (Alexandria Integrated Facility, Waverley Library, Mill Hill Community Centre, Waverley Early Education Centre, Margaret Whitlam Centre, and Customer Service Centre) have reduced energy consumption at these facilities by an average of 20 per cent compared to the same time in the three previous years.

### CLIMATE RESILIENCE AND ADAPTATION

Council signed the Safe Climate Declaration to actively reduce its greenhouse gas emissions and further prepare for the impacts of climate change. The historic declaration calls for a new approach to climate action in Australia, a response to match the scale of the threat as climate-warming impacts escalate across Australia and around the world. The declaration acts as a roadmap to implement environmental initiatives:

- Removal of fossil fuel subsidies
- Strategies to reduce methane emissions
- Measures to restore a safe climate and repair ecosystems.

In December 2019, Council unanimously declared a State of Climate and Biodiversity Emergency which states with urgent collaborative action it is still possible to help prevent the most serious environmental, social and economic impacts.

Strengthening Council’s resilience will involve developing a revised climate change scenario, assessing risks to assets and operations,



Solar energy in Waverley

understanding community, economic and ecological vulnerabilities, and implementing effective Council and community responses.

Action to help plan and respond to climate change include:

- The installation of solar panels in Council buildings
- Use of efficient lighting and streetlights
- Purchase of renewable energy
- Community programs such as Solar my School and Building Futures to improve the performance of our apartment buildings
- Installation of electric vehicle public on-street charging stations in a partnership with Woollahra and Randwick councils.
- The development of a Resilience Framework with key departments to ensure community, urban and natural environments are ready for a changing climate include prioritising social resilience and community cohesion activities
- Collaborating with neighbouring councils to scope future Coastal Management needs
- Participating with metropolitan Councils in the Resilient Sydney ambassadors' activities such as Neighbour Day and Emergency Preparedness and recovery discussions.

Council was awarded a \$135,000 grant by the NSW Government to assess residential development controls under future climate change through the Increasing Resilience to Climate Change program.

## WATER QUALITY AND CONSUMPTION HIGHLIGHTS

Council's gross pollutant traps captured approximately 60 tonnes of litter, sediment and other stormwater pollutants from streets and through stormwater harvesting at Bondi, Tamarama and Bronte, removed more than 200 kilograms of nitrogen, minimising pollution at our beaches. Raingardens in Bondi Junction protect water quality at Centennial Park by removing an estimated 10 kilograms(kg) of nitrogen. Following damage from a trade waste disposal, the raingarden on Gray Street was remediated. Filter media and plants were re-established in the garden which is thriving, removing stormwater pollutants and providing much-needed greenspace in Bondi Junction.

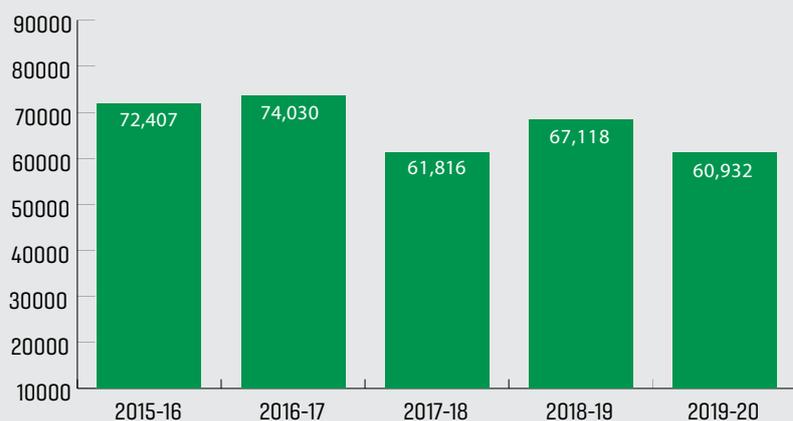
Sydney Water in June 2020 released the Review of Environmental Factors (REF) for the Vacluse Diamond Bay Refresh project. The review proposes to connect the sewer that currently releases untreated effluent at Eastern Reserve, Diamond Bay and Vacluse to the Bondi Waste Water Treatment Plant. Council and the community provided

input into the design options and development. Council supported Sydney Water to implement water-saving and restrictions communications via social media and internal processes. Council also installed water-saving signage in the amenities and beach showers at Bronte, Tamarama and Bondi.

Smart irrigation controllers were installed in all parks using automatic watering systems to ensure Council continues to optimise and minimise water consumption. These cloud-based controllers save drinking water using predictive watering, which adjusts watering time and volume based on both forecast and actual rainfall. The Waverley Park Water Harvesting scheme helped maintain greenspace during the extended drought. The project won the NSW Water Award at the LGNSW Excellence in the Environment Awards 2019.

Council's water conservation target is to achieve no increase in potable (mains) water use (based on 2005/06 levels), which is challenging given projected temperature increases, population growth and parks and greenspace maintenance requirements. In 2019–20, water use decreased by nine per cent.

### WATER CONSUMPTION (KI)



Council achieved its water conservation despite increased water demand at Bondi Pavilion and Tamarama and some parks during an extremely hot summer.

To offset mains water consumption, Council maintains an extensive recycled water network which harvests, treats and supplies water for non-potable purposes.

Last year recycled water use was 70 megalitres. Notwithstanding a 25 per cent decrease on the previous year due to reduced demand at beach amenities during COVID-19 restrictions, the recycled water system delivered a cost saving of \$91,000 for the year\*.

\* Cost of potable water equivalent minus scheduled recycled water system maintenance costs.

## ELECTRIC VEHICLE CHARGING NETWORK

Randwick, Woollahra and Waverley councils launched the Tri-Council electric vehicle (EV) charging network this year. The network gives EV owners the ability to charge on the go and reduce greenhouse emissions. EV owner and TV personality, Osher Gunsberg, launched the initiative. It is the first public on-street EV charging network of its type in NSW and funded by Randwick, Woollahra and Waverley's Tri-Council Environment Program.

## SOLAR MY SCHOOL

Waverley, Woollahra and Randwick City councils' Solar my School program won the Public Sector Leadership Award at the NSW Green Globe Awards.

Solar my School is a free Council program in Sydney's Eastern Suburbs, helping schools run their buildings with solar power. More than 120 schools have participated in the program. The Solar my School was also a finalist in the Climate Change Leadership and Innovation categories. In June, Solar my School won the Local Government Professionals NSW Excellence Award for Environmental Leadership and Sustainability. The program helps schools navigate a path to solar success from start to finish. The support offered includes solar feasibility and funding advice, through to tender assistance and installation, as well as education for students.



*Solar my School*

	Solar	Clean energy	Computers powered	Cost Savings	CO2 emissions avoided
Bondi Beach Public School	70 kW	102 MWh/yr	510/yr	\$20,000/yr	91 tonnes/yr
Bondi Public School	23 kW	31 MWh/yr	151/yr	\$5,785/yr	27 tonnes/yr
Bronte Family Day Care	2kW	4MWh/yr	18/yr	\$600/yr	3 tonnes//yr
Bronte Public School	30kW	44 MWh/yr	220/yr	\$6,030/yr	39 tonnes//yr
Clovelly Public School	63 kW	78 MWh/yr	390/yr	\$13,000/yr	69 tonnes//yr
Galilee Primary	40 kW	76 MWh/yr	381/yr	\$13,565/yr	68 tonnes//yr
Kesser Torah College	99 kW	131 MWh/yr	665/yr	\$16,000/yr	117 tonnes//yr
Moriah College	98kW	130 MWh/yr	1,900/yr	\$24,000/yr	116 tonnes//yr
St Catherine's School	99 kW	146 MWh/yr	730/yr	\$20,710/yr	130 tonnes//yr
St Charles Primary	60 kW	73 MWh/yr	366/yr	\$15,411/yr	65 tonnes//yr
St Clare's College	99 kW	95 MWh/yr	476/yr	\$14,491/yr	85 tonnes//yr
St Mary's Child Care Centre	15 kW	19 MWh/yr	93/yr	\$4,318/yr	17 tonnes//yr
Waverley College	80 kW	107MWh/yr	535/yr	\$12,505/yr	95 tonnes//yr
Waverley Public School	30 kW	41 MWh/yr	204/yr	\$5,575/yr	36 tonnes//yr

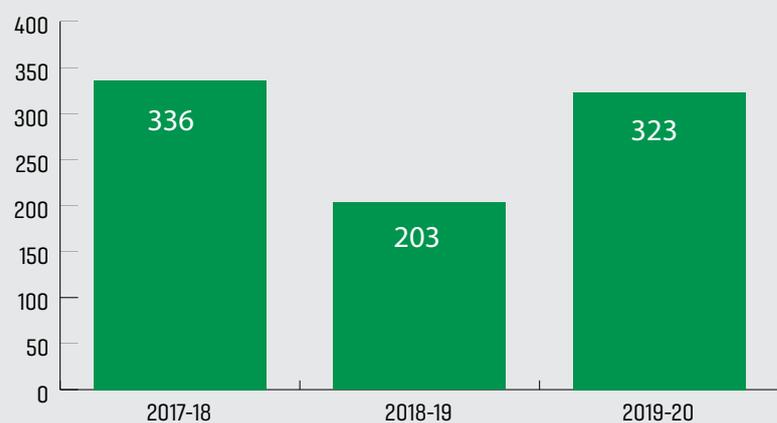
Solar My School: Solar capabilities of schools (kW: Kilowatt; MWh: Megawatt-hours; pa-per annum)

## INCREASING TREE CANOPY COVER

Council supports the five million tree program and plants new trees every year. This year, 323 trees were planted, 11 popular trees removed, and 10 native species replaced. In 2018–19, 203 trees were planted across the LGA and 336 in 2017–18.

A total of 862 trees were planted in the last three years.

### TREES PLANTED

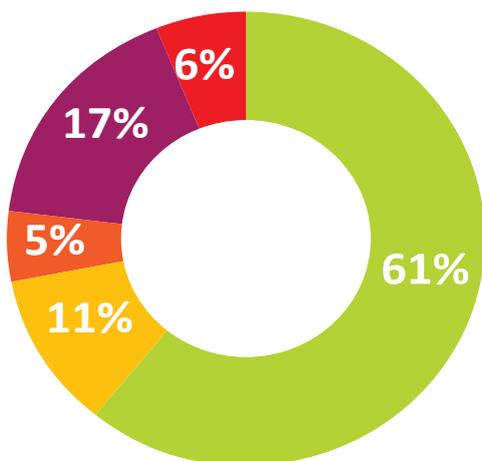




# SUSTAINABLE WASTE

Reducing and managing waste is a priority for us. From households, businesses and public spaces, we recognise that any waste sent to landfill (as well as the way it gets to landfill) has long-term environmental impacts. We aim to be at the forefront of waste management to reduce these risks for our community. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley. The Sustainable Waste Management theme in the Waverley Community Strategic Plan 2018–2029 aims to progress Waverley to be a zero waste community

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed - Impacted by COVID-19

In the Sustainable Waste theme, 61 per cent of the actions were completed, 11 per cent are progressing, another five per cent are in progress but are impacted by COVID-19, 17 per cent were delayed due to operational reasons and six per cent were delayed due to COVID-19

# YEAR IN REVIEW

## COLLABORATING FOR IMPACT

Council supported 10 environmental groups and more than 30 individuals to mobilise community engagement and action to litter prevention and waste avoidance. An independent evaluation showed that this program has successfully:

- Leveraged volunteer value-in-kind of more than \$25,000 into educational activities
- Increased community engagement at key events including Plastic Free July 2019 and Summerama 2020 by more than 300 per cent, with 70 per cent of participants new to Council's environmental activities
- More than 90 per cent of partners reported more capacity to work together and new skills to engage with the community
- Generated feelings of connectedness and achievement which underpin healthy communities, personal resilience and civic engagement.

The program won the award category in the 2020 NSW Local Government Professionals Awards.

The event was a collaboration of Council and 10 active local environmental groups: Responsible Runners, Seaside Scavenge, Plastic Free Bronte, Plastic Free Bondi, Happy Fish, Transition Bondi, Boomerang Bags, Wilderness Society, and Protect Our Own.

## LITTER PREVENTION PROGRAM

Council delivered the Unwrapping our Future: Keeping Bondi Beautiful Project in 2019. The project aimed to reduce take-away packaging litter

on beaches, the most common litter item. The project focused on sustaining this change through a targeted business engagement program to reduce take-away packaging at the source.

The project created a community-led (and Council supported) program to encourage businesses to reduce single-use plastic reduction. Council engaged a team of two experienced and passionate community leaders to deliver the Plastic Free Bondi Program. The main components of the Plastic Free Bondi Project included:

### Business engagement

- One-third of the 200 Bondi Beach food and retail businesses were approached face to face
- 78 per cent of face-to-face meetings included partial or full survey completion
- 19 per cent of businesses displayed campaign posters in-store
- 31 new venues registered with a community-led sustainability initiative

### Business resources developed

- Business tool kit (including Sustainable Procurement Guide, Internal Team Training Guide, Media Guide)
- Online platform: [www.plasticfreebondi.org](http://www.plasticfreebondi.org) to download the business tool kit and share stories

### Volunteers:

- Seven key volunteer leadership roles recruited
- A total of 27 volunteers trained in specific roles

### Outcomes from litter audits

conducted at the five hotspot areas:

- 84 per cent reduction in litter by items
- 88 per cent reduction in take-away packaging items
- 98 per cent reduction in take-away packaging by volume.

This project won the Keep NSW Beautiful – Hey Tosser Award 2019.

Council received an \$80,000 NSW EPA Litter Prevention Grant to deliver Being Litter Smart in Bondi Litter Prevention Program. The project focuses on litter management best practices, including bin presentation and waste reduction. The program is currently underway and has the following deliverables:

- A Business Engagement Program which involves face to face engagement (on hold due to COVID-19)
- Development of targeted educational resources
- Creation of a new sustainable business webpage [waverley.nsw.gov.au/sustainable-business](http://waverley.nsw.gov.au/sustainable-business)
- Improving public bin infrastructure in the Bondi Beach area, including the installation of two new litter bins and 15 cigarette butt bins
- Trialling bin straps on waste and recycling bins for residential and commercial premises to keep lids closed and reduce windblown litter
- Patrolling the litter hotspots to enforce waste presentation requirements and litter offences
- Creation of internal processes to imbed litter prevention (e.g. Draft Waste in Public Places Policy and Guidelines).

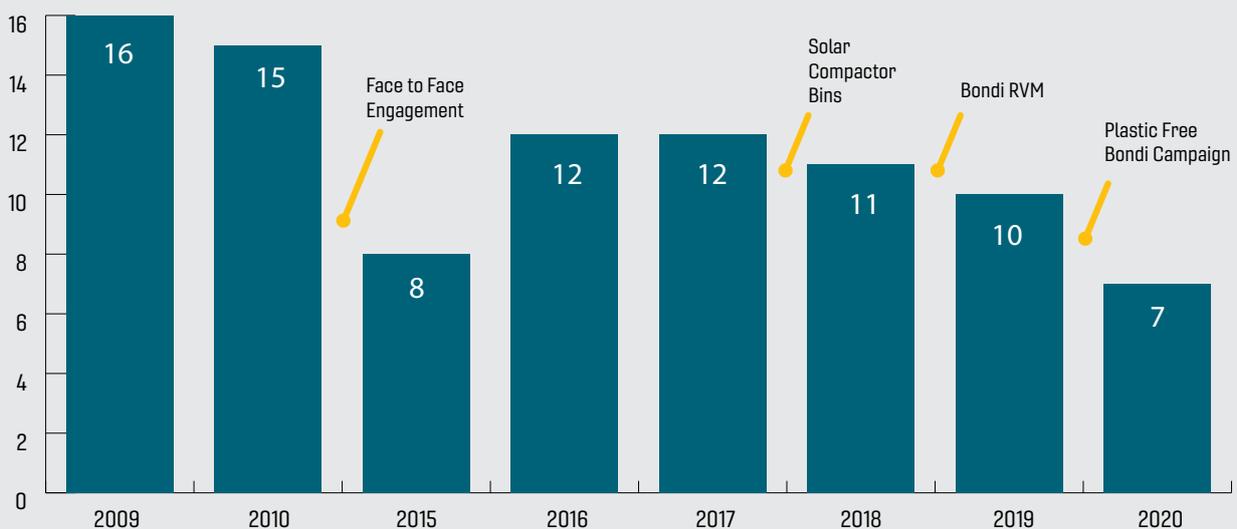
## LITTER AUDITS

Council conducts litter audits at Bondi Beach each summer. The average litter count per 48 m<sup>2</sup> mapped over time, along with litter prevention activities, provides insight into the interventions that contributed to an overall litter reduction of 56 per cent since 2009.

A summary of the litter reduction observed in response to litter prevention activities:

- 2015 – Face to Face Engagement: A summer litter campaign involving face to face litter discussions with beachgoers on the sand, resulting in a significant litter count drop from 19 to eight.
- 2017 – Solar Compactor Bins: Twenty-two enclosed solar compactor bins were installed at Bondi Beach. Each dual unit of bins with mounted enviro-pole for cigarette butt disposal, resulting in a litter count drop from 12 to 11.
- 2018 – Council installed a reverse vending machine (RVM) at the Bondi Pavilion area making it easy for Bondi beachgoers to return containers, resulting in a litter count drop from 11 to 10.
- 2019 – Plastic Free Bondi Campaign: Over summer 2019, a community-led and Council supported program targeting take-away packaging was rolled out, resulting in a litter count drop of 10 to seven.

AVERAGE LITTER COUNTS AT BONDI BEACH IN SUMMER



## RECYCLING IMPROVEMENTS AND TEXTILE COLLECTIONS AT APARTMENT BUILDINGS

The Recycling Improvement Program was launched in 2019 and rolled out to residents living in apartments across the LGA. Council works closely with strata managers and residents and have conducted bin audits and residential surveys. Education programs and tools

were delivered to more than 2,660 households across 78 buildings to help them recycle right.

The program has achieved the following outputs and outcomes:

- 53 per cent reduction in contamination of the yellow bin (container recycling)
- 55 per cent reduction in contamination of the blue bin (paper/cardboard recycling)
- Repair or replacement of 190 bins
- One waste management tool (waste strata bylaw template)
- Six different types of educational resources made available online
- Reusable tote bags to store and transport recycling from individual units to kerbside bins
- Dedicated webpage for online ordering of resources and tools: [www.waverley.nsw.gov.au/apartments](http://www.waverley.nsw.gov.au/apartments).

This program won the Outstanding Metro Project Award at the National Waste and Resource Recovery (WARR) Awards in 2019. The program was a finalist in the Local Government Excellence in the Environment Awards 2020.

Four large buildings with more than 40 units tested Waverley's textile recovery trial program. By 30 June 2020, 3.1 tonnes of textiles were collected and diverted from landfill, with approximately 70 per cent suitable for reuse and the remainder reprocessed into rag or biofuel. The next stage of the program is to trial the textile recovery program at medium-size buildings.

## GET RID OF IT RIGHT – ILLEGAL DUMPING PREVENTION

Council delivered the Get Rid of it Right project in 2019. The project focuses on reducing incidences of illegal dumping in five hot spots in Waverley. Illegal dumping was reduced by 48 per cent through:

- An integrated program of communication and education campaigns
- Engagement events
- Strengthening and leveraging enforcement patrols and targeting street beautification activities.

The project exceeded the target and achieved the following outputs and outcomes:

- The number of Regional Illegal Dumping (RID) online public reports increased by 83 per cent (146 to 267) which indicates that people felt more confident in reporting a dump

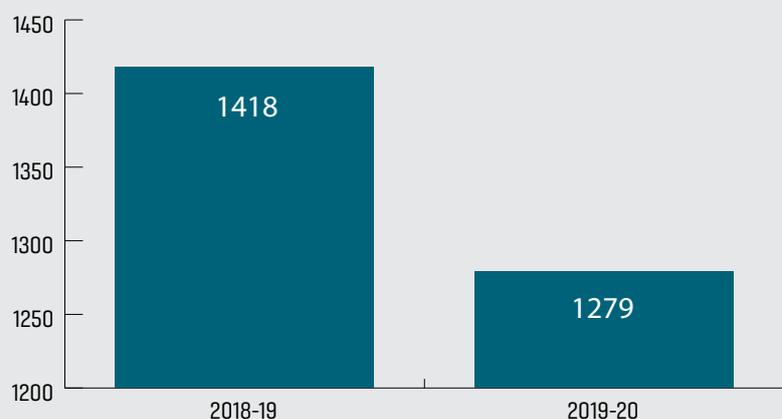


*Waverley waste truck*

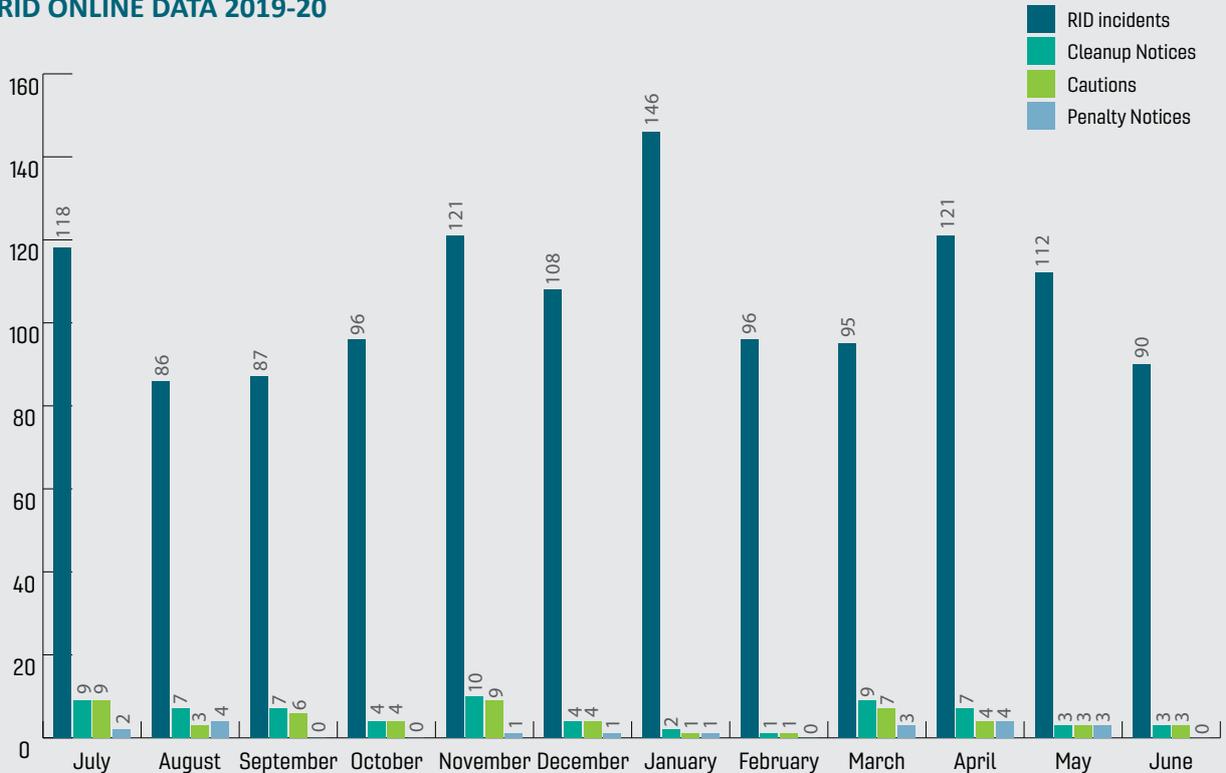
- Increased awareness about how to report dumped rubbish rose by 92 per cent
- The My Street is Your Street campaign reached 95,750 individuals on hotspot streets
- Council hosted workshops with strata managers that represent more than 200 properties to discuss their waste and dumping issues
- Developed a waste specific bylaw for strata schemes across the LGA, which has currently been taken up by 14 strata plans
- Partnered with Wayside Chapel and Childcare Centre to install a community garden to beautify the area and deter dumping
- Planted 15 trees and had 50 derelict bollards removed
- Promoted Book a Clean-up with Council along with reuse and waste avoidance to get rid of items correctly.

This project won the 2020 Local Government Excellence in the Environment Awards for the Behaviour Change in Waste Category.

### ILLEGAL DUMPING INCIDENTS REPORTED



## RID ONLINE DATA 2019-20



## TACKLING ILLEGAL DUMPING WITH THE SYDNEY RID SQUAD

In 2019–20, there were 1279 illegal dumping incidents reported in the EPA RID online system. The Sydney Regional Illegal Dumping (RID) Squad issued 66 clean-up notices, 54 cautions and 19 penalty notices. Council and seven other councils in the Sydney area are part of a Strategic Alliance Agreement with the Sydney Squad for three years (2017–2021). There is a 10 per cent decrease in illegal dumping incidents reported in the NSW EPA RID online system from 2018–19, which was 1,418 incidents.

- Most incidents were identified as household waste and removed at a cost to Council

- The public reported 376 incidents via the state government's RID online, an increase from 293 incidents reported in 2018–19, indicating increasing trust in the Sydney RID Squad organisation
- Targeted hotspots through daily patrols and surveillance, including charity shops and priority streets.

## PROBLEM WASTE RECOVERY

In 2020, Council is offering additional items for drop off and recycling funded by the NSW EPA Better Waste Recycling Fund. Items will include x-rays, MRI and CT scans, oral care (old toothbrushes and toothpaste tubes), and globes (CFLs, LEDs, incandescent), and fluoro tubes. The upgraded problem waste stations will be delivered by the end of 2020.

These new items are in addition to the existing problem wastes offered for free recycling including old mobile phones, tablets, ink cartridges and household batteries for free recycling. The problem waste stations are located at Waverley Library and the Customer Service Centre.

On average the problem wastes collected and recycled amount to:

- Ink cartridges 0.6 kg/month
- Small e-waste 4 kg/month
- Batteries 5 kg/month

Council in partnership with Woollahra Municipal Council, hosts two drop off problem waste events per year at the Alexandria Depot. The November 2019 event had 322 attendees who dropped off 8,879kg of e-waste for recycling.

The majority (85 per cent) of the attendees were from the Waverley and Woollahra area. The May 2020 event was cancelled due to COVID-19.

## WASTE EDUCATION IN SCHOOLS' PROGRAM

In 2020, Council is offering the Binwise module of the kNOw Waste School Program which focuses on the three R's (reduce, reuse, and recycle) for all primary school students or school environmental groups. The 'kNOw Waste Warriors' Webinar Program offers waste and sustainability education to primary school students in a flexible online format that accommodates COVID-19 restrictions on incursions into schools. Four schools have registered for the program to date. The webinars include interactive and engaging activities, games, videos, polls, Q and A's, and quizzes.

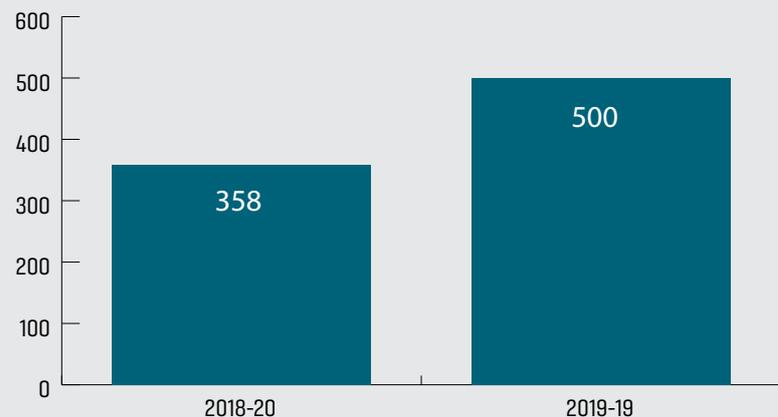
## COMPOST REVOLUTION

In 2019–20, Council issued more than 500 worm farms and compost bins to Waverley residents compared to 358 in 2018–19. This equated to diversion from landfill of 410 tonnes. It costs \$160 for every tonne of waste diverted through the Compost Revolution program compared to \$340 for landfill or Advanced Waste Treatment (AWT) Facility. Over the April-June 12 week period, the numbers of people doing the tutorial and ordering worm farms and compost bins were up by 20-30 per cent.



Solar bins

### WORMFARMS AND COMPOST BINS

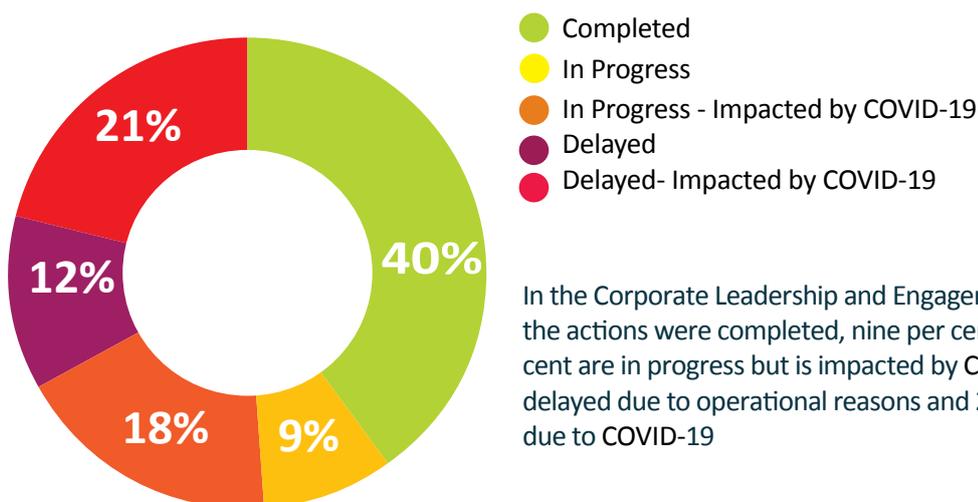




# CORPORATE LEADERSHIP AND ENGAGEMENT

The Corporate Leadership and Engagement theme in the Waverley Community Strategic Plan 2018–2029 aspires to make Waverley an ethical Council that delivers efficient service to the community, form 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.

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



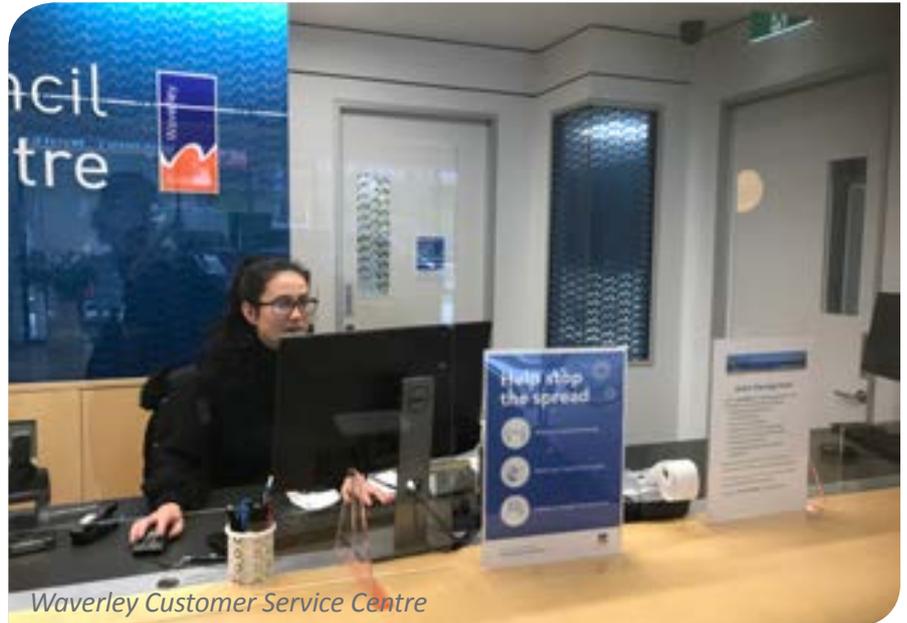
In the Corporate Leadership and Engagement theme, 40 per cent of the actions were completed, nine per cent are progressing, 18 per cent are in progress but is impacted by COVID-19, 12 per cent were delayed due to operational reasons and 21 per cent were delayed due to COVID-19

# YEAR IN REVIEW

## CUSTOMER SERVICE CENTRE

The Customer Service Centre served 25,833 customers and handled 26,818 enquiries during the year. The average wait time for customers to be served was five mins five seconds, with 95 per cent of customers served within five minutes of taking a ticket (compared to the target of 98 per cent).

The Centre was closed to the public in April and May due to COVID-19 pandemic. During this time, customers were able to contact the Council by phone, email, online form or by reporting issues using the Snap Send Solve app on their phones. The Centre reopened to the public on 1 June following a risk assessment and the implementation of social distancing measures for the safety of staff and customers. Due to social distancing, only three of the



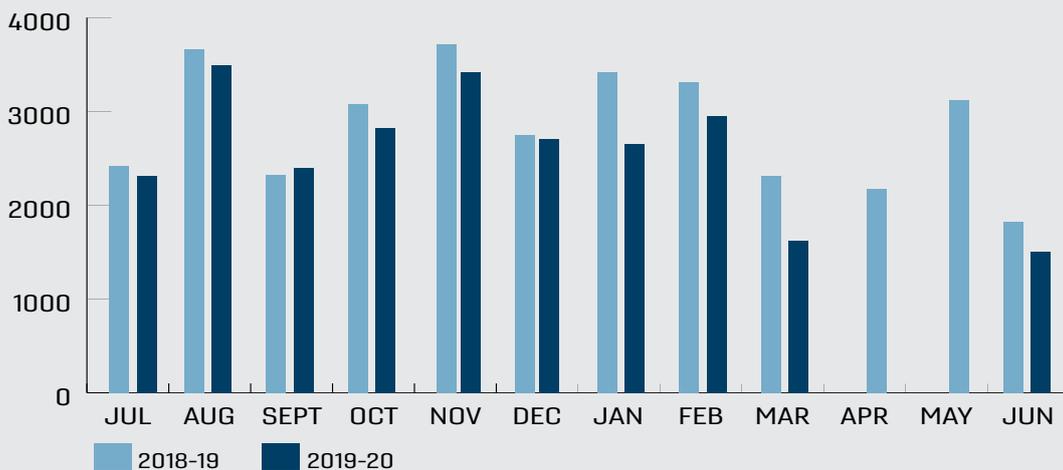
Waverley Customer Service Centre

five counters are staffed, which has resulted in slightly longer wait times for customers.

The Call Centre handled 76,340 telephone calls with an average wait time in the call queue of 118

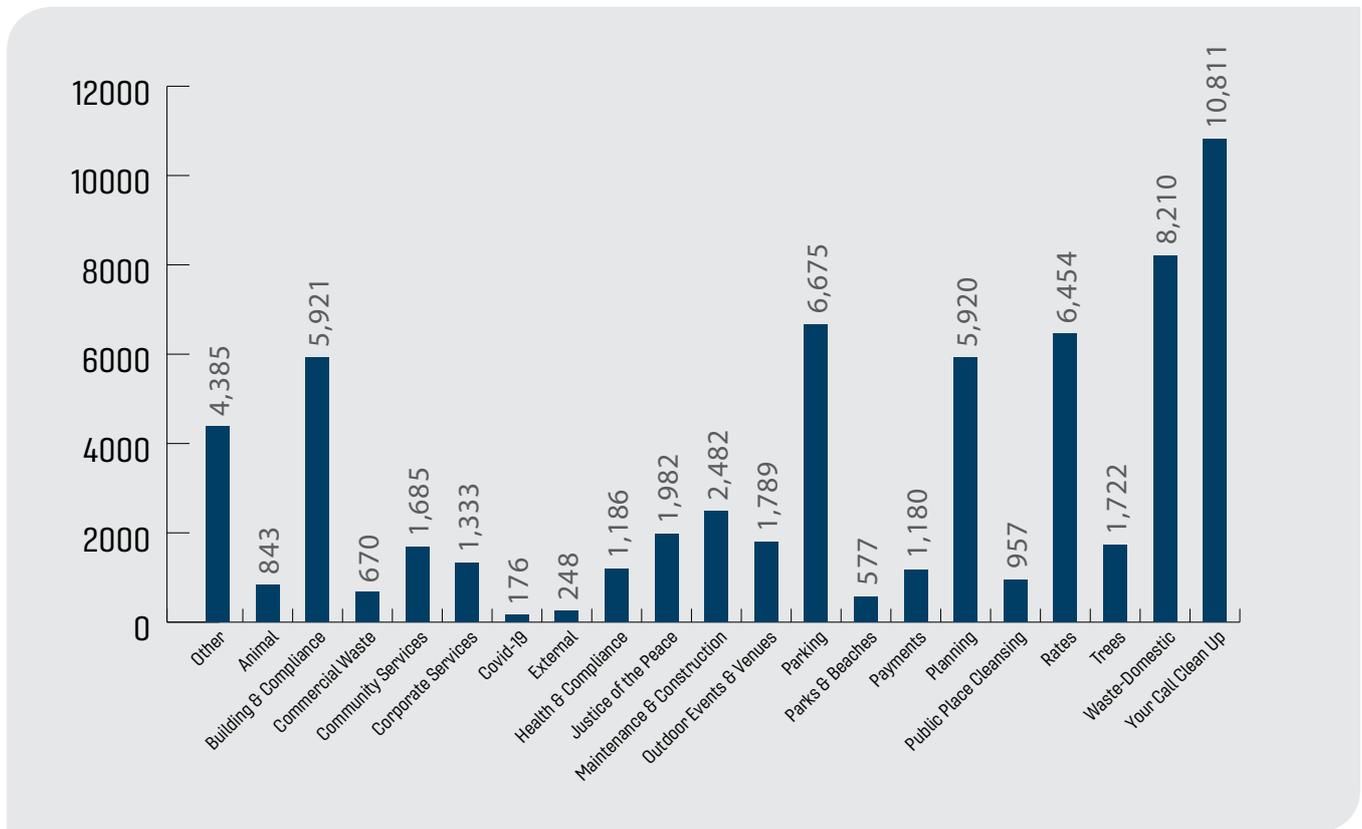
seconds. Booking a Your Call clean-up collection was the most common reason that customers called during this period.

### CUSTOMER SERVICE CENTRE FRONT COUNTER TRANSACTIONS PER MONTH



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
2018-19	2,418	3,663	2,332	3,079	3,720	2,750	3,421	3,309	2,314	2,175	3,117	1,823
2019-20	2,313	3,497	2,396	2,827	3,414	2,705	2,657	2,952	1,616	0	0	1,506

## REASONS FOR CALLING COUNCIL



## SNAP SEND SOLVE

Council received 3,068 reports from the community using the Snap Send Solve application on their phone. Snap Send Solve is an easy and efficient way to notify Council of issues that need addressing. The app identifies the specific location and directs customers to include contact details and photos for more efficient identification and resolution of the problem.

The highest volume of reports was recorded in April 2020 with many residents working from home and reporting dumped rubbish and illegal parking incidents in their neighbourhood. The graph below provides the number of incident reports sent to Council each month by residents.



### MONTHLY INCIDENT REPORTS FOR 2019–20



### WAVERLEY PEOPLE PLAN 2020–2024

Council prepared the draft Waverley People Plan 2020–2024, which addresses the output from the recent Staff Survey and the workforce challenges in delivering the Waverley Community Strategic Plan 2018–2029. The People Plan, over time, will drive employee engagement and high performance, provide a fit for purpose workforce and enable leaders to deliver the Plan.

### PRECINCT ENGAGEMENT

Precincts were engaged on many strategic issues and significant projects including Bondi Pavilion, Bondi Junction Cycleway, North Bondi Infrastructure Project, Hugh Bamford Reserve and William Park Plan of Management.

Bronte Beach Precinct organised a session with Professor Veena Sahajwalla, Australia 100 Women of Influence 2015 Innovation Category Winner on research into sustainable materials and using

recyclable materials. Thirteen Precincts were invited to attend this session. Demonstrations included the usage of waste plastics and waste rubber as partial replacements for coal in steel making.

The Precinct Satisfaction Survey reflects a 76 per cent overall satisfaction rating with opportunities made available to Precinct representatives, to have input to Council on strategic issues. Strategies developed to address areas for improvement are planned for implementation in 2020–21.

Up until March 2020, 42 Precinct meetings were held face-to-face as well as three Combined Precincts' meetings. Council cancelled face-to-face Precinct meetings in response to COVID-19 Public Health Orders. Precinct Executive Committee meetings transitioned to an online platform in April 2020. Precincts continued to be engaged on strategic issues, significant projects and strategy development via Zoom. Feedback received during this period on the effectiveness

of engagement through zoom meetings, including the flexibility it provides to allow broader participation, was positive.

### WORK HEALTH AND SAFETY INITIATIVES

Council engaged its workers' compensation insurer, StateCover Mutual to conduct an audit of Return to Work processes. The purpose of this audit was to:

- Support the return of injured workers as soon as possible
- Reduce the impact on employees' wellbeing and lost time away from the workplace, which can have a significant impact on the Council's insurance premiums.

The development of a Return to Work Improvement Plan addressed the audit recommendations, including return to work coordination and structure.

Since the implementation of Council's incident reporting software program, there has been a marked increase in the incident, hazard and near-miss reporting through the mobile app and desktop kiosk. The system enables easy tracking of trends across all workgroups. There was a 200 per cent increase in event investigations and five times increase in workplace investigations.

### NEW STAFF INTRANET

Council has commissioned the development of a new staff intranet. The new intranet will provide an enhanced platform for staff engagement, increased cross-organisational collaboration and streamlining of business processes – including through the introduction of electronic forms capability. The



*Leadership Development Program*

new intranet will result in better internal information flow in the organisation and the elimination of some manual processes.

## **WAVERLEY LEADERSHIP DEVELOPMENT PROGRAM**

Twenty future leaders completed two modules of the Waverley Leadership Program. The first module, delivered by the Australian Graduate School of Management and University of New South Wales (UNSW), focused on Adaptive Leadership. Module one provided Managers with modern analytical tools and frameworks, supporting them to make informed decisions and take away practical solutions to real business problems. It challenged them to become stronger, more agile leaders extending beyond their current skills and uplifting their capability to drive high performance and service

delivery.

The second module, delivered by the Institute of Public Governance, University of Technology Sydney (UTS), led the team through Strategic Planning for Local Government. It's a multidisciplinary approach that recognises the many different strands of strategic planning in modern local government.

## **RISK MANAGEMENT**

Council's Enterprise Risk Management (ERM) Framework, including an Enterprise Risk Policy and Plan, was adopted by the leadership team. Risk registers for all critical functions were developed across the organisation.

Council developed a draft Business Continuity Policy and a draft Business Continuity Framework. The preparation of Business Impact

Assessments (BIA's) for all Council functions is in progress. These will provide the key information necessary for the development of the Business Continuity Plan (BCP), scheduled for completion in 2020–21. In response to the COVID-19 pandemic, a Crisis Management Team was established in early 2020 to lead Council's response. A Pandemic Plan was prepared and implemented. This work informs aspects of the BIA's/BCP.

Work commenced on an Enhanced Management Control Framework in May 2020 and planned for further progression in 2020–21.

The development of a Draft Corruption Strategy and Plan commenced with completion scheduled in 2020–21.

## GOVERNANCE FRAMEWORK

Work commenced on the development of a Governance Framework. The Framework, based on the Audit Office NSW Governance Lighthouse model, is due for completion in 2020–21.

## SOCIAL MEDIA POLICY AND MEDIA POLICY

Council reviewed the Social Media Policy and the Media Policy, which were adopted by Council in December 2019.

The Social Media Policy aims to protect Council's reputation by providing Council staff (including temporary staff and contractors) and Councillors with guidance when using their personal social media platforms and ensures responses to issues raised through Council's social media channels are addressed in a consistent and timely manner and referred to the correct business area.

The Media Policy aims to:

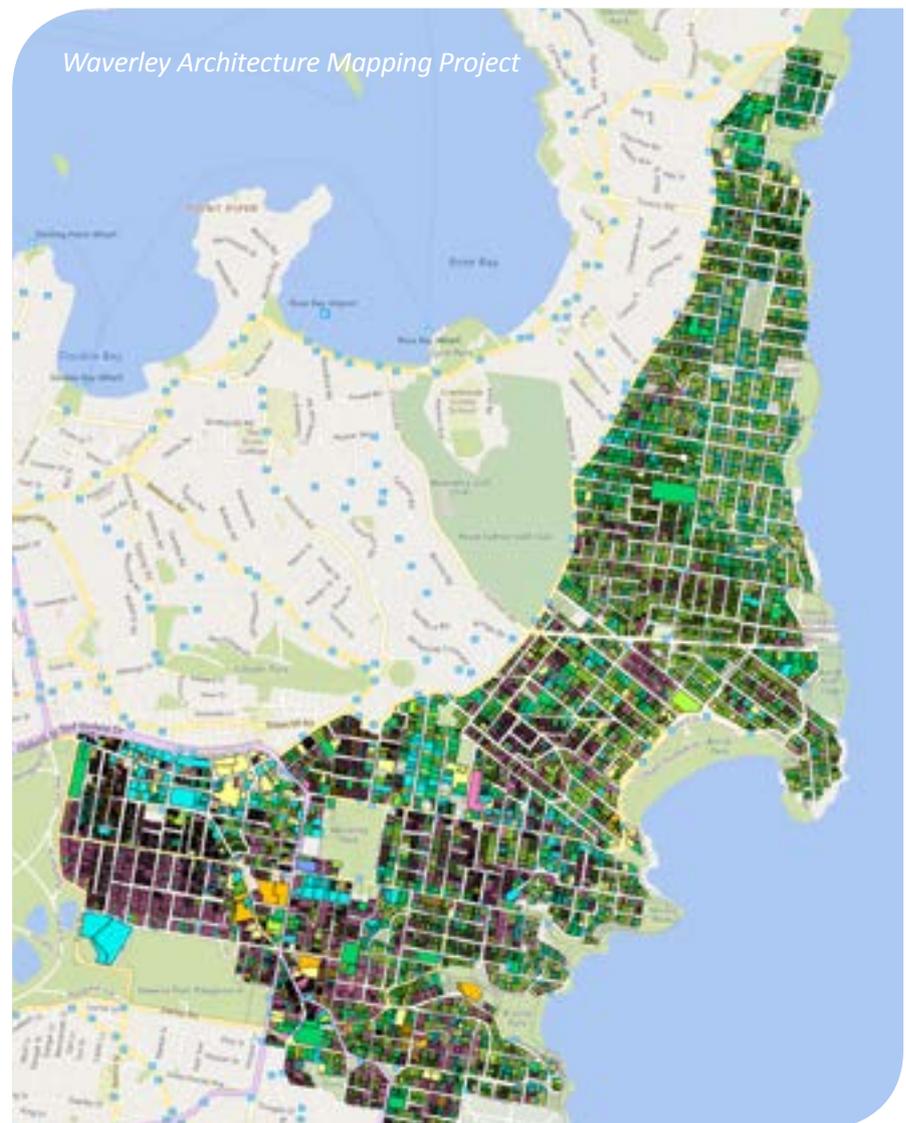
- Promote open exchange of information between Council and the media
- Limit the publication of inaccurate information, miscommunication and reputation risk
- Promote positive media relationships
- Indicate Council's authorised spokespersons
- Ensure appropriate authorisation and responsibility for the information provided
- Ensure consistency by staff and Councillors in dealing with the media.

## COMMERCIAL WASTE AND CHILD CARE CENTRE REVIEWS

Council reviewed the business processes and fee structures of Commercial Waste Services and Child Care Services. The review involved business process mapping, cost benefit analysis, workflow review and analyses against market best practice and pricing. The review resulted in operational improvements and pricing changes.

## CAPITAL WORKS MAP

The completed mapping of Capital Works Program 2019–20 and Waverley Architecture Mapping projects spatially represents all the capital works projects for 2019–20, together with project status and contact information. These spatial layers were made available to the community and Council staff. The functionality used will continue for the 2020–21 Capital Works Program, with an official launch to notify members of the public of the new service.

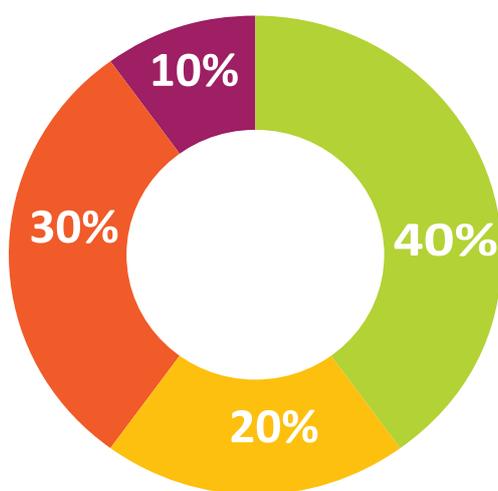




# KNOWLEDGE AND INNOVATION

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 repurposing of heritage buildings as locations for 21st century innovation and practice. The Knowledge and Innovation theme in the Waverley Community Strategic Plan 2018–2029, strives to position Waverley as a knowledge-driven, innovative and digitally connected community.

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Knowledge and Innovation theme, 40 per cent of the actions were completed, 20 per cent are progressing, another 30 per cent are in progress but are impacted by COVID-19, and 10 per cent were delayed due to operational reasons.

# YEAR IN REVIEW

## WAVERLEY SMART CITY STRATEGY 2023

The Waverley Smart City Strategy was adopted in 2019 and set the direction for a smarter, more connected community. The Strategy was awarded finalist status by the Smart Cities Council of Australia and New Zealand at their annual awards during Smart City Week in October 2019.

A series of Lunch and Learn sessions were delivered across the organisation to upskill staff in emerging technologies. Topics included LoRaWAN, 5G, cloud computing, data security, data privacy, Internet of Things, blockchain, artificial intelligence, big data, interoperability and specific

technology solutions. A Smart Cities Advisory Group was established with weekly meetings to support teams in writing business cases for Smart Cities projects. A range of Waverley Smart City Strategy priority projects implemented include:

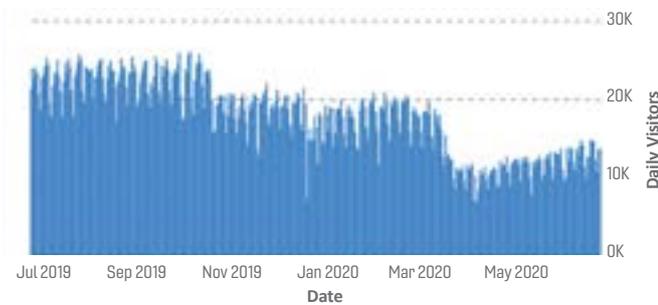
- Increasing data sharing with community and organisation
- The continued expansion of cloud services to improve the delivery of community services
- Introduction of digital phone meters at Bondi Beach and Bronte Beach
- E-planning initiatives such as 3D modelling for major DAs
- Automation of zoning certificates.

## PUBLIC WI-FI

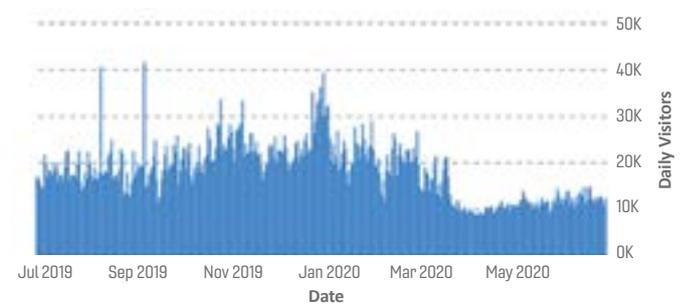
Council’s public wi-fi covers six key locations across our LGA including our three beaches, Bondi Junction Centre (Oxford Mall and Spring Street), Waverley Library and Waverley Park. This service is used by more than 200,000 residents and visitors each year. A feasibility study was undertaken to identify potential locations for wi-fi expansion. The study revealed that tourists are the main users of the service and the current service covers the main tourist hotspots.

Below are the estimated daily visitors’ data based on wi-fi counts.

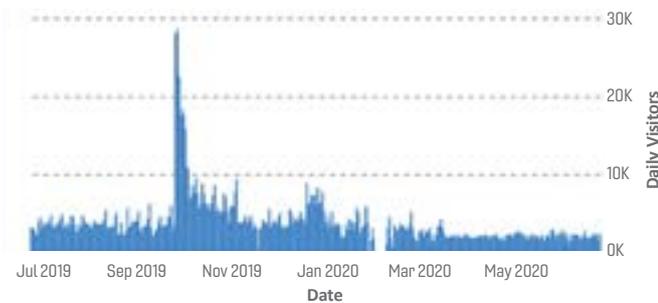
Bondi Junction Centre Daily Visitors



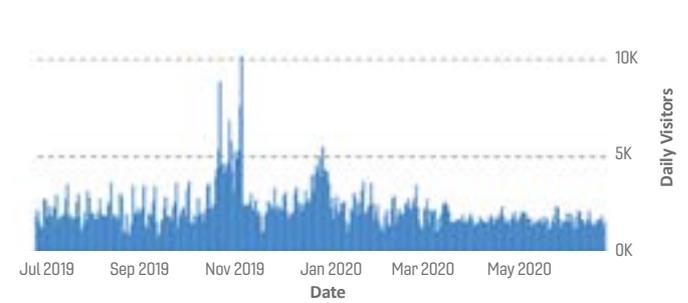
Bondi Beach Daily Visitors



Bronte Beach Daily Visitors



Tamarama Beach Daily Visitors



## BUSINESS INTELLIGENCE AND DATA PROJECTS

Students from UNSW Data Analytics Master's Program were engaged to explore data sharing and reporting opportunities across the organisation. There has been an increase in data insights across the organisation through the dashboard using business intelligence tools.

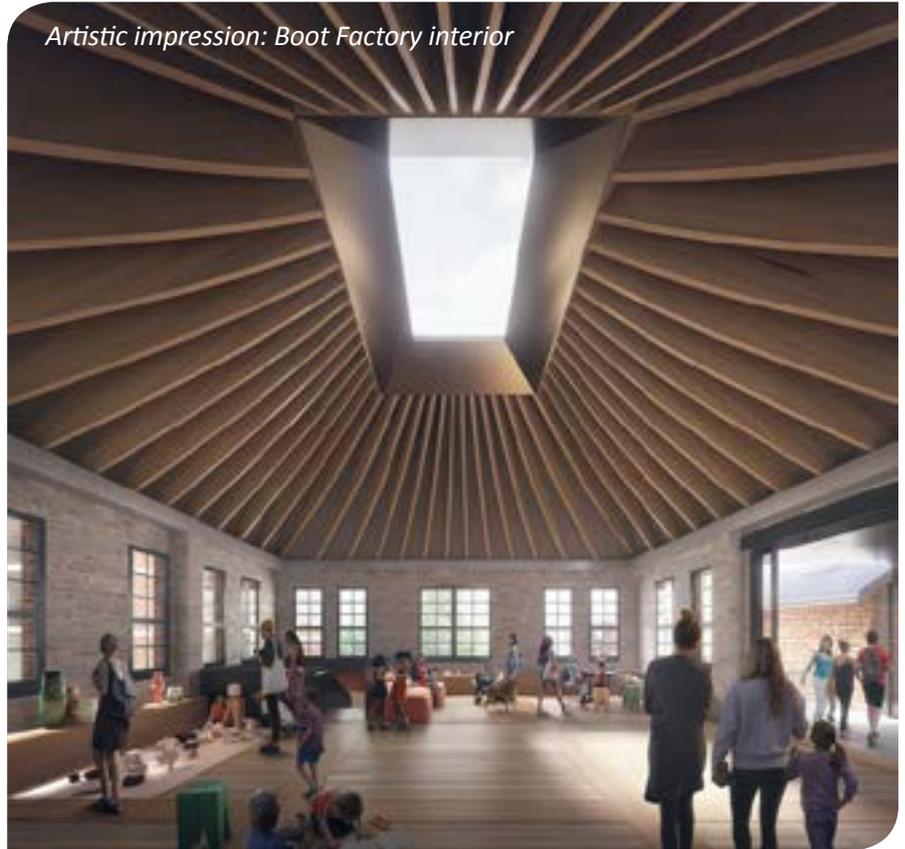
Partnership projects include:

- Transport for NSW to share data for Parking Innovation Challenge
- Mastercard for data sharing agreements to assist with the Council's response to COVID-19 and creation of a data register across the organisation
- Transport for NSW for A Smart Waverley Transport Innovation Project (Pick Up/Drop Off), a data-sharing project .

## BOOT FACTORY RESTORATION

The Sydney Eastern City Planning Panel approved Council's development application (DA) for the heritage-listed Boot Factory at Bondi Junction in May 2020. The approval of the DA paves the way for the Council to transform the former shoemaking factory at the rear of Norman Lee Place at 27-33 Spring Street into an innovative community space connected to the Mill Hill Community Centre. The DA is for restoration works to the roof, masonry perimeter walls, new floors and interior fit-out. The building will also be connected to the Mill Hill Community Centre to provide lift access and amenities for Boot Factory users. Council will also

*Artistic impression: Boot Factory interior*



*Artistic impression: Boot Factory*





Library

beautify the courtyard at Norman Lee Place.

A workshop with Knowledge and Innovation Steering Group held in August 2019, recommended for further exploration of Innovation Civic Hall model. A draft business case and social needs assessment completed in December 2019 outlines the case for an Innovation Civic Hall presented at the Councillor Workshop in June 2020. With a final determination on the Knowledge and Innovation Hub proposal due early in the 2020–21 financial year, Council will commence steps in appointing a lead contractor for the project with construction expected to begin mid-next year and building and landscaping completion in 2021.

### LIBRARY STRATEGIC PLAN

Preparation of a draft Library Strategic Plan commenced. Community members were engaged in February 2020 during the Library Lovers Week, and more than 120 responses were received. Library staff completed in-depth research, service benchmarking and consultation with the staff and final phases of planning are due for completion in 2020-21.

### LIBRARY COLLECTIONS

During the COVID-19 shutdown, the Library's electronic resources have proven to be popular with more than 10,000 ebooks borrowed over three months, compared to 4,000 during the same period last year. Additional ebooks and eaudio books were purchased, including 70

titles relating to career progression and job seeking in response to the current economic environment. More than 1000 new items purchased between March and June 2020 refreshed the children's library collection. Three new services added to the eresource collection include:

- StoryBox Library
- Beamafilm
- NewsBank

On 1 June the Library resumed studying sessions that were in line with the Covid Safety Plan for libraries, with the number of attendees monitored and contact tracing implemented. A Grab n Go service which allowed a contactless pick up of pre-ordered loans received appreciation.

# OUR PERFORMANCE SNAPSHOT

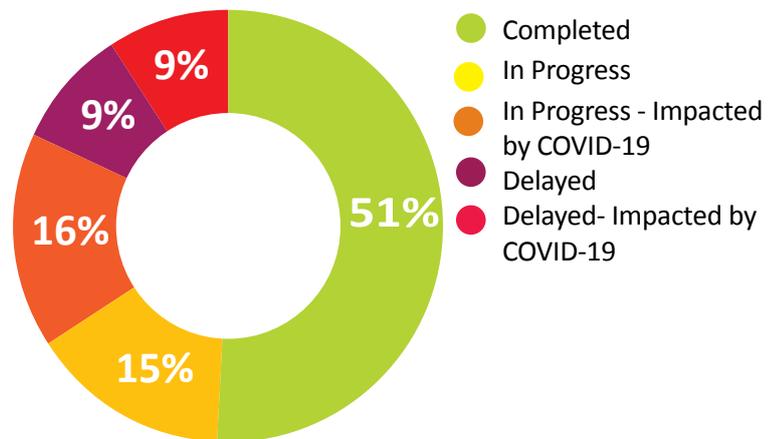
The Waverley Community Strategic Plan 2018–2029 is built around 11 themes.

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

Sitting beneath the themes are the strategies Council will implement to move in the direction set out in Waverley Community Strategic Plan 2018–2029, and Council's reporting tracks progress in delivering these. Below is a summary of overall progress in implementing the actions in the Operational Plan 2019–20.

## OVERALL PERFORMANCE

Overall, 51 per cent of the actions in the Operational Plan were completed, 15 per cent are progressing, another 16 per cent are in progress but are impacted by COVID-19, nine per cent were delayed due to operational reasons and nine per cent were delayed due to COVID-19.



Below is the performance across 11 themes in the Operational Plan 2019–20.

Themes	Completed	In Progress	In Progress - Impacted by Covid-19	Delayed	Delayed - Impacted by Covid-19
<b>Overall</b>	<b>51%</b>	<b>15%</b>	<b>16%</b>	<b>9%</b>	<b>9%</b>
Arts and Culture	34%	25%	8%	8%	25%
Community Services and Well-Being	61%	0	28%	0	11%
Recreation and Open Spaces	40%	0	60%	0	0
Local Economy	83%	0	0	9%	8%
Planning, Development and Heritage	62%	29%	9%	0	0
Transport, Pedestrians and Parking	29%	33%	14%	19%	5%
Buildings and Infrastructure	60%	0	40%	0	0
Sustainable Environment	57%	19%	14%	5%	5%
Sustainable Waste	61%	11%	5%	17%	6%
Corporate Leadership and Engagement	40%	9%	18%	12%	21%
Knowledge and Innovation	40%	20%	30%	10%	0

# Part 03.

## MEETING OUR ADDITIONAL STATUTORY REQUIREMENTS

# AMOUNT OF RATES AND CHARGES WRITTEN OFF

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

Assessment number	Description	Rates	Waste and other charges	Extra Charges	Totals
32729.9	Rates for 2019–20 financial year as per Council resolution 7 October 2008 (32–48 Denison Street)	109,321.05	140.79	-	109,461.84
Various	Postponed 2014–15 rates and interest charges	2,237.67	-	1,434.50	3,672.17
	Sub totals	111,558.72	140.79	1,434.50	113,134.01
Various	Pension rebate Government Abandonment Section 575 (Local Government Act)	286,905.81	168,302.50	-	455,208.31
Various	Pension Council Abandonment Section 582	89,090.50	-	-	89,090.50
	Sub Totals	375,996.31	168,302.50	-	544,298.81
	Grand Totals	487,555.03	168,443.29	1,434.50	657,432.82

## MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

Mayoral and Councillor fees and expenses	Amount(\$)
Mayoral fees	44,229
Councillor fees	243,360
Miscellaneous expenses	254,088
Office equipment and maintenance	24,200
Telephone calls (mobile and landline)	16,890
Conference and seminars	9,556
Professional development	5,072
Interstate visits	0
Overseas visits	0
Spouse expenses	0
Provision for childcare	5,337

## COUNCILLOR, TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT

The following Councillors participated in an ongoing professional development program:

- Cr Paula Masselos
- Cr Sally Betts
- Cr Leon Goltsman
- Cr Tony Kay

Four seminars, circulars and other activities were delivered as part of the ongoing professional development program. COVID-19 impacted the ability for Councillors to attend professional development training in 2020.

## GENERAL MANAGER AND SENIOR STAFF REMUNERATION

In 2019-20, Council employed six senior staff as identified under the Local Government Act 1993. The six staff included the General Manager, three Directors, Chief Financial Officer and General Counsel.

Position	Total remuneration including all benefits (\$)
General Manager	395,860
Senior Staff	1,522,408
Total	1,918,268

The total remuneration includes:

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

## OVERSEAS VISIT BY COUNCIL STAFF

In 2019-20, two staff visited overseas representing Council to attend the Crowded Places NZ 2019 Conference held at Auckland, New Zealand. A total of \$3,496 was spent on accommodation, travel and training expenses to participate in this conference.

# REPORT ON INFRASTRUCTURE ASSETS

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	*2019–20 Required maintenance	2019–20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
<b>BUILDINGS</b>						
Council Offices/ Administration Centres	187	187	748	720	12,006	24,908
Council Works Depot	–	–	809	871	8,667	11,087
Council Public Halls	625	625	204	199	23,405	69,989
Libraries	–	–	617	566	22,110	36,888
Cultural Facilities	82	82	1,330	1,207	12,993	21,417
Other Buildings	393	393	1,414	1,607	49,104	79,736
Specialised Buildings	13	13	507	497	4,590	6,825
<b>Sub-total</b>	<b>1,300</b>	<b>1,300</b>	<b>5,629</b>	<b>5,667</b>	<b>132,875</b>	<b>250,850</b>

<b>OTHER STRUCTURES</b>						
Other structures	443	443	1,068	1,115	17,815	29,717
<b>Sub-total</b>	<b>443</b>	<b>443</b>	<b>1,068</b>	<b>1,115</b>	<b>17,815</b>	<b>29,717</b>

<b>ROADS</b>						
Sealed roads	466	466	1,040	1,718	60,957	102,329
Footpaths	83	83	4,878	5,467	32,967	58,471
Other road assets	62	62	2,327	2,699	17,961	28,490
Sealed roads structure	–	–	–	–	77,009	192,147
Kerb and Gutter	833	833	91	68	66,960	108,579
<b>Sub-total</b>	<b>1,444</b>	<b>1,444</b>	<b>8,336</b>	<b>9,952</b>	<b>255,854</b>	<b>490,016</b>

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

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2019–20 Required maintenance	2019–20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
<b>STORMWATER DRAINAGE</b>						
Stormwater drainage	150	150	362	503	75,008	126,110
Stormwater Conduits	–	–	–	–	–	–
<b>Sub-total</b>	<b>150</b>	<b>150</b>	<b>362</b>	<b>503</b>	<b>75,008</b>	<b>126,110</b>
<b>OPEN SPACE/ RECREATIONAL ASSETS</b>						
Swimming pools	2,261	2,261	6,287	6,220	70,646	111,801
<b>Sub-total</b>	<b>2,261</b>	<b>2,261</b>	<b>6,287</b>	<b>6,220</b>	<b>70,646</b>	<b>111,801</b>
<b>Total - All Assets</b>	<b>5,598</b>	<b>5,598</b>	<b>21,682</b>	<b>23,457</b>	<b>552,198</b>	<b>1,008,494</b>

\$'000	Amounts 2020	Indicator 2020	Prior Periods		
			2019	2018	2017
<b>Buildings and infrastructure renewals ratio</b>					
Asset renewals (2)	27,611	158.13%	82.57%	94.13%	77.08%
Depreciation, amortisation and impairment	17,461				
<b>Infrastructure backlog ratio (1)</b>					
Estimated cost to bring assets to a satisfactory standard	5,598	1.01%	1.01%	1.05%	1.10%
Net carrying amount of infrastructure assets	552,198				
<b>Asset maintenance ratio</b>					
Actual asset maintenance	23,457	108.19%	102.33%	94.25%	98.24%
Required asset maintenance	21,682				
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council	5,598	0.56%	0.60%	0.64%	0.69%
Gross replacement cost	1,008,494				

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

## INFRASTRUCTURE ASSET CONDITION ASSESSMENT 'KEY'

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

\$'000 Asset Category	Assets in condition as a percentage of gross replacement cost				
	1	2	3	4	5
<b>BUILDINGS</b>					
Council Offices/ Administration Centres	0.1%	27.5%	69%	3.4%	0%
Council Works Depot	99.0%	0.0%	1.0%	0.0%	0.0%
Council Public Halls	26.4%	0.0%	70.4%	3.2%	0.0%
Libraries	0.0%	100.0%	0.0%	0.0%	0.0%
Cultural Facilities	81.7%	0.0%	16.9%	1.4%	0.0%
Other Buildings	11.6%	64.7%	21.7%	2.0%	0.0%
Specialised Buildings	82.9%	6.7%	10.2%	0.2%	0.0%
<b>Sub-total</b>	<b>24.7%</b>	<b>38.2%</b>	<b>35.2%</b>	<b>2.0%</b>	<b>0.0%</b>
<b>OTHER STRUCTURES</b>					
Other structures	65.3%	19.7%	9.8%	5.2%	0.0%
<b>Sub-total</b>	<b>65.3%</b>	<b>19.7%</b>	<b>9.8%</b>	<b>5.2%</b>	<b>0.0%</b>
<b>ROADS</b>					
Sealed roads	26.4%	60.2%	13.0%	0.4%	0.0%
Footpaths	9.4%	76.5%	13.0%	1.1%	0.0%
Other road assets	45.0%	44.8%	9.3%	0.9%	0.0%
Sealed roads structure	0.4%	0.1%	99.5%	0.0%	0.0%
Kerb and Gutter	40.7%	48.5%	9.5%	1.3%	0.0%
<b>Sub-total</b>	<b>18.4%</b>	<b>35.1%</b>	<b>45.9%</b>	<b>0.6%</b>	<b>0.0%</b>
<b>STORMWATER DRAINAGE</b>					
Stormwater drainage	20.0%	69.5%	10.3%	0.2%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Sub-total</b>	<b>20.0%</b>	<b>69.5%</b>	<b>10.3%</b>	<b>0.2%</b>	<b>0.0%</b>
<b>OPEN SPACE/ RECREATIONAL ASSETS</b>					
Swimming pools	49.8%	29.5%	18.7%	2.0%	0.0%
<b>Sub-total</b>	<b>49.8%</b>	<b>29.5%</b>	<b>18.7%</b>	<b>2.0%</b>	<b>0.0%</b>
<b>Total - All Assets</b>	<b>25.0%</b>	<b>39.1%</b>	<b>34.7%</b>	<b>1.2%</b>	<b>0.0%</b>

# GOVERNMENT INFORMATION (PUBLIC ACCESS)

The *Government Information (Public Access) (GIPA) Act 2009* requires councils to prepare an Annual Report on their obligations under the Act. Here is a summary of Council's Access to Information Applications for 2019–20. Reviews were carried out under Section 7(3) of the GIPA Act 2009 and information was made publicly available.

A total of 32 applications (including withdrawn applications but not including invalid applications) were received during the year. No applications were refused wholly or partly because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is a conclusive presumption of overriding public interest against disclosure)

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Informa- tion not Held	Informa- tion Already Avail- able	Refuse to Deal with Applica- tion	Refuse to Con- firm/ Deny whether informa- tion is held	Appli- cation With- drawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	2	1	0	1	0	0	0	0	4	8%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal represen- tative)	9	7	0	3	2	0	0	0	21	40%
Members of the public (other)	12	10	0	6	0	0	0	0	28	53%
<b>Total</b>	<b>23</b>	<b>18</b>	<b>0</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53</b>	
% of Total	43%	34%	0%	19%	4%	0%	0%	10%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Informa- tion not Held	Infor- mation Already Available	Refuse to Deal with Applica- tion	Refuse to Confirm/ Deny whether informa- tion is held	Appli- cation With- drawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	23	18	0	10	2	0	0	0	53	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>23</b>	<b>18</b>	<b>0</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53</b>	
<b>% of Total</b>	<b>43%</b>	<b>34%</b>	<b>0%</b>	<b>19%</b>	<b>4%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>		

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

**TABLE C:  
INVALID APPLICATIONS - NIL**

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	2	8%
Law enforcement and security	1	4%
Individual rights, judicial processes and natural justice	15	58%
Business interests of agencies and other persons	8	31%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>26</b>	

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

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	31	97%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	1	3%
<b>Total</b>	<b>32</b>	

**TABLE G:**  
**NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)**

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

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**TABLE H:  
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)**

	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1	100%
<b>Total</b>	<b>1</b>	

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

**Information about the following projects was proactively released under Section 7(3) of the GIPA Act:**

1. Waverley Draft Cultural Plan
2. Eastgate Carpark Exit, Spring Street
3. Project sign boards changes to speed limits in Waverley - Consultation (concept)
4. Bondi Junction Cycleway and Streetscape Upgrade - Review of Environmental Factors Report
5. Boardwalk Remediation - Eastern Reserve and Diamond Bay Reserve
6. Project sign board refresh South Bronte Amenities & Community Centre
7. Project sign boards Bronte Surf Club and Community Facilities Building Upgrade
8. Project sign boards Tamarama Basin Upgrade - Maintenance sign boards

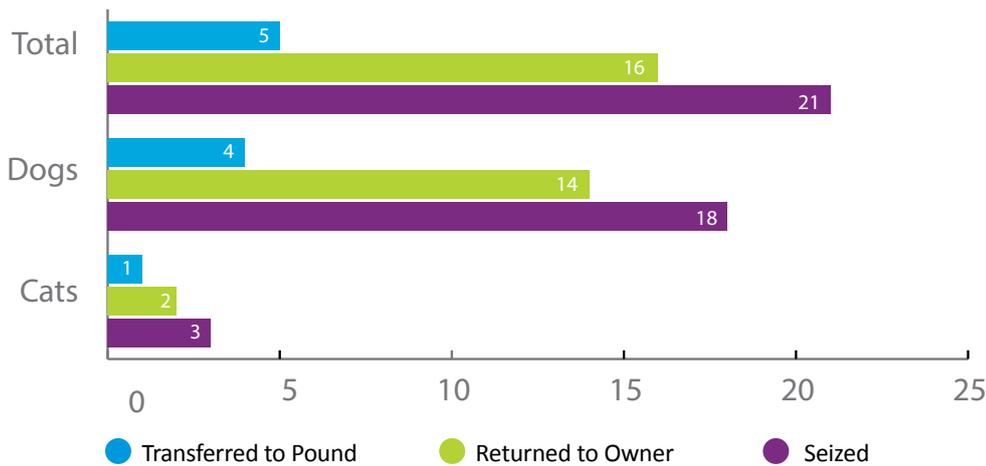
## PUBLIC INTEREST DISCLOSURES

In 2019-20, there were no public interest disclosures received by Council. Twelve public interest disclosure officers were appointed and trained. All new staff orientation includes orientation sessions on Public Interest Disclosures.

# COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATION

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

Twenty-one animals were seized, 16 were returned to the owners, and five were transferred to Council's pound facility.



Nine dog attacks were reported during the year.

An amount of \$16,461 was spent on dog holding and kennelling charges.

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

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

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

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

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

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

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

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

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

# AMOUNT INCURRED IN LEGAL PROCEEDINGS

## Planning Matters

Council spent a total of \$1,196,025 on legal appeal proceedings for planning matters. Under the provisions of the Environmental Planning and Assessment Act 1979, \$782,414 was paid for legal representation and \$413,611 for external expert consultants. Council received an amount of \$477,706 as Section 8.15 costs under the Environmental Planning and Assessment Act. The details of legal proceedings related to planning matters are set in Table A.

## Building Compliance

Council spent \$189,993 on building compliance proceedings. The details of legal proceedings related to civil enforcement and compliance proceedings are set in Table B.

## Companion Animals and other compliance matters

Council spent \$24,302 for legal appeal proceedings related to companion animals, health and safety matters and regulatory control. Council received \$1750 towards legal costs for compliance matters. Of the 26 proceedings pertaining to companion animals and other compliance matters, eight proceedings were finalised, and 18 were placed on hold due to COVID-19 pandemic.

## Civil Enforcement

Council spent \$138,316 on civil enforcement proceedings. The details of legal proceedings related to civil enforcement proceedings are set out in Table C.

Council spent \$230,761 on Bondi Junction Cycleway along Spring Street in Bondi Junction related proceedings that questioned Council's decision to proceed with the project. The case is finalised, the summons is dismissed and the applicant is to pay costs as assessed or agreed.

Table A: Legal proceedings related to planning matters:

Property	Issue	Status	Results
63 Fletcher Street, Tamarama	Class 1 - Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
16 Military Road, North Bondi	Class 1 - Deemed refusal	Finalised	Dismissed
63 Fletcher Street, Tamarama	Class 1 - Deemed Refusal	Finalised	Discontinued
139 Oxford Street, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
1 Marroo Street, Bronte	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
154 Ramsgate Avenue, North Bondi	Class 1 - Deemed Refusal	Finalised	Dismissed with costs
Shop 6, 767 - 771 Old South Head Road, Vaucluse	Class 1 - Refusal of s4.55	Finalised	Discontinued with costs
Shop 7 & 8, 767 - 771 Old South Head Road, Vaucluse	Class 1 - Refusal	Finalised	Discontinued

Property	Issue	Status	Results
10 Marne Street, Vaucluse	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
607 - 609 Old South Head Road, Rose Bay	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
463 - 467 Bronte Road, Bronte	Class 1 - Deemed Refusal of s4.55	Finalised	Dismissed
9 Philip Street, Bondi	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
59 Brighton Boulevard, Bondi	Class 1 - Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
21 Busby Parade, Bronte	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
21 Waverley Crescent, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
134 - 138 Campbell Parade, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
20-24 Hall Street, Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended plans and costs
28-34, 36, 38, 40-42 Bronte Road & 84 Ebley Street, Bondi Junction	Class 1 - Deemed Refusal of Review	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
6 Ashley Street, Tamarama	Class 1 - Deemed Refusal	Finalised	Dismissed
657 Old South Head Road, Rose Bay	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
163 Birrell Street, Waverley	Class 1 - Deemed Refusal	Finalised	Appeal Upheld with amended plans and costs
28 Barclay Street, Waverley	Class 1 - Refusal	Finalised	Appeal Upheld with amended plans
5-11 Hollywood Avenue, Bondi Junction	Class 1 - Deemed Refusal	Ongoing	
278-282 Birrell St, Bondi	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
43 - 45 Hall Street, Bondi Beach, NSW 2026	Class 1 - Refusal	Finalised	Appeal Upheld with amended plans and costs
21 Thompson Street, Tamarama	Class 4 - Summons Commencing An Appeal - s56a of the LEC Act 1979	Finalised	Appeal Upheld Orders 1,2,3 made on 03/04/19 set aside and to be remitted
27 Paul Street & 8-10 Council Street, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with Conditions
463 - 467 Bronte Road, Bronte	Class 1 - Refusal	Finalised	Dismissed
5-9 Castlefield Street, Bondi	Class 1 - Deemed Refusal	Finalised	Consent Order Hearing - Appeal upheld with conditions and costs
5 & 5A St Thomas Street, Bronte	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs

Property	Issue	Status	Results
599-603 Old South Head Road, Rose Bay	Class 1 - Deemed Refusal	Ongoing	
2 Wallis Parade, North Bondi	Class 1 - Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with Conditions
18-20 Allens Parade, Bondi Junction	Class 1 - Deemed refusal	Ongoing	
97 Glenayr Avenue, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	
3 Lancaster Road, Dover Heights	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with Conditions
105 Wellington Street, Bondi	Class 1 - Deemed Refusal	Ongoing	
10 Kobada Road, Dover Heights	Class 1 - Deemed Refusal	Ongoing	
Unit 54/107 Macpherson Street, Bronte	Class 1 - Actual Refusal	Ongoing	
89 Ebley Street, Bondi Junction	Class 1 - Deemed determination (condition)	Finalised	Discontinued
73-89 Ebley Street, Bondi Junction	Class 1 - Deemed refusal of Sub-Division certificate	Finalised	Discontinued
515 Old South Head Road, Rose Bay	Class 1 - Actual Refusal	Ongoing	
124-126 Campbell Parade, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	
81 Anglesea Street, Bondi	Class 1 - Deemed Refusal	Ongoing	
42 Beaumont Street, Rose Bay	Class 1 - Appeal on Conditions of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with Conditions
22-26 Edward Street, Bondi	Class 1 - Deemed Refusal	Ongoing	
20 Loombah Rd, Dover Heights	Class 1 - Deemed Refusal	Ongoing	
65 Blair Street, North Bondi	Class 1 - Refusal	Ongoing	
45-47 Ramsgate Avenue, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	
28 MacDonald Street, Vaucluse	Class 1 - Refusal	Ongoing	
72 Gilbert Street, Dover Heights	Class 1 - Deemed Refusal	Finalised	Discontinued
24 Belgrave Street, Bronte	Class 1 - Deemed Refusal	Ongoing	
2-4 Jaques Avenue, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	
27 Princess Street, Rose Bay	Class 1 - Refusal of s4.55	Ongoing	
3 Gilgandra Road, North Bondi	Class 1 - Refusal	Ongoing	
2 Blenheim Street, Queens Park	Class 1 - Actual Refusal of s4.55	Ongoing	

Property	Issue	Status	Results
30 Dellview Street, Tamarama	Appeal against an Order	Ongoing	
99 Glenayr Avenue, Bondi Beach	Appeal against Penalty Infringement Notices (PIN's) issued	Ongoing	Upheld, appeal lodged with Land & Environment Court
72 Plowman Street, North Bondi	Appeal against refusal of a Building Information Certificate	Ongoing	
41 Palmerston Avenue, Bronte	Order enforced through the Court	Ongoing	Penalty imposed upon owner
1 Sir Thomas Mitchell Road, Bondi	Appeal against Penalty Infringement Notice (PIN) issued	Finalised	Appeal dismissed; Section 10 warning given
6 Wolaroi Crescent, Tamarama	Five separate matters in Land & Environment Court regarding illegal work	Ongoing	Class 4 appeal against stop work order dismissed, costs yet to be awarded. Other matters ongoing

Table C: Details of Civil Enforcement Proceedings

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

# PROGRESS AGAINST EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Actions	Outcome	Progress Comments
<b>Priority 1: People with disability</b>		
Review recruitment, selection criteria and recruitment methods to remove barriers and improve opportunities to support a diverse workforce	Review completed and recommendations implemented	Council is committed to building a diverse and inclusive workplace where the skills, perspectives and experiences of our people are valued and respected. We aim to be a great place to work, where everyone feels included, are treated fairly and are supported to succeed. All job advertisements carry the following EEO Statement "Waverley Council is committed to providing equal employment opportunities to all candidates. We encourage applications from women and men from diverse groups, including, but not limited to, Aboriginal and Torres Strait Island people; people from culturally diverse backgrounds; young people; older workers; people with disabilities; LGBTIQ; and other minority groups". Candidates are provided with an option to seek assistance for the interview
Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace	Adjustments reviewed and implemented	Requests received will be assessed on a case by case basis and adjustments made as applicable. An eLearning package was purchased from the Australian Network for Disabilities (AND) to train current staff to ensure awareness of barriers for people with disability and how to implement any required workplace modifications
Review and implement accessibility recommendations to Council premises and facilities	Review completed and recommendations implemented	Council Chambers has a lift and an accessible ramp to support staff, potential candidates and visitors to access the building. Other site locations such as Mill Hill, Spring Street and Library provide accessible entry. Disability Access standards are considered for capital works construction
Partner with disability networks and specialist agencies to increase applications received from people with disability	Partnerships established and used in recruitment	An eLearning package was purchased from Australian Network for Disabilities (AND) to train staff to improve awareness and confidence in the area. Negotiations commenced with Australian Network on Disability to assist in increasing Council's visibility as a disability friendly employer

Actions	Outcome	Progress Comments
<b>Priority 2: Aboriginal and Torres Strait Islander People</b>		
Prepare and Implement an Aboriginal and Torres Strait Islander Employment Strategy in line with Reconciliation Action Plan deliverables	90 per cent of the annual programs implemented	Innovate Reconciliation Action Plan 2019–2021 is Council's Reconciliation Action Plan. Council provided traineeship/work experience opportunities to students as part of the Elsa Dixon Program. Council has a Reconciliation Working Group in place. Preparation of Aboriginal and Torres Strait Islander Employment Strategy is delayed
Provide networking opportunities for Aboriginal and Torres Strait Islander (ATSI) staff	Aboriginal and Torres Strait Islander staff satisfaction with availability of support systems	Preliminary discussions to understand staff networking expectations indicate there is no interest for networking. The current broader inclusive approach to all staff meets employee expectations. However this will be explored further in future. Heritage and cultural activities organised to promote local heritage are open to all staff.
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Staff training completed	Cultural awareness training packages are explored

Actions	Outcome	Progress Comments
<b>Priority 3: Culturally and Linguistically Diverse(CALD) People</b>		
Provide staff from culturally and linguistically diverse backgrounds with courses and programs that supports career progression	Staff training completed	Training opportunities are provided for all staff. Opportunities are provided to identify training needs as part of the Skills and Performance Assessment Program
Provide literacy support programs for staff who are predominantly from diverse cultural backgrounds including outdoor staff	Staff training complete	
Investigate cultural barriers affecting staff and develop support strategies	Investigation completed and support strategies implemented	Council has a Diversity and Inclusion Policy in place. Council considers diversity to broadly cover characteristics such as age, gender, physical abilities, disability, nationality, cultural background and ethnicity, marital, family or relationship status, religious beliefs, sexual orientation and gender identity. Council is committed to an inclusive culture where everyone feels respected and valued and can fully contribute their unique abilities, qualities, skills and perspectives, promoting diversity of thought, enabling Council to drive innovation, engage our people, build productivity and organisational performance and deliver community outcomes
Review and update training material to meet the needs of CALD staff e.g. use of graphics for Workplace Health and Safety instructions	Training material updated	Council's training materials are written to common score standards
<b>Priority 4: Women</b>		
Encourage a culture that promotes women in management roles	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion	Council encourage women to apply for positions at all levels of the organisation as an equal employment opportunity provider. Thirty-three per cent of the Executive Leadership Team comprises of women, and 47 per cent of Senior Leadership Team comprises of women

Actions	Outcome	Progress Comments
<b>Priority 4: Women</b>		
Formalise involvement of women in senior management, coaching and mentoring other women within Council, to support career progression	Increase in coaching/mentoring opportunities for women in senior management	This project is placed on hold
Promote success stories of women in leadership and non-traditional roles through website and other media	Success stories published	Stories of women and their achievements are included in Pipeline, the staff newsletter
Attract women applicants to *non-traditional areas of work	Increase in applications received from women in non-traditional areas of work (*Non-traditional positions are generally classified as professions demonstrated to be dominated by male workers, such as engineers, open spaces officers, resource recovery, IT, construction, lifeguards and facilities)	Council is an equal employment opportunity provider and encourages both women and men to apply for all roles. Council deploys a merit-based recruitment process to ensure both women and men are not discriminated on any grounds
Investigate opportunities to transition women back to workforce	Recommendations report completed	Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women to transition back to work from parental leave. Council has a Domestic and Family Violence Guidelines in place to support employees experiencing violence, including measures to support staff returning back/continuing work in those circumstances

Actions	Outcome	Progress Comments
<b>Priority 5: Youth</b>		
Develop an integrated framework that formalises procedures for developing and recruiting student placements, work experience opportunities and trainee and apprenticeship placements	10 young people engaged in work experience/ apprenticeships/ internships/traineeships	The Waverley People Plan 2020–2024 has been developed and addresses the output from the recent Staff Survey and the workforce challenges in delivering the Community Strategic Plan. The People Plan over time will drive employee engagement and high performance, provide a fit for purpose workforce and enable leaders to deliver the Plan. In 2019-20 there were seven young people working at Council through the Elsa Dixon Program. One young person completed a placement in community programs. Around 30 young people participated in the Youth Opportunities program
Partner with schools, universities and youth organisations to provide opportunities for youth	Four partnerships established	Council has partnerships with Apprenticeship Australia and Randwick TAFE for childcare traineeship positions. Council partnered with schools to recruit students as trainees/work experience as part of the Elsa Dixon Program. Council in partnership with TAFE, RTO's, multiple schools, the Department of Training (NSW), the Department of Education, and local services organised the Youth Opportunities program which a number of students attended.

Actions	Outcome	Progress Comments
<b>Priority 6: Ageing Workforce</b>		
Develop support mechanisms for ageing/mature staff to start career planning and post career options including retirement planning that meets the needs of individual employees	Career transition options available for retiring staff	Council values all staff regardless of their age and is committed to enabling staff to retire or transition to phased retirement. Support mechanisms are made available and strategies are prepared on a case by case basis to suit the individual needs of each staff member
Prepare and implement an ageing strategy to address workforce issues	90% of the annual programs implemented	
Form an alumni network that recognises and provides opportunities for highly skilled employees post retirement	Alumni network formed and opportunity areas identified	This activity is delayed
<b>Priority 7: Fair and non-discriminatory work practises</b>		
Implement training and awareness programs for staff to improve EEO understanding	Trainings implemented	EEO training and awareness program are incorporated as part of new staff inductions. All new employees are familiarised on EEO as part of the induction program. In the third and fourth quarter of 2019–20, the COVID-19 pandemic had an impact on new staff orientation sessions. When orientation sessions resume these training will continue
Embed a work culture that respects, values and celebrates diversity and measures individual EEO performance through SAPA proces	Council's performance assessment process measures behaviour consistent with EEO principles  Increase in number of employees demonstrating understanding of EEO through their work that meets or exceeds expectations	Council's current performance management system is based on SAPA- Skills and Performance Assessment. The current SAPA measures employee's ability to work together and to be responsible. These are elements of behaviour that demonstrate inclusiveness and respect for others which is an integral part of EEO. Council will continue to review and ensure better integration of EEO principles as SAPA formats are reviewed and updated

Actions	Outcome	Progress Comments
<b>Priority 7: Fair and non-discriminatory work practises</b>		
Review and update flexible workplace policy to meet the needs of a diverse workforce including primary carers, young people and ageing workforce	Policy adopted	Council reviewed and updated its Parental Leave Policy to increase flexibility for primary carers. The needs of a diverse workplace are catered through flexible work options including part-time work options and work from home arrangements
Review and update relevant policies, processes and systems to support EEO needs (Parental Leave Guidelines, Pay Policy, Recruitment Guidelines, Reward and Recognition Guidelines and Working from Home Guidelines)	Review completed and recommendations implemented	Council prepared a Diversity and Inclusion Policy to support EEO needs. Other policies will be reviewed on a regular basis to align with the changing needs of the workforce
Provide employment opportunities for a diverse workforce through secondments, mentoring, coaching, traineeships and work experience	Opportunities identified and promoted	Council commenced an Organisational Development Programme in 2018. The Organisational Leadership Framework is part of this program. The Leadership Development Program was launched, and 20 staff were enrolled in the program. The Executive Managers cohort of the program will be launched in July 2020. Council also encourages secondment opportunities within the Council and with State agencies to build capacities of Council staff and support career progression
Monitor implementation of Respectful Work Place policy and its implementation through a range of methods including exit interviews	Positive behaviour recognised and unacceptable behaviour addressed in line with Councils policies	Any behavioural issues that breach the Respectful Workplace Policy are brought to the attention of managers and Human Resource team. Issues are investigated, and solutions/ corrective measures are implemented. The SAPA process enables annual monitoring, while periodic monitoring is facilitated through Managers and Executive Managers
Establish mechanism to gather EEO data on an ongoing basis and analyse EEO data for decision making	Annual EEO survey completed	The draft EEO data preparation is in progress to support the preparation of the next Workforce Management Plan and to support the implementation of People Plan
Promote people's success stories across the organisation	EEO stories published	Good news stories are published via pipeline and staff newsletters.

# PROGRESS REPORT - DISABILITY INCLUSION ACTION PLAN(DIAP) 2019–20

## FOCUS AREA 1: INCLUSIVE ATTITUDES AND BEHAVIOURS

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

Key Actions/Projects in 2019–20	Comments
<p>Deliver a community awareness program with partner agencies to promote inclusive attitudes and increase understanding of hidden disability</p>	<p>A number of early intervention and prevention awareness initiatives were held including:</p> <ul style="list-style-type: none"> <li>• Sixty parents attended seminars on communication and speech development for children 0 – 3</li> <li>• A Principal’s symposium focusing on prevention strategies to identify and support young people at risk of poor mental health and anxiety.</li> <li>• Eastern Suburbs Youth Network and Inner Sydney and Eastern Sydney Aged and Disability Interagency focused on support for people at risk of mental health and anxiety conditions including people not eligible for the National Disability Insurance Scheme.</li> </ul> <p>Stage two of the Access Bondi initiative aims to increase access and inclusion at Bondi Beach by partnering with key agencies. A memorandum of understanding was signed with Bondi Surf Bathers Life Saving Club to assist with beach access at Bondi on weekends. Work with Royal Rehab and Spinal Cord Injuries commenced to promote beach access and inclusion.</p> <p>A consultation forum was held in partnership with Inner Sydney Voice and surrounding councils to understand the impacts and support required for local aged care and disability services due to the impact of COVID-19</p>
<p>Increase visibility of people with disability in Waverley Council publications, website and promotional materials</p>	<p>The Waverley Community Living Program’s personal stories project Our Vision for Inclusion was completed. The launch is placed on hold due to COVID-19 restrictions.</p> <p>The positive image library continues to assist Council to better reflect the diversity of the community in its publications</p>

Key Actions/Projects in 2019–20	Comments
Integrate disability awareness training into Council's Learning and Development Framework for induction and ongoing training	An eLearning package is integrated into Council's learning framework to develop staff confidence and skills in relation to workplace modifications and working with people who have a disability. Council's staff induction program includes information on disability awareness and responsibility for DIAP implementation
Provide ongoing opportunities for staff to develop knowledge and skills to apply access and inclusion principles and practices within their key job responsibilities	Job specific training attended by approximately 30 staff from across the organisation included: how to develop easy read information, National Disability Insurance Scheme (NDIS) worker orientation modules, supported decision making and risk enablement, dealing with challenging behaviour and professional boundaries to support for people with intellectual disability during the pandemic, beach matting and roll 'n stow usage and how to hold inclusive events and meetings
Continue to award good practice in access and inclusion through Council's Local Business Awards	The Business Awards were cancelled due to COVID-19. A new package is in development to include a stronger focus on awarding businesses for inclusive practices
Promote the commercial benefits to local business of inclusive business and employment practices	The Waverley Missed Business information brochure was updated for distribution through the Chamber of Commerce network. The Hello Bondi website is in development to support local businesses and tourism. The website includes information on accessible features and initiatives in the local area. Businesses will be encouraged to promote the accessibility of their services.

## FOCUS AREA 2: LIVEABLE COMMUNITIES

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

Key Actions/Projects in 2019–20	Comments
Develop business models of excellence for Waverley's services for older people, people with disability and children	<p>Waverley Community and Seniors Centre implemented actions within the Wellness and Enablement plan and commenced a review of the Centre's policies and procedures.</p> <p>The Waverley Community Living Program successfully completed a quality and safeguarding assessment and audit required to retain National Disability Insurance Scheme (NDIS) registration to 2022. The programs, policies and procedures were updated to better reflect current practice under the NDIS.</p> <p>Waverley Early Education Centre successfully completed a quality assessment</p>

## 2.1. continued....

Key Actions/Projects in 2019–20	Comments
Develop business models of excellence for Waverley’s services for older people, people with disability and children	<p>Waverley Family Day Care initiated a new Intergenerational Playgroup in partnership with Uniting Edina Nursing Home. The monthly playgroup was a great success fostering understanding and building respect between generations. It is hoped the program can be expanded next year with more children and other Uniting facilities.</p> <p>Council’s Community Services continued to operate throughout the COVID-19 pandemic. Significant work was required by each service area to modify their business models and operations, including remote operations and face to face service provision</p>
Increase the delivery of access and inclusion initiatives in the region by working with partner agencies and promoting Council’s small grants program	<p>Council endorsed a new Community Grants Policy to support the delivery of essential community services, cultural activities, and small projects.</p> <p>Council continued to support the Sculpture by the Sea -Tactile Tours and funded Bondi Surf Bathers Life Saving Club to provide lifesaving experience for children with autism and learn to swim programs at Little Heroes Swim Academy for children with disability.</p> <p>A targeted grant that aims to support participation and inclusion of people with disability in mainstream initiatives is in development</p>
Promote information to help people better understand consumer directed care and to exercise choice and control in choosing services	<p>Support was provided for the regional Commonwealth Home Support Programme (CHSP) conference You Ain’t Seen Nothing Yet Futures Australia Conference held in February 2020 with more than 200 people in attendance.</p> <p>Information promoting local services, NDIS, My Aged Care and Carers Gateway were promoted through networks, online and at the Seniors Centre</p>
Develop and publish access maps for major centres, detailing continuous paths of travel, accessible toilets, equipment and mobility parking	<p>An access map for Bondi Beach was developed.</p> <p>An online mapping system is available showing the location of mobility parking and accessible toilet facilities</p>

## 2.1.continued...

Key Actions/Projects in 2019–20	Comments
<p>Review event management processes and procedures to increase the accessibility and inclusiveness of events held in the region</p>	<p>Council’s Events Policy was reviewed and endorsed. An access and inclusion checklist and guide will be included in Council’s Events Management Guidelines which are currently in development. An internal events policy was developed which integrate disability awareness and best practice strategies when holding internal events</p>
<p>Increase and promote recreational, social and cultural programs that are inclusive accessible</p>	<p>Council continued to provide a broad range of recreation, social and cultural programs at Bondi Pavilion, Margaret Whitlam Recreation Centre and Waverley Community and Seniors Centre. Waverley Community Seniors Centre provided gentle exercise classes and social activities for people aged 55 years and over. Margaret Whitlam Recreation Centre provided low cost fitness classes for people aged 50 years and over.</p> <p>Waverley Library provided three Movie Club film screenings with closed captions, and fortnightly deliveries to home library members. There are also large print and audio collections for people who are visually impaired.</p> <p>Arts programs included a pottery program for people with an intellectual disability. Eight workshops were held as part of the Sydney Children’s Hospital Art Ex Program and the Art of Ageing Exhibition at the Waverley Library.</p> <p>A make music day held was inclusive of all ages. The Seniors Concerts and Sunshine Singers continued to be well supported and since going online both music groups have attracted large numbers of participants.</p> <p>Due to COVID-19 many face to face programs were suspended from March 2020. The Home Library Service continued and some classes transitioned to online sessions.</p> <p>Waverley Community and Seniors Centre organised seven weekly gentle exercise classes and provided on call support for people who needed such support</p>

Key Actions/Projects in 2019–20	Comments
<p>Maintain Waverley’s social housing program for older people and people with a mild intellectual disability and continue to advocate to NSW Government for increased diversity of housing stock that is affordable and accessible</p>	<p>Council continues to provide a social housing program for people aged over 55 years and nine places for people with an intellectual disability.</p> <p>Plans to redevelop a social housing property at Edmund Street is in progress and this project will include one fully accessible unit.</p> <p>Waverley Local Housing Strategy was adopted in June 2020. Key priorities include improving liveability, sustainability and accessibility through high-quality residential design and increasing the amount of affordable rental and social housing</p>
<p>Explore options to mandate universal housing design standards in Councils urban planning policy and work with partner agencies to showcase universal housing design initiatives</p>	<p>Waverley’s Local Strategic Planning Statement (LSPS) was endorsed in March. The LSPS notes the increasing demand for a diversity of housing options and need for the planning system to intervene to ensure the delivery of diverse and suitable housing such as adaptable and accessible housing, seniors housing and larger dwellings for downsizers and families with children.</p>
<p>Continue to advocate for and support housing and homelessness partnerships and initiatives to deliver housing outcomes.</p>	<p>Waverley, in partnership with Woollahra and Randwick Councils co-ordinated the first eastern beaches street count in February 20, identifying 28 people sleeping rough across the eastern suburbs.</p>

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

Key Actions/Projects in 2019–20	Comments
Design all new Waverley Council assets, buildings and open spaces to disability access standards and universal design principles	<p>Council is preparing an Open Space and Recreation Strategy (OSRS) to ensure these spaces and facilities meet community needs and expectations, including accessibility improvements.</p> <p>An Inclusive Play Study was initiated to inform the design of play spaces and playgrounds to be inclusive for everyone. The project has included targeted consultation with younger and older people with a range of disability and service networks.</p> <p>Marks Park was upgraded and provides a continuous accessible path to the playground, amenities block, seats and an accessible lookout providing access to coastal views The upgrade will enable people with physical disability to participate in events held in the park such as Sculptures by the Sea.</p> <p>Bondi Pavilion upgrade is in progress. Access improvements include accessible toilet and change amenities and a recharge point for mobility scooters.</p> <p>The Boot Factory redevelopment in conjunction with updating facilities at the Mill Hill Centre was approved. Upgrades will include a new lift to access upper levels and accessible toilet upgrades. A commitment to improve the accessibility of the courtyard, community bus parking and pick up and drop off parking to support people attending the Senior's Centre are also planned</p>
Continue to provide an annual capital works program to upgrade footpaths, pedestrian crossings, kerb ramps and bus shelters to universal design principles	<p>The Street Design Manual was updated to include universal design principles which will support improved accessibility to streetscape upgrades.</p> <p>Streetscape improvements to Spring Street Bondi Junction are in progress.</p> <p>The new access ramp at Bondi Beach was completed, providing access to the beach and children's pool for wheelchair users.</p> <p>Plans are in progress to improve access to the southern end of the promenade from Bondi Pavilion and to new southern amenities</p>
Implement strategies to improve beach wheelchair loan systems and access to designated beaches	<p>Council launched Access Bondi on 1 February 2020 to celebrate inclusion and promote the infrastructure improvements to make Bondi Beach accessible for everyone. The launch was held in partnership with Bondi Surf Bathers Life Saving Club and supported by Waverley Community Living Program participants, Royal Rehab and Spinal Cord Injury Australia.</p>

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

Key Actions/Projects in 2019-20	Comments
Investigate a Recharge Scheme for disability motorised scooters	Motorised mobility scooters recharge stations were trialed at the Mill Hill Centre, Waverley Library and Bondi Pavilion
Work with relevant transport agencies to improve the transport network in the region for people with disability	<p>Council is partnering with Transport for NSW to implement a number of transport projects such as sharing data between community transport, Transport for NSW and Council to better understand and address the transport need of all people in the area.</p> <p>Discussion with stakeholders continue in relation to creating direct access from the train station to Bondi Junction Mall.</p> <p>A walking strategy which will include an audit to identify accessible continuous paths of travel has been delayed</p>
Increase the number of drop off and pick up zones in town centres, key destinations	<p>Twenty pick-up and drop-off (PUDO) spaces were installed across the LGA. Ten bays were installed as a trial to provide safe access for ride share vehicles, taxis and the general public to pick-up and drop-off passengers safely in high traffic areas. The trial spaces are not yet accessible but there is a commitment to make spaces accessible if the project is continued.</p> <p>Accessible parking spaces were increased across the LGA to support access to facilities and to meet verifiable individual requests.</p> <p>One hundred and ninety-one infringements were issued for misuse of mobility parking spaces (MPS) including for using lost, stolen or expired permits and using while not transporting the MPS holder. Five hundred and one infringements were issued for parking in a mobility space without a valid permit</p>
Develop a Wayfinding strategy and upgrade signage in major centres	A wayfinding initiative is planned for 2021.

## FOCUS AREA 3: MEANINGFUL EMPLOYMENT

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

Key Actions/Projects in 2019-20	Comments
Opportunities for learning and skills development for adults with mild intellectual disability are provided through the Waverley Community Living Program	<p>Waverley Community Living Program (WCLP) continued to deliver skills development program which includes independent living skills, cooking classes, tenancy management, finance management, cyber safety and infection control.</p> <p>Living the Dream is a group of people living with intellectual disability that meets regularly to work on projects that raise awareness of inclusion and human rights for people with disability. In 2019, participants created a documentary video featuring their personal stories about bullying, inclusion and social stigma. Participants told their stories while learning new skills such as storytelling and scriptwriting</p>
Work with stakeholders to develop and publicise essential information on how to access employment support services	This action was delayed due to significant sector changes and COVID-19. Work with NSW Council for Intellectual Disability is planned for the coming year
Develop and promote information for employers about financial incentives and assistance available to support employment of people with disability.	Information for employers is in development. The focus has been to promote financial assistance packages since the outbreak of COVID-19
Evaluate Waverley Council's employment policy and practices to remove barriers and improve opportunities to support a diverse workforce	<p>Council continues to implement its Diversity and Inclusion Policy and Plan. HR resources were reviewed. Job advertisements encourage people of all abilities to apply and assistance are provided for applicants who request assistance.</p> <p>A staff survey held in 2019 included questions to identify the number of staff with disability and any support requirements. Staff reporting a disability were low suggesting a need for more work in this area to identify how best to recruit, support and retain staff with disability.</p> <p>Council's Procurement Policy was reviewed and includes options to procure from disability enterprises</p>
Explore the development of a program to support internships, traineeship and apprenticeships	A project with NSW Council for Intellectual Disability to improve mainstream employment for people with disability is planned
Review council volunteering policy	Review of the volunteer policy is in progress.

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

Key Actions/Projects in 2019-20	Comments
<p>Council publications and documents are available in a diverse range of formats and the website is compliant with WCAG 2.0</p>	<p>Web content is reviewed and updated regularly and significant documents are made available in alternative formats if requested. A read / speak plug-in was trialed. Further work to increase the accessibility of the website is planned</p>
<p>Explore digital technology solutions and innovative communication systems such as implementing the Snap, Send, Solve App</p>	<p>Council utilises the National Relay Service and Snap Send Solve application to help identify and resolve issues within the public domain.  A wayfinding application to assist people accessing Council facilities buildings was investigated</p>
<p>Review Councils consultation processes including structure and role of access committee to support participation and engagement of a diverse range of people in council initiatives</p>	<p>The Access Committee reviewed recruitment and reporting processes. Review progress was delayed due to COVID-19</p>
<p>Identify and involve people with relevant expertise and lived experience of disability during the planning &amp; design stages of major development and upgrades, policy development and purchase of equipment</p>	<p>Council endorsed the Waverley’s Community Participation Plan. The plan commits to support diverse community representation in consultation processes and tailored consultations in relation to urban planning and development in the area.  Targeted consultation was undertaken in the development of the Inclusive Play Study.  Waverley Community Living participants were involved in the development of the program’s policies and procedures review.</p>

## SWIMMING POOL INSPECTIONS

In the last quarter of 2019–20, one tourist and visitor premise was due for inspection. This inspection will be completed in the first quarter of 2020–21.

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

Twenty-five inspections resulted in the issuance of a certificate of compliance under Section 22D of the Swimming Pool Act.

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

## WORKS UNDERTAKEN ON PRIVATE LAND

There were no works undertaken on private land.

## RECOVERY AND THREAT ABATEMENT PLANS

Council is identified in the Eastern Suburbs Banksia Scrub Recovery Plan as responsible for the implementation of weed management in York Road, Bondi Junction. The condition of remnant vegetation improved with bush generation works.

## ENVIRONMENTAL UPGRADE AGREEMENTS

In 2019–20, there were no Environment Upgrade Agreements in place.

# VOLUNTARY PLANNING AGREEMENTS

VPA Application details	Details of proposal	Additional FSR	Exceedance (Sqm)	Contribution Amount	Contribution details
DA-498/2017; 87-99 Oxford Street and 16-22 Spring Street, Bondi Junction	Demolition of existing structures; construction of a new 14 storey mixed-use building comprising residential apartments, retail and commercial premises, and four basement levels; and a planning agreement	15%	1,721	5,164,236.	Towards Complete Streets Program project in Bondi Junction and Waverley's Affordable Housing Program
DA-531/2015/A, 67-69 Penkivil Street, Bondi	Modification to approved Residential Flat Building including internal reconfiguration, additional bay windows, enlarged basement and attic level with the offer to enter a Planning Agreement	15%	277	583,152	Towards the upgrade of parks, reserves and playgrounds in the Bondi area and Waverley's Affordable Housing Program
DA-82/2016, 629-631 Old South Head Road, Rose Bay	Demolition of existing buildings, the amalgamation of two Torrens title lots, construction of a four-storey residential flat building comprising 12 units and basement car parking and strata subdivision	11%	74	439,356	To be applied towards public works for the improvement and regeneration of parks and reserves in the Rose Bay/Dover Heights area and affordable housing under Waverley's Affordable Housing Program
DA-600/2015/ B292-302 Oxford Street, Bondi Junction	Modification of the approved 12 storeys mixed-use building to add an additional two stories and other modifications	14%	588	1,687,239	Towards Complete Streets Program project in Bondi Junction and Waverley's Affordable Housing Program.

# CONTRACTS AWARDED BY COUNCIL

In 2019–20, Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

Purpose	Supplier	\$ Value( incl. GST)
Parking meter replacement including a full replacement of its on-street parking meter fleet and associated supporting systems, which comprises of 290 meters	Reino International Pty Ltd	9,390,442
Notts Avenue Safety and Streetscape Upgrade	Quality Management and Construction Pty Ltd	7,283,244
Security Services	Trading as ECS International Security and Investigations	1,981,695
Seven Ways Streetscape Upgrade	Hibernian Contracting Pty Ltd	1,649,643
North Bondi Surf Life Saving Club Advanced Response Lifesaving Facility	Hibernian Contracting Pty Ltd	1,396,650
Cleaning and Hygiene Services Contract-Council facilities portfolio	Solo Services Group Australia Pty Ltd	1,343,583 plus schedule of rates
Design Services for the Bondi Surf Bathing Life Saving Club	Lockhart Krause Architects Pty Ltd	1,267,695
Bronte Surf Club and Community Facilities Upgrade	Choi Ropiha Fighera Pty Ltd	900,000
Level 4 Eastgate office refurbishment	Gough & Co Pty Ltd	749,105
Charing Cross Streetscape Upgrade detailed design	GHD Pty Ltd	573,188
Kerb and gutter reconstruction and traffic island - Construction Zone 2 (South) Road infrastructure renewal works	KK Civil Engineering	528,046
Catering services - For Council meetings, periodical lunch meetings and adhoc events	Fresh Catering, Laissez-Faire Catering, Dan the Man Cooking, Feedback Deli, Peter Rowland Group, Spring Street Café Pty Ltd, Penny Lane Catering	500,000 over five years
Road Infrastructure Renewal Works - Kerb and gutter reconstruction Zone 1 (North)	Mack Civil Pty Ltd	483,038
Hugh Bamford Reserve Fence Upgrade	Wardrope and Carroll Engineering Pty Ltd	475,551
Remedial works to repair leaks occurring within Margaret Whitlam Recreation Centre	RMA Contracting Pty Ltd	459,775
Road resheeting at Zone West and Zone South	Bigeni Pty Ltd	457,836
Road resheeting at Blair Street, Henrietta Street and Thomas Street	Downer EDI Works Pty Ltd	440,070
Supply, deliver, prepare and lay living turf	Green Options Pty Ltd	440,000
Road infrastructure renewal works - Road resheeting	Downer EDI Works Pty Ltd	388,890

# CONTRACTS AWARDED BY COUNCIL (CONTD...)

Purpose	Supplier	\$ Value( incl. GST)
Design Services for the Boot Factory Restoration project	Archer Office Pty Ltd	379,390
Margaret Whitlam Recreation Centre Indoor Cricket Training Facility	Co-op Studio	358,423
Road infrastructure renewal works - Road resheeting program (South)	Roadworx Surfacing Pty Ltd	355,282
Restoration works at Waverley Woollahra Art School	Olympia Group NSW Pty Ltd	329,670
Concrete restorations in Road Reserve. Civil construction works for: concrete footpath reconstruction, concrete driveway reconstruction, kerb and gutter reconstruction and kerb ramp reconstruction	Civeco Pty Ltd	317,845
Concrete footpath reconstruction - Zone 1, renewal capital works, across various sites within the LGA	Civeco Pty Ltd	280,500
Footpath reconstruction and associated civil works	Civeco Pty Ltd	266,750
Edmund Street Social Housing Consultancy	Archer Office Pty Ltd	246,888
Intranet development - Development and implementation of a fully functioning intranet as well as an ongoing service delivery throughout the life of the contract	WebVine Consulting Pty Ltd	243,320
Play equipment design, supply, and installation - Barracluff Park, Bondi	Lark Industries	227,000
Bronte Cutting Safety Upgrade	GHD Pty Ltd	226,610
Clarke Reserve Playground Upgrade	GJ's Landscape Pty Ltd.	202,111
Rodney Reserve landslip	EARTHTEC Pty Ltd	176,726
Test the feasibility for the potential revitalisation of Council Chambers	Collins and Turner Pty Ltd	170,362
Enable internet control of Heating Ventilation and Air-Conditioning (HVAC) Control Systems	Blue IOT	159,499
Licence agreement for outdoor markets, Oxford Street Mall, Bondi Junction	Blue Sky Events Pty Ltd	151,470

# REPORT ON SPECIAL RATE VARIATION

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

The income received from the Special Rate Variation (SRV) was used to fund a range of services and projects. Key services and projects funded in 2019–20 include:

Services/Projects	\$ Value( incl. GST)
22 Services including 148 subservices	191,056,000
Bronte Park Plan of Management works - South Bronte Community Facilities design works, Bronte Beach Village Centre Streetscape Upgrade, Coastal Path Improvement Bronte cutting, Bronte Surf Club and amenities building	3,293,169
Bondi Park Plan of Management works - Bondi Pavilion Conservation and Restoration and Skate Park amenities and Lifeguard amenities	2,813,994
Marks Park and Clarke Reserve Playground Upgrades	1,239,323
Eastgate façade upgrade	1,600,000
Stairs, fences bus shelters backlog renewals	1,551,309
Renewal of footpath assets	1,146,146
Parks landscape upgrades - Tamarama Ecological Restoration Action Plan, Thomas Hogan Restoration action Plan, planting street trees, Oxford Street tree planting, Gareloch Reserve Steep Slope planting, Bronte Ecological Restoration Action Plan, Biodiversity Action Plan Remnant Sites	821,009
Waverley Park Plan of Management works - Waverley Park Birrell Street Entrance Upgrade, Waverley Park Landscape Lighting	646,023
Hugh Bamford Park Upgrade to buildings and fields	473,059
Flora and fauna enhancement	425,000
Boot Factory remediation - DA design completed	411,350
Climate Change and Greenhouse gas emission reduction projects (Council buildings meet greenhouse reduction targets, Street lighting luminaires retrofitted, Climate change adaptation, brokering retrofits/decentralised energy and other greenhouse projects)	185,000
Water efficiency improvements (Council assets/community)	172,000
Graffiti Removal - 6824 sqm	80,000
Water quality improvements	75,000
Retaining walls backlog renewals	71,685
Environmental education	55,000
Waste targets	40,000
Tamarama Park Plan of Management works -Stair dilapidation report	20,705

# STORMWATER LEVY

The stormwater management service charge (the levy) is intended as a mechanism for Councils to raise income to invest in improving the stormwater systems in urban areas. It is in addition to what is raised through general rates and other charges.

Council introduced a stormwater management service charge under the Local Government Amendment (Stormwater) Act 2005 No 70 in 2019–20.

The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m<sup>2</sup> of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow the Council to cover costs to implement projects in relation to capacity and water quality as well as works arise from the Catchment Flood Study.

In 2019–20, of the total expenditure of \$4,863,764 incurred for the North Bondi Asset Renewal Works, \$533,022 was funded through the Stormwater Levy.

## **The North Bondi Asset Renewal Works**

To increase the safety and amenity for residents and visitors to North Bondi, it was identified that the culvert underneath the promenade needed replacing. The culvert is the drainage system under the promenade between Ramsgate Avenue and the ocean. Whilst replacing the culvert and the concrete slab Council also replaced:

- The access ramp and the pool pump at the children's pool (along with general pool repairs)
- The staircases to the promenade
- The artwork at the children's pool
- Lighting and handrails.



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