



Waverley Council Annual Report

2022-2023

waverley.nsw.gov.au



WAVERLEY
COUNCIL

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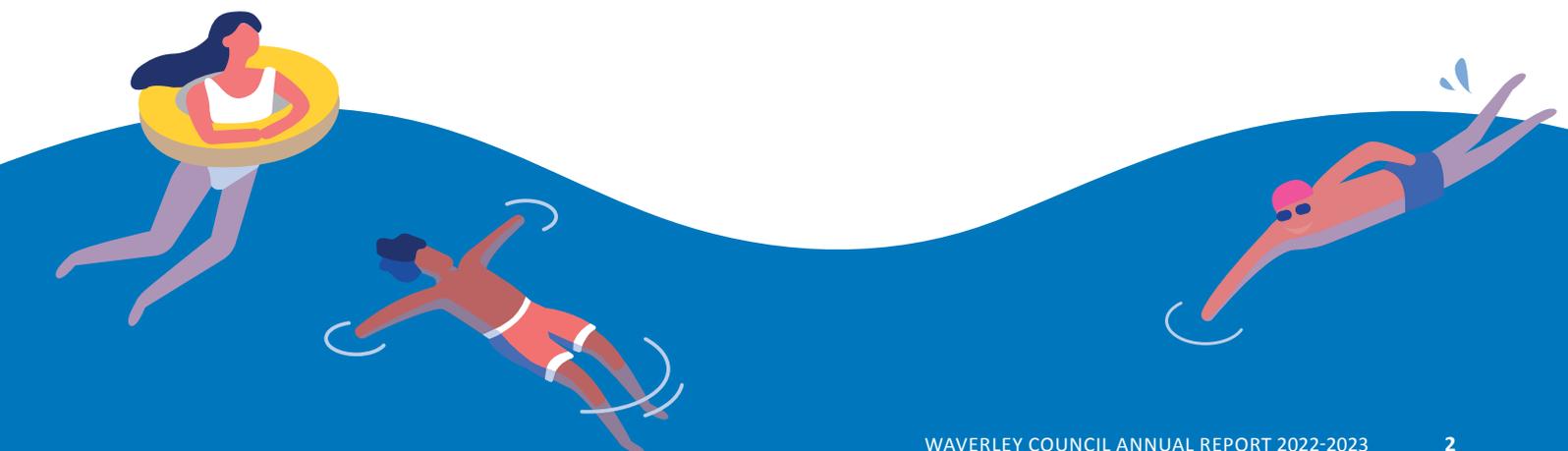
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Acknowledgement and our Reconciliation Vision

We acknowledge the Bidjigal, Birrabirragal and Gadigal people, who traditionally occupied the Sydney coast. We also acknowledge Aboriginal and Torres Strait Islander Elders, both past and present.

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

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

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

Preface

Purpose of this Annual Report

This Annual Report documents Council’s performance during the 2022–23 financial year in relation to the principal activities detailed in the Delivery Program 2022–26 and Operational Plan 2022–23.

The Annual Report is made up of four parts:

<p>PART 01</p> <p>Is an overview of Council</p>	<p>PART 02</p> <p>Provides details of Council’s performance against the Delivery Program 2022–26</p>	<p>PART 03</p> <p>Provides additional reporting information required by legislation</p>	<p>PART 04</p> <p>Contains Council’s audited financial statements</p>
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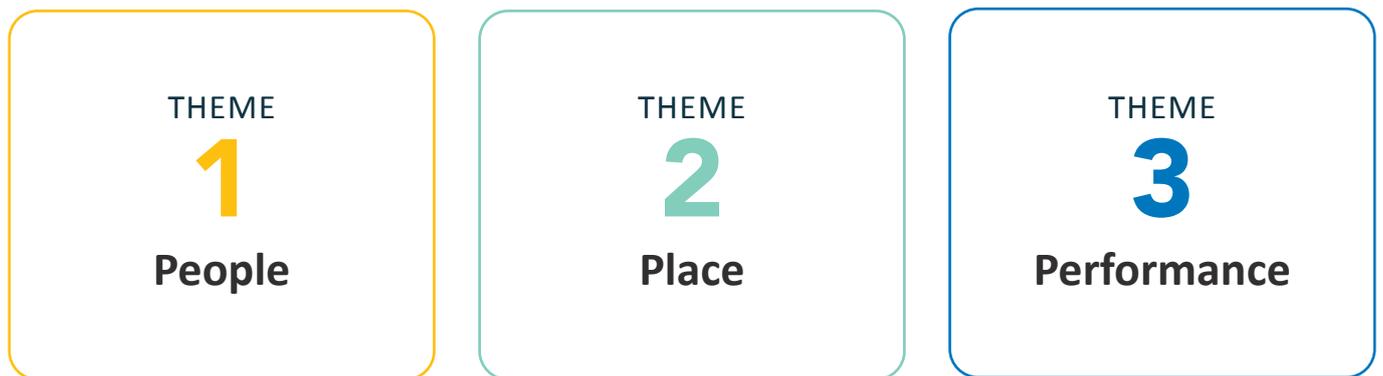
The first three parts are published in one volume. Part four is published separately.

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



Our Performance Snapshot

The Waverley Community Strategic Plan 2022–2032 is built around three themes.



The Delivery Program and Operational Plan are structured around these themes. Sitting beneath the themes are the strategies Council will implement to move in the direction set out in Waverley Community Strategic Plan 2022–2032 and Council’s reporting tracks progress in delivering these. Below is a summary of overall progress in implementing the actions in the Operational Plan 2022–23.

Of the total 160 actions in the Operational Plan 2022–23, 86% (137) of the actions in the Operational Plan were completed, 13% (21) are in progress, and 1% (2) were delayed due to operational reasons.

Summary of progress

● Completed	86%
▶ In Progress	13%
▶ In Progress – impacted by unforeseen conditions	—
■ Delayed	1%
■ Delayed/on hold – impacted by unforeseen conditions	—

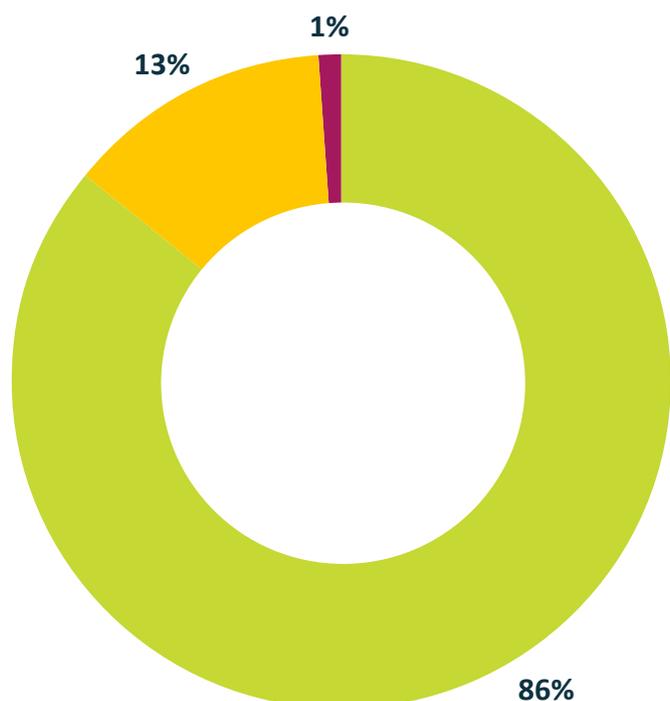


Table 1. Summary of progress

THEMES	COMPLETED	IN PROGRESS	IN PROGRESS – IMPACTED BY UNFORESEEN CONDITIONS	DELAYED	DELAYED – IMPACTED BY UNFORESEEN CONDITIONS
Total	86%	13%	0%	1%	0%
People	95%	5%	0%	0%	0%
Place	89%	11%	0%	0%	0%
Performance	71%	24%	0%	5%	0%

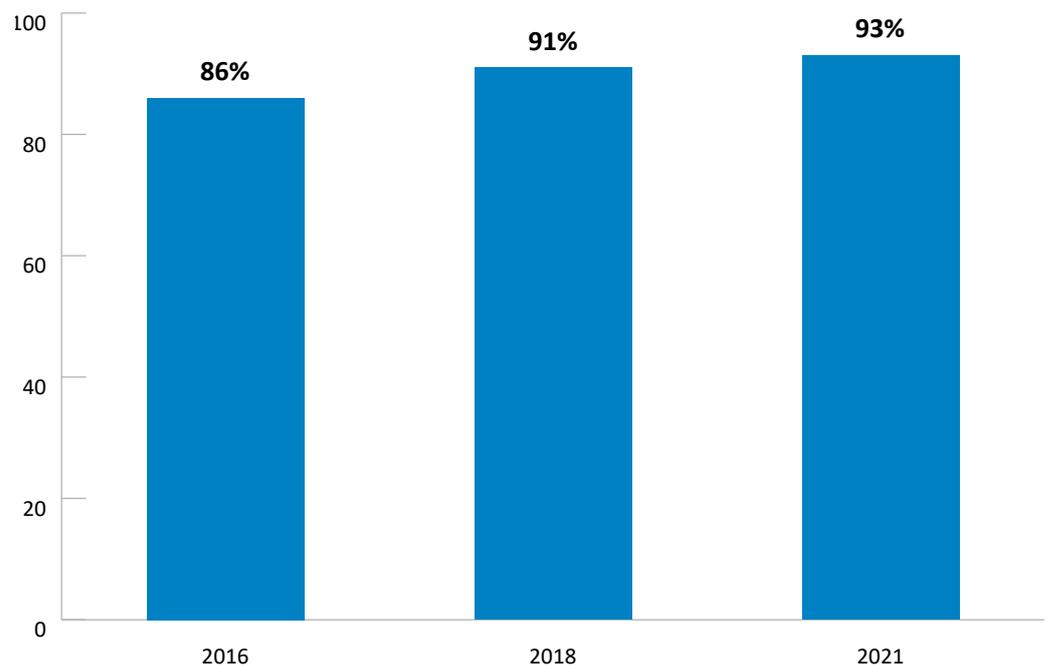
Community Survey 2021

In 2021, Council engaged Micromex Research to undertake a community survey to measure community satisfaction with services offered by Council.

The overall community satisfaction with Council’s performance was 93% in 2021, an increase by two percentage points from 2018.

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

Overall Community Satisfaction with Council’s Performance



A Message from our Mayor

Reflecting on the 2022–23 financial year, through this annual report, I am proud of our past year's accomplishments and delivering on our vision for a vibrant and resilient Waverley where our community is empowered to collaborate for a sustainable and connected future.



Our annual report presents a picture of a healthy, balanced budget, with a secure and prudent long-term financial plan that has enabled us to deliver several milestone projects, such as our heritage restoration of the iconic and much-loved Bondi Pavilion. Council has retained the Pavilion as a community and Arts and Culture gathering space for future generations and our restoration has received critical acclaim, including the coveted 2023 Heritage Awards Judges Choice Award.

In August 2023, the Hon. Anthony Albanese MP, Prime Minister of Australia, officially commemorated our restoration at a special plaque unveiling at which he told guests: “The restoration of Bondi Pavilion has brought back the sparkle to one of our most loved buildings. Just as you can’t imagine Sydney Harbour without the Opera House, you can’t imagine Bondi Beach without the Pavilion”.

Our restoration of the heritage Boot Factory building at Spring Street, Bondi Junction, also progressed, and is on-track for completion early next year. Council is restoring and upgrading the Boot Factory and Mill Hill Community Centre, at the rear of Norman Lee Place at 27-33 Spring Street into a community facility that will include an Innovation Civic Town Hall, where the Council can nurture ideas to further transform Waverley into a ‘smart city’ of the future. Our vision for that precinct, which includes the Waverley Library, is to be a knowledge and innovation hub, with imaginative opportunities for learning and growth for our community and visitors.

Our commitment to helping our community reach net zero carbon emissions by 2035 also received a boost in December 2022 with the adoption of our new Waverley Development Control Plan (DCP). Provisions in the plan will help improve thermal safety, uptake of electric vehicles, indoor air quality and building running costs. The recently launched Net Zero Alliance is also open to our community to join and be part of the movement to reach this important target.

In March 2023, we celebrated the opening of the Bondi Junction Cycleway linking Oxford Street, Syd Enfield Drive and Bondi Road to Centennial Park. More than 7,500 trips are recorded on the cycleway each week and we planted more than 50 trees as part of a wider streetscape upgrade.

We also completed several other streetscape upgrades across the local government area, including at Glenayr Avenue, Bondi Beach.

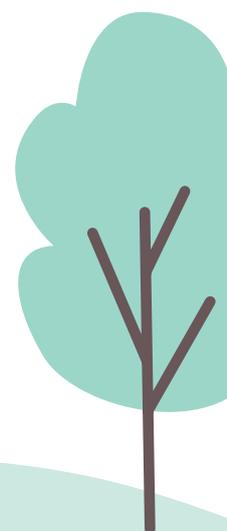
A Message from our Mayor continued

We helped celebrate our resilient community and our diversity through our inaugural Dawn Service of Reflection on 26 January 2023, the Waverley Council International Women's Day Award in March 2023, Sydney WorldPride 2023 and other events and initiatives.

We also consulted the Waverley Park Plan of Management and Masterplan, Coastal Reserves Plan of Management, Waverley Open Space and Recreation Strategy and Waverley Cultural Plan, to name a few.

I invite you to reflect on what has been delivered for the community now, and the important legacy we are building for our future generations.

**Paula Masselos,
Mayor of Waverley**



A Message from our General Manager

I am pleased to present Waverley Council's 2022–23 Annual Report, a key document in our Integrated Planning and Reporting Framework.



This document presents a high-level summary of the significant achievements delivered in the reporting period by our staff, community partners, contractors, and community volunteers. It documents the progress we have made with the activities identified in our Strategic Asset Management Plan and Operational Plan through which we determine priorities based on consultation with the community.

Again, this financial year we have balanced the delivery of works and services our community expects through prudent fiscal management and our dedicated executive leadership team. In the 2022–23 financial year, Waverley Council invested over \$18 million on road renewals, kerbs and guttering, footpaths, stormwater drains, a cycleway upgrade and bike parking, traffic infrastructure like signage and more. Our total income for 2022–23 financial year was \$162 million, against total expenses of \$145 million giving a net operating result of \$17 million.

We have helped make Waverley an even better place to live, work and visit, through our continued program of capital works delivered by Council including the Bondi Pavilion restoration and conservation project, Glenayr Avenue Streetscape Upgrade, the reopening of our upgraded Onslow Street Reserve, progression of our Waverley Park upgrade and Clifftop Walkway safety upgrade and the completion of the Bondi Junction Cycleway and Streetscape Upgrade, to name a few.

This financial year, we planted 390 trees as part of our ongoing commitment to increase the quantity of the urban forest cover in the Waverley Council area. Our Small Grants Program delivered \$108,303 to community groups and individuals across a range of sectors, including Arts and Culture, Community, Environment and Creative Streets. We delivered a curated Arts and Culture Program across our various venues, including Global Table and the much-anticipated return of Bondi Festival to Bondi Pavilion and surrounds. We continued to deliver improvements in waste collection and recycling and now provide residents the option to view and pay their rates electronically by registering to receive eRates.

I would like to thank the members of our nine advisory committees who tackle broad local issues and provide a forum for discussion among council representatives, local agencies and community members. I would also like to express my deepest gratitude to our Waverley volunteers for their unwavering dedication and selfless service to our community. They epitomise what it means to be a compassionate and caring member of the Waverley community.

Emily Scott,
General Manager of Waverley Council

Part 1

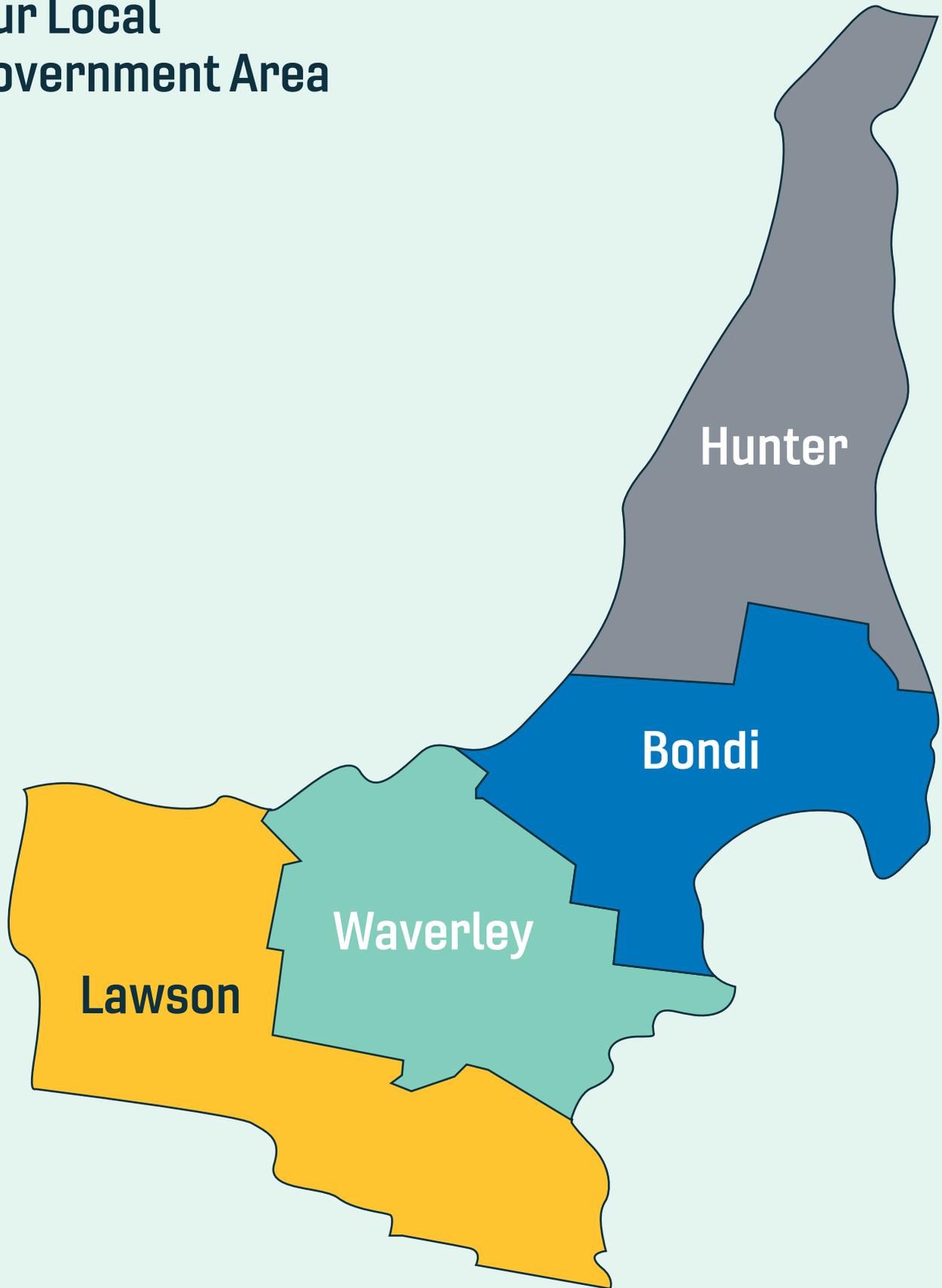
Waverley Council Overview

An aerial photograph of Waverley, Australia, showing a vibrant coastal scene. On the left, the turquoise ocean meets a rocky shore with a sandy beach. The middle ground features a paved walkway along the coast, bordered by lush greenery. On the right, a dense residential area with various houses and buildings is visible, extending up a hillside. The sky is clear and blue.

Our Community Vision

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

Our Local Government Area



22 GETTING TO KNOW

Waverley

OUR LOCAL GOVERNMENT AREA¹

9.2km²

SUBURBS

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

ATTRACTIONS

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



31,775²

DWELLINGS



39,408³

REGISTERED BUSINESSES

POPULATION

68,605⁴

TOTAL POPULATION

BY 2031

80,100⁵

PROJECTED POPULATION



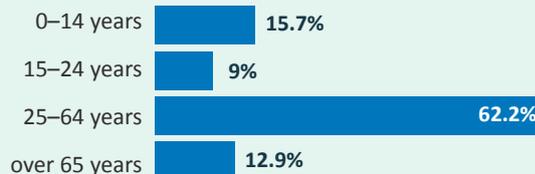
7,420⁶ persons per hectare

POPULATION DENSITY

35.5⁷
YEARS
MEDIAN AGE



RESIDENT AGES BY %⁸



279⁹

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE



28,307¹⁰

OVERSEAS BORN RESIDENTS



11,009¹¹

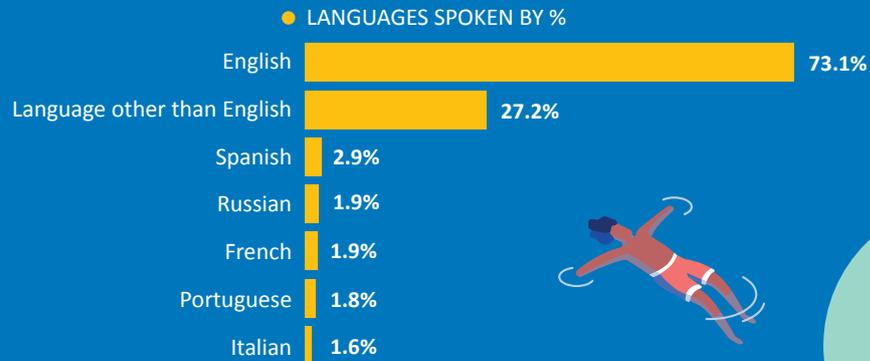
JEWISH COMMUNITY
Our Jewish residents make up 16% of our total population

Sources: 1,2, 4, 6, 7, 8, 9, 10, 11 ABS Census 2021; 3 Australian Business Registry Data; 5 Department of Planning and Environment

GETTING TO KNOW

Waverley

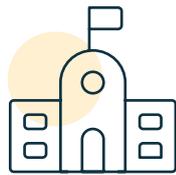
LANGUAGES WE SPEAK AT HOME¹²



78.4%¹³
PROPERTIES CONNECTED TO THE INTERNET

EDUCATION

17¹⁴
SCHOOLS
including primary and secondary schools



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

44.5%¹⁶
of our residents aged over 15 years have a Bachelor or higher degree, compared to 24.1% for Greater Sydney

20%¹⁷
of young people aged 15–24 years attended an educational institution, including high school and/or a higher education facility, such as TAFE or university

HOUSING

2.3¹⁸
PEOPLE
AVERAGE HOUSEHOLD SIZE



49%¹⁹
RENTING HOUSEHOLDS

\$670²⁰
MEDIAN WEEKLY RENT

29.9%²¹
SINGLE PERSON HOUSEHOLDS

ECONOMY

\$5.07 BILLION²²
GROSS REGIONAL PRODUCT



OVER **29,459**²³
JOBS IN WAVERLEY

HIGH EMPLOYMENT SECTORS

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



OVER **\$2,854** per week²⁴
MEDIAN TOTAL INCOME

Sources: 12, 18, 19, 20, 21, 24 ABS Census 2021; 13 ABS Census 2016; 15, 16, 17, 22, 23 Id Profile; 14 Department of Education, The Association of Independent Schools of NSW and Council data

Our Mayor and Councillors

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

Twelve Councillors were elected by residents and ratepayers for a three-year term on 4 December 2021.

The position of Mayor is elected by Councillors for a two-year period, and Deputy Mayor for a 12-month period. Councillor Paula Masselos is the current Mayor.

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

- Playing a key role in the creation and review of the Council's resources for the benefit of the area
- Reviewing performance, delivery of service, management plans and revenue policies of the Council
- Representing the interests of residents and ratepayers
- Providing leadership and guidance to the community
- Facilitating communication between the community and the Council.

Council meetings and decision making

Ordinary Council meetings are held on the third Tuesday of the month. Extraordinary Council meetings are called at short notice from time to time to address particular issues. The two Council Committees are the Operations and Community Services Committee and the Strategic Planning and Development Committee, which are held on the first Tuesday of the month.

Residents are welcome to attend and speak at these meetings. The meetings are also live streamed. Agendas and minutes are available on Council's website.

Advisory Committees

Council convenes and/or supports the following advisory and consultative committees:

- Access and Inclusion Advisory Panel
- Arts and Culture Advisory Committee
- Audit, Risk and Improvement Committee
- Cycling Advisory Committee
- Housing Advisory Committee
- Multicultural Advisory Committee
- Public Art Committee
- Reconciliation Action Plan Advisory Committee
- Surf Life Saving Club Committee
- Sustainability Expert Advisory Panel.



Bondi Ward



Dominic Wy Kanak
Greens

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee
(Deputy Chair)

Traffic Committee

Access and Inclusion
Advisory Panel

Multicultural Advisory
Committee (Deputy Chair)

Reconciliation Action Plan
Advisory Committee (Deputy
Chair)

Surf Life Saving Club
Committee (Deputy Chair)



Leon Goltsman
Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Cycling Advisory Committee

Multicultural Advisory
Committee

Reconciliation Action Plan
Advisory Committee

Surf Life Saving Club
Committee



Michelle Gray
Australian Labor Party

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Hunter Ward



Sally Betts
Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Housing Advisory Committee



Steven Lewis
Australian Labor Party

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee
(Chair)

Cycling Advisory Committee

Housing Advisory Committee

Reconciliation Action Plan
Advisory Committee



Will Nemesh
Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Sustainability Expert Advisory
Panel

Lawson Ward



Angela Burrill
Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Public Art Committee



Elaine Keenan
Deputy Mayor, Greens

From 10 January 2022
to 13 September 2023

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Access and Inclusion
Advisory Panel (Chair)

Arts and Culture Advisory
Committee

Sustainability Expert Advisory
Panel (Chair)

Housing Advisory Committee

Public Art Committee
(Deputy Chair)



Paula Masselos
Mayor, Australian Labor Party

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Traffic Committee (Chair)

Access and Inclusion
Advisory Panel

Arts and Culture Advisory
Committee

Sustainability Expert Advisory
Panel

Housing Advisory
Committee (Chair)

Multicultural Advisory
Committee (Chair)

Public Art Committee (Chair)

Reconciliation Action Plan
Advisory Committee (Chair)

Surf Life Saving Club Committee

Waverley Ward



Ludovico Fabiano

Greens

13 September 2023
to 26 October 2023.

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Sustainability Expert Advisory
Panel



Tim Murray

Australian Labor Party

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee



Tony Kay

Liberal Party of Australia

REPRESENTED COUNCIL ON:

Finance, Operations and
Community Services
Committee

Strategic Planning and
Development Committee

Access and Inclusion
Advisory Panel

Arts and Culture
Advisory Committee



Our Council vision and values

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

CARE
RESPECT
INTEGRITY
INNOVATION
COLLABORATION



Organisational Structure

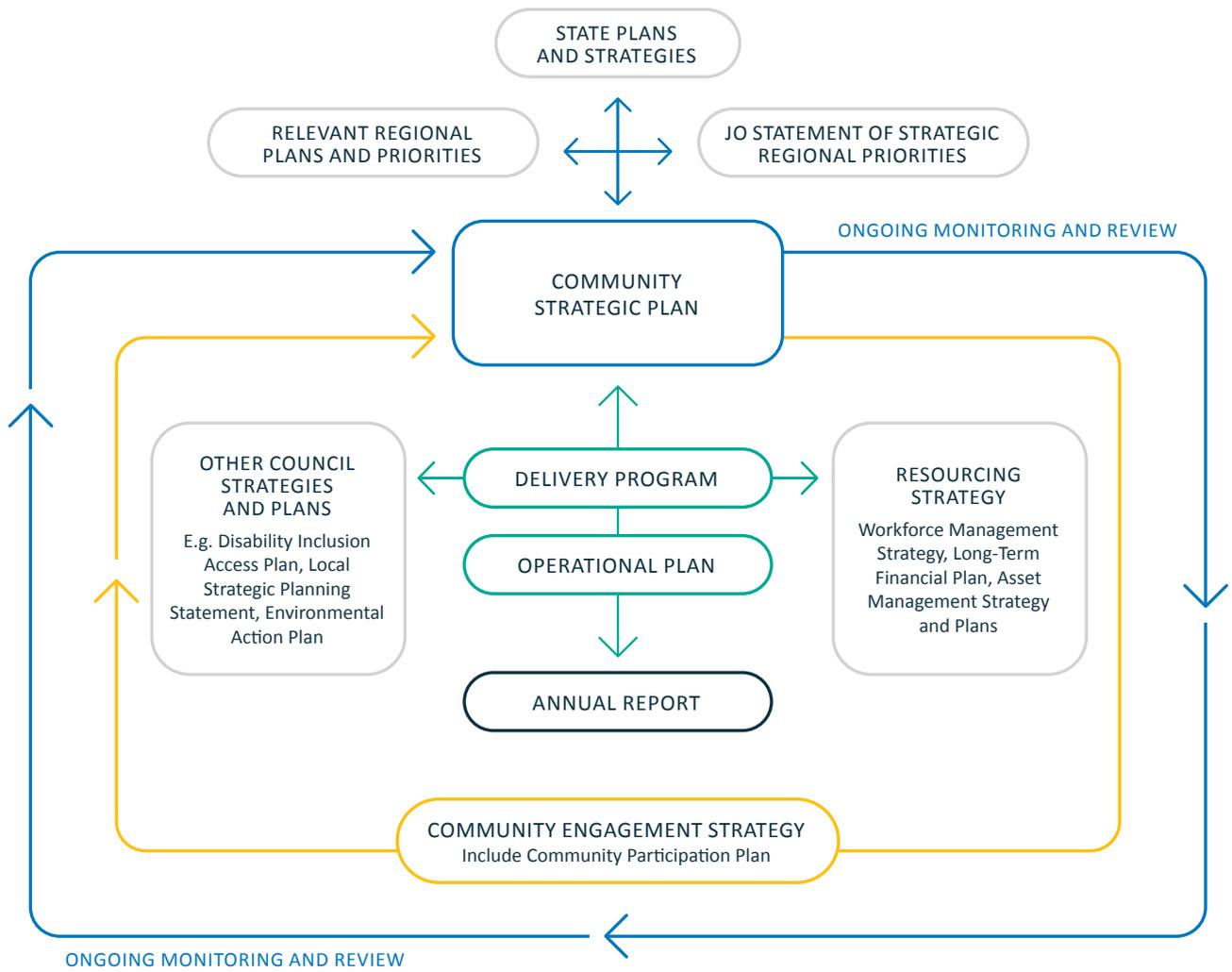


Our Planning Framework

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

The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future. The framework ensures long-term planning for the future with a commitment to the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to decision making which considers the Quadruple Bottom Line, social, economic, environmental, and civic leadership, and the Social Justice Principles of equity, access, participation, and rights. The diagram below shows the framework hierarchy:



Community Strategic Plan

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

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

Resourcing and delivering the plan

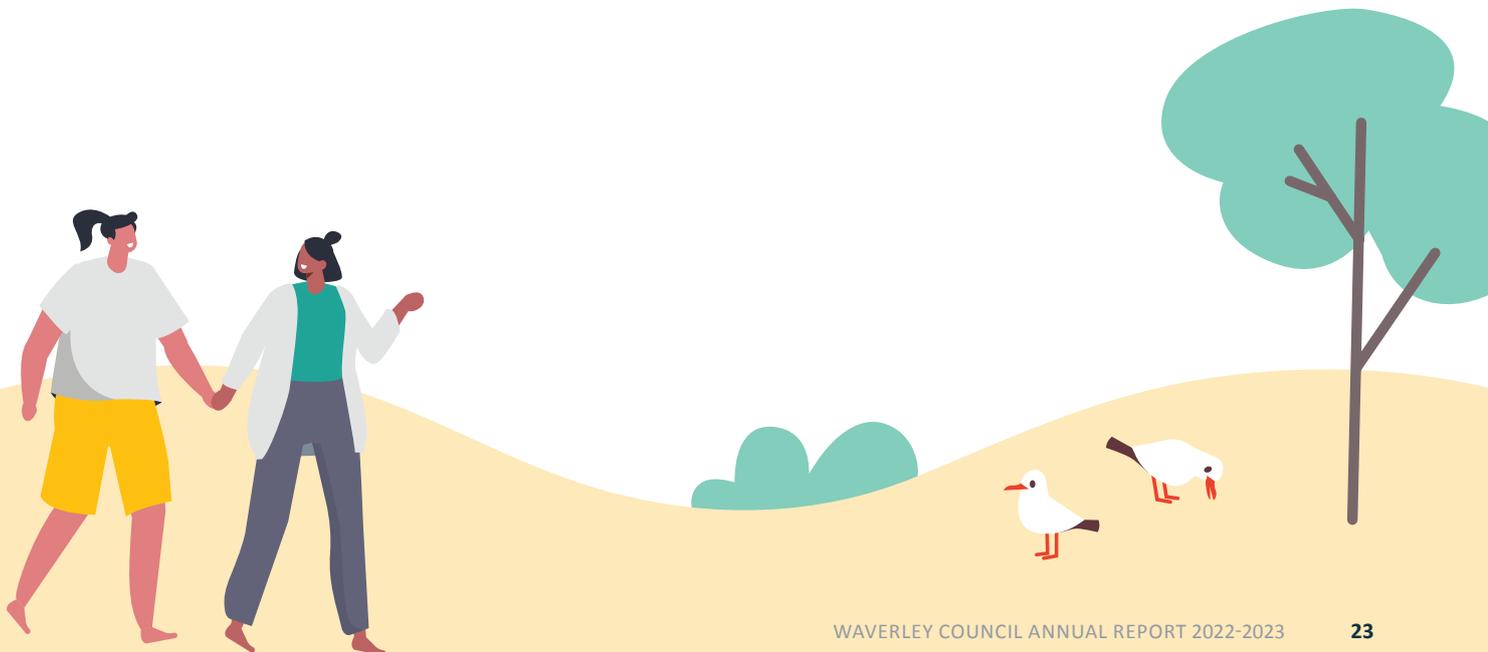
The Community Strategic Plan is the highest-level plan that identifies the community’s main priorities and aspirations for the future, and the broad strategies for achieving these. While Council has a custodial role in initiating, preparing, and maintaining the

plan on behalf of the residents of Waverley, it is not wholly responsible for its implementation. Other partners such as State and Federal Governments and community groups have a role in delivering the long-term community outcomes of this plan. Waverley Community Strategic Plan 2022–2032 has a long-term outlook and covers 10 years. It is reviewed every four years in line with the election cycle and addresses social, environmental, economic, and civic leadership matters in an integrated manner.

Waverley 2026, the Delivery Program (2022–2026) is where the community’s goals in the Community Strategic Plan are systematically translated into actions that the Council will deliver. The Delivery Program is the elected Council’s statement of commitment to the community. Priorities and activities are set to the goals and strategies in the Community Strategic Plan, and appropriate methods to measure the success of the Delivery Program are identified.

The annual 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 three resourcing strategies to support the delivery of the Community Strategic Plan. It consists of:

- Long-Term Financial Plan 6 (2022–2033)
- Strategic Asset Management Plan 6 (2022–2032)
- Workforce Management Plan (2022–2026).





External Bodies Exercising Waverley Council Functions

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

The Waverley Local Planning Panel determines significant development applications (DAs) in the Waverley LGA. This includes DAs where there are more than ten objections, conflict of interest, or a variation to a development standard in the Waverley Local Environmental Plan 2012. The WLPP also provides advice to Council on planning proposals.

The WLPP is directed to exercise its function by the Minister for Planning in the Local Planning Panels Direction – Development Applications and in the Local Planning Panels Direction – Planning Proposals. WLPP is made up of a pool of planning experts and meets monthly. Councillors are no longer involved in the decision-making process for determining DAs, allowing them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. WLPP meets on the last Wednesday of the month. Meetings are held at Council Chambers. In 2022–23, the panel had 13 meetings.

Partnerships and Cooperation

Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC), 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. Issues under consideration include planning, environment, transport, community development, urban design, sustainability, and local government management.

Waverley Library has a collaborative partnership with five SSROC libraries to purchase materials. Council's Library Services share a document delivery van with all Sydney metropolitan area libraries.

Council participates in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of six councils: Bayside Council, City of Sydney Council, Inner West Council, Randwick City Council, Waverley Council and Woollahra Municipal Council.

Council is a member of the Sydney Coastal Councils Group, which includes councils located on Sydney's coastline and aims to promote coordination on issues relating to the urban coastal environment and waterways.

Council, in conjunction with Woollahra Municipal Council and Randwick City Council runs the three-Council Regional Environment Program, which undertakes significant projects to achieve meaningful reductions in energy, water and waste across the Eastern Suburbs, including Solar my School, enabling the uptake of electric vehicles and Compost Revolution.

Council and Woollahra Municipal Council are in partnership to share resources and workforces through the Alexandria Integrated Facility works depot and are in partnership to construct a new State Emergency Service facility to jointly serve their communities.

The Waverley Community Living Program (WCLP) provides independent living skills development and transition to independent living for adults with mild intellectual disabilities.

Council partners with 17 community organisations to provide services to the Waverley area and regionally through funding and subsidised accommodation. These include children's services, youth services, outreach and homelessness services, housing, drug and alcohol, and domestic violence support.

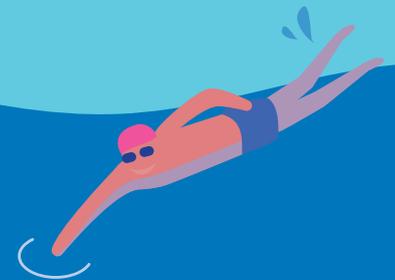
Council jointly coordinates the Eastern Sydney Aged and Disability Interagency Network with Randwick City Council. Council coordinates the Homelessness Coalition and is an active member of the Eastern Sydney Homelessness Assertive (outreach) Collaboration ESHAC. Waverley Council and Randwick City Council supports the headspace regional youth mental health service.

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 comprises more than 100 councils from across Australia working together to tackle climate change.

Our Financial Snapshot

Council's financial position
as of 30 June 2022 was sound.



HIGHLIGHTS

\$162.4m

Total income from
continuing operations

\$145.4m

Total expenses from
continuing operations

**\$17m
surplus**

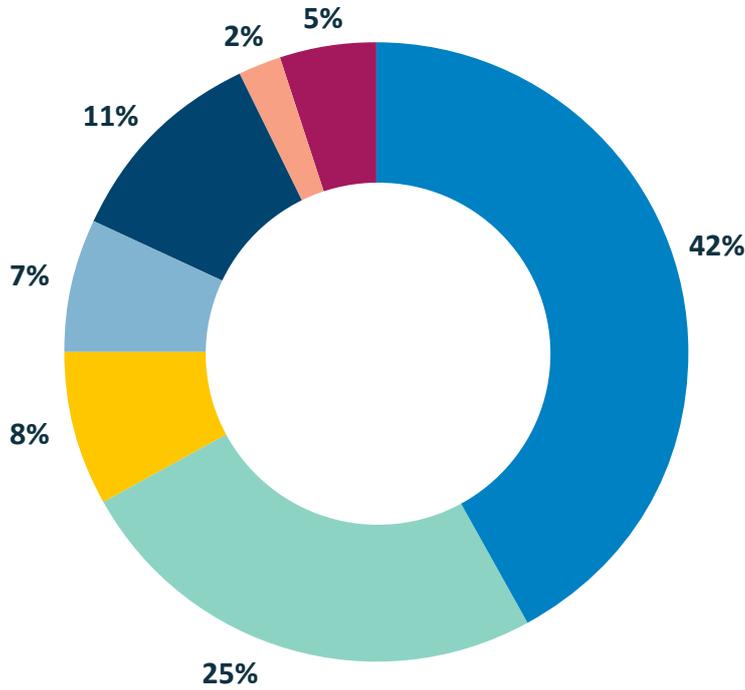
Net Operating Result

\$1.4b

Net
Assets

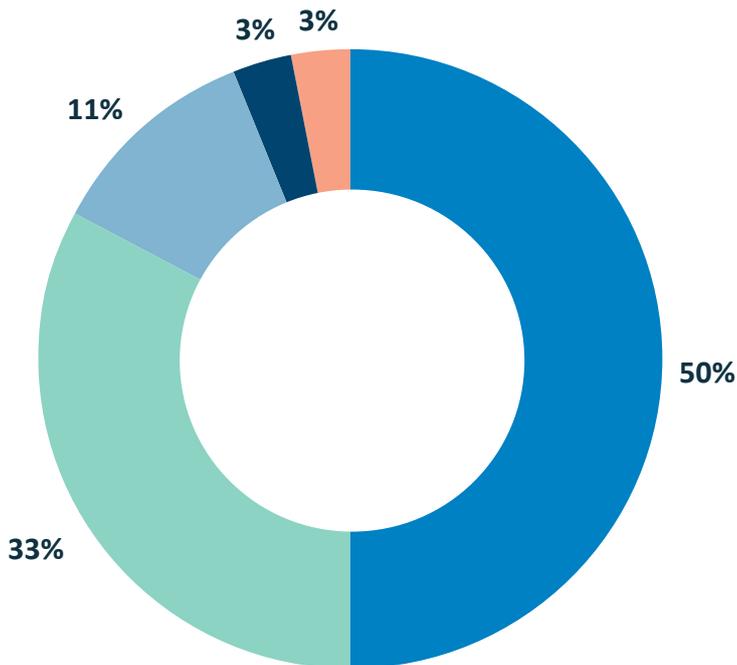


Income from continuing operations (\$ '000)



REVENUE SOURCES	AMOUNT \$'000	%
Rates and annual charges	67,748	42%
User charges and fees	39,579	25%
Other revenues	13,152	8%
Grants and contributions provided for operating purposes	11,453	7%
Grants and contributions provided for capital purposes	18,129	11%
Interest and investment income	3,790	2%
Other income	8,574	5%

Expenses from continuing operations (\$ '000)



EXPENSES	AMOUNT \$'000	%
Employee benefits and on-costs	73,121	50%
Materials and services	47,392	33%
Borrowing costs	61	0%
Depreciation, amortisation and impairment of non-financial assets	16,466	11%
Other expenses	3,516	3%
Net loss from the disposal of assets	4,894	3%

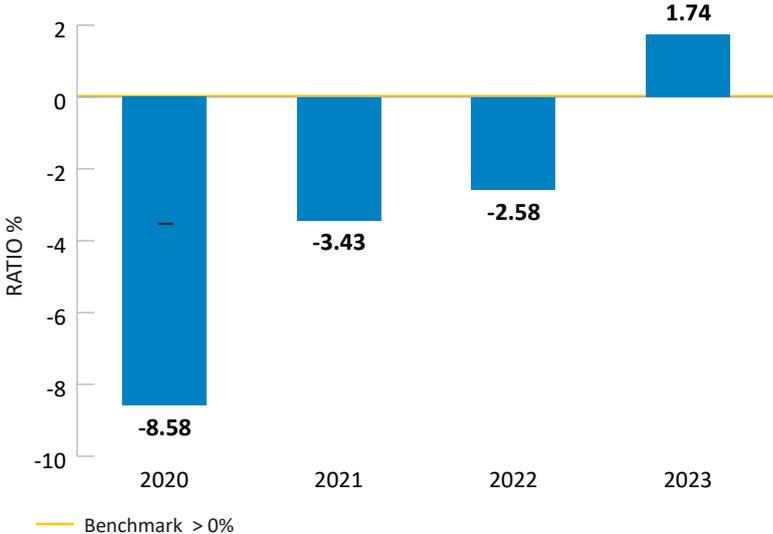


Performance Ratios

Operating performance ratio

This ratio measures Council’s achievement in containing operating expenditure within operating revenue.

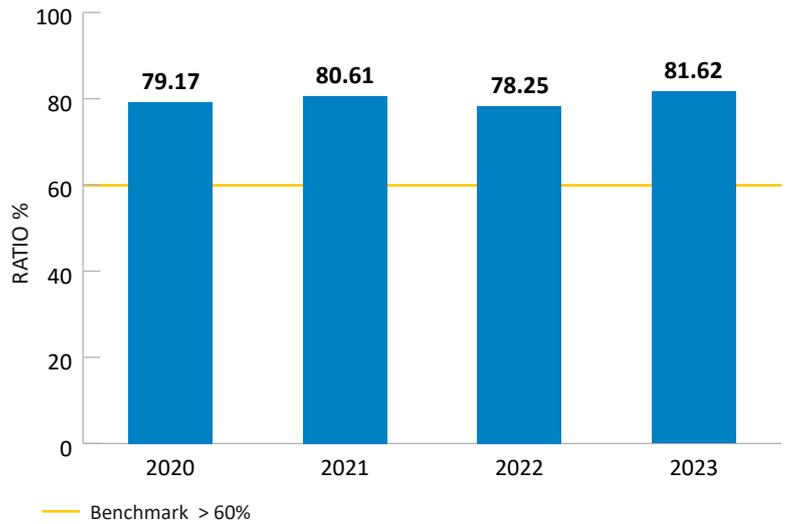
In 2022–23, Council’s operating performance ratio of 1.74% compares well with the industry benchmark of 0.00%. It shows Council is recovering from Covid impacts.



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.

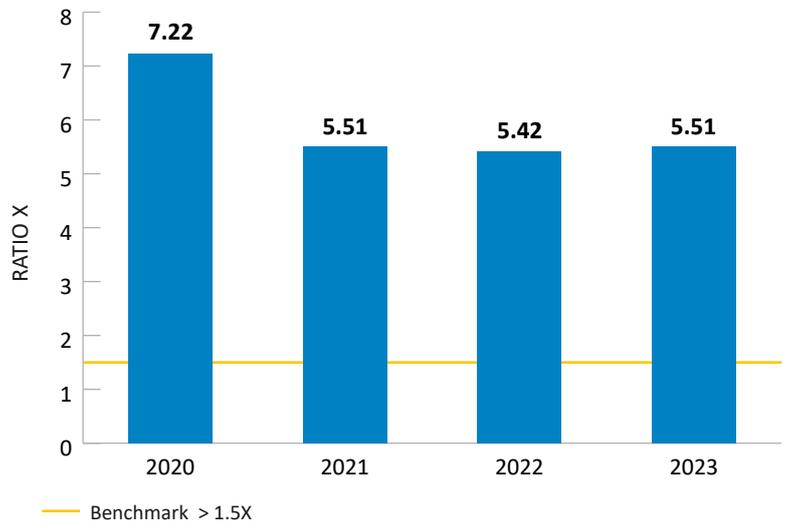
The ratio compares well with the industry benchmark of greater than 60.00%, it shows Council is less reliant on external funding sources to carry out its services and activities.



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.

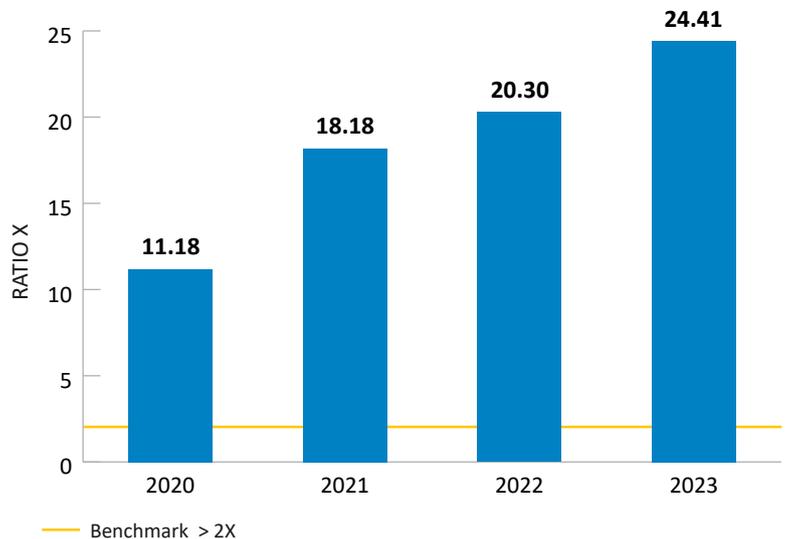
Council’s liquidity remains strong with sufficient liquid assets on hand to meet short term obligations as they fall due. It compares well against the industry benchmark of 1.50x.



Debt Service Cover Ratio

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

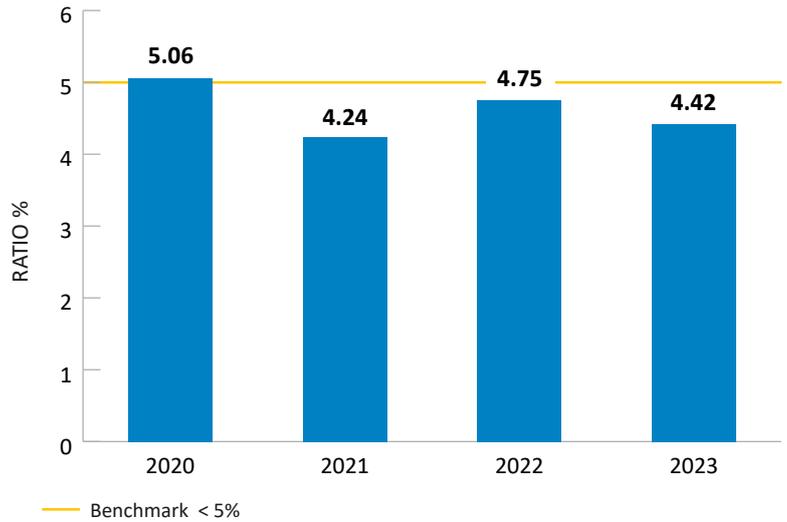
This ratio shows that Council has strong capacity to repay additional debt and provides a favourable comparison with the industry benchmark of greater than 2.00x.



Rates and annual charges outstanding percentage

This ratio assesses the impact of uncollected rates and annual charges on Council’s liquidity and the adequacy of recovery efforts.

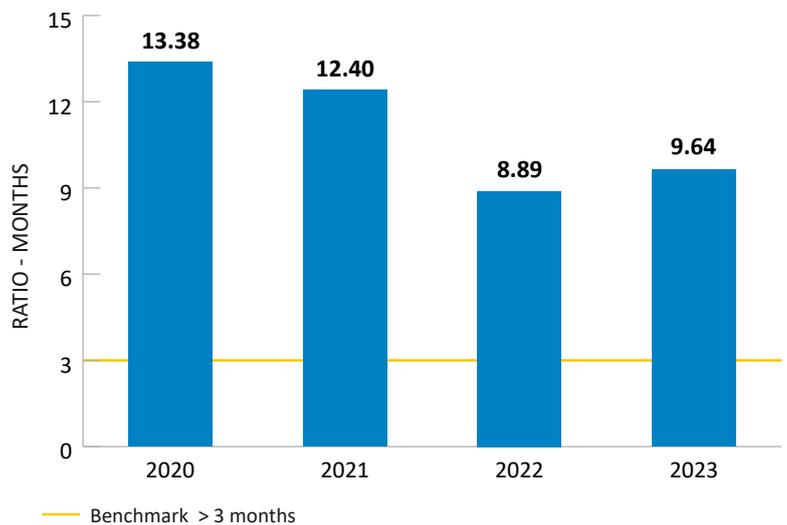
This ratio compares well with the industry benchmark of less than 5.00%.



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.

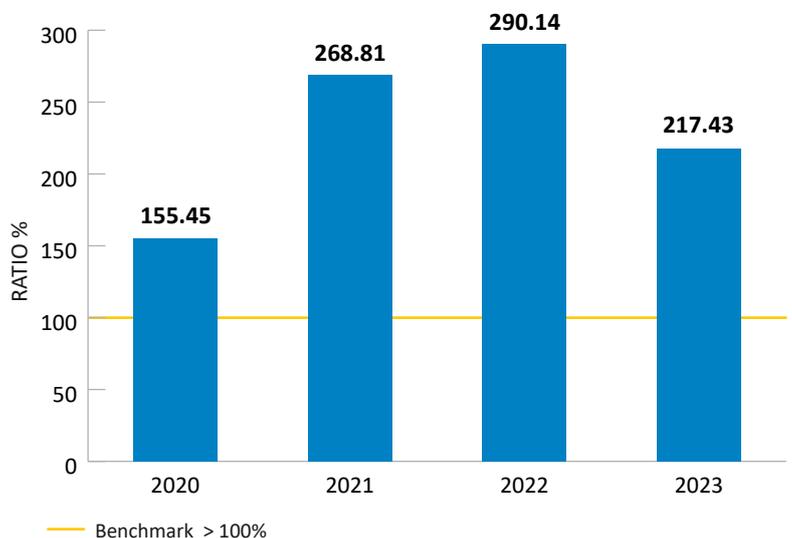
This ratio compares favourably with the industry benchmark of greater than 3.00 months.



Buildings and Infrastructure Ratio

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

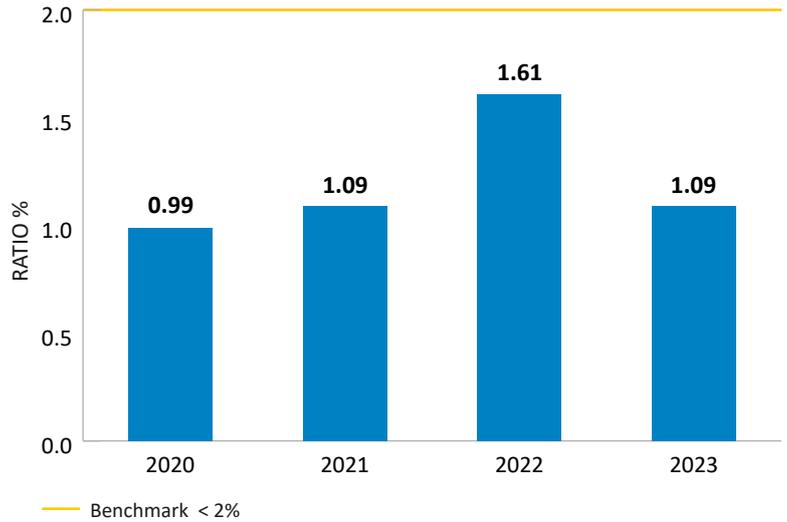
Council’s infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) to ensure the assets are kept to the agreed community satisfactory level.



Infrastructure backlog ratio

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

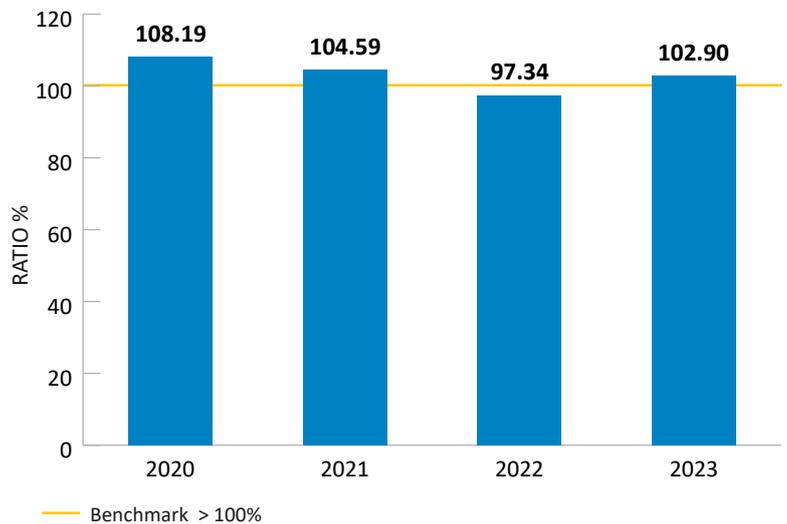
This ratio shows that Council has a small proportion of infrastructure backlog, and it compares favourably with the industry benchmark of less than 2.00%.



Asset Maintenance Ratio

This ratio compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

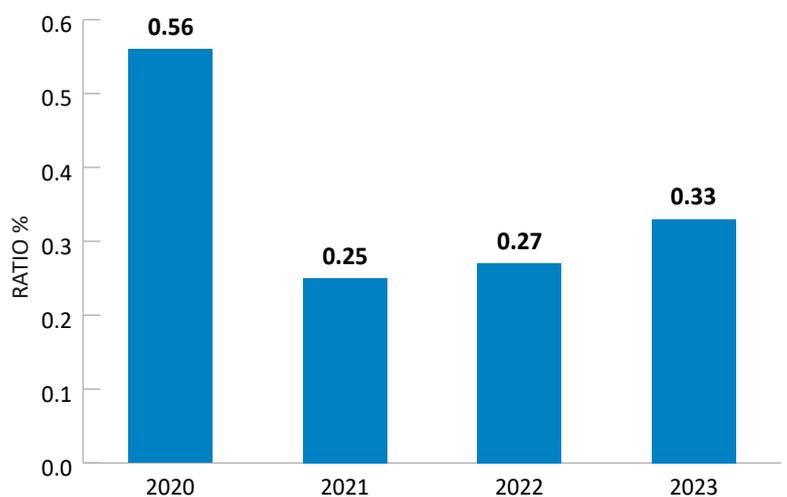
This ratio compares well with the industry benchmark of 100%. It indicates Council’s spending on asset maintenance is sufficient to stop the infrastructure backlog from growing.



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 multiple awards in recognition of design excellence in architecture for the Bondi Pavilion and other initiatives. The awards included:

TYPE	CATEGORY	PROJECT/LOCATION
The National Trust Heritage Awards 2023	Judge's Choice Award	Bondi Pavilion
Australian Institute of Architects Awards	Award for Heritage – Creative Adaptation	Bondi Pavilion
Australian Institute of Architects Awards	Award for Public Architecture	Bondi Pavilion
Australian Institute of Landscape Architects NSW Awards	Landscape Architecture Award for Civic Landscape	Bondi Pavilion
2023 NSW Local Government Professionals Award	Partnerships and Collaboration category	3-Council Regional Environment Program
Local Government NSW Awards	Leo Kelly Arts and Culture Award – Highly Commended	Bondi Story Room



Grants and Donations Awarded

In 2022-23, Council awarded a range of community and small grants and donations amounting to \$552,815.

GRANT/DONATION AWARDED	AMOUNT (\$)
Total Grants / Donations	552,815
Community Grants*	323,705
WAYS Youth & Family	82,600
Beaches Outreach Program (BOP)	55,000
Wayside Chapel (Norman Andrew's House)	41,200
Bondi Toy Library	20,000
Randwick Waverley Community Transport	19,085
The Junction Neighbourhood Centre	19,000
Wairoa School	19,000
Eastern Area Tenants Service (EATS)	18,990
Australian Kiteflyers Society	15,330
Holdsworth Community Centre	11,000
Bondi Beach Cottage	10,000
Bondi Brass (Waverley Bondi Beach Band)	5,000
Waverley Randwick Philharmonic Society	4,500
Bondi Beach Playgroup	3,000
* 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.	
Surf Club Grants	96,307
Tamarama Beach Surf Club	35,506
North Bondi Surf Club	20,267
Bondi Beach Surf Clubs	20,267
Bronte Beach Surf Club	20,267

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

RECIPIENT	PURPOSE	AMOUNT (\$)
Total Small Grants		108,303
Arts and Culture		23,000
The Prankqueans	Brigid the Rebel Festival	5,000
Head On Foundation Ltd	Exhibition of Head On Portrait Awards	5,000
Michele Barker	Climate Change the Arctic to Bondi	5,000
Unvoiced – Queer Youth Podcasting	Matriark Theatre	5,000
Sarah Jane Moore	Becoming – an evening of Music	1,500
Friends of the Bondi Pavilion	Music Score – Saving Bondi Pavilion	1,500
Community		71,603
Bondi Beach Public School	Bondi Beach Public School Centenary	5,000
Emma Early	The Gathering Place	5,000
National Council of Jewish Women Australia	NSW Centenary Program	5,000
Safe and Sound	Bondi Beats Workshop	5,000
Autism Mates	Young Autism Adults Social Skills Project	4,950
Waverley Action Group (WAG) Inc	Cultural Anchors & Heritage Icons	4,500
Dress for Success Sydney	Thrive for Success	4,200
Greg Callaghan	Bondi Badlands Podcast – 2nd Series	4,000
Waverley Action for Youth Services	A WAYS Safe Summer	4,000
Waverley Action for Youth Services	Youth Week 2023	4,000
Bondi Icebergs Club Ltd	Swim for Ukraine Swim Program	3,900
City East Community College	Mentoring Program Networking Night	3,700
Dover Heights Shule	Chanuka in the Park	3,000
Lubavitch Russian Centre Incorporated	Chanuka by the Sea	3,000
Waverley Historical Society	Memories of Cinemas Past & Present	2,600
Gabriel Pallo & Suellen Bassetti	Precinct Fete	2,500
Jade Peace	Local Bird Walks	2,356

Small Grants continued

RECIPIENT	PURPOSE	AMOUNT (\$)
Irish Support Agency	First Aide for Parents	1,597
Daniela Silva	Tattoos for Breast Cancer Survivors	1,500
Cameron Scott	North Bondi Share Board	900
North Bondi Playgroup	Bring Back Morning Tea	900
Environment		7,200
Galilee Catholic School	Active Transport	3,000
Sydney Metro Wildlife Rescue	Wildlife Rescue	3,000
Dover Heights Early Education Centre	Compost grow and more	1,200
Creative Streets		6,500
Bondi Bowling Club Co-operative Ltd	Bondi Bowlo Community Garden	5,000
Louis Litrenta	North Bondi Community Bookshelf Upgrade	1,500
Total Financial Assistance Grants		24,500
Financial Assistance Grants		24,500
Sculpture by the Sea Incorporated	Sculpture by the Sea 2022 prizes	20,000
University of New South Wales	Beach Safety Research	4,500



Grants Received

In 2022–23, Council received a range of grant funding including:

GRANT PROVIDER	PURPOSE	AMOUNT (\$)
Total Grants Received		17,312,340
Transport for NSW	Bondi Junction Cycleway	3,330,949
NSW Department of Planning and Environment	Capital Grant	2,931,423
Office of Local Government	Financial Assistance Grants	2,330,224
Department of Infrastructure, Transport, Regional Development and Communications and the Arts	Local Roads and Community Infrastructure Grant	1,584,365
Transport for NSW	Regional and local road repair program	1,335,112
	Federal & State Stimulus Projects	833,816
	Pedestrian Safety Program	863,374
	Road Repair programs	800,000
Office of Local Government	Financial Assistance Grants	519,213
Transport for NSW	Curlewis Street Streetscape Upgrade	294,226
Department of Infrastructure, Transport, Regional Development and Communications and the Arts	Road to Recovery	277,817
NSW Department of Planning and Environment	Regionally Significant Development Pilot Program	275,000
NSW Department of Planning and Environment	NSW Severe Weather and Flood	250,000
State Library of NSW	Library Per Capital Grant	207,317
Transport for NSW	Traffic Route Lighting	196,000
Department of Education, Skills, and Employment	Program grant for early education	151,757
Australian Government Department of Health	Program Grant for Seniors	149,808
Department of Infrastructure, Transport, Regional Development and Communications and the Arts	Community Development	143,000
Transport for NSW	Regional Road Infrastructure	133,000
	Operational Grant	132,000
NSW Department of Education	Salary for early education	106,611
State Library of NSW	Digitisation of records	61,831
Department of Primary Industries	Department of Planning and Environment Portal and Pathway integration	59,784

Grants Received continued

GRANT PROVIDER	PURPOSE	AMOUNT (\$)
State Library of NSW	Local Priority Projects	55,591
Transport for NSW	Operational Grant	51,981
NSW Environment Protection Authority (EPA)	Litter Bin Strategy	42,576
NSW Department of Communities and Justice	Youth Services	42,463
NSW Environmental Trust	Power to the Future	34,301
Local Government NSW	Greening our city Skyparks	33,942
NSW Department of Family and Community Services	Community Programs	30,958
NSW Department of Planning and Environment	Greener Neighbourhoods	29,776
NSW Department of Planning and Environment	Waverley Cemetery Heritage Grant	9,125
NSW Department of Customer Service	Small Business support	5,000
NSW Department of Planning and Environment	Saving our Species	5,000
Local Government NSW	Greening the City – Cooler Street	5,000

Part 2

Delivery Program Achievements



Theme 1: People

Our People theme focuses on a cohesive and connected Waverley community

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

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

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

We will continue to 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, and innovation.



People: Key Highlights

Bondi Pavilion Housewarming Program

The Bondi Pavilion opening program in September 2022 featured three weeks of contemporary arts and culture programs, reaching more than 25,000 people.

Seven groups of artists, including Sarah Jane Moore, Steven Durbach, Anna Munster, Michelle Barker, Joanna Cole, Agatha Pupaher, Wendy Cohen, Sally Sussman and Lost All Sorts Dance Collective were engaged for the inaugural creative development program at Bondi Pavilion.

The opening night launch party featured 20 local musicians, the Bondi Glee Club, an Indigenous shelling workshop, Bondi WAVE alumni bands, large stage band performances, Bondi Story Room immersive digital exhibition and beach culture story talks with special guests, Waverley Art Prize preview in the gallery, food trucks and gelato stand, Pottery Studio drop in, and National Film and Sound Archives footage screenings in theatre.

Other events included the Ocean Room pop-up Heritage Object exhibition, First Nations talks and workshops, Dharawal language workshops for families and adults, weaving and shelling workshops, Talks and Ideas program covering architecture and design, art and climate change, visual arts, and art prizes.

In addition, experimental arts programs, including Couture in Motion fashion show featuring contemporary dance and exhibition, experimental music and film projects, school holiday drama workshops and a family performance program featuring Mountain by Stalker and Urza and the Song in the Dark by Matriark Theatre were organised.

Float to Survive

In December 2022, Randwick and Waverley Councils partnered with the University of NSW (UNSW) Beach Safety Research Group to pilot a new water safety campaign to reduce the number of drownings in Australia.



Dawn Reflection

The Float to Survive message was promoted over the 2023 summer period (November 2022-April 2023), complementing Surf Life Saving NSW’s beach safety message ‘always swim between the flags’ and the summer 2023 rock fishing safety campaign.

Professor Rob Brander from UNSW’s Beach Safety Research Group, evaluated the efficacy of the pilot campaign. His research found that Float to Survive is easy to understand and well received water safety message that has public support to be promoted nationally across Australia.

Dawn Reflection

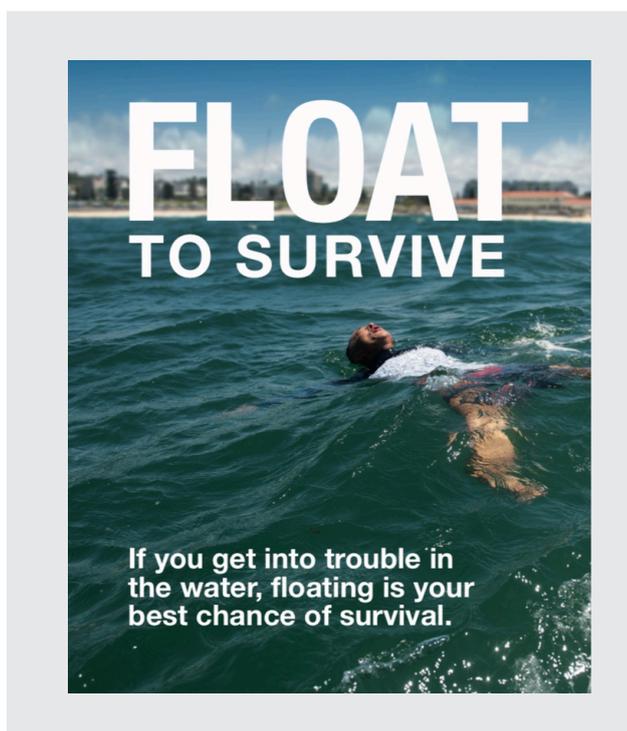
On 26 January, Council held an inaugural ‘Dawn Reflection’ to acknowledge Aboriginal and Torres Strait Islander peoples’ resilience, survival, and continuous connection to Country and culture through quiet reflection. This was an opportunity for the community to come together as the sun rose and to experience a Welcome to Country, a smoking ceremony, and a cultural performance. Around 500 people attended.

Yes Campaign and Voice to Parliament

In February this year, Council voted to support the ‘Yes’ case for the referendum through a community education strategy, including workshops and community events. In May, our Voice to Parliament Community Forum was held at the Bondi Pavilion Theatre and online. The forum was an opportunity to learn about the Voice to Parliament Referendum.

Council’s position on the Uluru Statement reflects our ongoing commitment to reconciliation as outlined in our Innovate Reconciliation Action Plan (RAP) adopted in 2019.

Council organised three free interactive Walking Together Workshops using the Uluru Statement from the Heart as a framework for learning. The workshop



facilitated knowledge, understanding, and a sense of purpose for non-Indigenous Australians to walk together with First Nations people.

A Train the Trainer workshop aimed at participants who had completed the Walking Together workshop was organised to empower people to talk to their community about the Uluru Statement.

Council also made available printed and online resources.

Dharawal Language Program

The Dharawal Language Program has been operating in Council's Early Education Centres through a partnership with the Gujaga Foundation, a not-for-profit organisation that is part of the La Perouse Aboriginal Community Alliance that leads language, cultural and research activities in collaboration with local Elders, senior knowledge holders and leading academics. Each week during term time, the Gujaga Foundation tutors attend the centres and teaches children the Dharawal language. Parts of the language have been embedded into the daily program, for example, saying "Nagambi" (Hello) when calling the roll and singing songs like "Booroo Biriben," which translates to "Kangaroo, Emu" and is sung to the tune of "Crabs and Seashells".

United to End Racism

In 2022, Council launched the local campaign, United to End Racism to:

- Raise awareness about all forms of racism and its impact
- Create opportunities for meaningful conversations
- Empower everyone to take simple steps to help end racism.

Four street signs and nine street decals were installed during the reporting period. Two refugee artists who faced racism completed two murals on the Bondi Sea wall. An inclusive art workshop was held with these two artists and people with disability. Unconscious bias training was held for supervisors, and 94 people attended.

An artist talk was held with two artists. Two additional artists were selected for Year 2 of the Anti-Racism Art Competition, with one artist completing her mural in June. A Communication Supports Policy was

developed to support people with communication barriers.

A framework for ethical storytelling and a new program is being developed to help make newly arrived young migrants feel welcomed, connected, and supported locally. It has dedicated activities and the promotion of existing free activities available to the wider community.

In May, Waverley Library hosted an author talk with Victoria Premier's Literary Awards 2023 for non-fiction Winner Eda Gunaydin. Eda discussed her book *Root & Branch*, which unsettles neat descriptions of inheritance, belonging and place. The talk also explored the concepts of class, race, and diaspora.



United End to Racism banner

Youth Engagement

The Eastern Sydney Youth Services Network (ESYSN) review survey was launched in November 2022, and access to mental health services was identified as a priority for young people's health and wellbeing support. The ESYSN assisted in the participation of seven youth support services at the Randwick Girls High School Mental Health Festival in November 2022. The services engaged students through interactive activities providing mental health and wellbeing information. Waverley shared a stall with Randwick Council to increase awareness of respective Council programs and opportunities open to young people. More than 70 young people were engaged.

More than 60 young people attended the Bondi youth outreach pop-up 'Watch this space...' at Bondi Skate Park on 5 November 2022. Seven young people performed at the pop-up and were involved in designing the music mentoring program Bondi Beats, which emerged over the course of the four pop-up events that commenced in March 2022. The Bondi Beats pilot ran at the Bondi Pavilion studios in February and March 2023 and engaged 12 young people for intensive tuition in electronic music production and performance.

Intergenerational research project partnership with UNSW and La Trobe Global Health contracts have been signed, and initial on-site briefing meetings were held for program commencement in Council’s Early Education Centres. The partnership with the Regional Industry Education Partnership, St Clare’s Waverley and Waverley Seniors Centre participants continues with positive feedback from all participants. In partnership with Classic Hits, the Children’s Services Intergenerational Music Program attracted 60 seniors and a group of eight preschoolers from Council’s Early Education Centres. The program, which commenced in June and has continued monthly, with positive feedback from families and educators.

Social and Affordable Housing

Social and Affordable Housing Council continued to deliver quality rental housing for very low to moderate-income earners through its social and affordable housing programs, with 78 people housed, including older people, people with disabilities, families, and single-parent households.

Domestic and Family Violence (DFV) Awareness

Council collaborated with Bondi Beach Cottage to create an online DFV awareness and support webpage launched on 25 November, the International Day for the Elimination of Violence Against Women. The awareness campaign promoting the webpage was run during the annual 16 Days of Activism against Gender-based Violence in December 2022 in partnership with local DFV services and NSW Police.

The ESYSN hosted a panel on trauma informed practice and early intervention programs supporting young people to create safe and healthy relationships at the November 2022 meeting. Discussion enhanced the capacity of service providers to respond by increasing knowledge of domestic and family violence, family support and youth counselling services for the representatives of 25 Eastern Suburbs youth services organisations in attendance.

Mark and Evette Moran Nib Literary Award

The Mark and Evette Moran Nib Literary Award is Council’s annual celebration of Australian research-based writing. In 2022, Dr Delia Falconer, Sydney author and Senior Lecturer at the University of Technology, Sydney (UTS), won the 2022 Mark and Evette Moran Nib Literary Award and accompanying \$20,000 prize for her book *Signs and Wonders* (Scribner Australia). The Nib People’s Choice Prize was awarded to Sydney-based academics and acclaimed psychologists Dr Rachel E. Menzies of the University of Sydney and Professor Ross G. Menzies of the University of Technology, Sydney for their co-authored work *Mortals* (Allen & Unwin). More than 500 votes were received for the Nib People’s Choice Prize.

Other 2022 finalists were:

- *Two Afternoons in The Kabul Stadium* by Tim Bonyhady (Text Publishing)
- *The Asparagus Wars* by Carol Major (ES Press)
- *Mafioso* by Colin McLaren (Hachette Australia)
- *Here Goes Nothing* by Steve Toltz (Penguin Random House).



Nib Literary award winners



Festival of the Winds

Festival of the Winds

Festival of the Winds is one of the world’s largest and best-known kite festivals. In September 2022, the festival celebrated its 44th anniversary in Bondi. Organised by Council and the Australian Kite Flyers Society, Festival of the Winds featured kite-flying displays, performances and concerts in Bondi Park, a kids’ zone in Bondi Beach playground, with kitemaking workshops with Edgee and Reverse Garbage, Paper Plane Pilot and runway, Girl Guides Crafts, Sparkles Face Painting, Waverley Library’s Pop-up library and crafts, cup and saucer ride, auto racer, mini pirate ship and food and drinks offerings in Bondi Park.

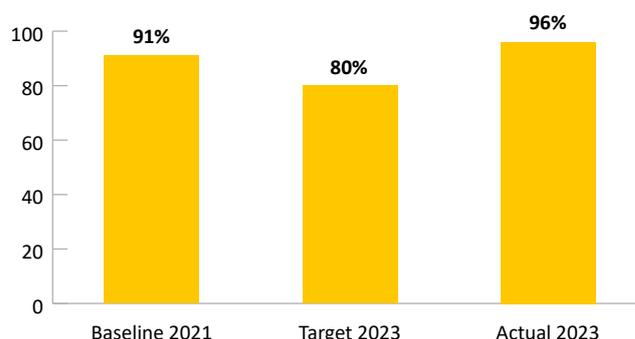
Public Art

Final designs for the North Bondi Kids Pool artwork were completed and presented to the Public Art Committee. Neither design progressed to the next stage, with the space to return to a temporary public artwork and re-insertion in the Waverley Public Art Masterplan later.

La Perouse artists supplied four concept designs for the Bondi Pavilion Indigenous Public Art Commission. Bondi Pavilion architects Tonkin Zulaikha Greer and Council staff reviewed the designs for technical merit before the Gujaga Foundation and La Perouse Land Council. Two artists were selected to collaborate on the detailed concept designs.

The Bondi Beach Sea Wall public art mural project recommenced after a long hiatus over Covid and turned 20 new murals over the reporting period. This included murals to celebrate Sydney World Pride with the Progress Flag, Transgender Flag, rainbow flag and a mural to celebrate former World Surfing Champion Pauline Menczer.

Positive community and stakeholder feedback and evaluated events



96% of the respondents of an evaluated program in 2023 provided positive feedback. This is a growth of 5 percentage points from the baseline year 2021. The actuals in 2022–23 is 16 percentage points above the target of 80%.

2023 Waverley Art Prize

In June 2023, Council announced the Waverley Art Prize winners to celebrate excellence across the local arts community and greater Australian contemporary Visual Arts sector. Presented in partnership with the Waverley Woollahra Art School, the Waverley Art Prize is Waverley’s longest-running artist-run initiative.



Waverley Art Prize

Carolyn Craig won the 37th annual Waverley Art Prize for her compelling mixed media work *RE/Mediation, My mother’s broom*. Craig won the \$15,000 Open Prize for her work exploring domestic labour and relationships.

Highly Commended mentions went to Sarah Edmondson for *Certainly*, a beautifully crafted contemporary expression of fabric and textile traditions and Janis Clarke for *Seeing You*, a deceptively simple painting that evokes a sense of nostalgia but also gives a sense of mystery.



Carolyn Craig with her award-winning artwork

Almost 800 entries were received in this year’s Prize which included the following major winners:

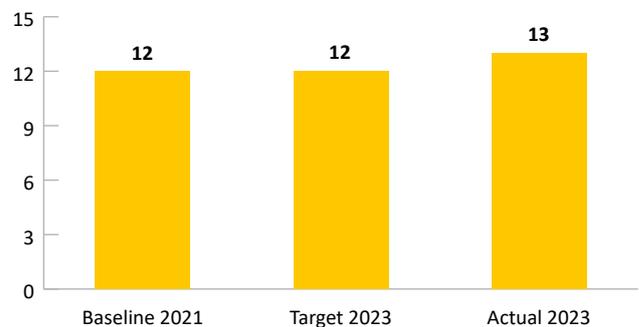
NAME AND ARTWORK	RESULT
Mayors Prize (\$2,000)	
Damian Dillon, <i>Bloodflowers</i>	Winner
Carol Archer, <i>Thicket</i>	Highly Commended
Local Prize (\$1,500)	
Onrie Radovic, <i>Calibration 20</i>	Winner

One Table, Many Cultures

The Global Table, Council’s annual celebration of vibrant cultural diversity through food, music, and dance was held in Oxford Street Mall in May 2023.

Various cuisine and performances from musicians and dancers from around the globe, a 35-metre-long communal table, and a Kids Zone, including free craft activities with the Girl Guides. Performances from the Indonesian Dance Group, Syrenka Polish Folkloric Ensemble, Chinese, Sri Lankan, Mexican and Polynesian performers, African drumming, and Maori traditional songs were event highlights of this dynamic, inclusive day of cultural exchange.

Partnerships to facilitate growth for our cultural and creative sector



In 2021, Council established 12 partnerships to facilitate growth for our cultural and creative sector. The target in 2023 was to maintain the number of partnerships. However, in 2023, Council increased the number of partnerships to 13.

2023 Local Hero and Best of the Best Awards

Council organised the 2023 Waverley Local Hero and Best of the Best Awards at North Bondi Surf Club in May 2023. The award celebrates and recognises the achievements and contributions of those in the community who volunteer their time and go above and beyond to ensure Waverley is a resilient, caring, and cohesive community.



Local Hero Awards

Turbans 4 Australia founder and Local Hero Australian of the Year 2023, Amar Singh was the guest speaker at the awards and shared his insights about working together as a community to help people in need. This year's Local Hero Awards included the Best of the Best Award, bestowed every four years to outstanding community leaders whose names will be included in plaques along our Best of the Best walk along the Bondi and Bronte Beach promenades.



Waverley-Woollahra State Emergency Services
Image: Shannon Elise Photography

NAME AND CATEGORY	RESULT
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Strengthening Communities

Sebastian Cassie	Winner
Anthia Kollaras	Certificate of Commendation

Community Volunteer

William Harrigan	Winner
Adam Nezval	Certificate of Commendation

Working Together

Research Team at Waverley Historical Society	Winner
The P2F Wise	Certificate of Commendation

Community Life

Elisabeth Keys	Winner
Ingrid Studholme	Certificate of Commendation

Second Nature Champion

Langlee Lane Community Gardening Group	Winner
Louise Murray	Certificate of Commendation

Young Local Hero

Dallas Pumpa-Jones	Winner
Wise Youth	Certificate of Commendation

Best of the Best

Peter Quartly	Winner
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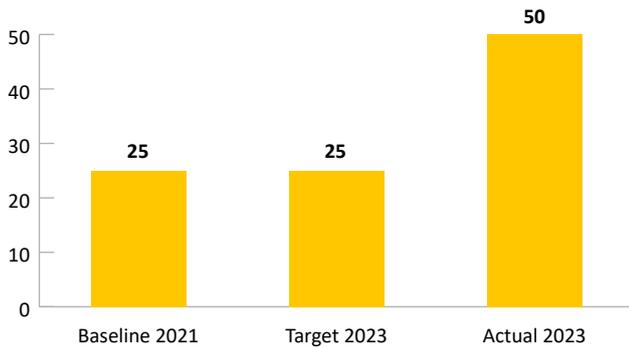
Best of the Best

Brenda Miley	Winner
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Outstanding Community Contribution

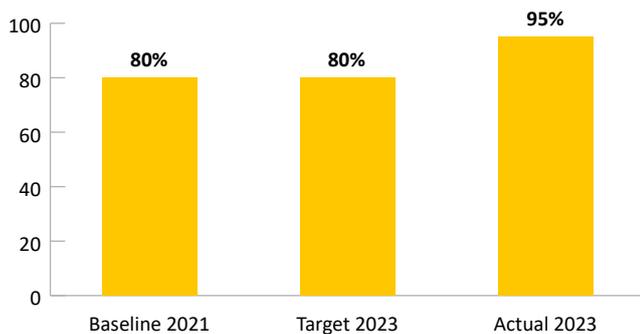
Waverley-Woollahra SES	Winner
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Activities that promote community connection



In 2021, Council organised 25 activities to promote community connection and set a target to maintain the number of activities in 2023. However, the number of activities doubled in 2023.

Participant satisfaction with capacity building workshops



In 2021, 80% of the participants were satisfied with capacity building workshops. The satisfaction rating increased by 15 percentage points in 2023 against the baseline and target of 80%.

2023 Waverley Youth Art Prize winners announced

The Waverley Youth Art Prize provides a platform to celebrate and recognise the talents of emerging artists aged nine to 18 who live, study, or spend time in Waverley. This year’s event had 212 entries.

All artworks were exhibited at Waverley Library Gallery until 28 June, allowing visitors to appreciate the artistic skills and perspectives of talented young individuals who responded to the Climate Utopia theme thoughtfully and creatively.

The theme Climate Utopia was nominated by youth members of the Council’s Power to the Future project to encourage young artists to think about hope, possible futures, and the environment.

Power to the Future is a project for local students to translate ideas, new knowledge, skills, and energy to influence change and undertake tangible and practical climate actions through an intergenerational exchange approach to empower youth in partnership with seniors, council staff and community partners.

Below are the award winners and runners-up.

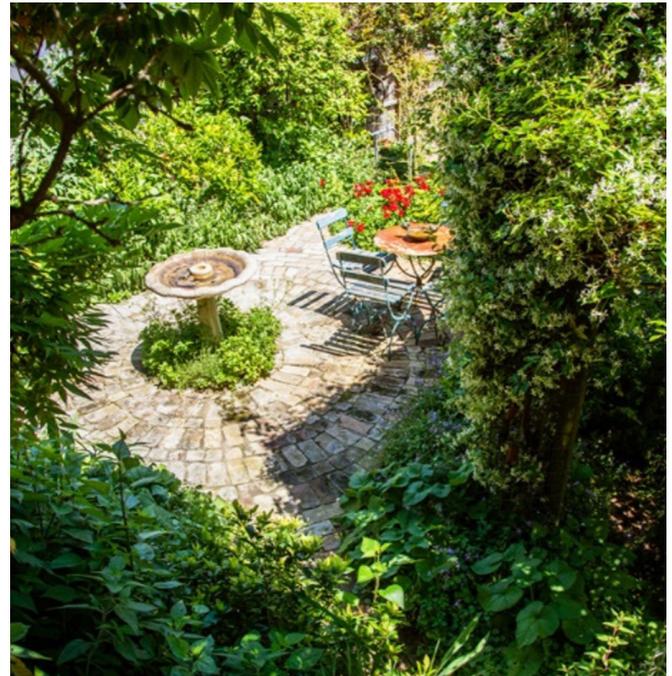
NAME AND CATEGORY	RESULT
Mayor’s Prize	
Mila Bell	Winner
Patrick Kelly	Highly Commended
Kathryn Jordan	Highly Commended
Junior Prize	
Luna Leis	Winner
Emelie Mitchell-Taverner	Second Prize
Eve Toward	Third Prize
Romeo Barret	Highly Commended
Intermediate Prize	
Patrick Kelly	Winner
Toby	Second Prize
Brideah Cronin	Third Prize
Hesper Kelso Black	Highly Commended
Austin Zhang	Highly Commended
Senior Prize	
Arfi-Angus Fisher	Winner
Coco Batu-Sampson	Second Prize
Yana Dalglish	Third Prize
Siena Taylor	Highly Commended
Best New Media	
Sarah Toward	Winner
Best Three-Dimensional	
Dallas and Summer Pumpa-Jones	Winner
Best Interpretation of Theme	
Kathryn Jordan	Winner
Griffin Hincksman	Winner

2022 Garden Awards

In December 2022, Council announced the winners of the 2022 Garden Awards across five categories – My Beautiful Garden, Innovative Gardens, Special Street and Shared Gardens, Dirt Kids and Second Nature Habitat Garden. The Garden Awards acknowledged the role of residential gardens in contributing to biodiverse and resilient built environments.

The 2022 Garden Award winners are:

NAME AND CATEGORY	RESULT
Mayors Award for Outstanding Garden	
Katrina Skinner and Roderick MacKinnon	Winner
My Beautiful Garden	
Katrina Skinner and Roderick MacKinnon	Winner
Andy Harding	Runner up – tied
Peter George	Runner up – tied
Sandy Bruns	Finalist
Anthony Bosch	Finalist
Xanthe Pearson	Finalist
Special Street and Shared Gardens	
Carrie Furneaux	Winner
Langlee Lane Community Gardeners	Runner up
Wiltshire Gardens, Sandra Fox & Anna Torok	Finalist
Second Nature Habitat Garden	
Poppie McDonald	Winner
Annie Wilson	Runner up
Liane Rossler	Finalist
Dirt Kids	
Rose Bay Secondary College	Winner
Innovative Garden	
Charingfield Aged Care Community	Winner



2022 Garden Awards

Community development and Advocacy Initiatives

A dementia awareness information session was held with 50 participants in July 2022. Council supported Justice Connect to develop and launch a Russian translation of the easy-to-read Power of Attorney Guide in November 2022 and NSW Health promotions on mobility, nutrition and fall prevention awareness. Planning is underway for two ‘Dying to Know’ workshops in August 2023 in partnership with Southeast Sydney Local Health District and Randwick Council. Council continued to support regional ageing and disability networks, participating in bimonthly meetings focused on aged and disability reform.

Waverley Community and Seniors Centre continue to operate from the library whilst the Mill Hill Centre is refurbished. The Centre supported 8,749 attendances and delivered 10,124 hours of support for My Aged Care clients and 880 sessions during the year. A two day Aged Care Commission Quality Audit was completed in July. The service received an overall 94% satisfaction rating through their service annual survey.

Waverley Community Living Program continues to deliver support and independent living skills development for adults with an intellectual disability. The team focused on planning to increase access to mainstream activities.



Waverley Library

Homelessness

Fifteen referrals for support were received this year, including five intensive supports. Sixteen people have been housed over the last two years, including people with complex needs.

Council coordinated the Regional Street Count held in February 2023. The number of people experiencing homelessness on the streets of Waverley remains stable at 16. Coordinated assistance was provided to people experiencing homelessness and to rehouse older residents evicted from boarding houses.

Events and Programs at Waverley Library

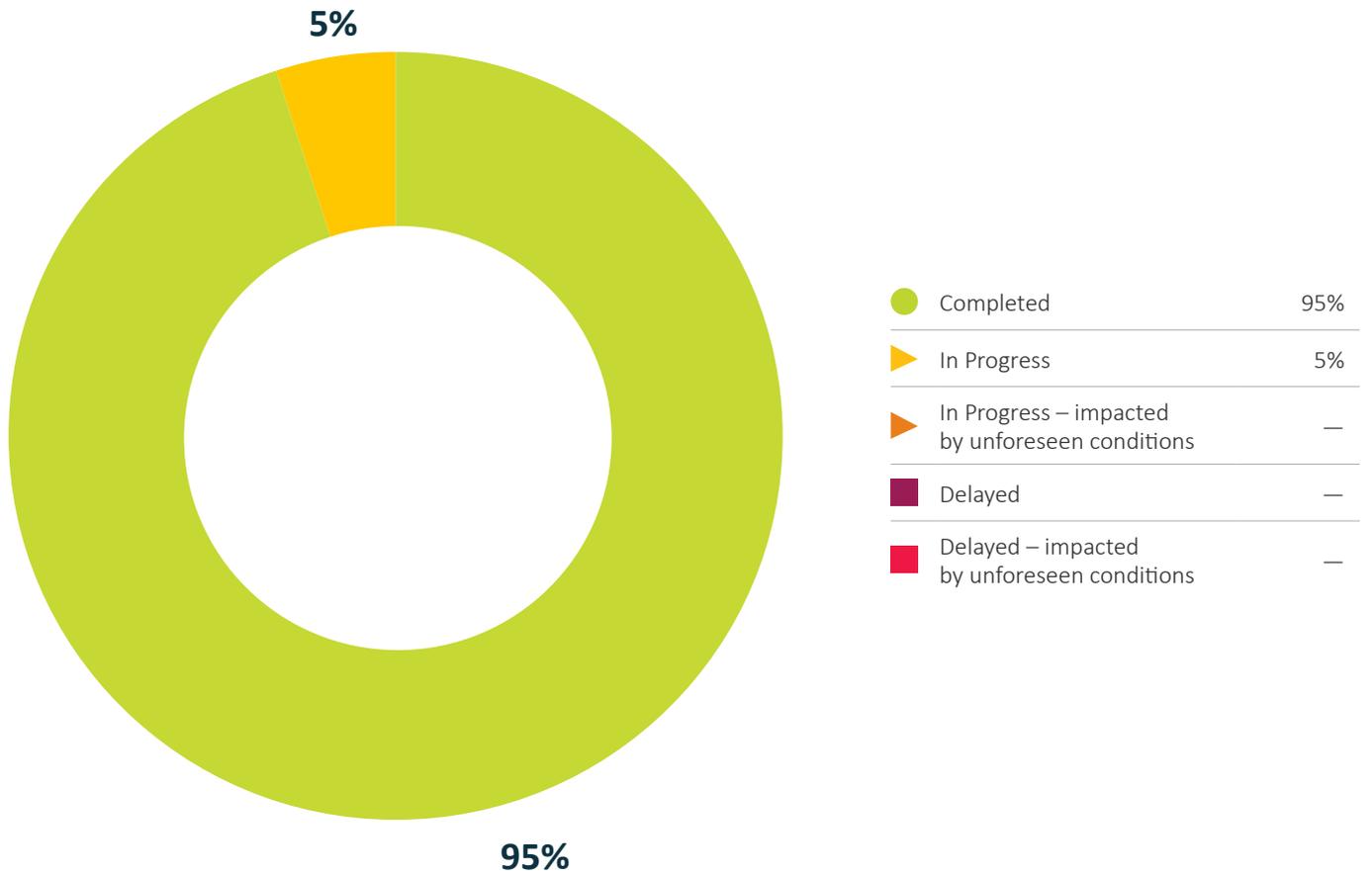
The library organised 185 literary programs to encourage and empower families to embrace early literacy, with 5,560 attendees. Forty-six after school and school holiday programs for school-aged children were organised to foster a lifelong love of learning. Eight workshops on topics such as Holiday Paper Craft, Bollywood Dance Class, Science Week Paint and Sip, Doll Making Class, Podcast Workshop, and a Shodo Painting Class were organised with 165 participants attending. Twenty sketchflash and collage classes were organised with 400 and 540 attendees.

Other programs include Art After Dark (5 classes, 75 attendees), Green Thumbs (6 classes, 100 attendees), Online Multicultural Cooking (7 classes, 150 attendees), regular book clubs and Books, Movies and More meetings.

A schedule of ePrograms was rolled out, with 92 attending nine sessions. Some popular sessions included How to declutter your phone, Edit photos on your device and Graphic design with Canva, alongside dedicated one-on-one Tech Help sessions.

People: Progress Summary

Of the 44 actions in the People theme of the Operational Plan 2022–23, 95% (42) actions were completed, and 5% (2) are in progress.





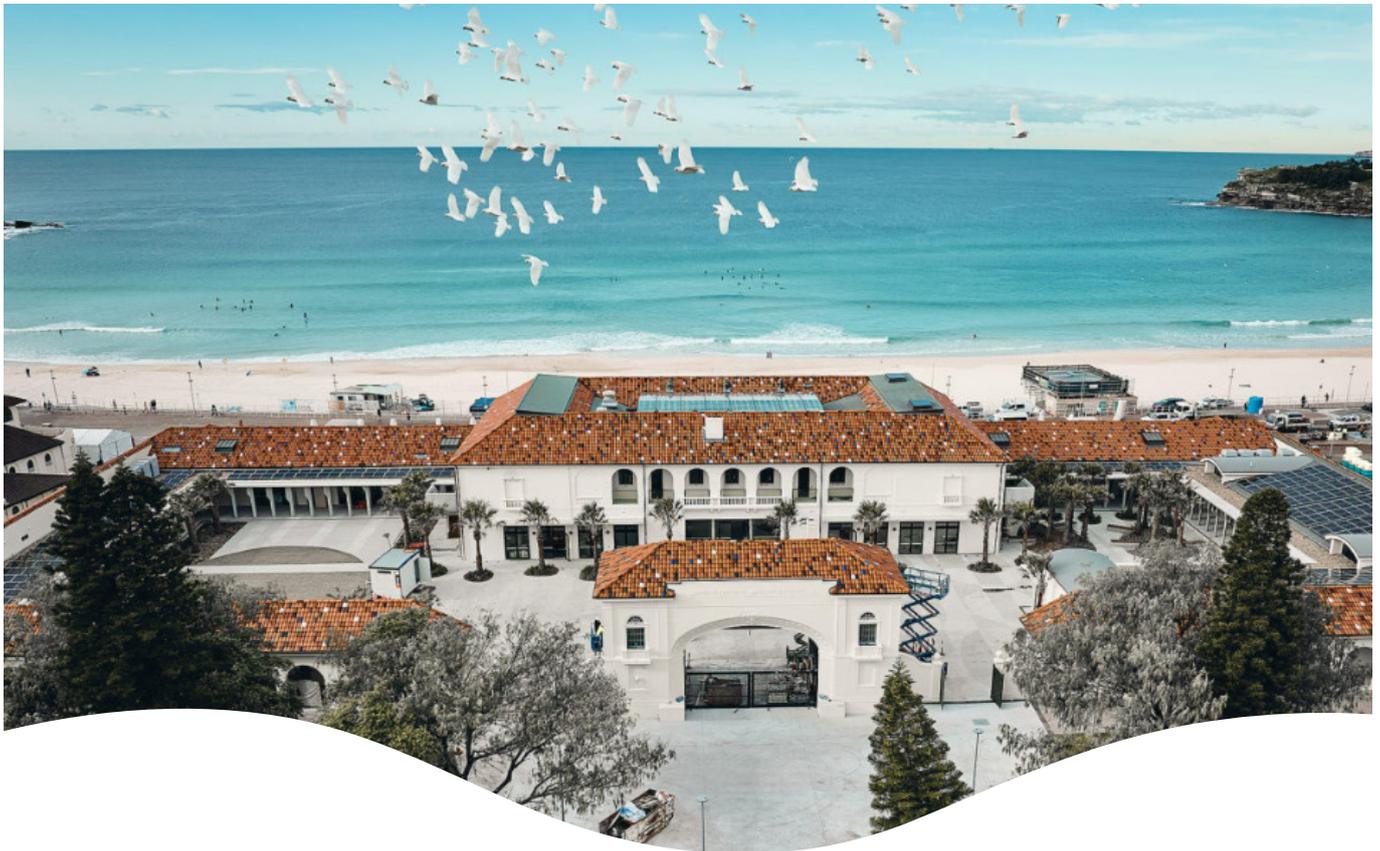
Theme 2: Place

Our Place theme focuses on the natural and built environment

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

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

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



Place: Key Highlights

Bondi Pavilion wins National Trust Heritage Award

Bondi Pavilion won the Judges Choice Award at the 2023 National Trust Heritage Awards. This award is in addition to the Australian Institute of Architecture Awards - Award for Heritage and Creative Adaptation and Public Architecture. Other awards won include Landscape Architecture Award for Civic Landscape at the Australian Institute of Landscape Architects NSW Awards and Robin Dods Roof Tile Excellence Award - category winner.

Heritage features conserved at the Pavilion include:

- The iconic arches
- Spanish mission-style roof tiles
- Historic murals and signages have been uncovered and conserved.

The Pavilion currently operates with an improved gallery, theatre and pottery facilities, music studios, a community radio studio and a beach heritage space named the Bondi Story Room.

Throughout the restoration, there was a strong focus

on sustainability, with many features preserved and recycled, new solar panels to provide a large proportion of power needs, and natural ventilation to reduce air-conditioning requirements.



Bondi Pavilion

Active Living

Council organised 115 active senior classes with 2,145 attendees during the reporting period. Twenty school holiday programs were organised with 256 attendees.



Bondi Junction Cycleway

Bondi Junction Cycleway and Streetscape Upgrade

The Bondi Junction Cycleway and Streetscape upgrade is a priority project from our Complete Streets plan, where we green and beautify public areas and footpaths, make meeting places more appealing and improve connections for cycling, walking, and access to public transport.

The cycleway travels through Bondi Junction commercial centre, linking Oxford Street, Syd Enfield Drive and Bondi Road to an existing cycleway at the northeastern corner of Centennial Park. The streetscape upgrade includes:

- Improved safety with new signalised crossings
- Planting more than 50 new trees
- New street lights
- Street furniture
- Garden beds
- Replacing the roads, paving and footpaths
- The installation of a bi-directional separated cycleway.

Council officially opened the cycleway (Bondi Road to St James Road section) in June 2022.

All the pathways and streets along the cycleway have been upgraded with new street furniture, garden beds, and more than 50 trees have been planted along the route.

The cycleway is now complete and open to the public. The remaining works include a new bus top shelter, median fencing, and electrical pole removal.

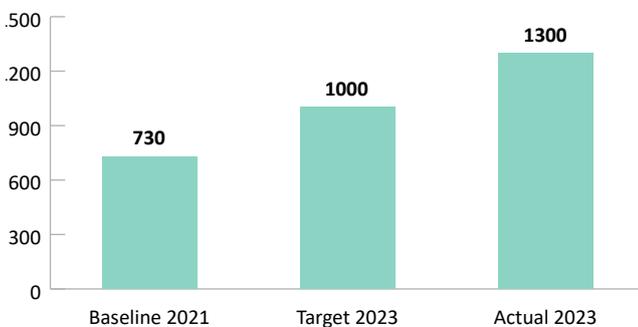
The opening ceremony of Bondi Junction Cycleway marking the completion of the final section was held in March 2023. The last section of the cycleway links Oxford Street, Syd Enfield Drive and Bondi Road to Centennial Park. Cycleway usage has increased to 7,500 weekly trips in 2023 from 3,000 weekly trips in 2022.

As part of the Australian and NSW Governments' commitment to stimulating the NSW economy, funding was provided to Council to deliver this project.



Bondi Junction Cycleway

Metres of separated cycleway



In 2023, metres of separated cycleways in Waverley increased to 1,300 metres from the 2021 baseline year of 730 metres. The target set for the reporting year was 1,000 metres.

Electrify Everything

In May 2023, Council celebrated the national campaign to encourage and support residents to electrify their homes and reap the benefits of clean energy.

Council is collaborating with councils across Australia to promote the clear benefits of electrification and improve awareness of the opportunities and local support available to homeowners and businesses to save money and slash greenhouse gas emissions.

In 2019, Council declared a target of net zero carbon emissions by 2030 for Council and in 2022, declared a net zero target of 2035 for the Waverley community. To help achieve the community net zero target, Council is supporting a transition from natural gas appliances and petrol vehicles to all-electric appliances and vehicles, which can be powered by renewable energy. This year, it also became one of the first councils to support electrification in development controls.

In May 2023, apartment blocks interested in investigating solar power for their units were encouraged to apply for a free 30-minute consultation with a solar-for-strata expert.

Living Connections Program

The Living Connections Program was expanded to all areas of the local government area and the program was delivered to 280 households with positive feedback.

Living Connections is a free Council program to increase greenery and native habitat. It is open to all residents in the Waverley Local Government Area (LGA) with a garden, courtyard, or suitable balcony.



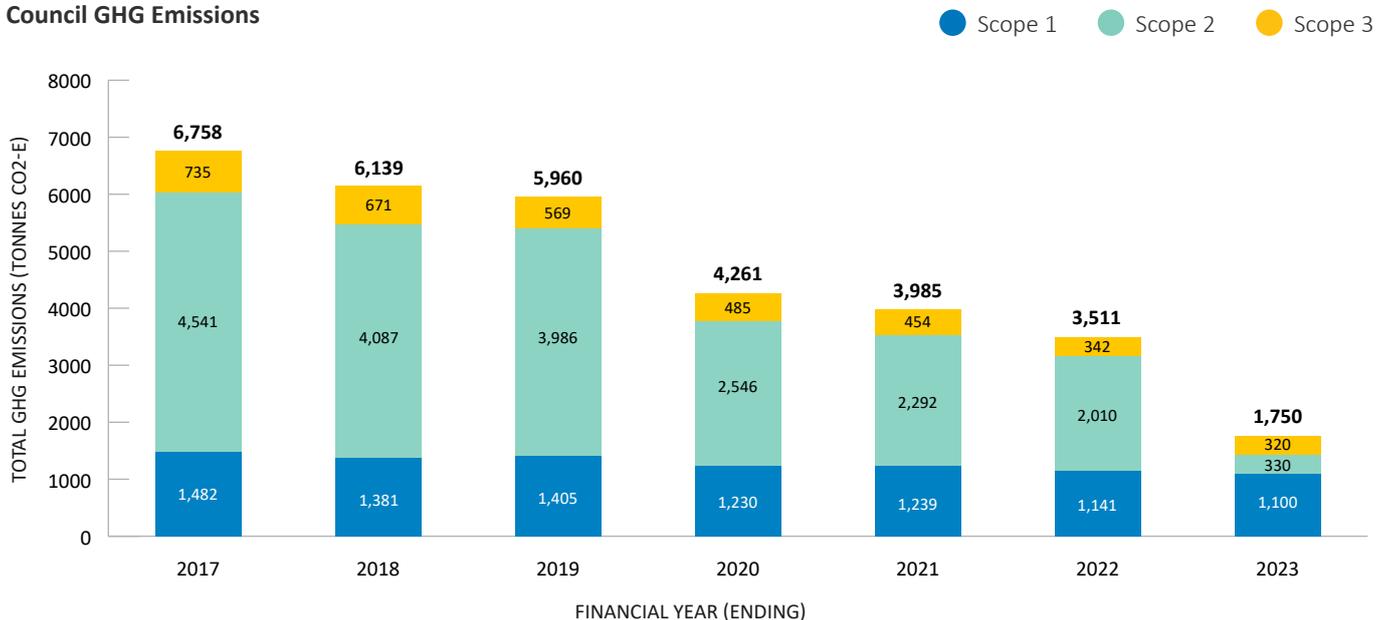
Electric Vehicle charging station

First Electric Vehicle Fast Charging Station

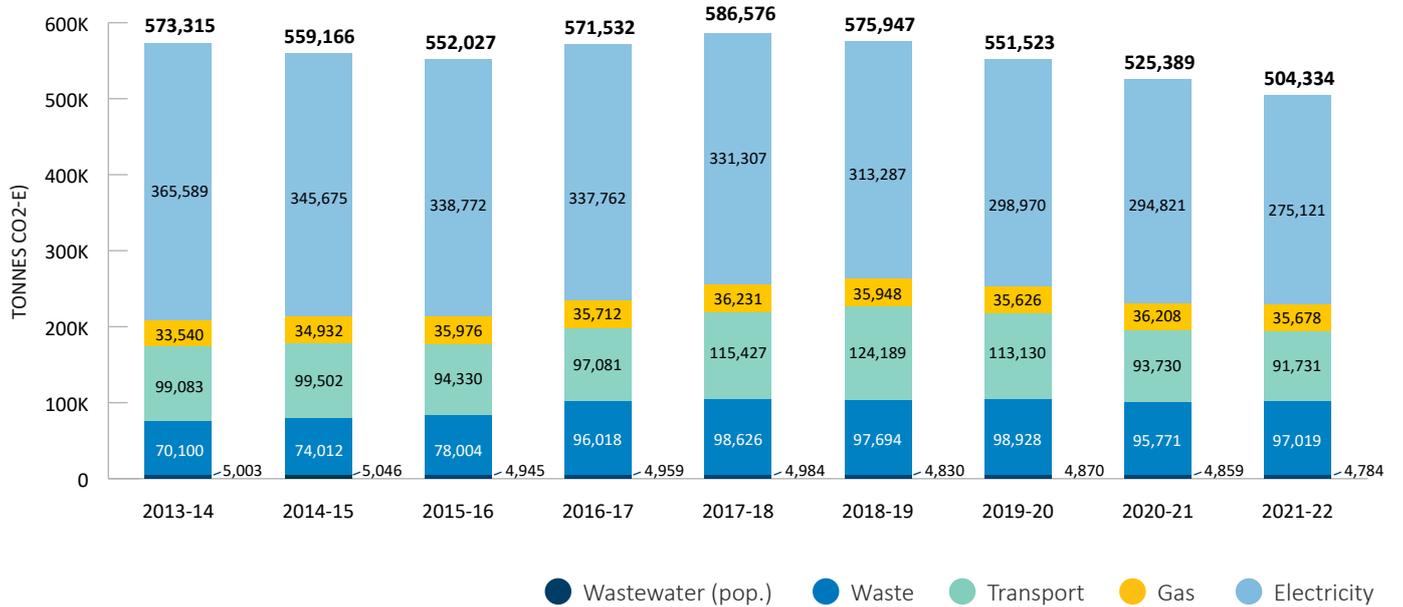
In August 2022, in partnership with Evie Networks, Council unveiled the local government area’s first public electric vehicle (EV) fast chargers at Eastgate shopping centre, Bondi Junction. Powered by 100% renewable energy, the two 50kW fast chargers provide around 150 kilometres of driving range in just 30

minutes of charging and are the fastest public EV chargers currently in Waverley. Council has a net zero carbon emissions target of 2030 for Council and 2035 for the community, and these fast chargers will help residents who own an EV or are considering owning an EV to achieve this target.

Council GHG Emissions



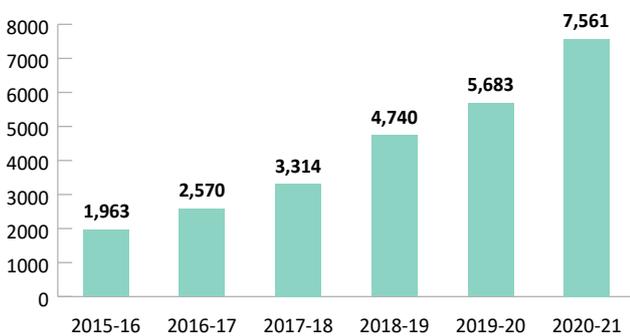
Community's greenhouse gas emissions (t CO₂-e)



Council's greenhouse gas emissions reduced to 1,750 t CO₂-e in 2022–23 from the 6,758 t CO₂-e in 2016–17. This is a significant reduction from the set target of 4,000 t CO₂-e.

Our community's greenhouse gas emissions increased to 586,576 t CO₂-e in 2017 from 573,315 t CO₂-e in 2013–14. The community emissions reduced to 504,334 t CO₂-e in 2021–22.

Solar installations in Waverley LGA (KW)



7,561 kW of solar energy systems were installed in Waverley LGA in 2020–21, an increase of 5,598 from 1,963 installations in 2015–16.



Solar panels at the restored Bondi Pavilion



Waverley Development Control Plan 2022

Waverley Development Control Plan 2022

In December 2022, Council adopted the updated Waverley Development Control Plan (DCP) 2022. The Waverley DCP 2022 contains detailed planning and design guidelines for a range of development types and land uses, which complement the development standards contained in the Waverley Local Environmental Plan (LEP), the Council’s statutory plan relates to how and where different types of development can occur. New and revised provisions in the Waverley DCP 2022 will improve:

- Thermal safety by requiring high-performance glazing for windows and skylights, ceiling fans in all habitable rooms, vegetation for cooling and light coloured roofs
- Indoor air quality by preventing the installation of gas stoves, gas ovens and gas space heating in residential development. This will also enable these developments to reach net zero greenhouse gas emissions
- Uptake for electric vehicles by requiring certain new developments to include EV charging and or supporting power infrastructure
- Transition to low emissions living by requiring all homes to include designs for future all electric capacity and power by renewable energy
- Sustainability performance of office buildings, shops, hotels, aged care, and retirement living by

requiring improved energy and water ratings and commitment agreements under the National Built Environment Rating Scheme (NABERS)

- Cooling and shading of neighbourhoods by strengthening protection for existing tree canopy on private land
- Running costs through ensuring energy efficiency measures that reduce energy demand.

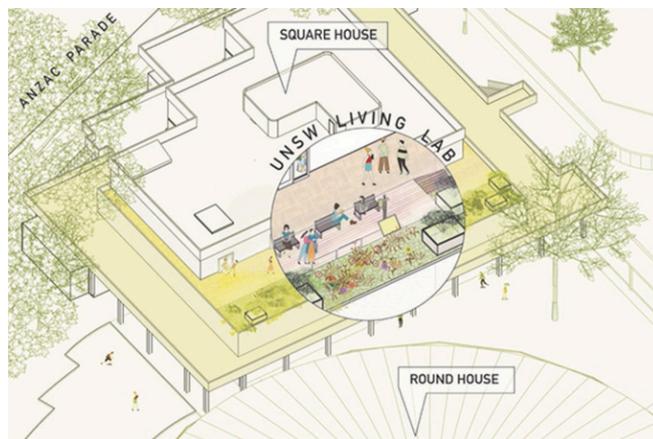
SkyParks Garden

UNSW partnered with Randwick City and Waverley Councils to establish a SkyParks garden at their Kensington Campus.

SkyParks is a Greening our City initiative that involves establishing gardens in under-utilised urban spaces at key sites in Sydney’s eastern suburbs to research the benefits, including cooling, energy savings, and improved air and water quality.

Funded by the NSW Government in association with Local Government NSW, the UNSW SkyPark was installed at the University’s Square House building. The University will install equipment to monitor the weather and environmental conditions at the UNSW SkyPark to understand better the benefits and requirements for greening built-up spaces and plan to incorporate the project into a cross-disciplinary curriculum. It will advance research to help develop cost effective methods for greening and cooling our urban spaces.

In March 2022, Council unveiled its first bush tucker, coastal native and pollinator SkyPark gardens created in collaboration with Westfield Bondi Junction.



Artist’s impression of SkyPark at UNSW.

Glenayr Avenue Streetscape Upgrade

Key features of the Glenayr Avenue Streetscape Upgrade include:

- Building raised continuous footpaths and intersection treatments
- Renewing existing raised pedestrian crossings
- Investigating improvements to existing bike route
- Planting of additional trees and greenery
- Installing high-quality paving in commercial areas
- Improving stormwater drainage
- Incorporating water sensitive urban design, like raingardens
- Installing new multipurpose poles, with integrated signage, smart lighting and electric vehicle charging capabilities.



Artist's impression of Glenayr streetscape upgrade

The design was developed based on community consultation feedback and several Council endorsed strategies.

Stage 1 works from Hall Street to Curlewis Street, and most of Stage 2 works from Warners Avenue to Curlewis Street were completed.

Works in 2023 include landscaping, further milling and resheeting, minor concrete, and electrical works to install multipurpose smart poles.

Building Futures Program

Council's award-winning Building Futures program helped another nine strata apartments in the local area collectively slash their common area energy usage by 20% and greenhouse gas emissions by 277 tonnes in two months.

Building Futures is a free building efficiency and retrofit program launched by Council in 2018 to help strata apartments with more than 35 apartments identify and implement cost-saving solutions to reduce operating costs, common area energy use, greenhouse gas emissions, water usage, and improve waste management.

Round three participant buildings helped achieve the energy and cost-savings by:

- Replacing common area fluorescent lights with LED lights and step dimmer controls, for example in car parks and fire stairs
- Optimising the performance of the centralised air-conditioning system
- Ensuring major heating, ventilation and air conditioning equipment did not run outside office hours.

The energy savings recorded equate to electricity savings of 325,861 kWh per annum and cost savings of more than \$67,000 (excluding GST) each year. Participant buildings also saved an average of \$1,400 per site by moving to correct electricity and gas tariffs.

Complaints related to building works

Of the 238 complaints related to illegal building work and construction hours received in Q1 and Q2, 137 complaints were investigated and closed. Other categories of complaints relate to 79 complaints on the condition of the existing building, 45 regarding dangerous work practices, and 28 on illegal use. Forty-six infringement notices on illegal building works were issued.

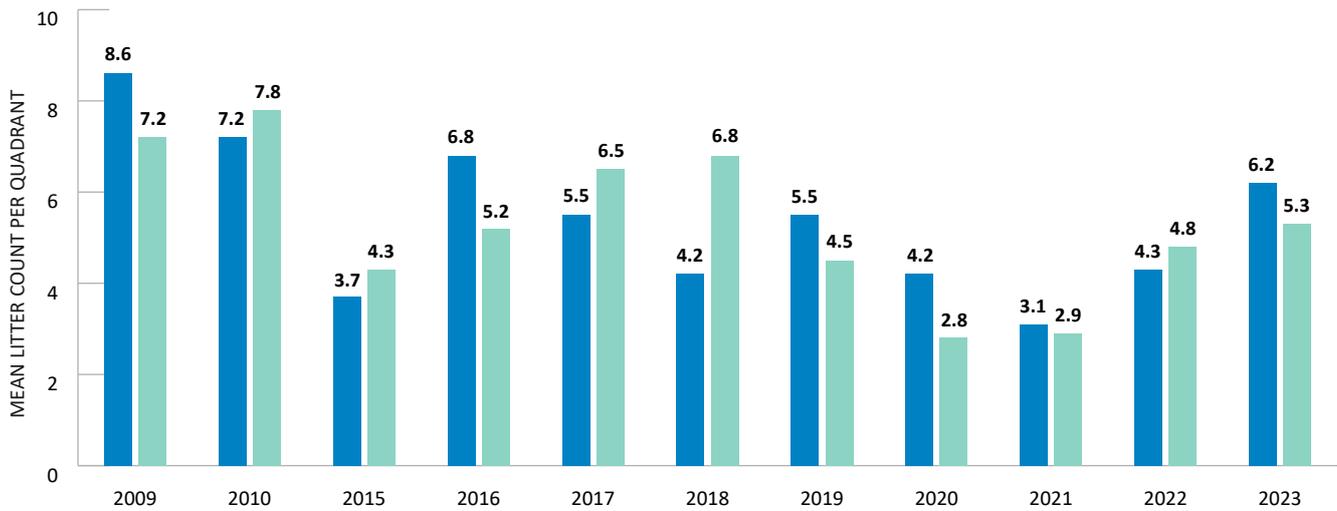
Of the 346 complaints related to illegal building work and construction hours received in Q3 and Q4, 240 complaints were investigated and closed. Other categories of complaints relate to 189 complaints on the condition of existing buildings, 96 regarding dangerous work practices and 53 on illegal use. Thirty-six infringement notices on illegal building works were issued.

Beach Litter Audits

Council has been undertaking beach litter audits at our beaches for many years. While litter levels in the 2022–23 audits are lower than historical highs, there has been an increase in litter left at our beaches since the start of Covid when there was a significant decline.

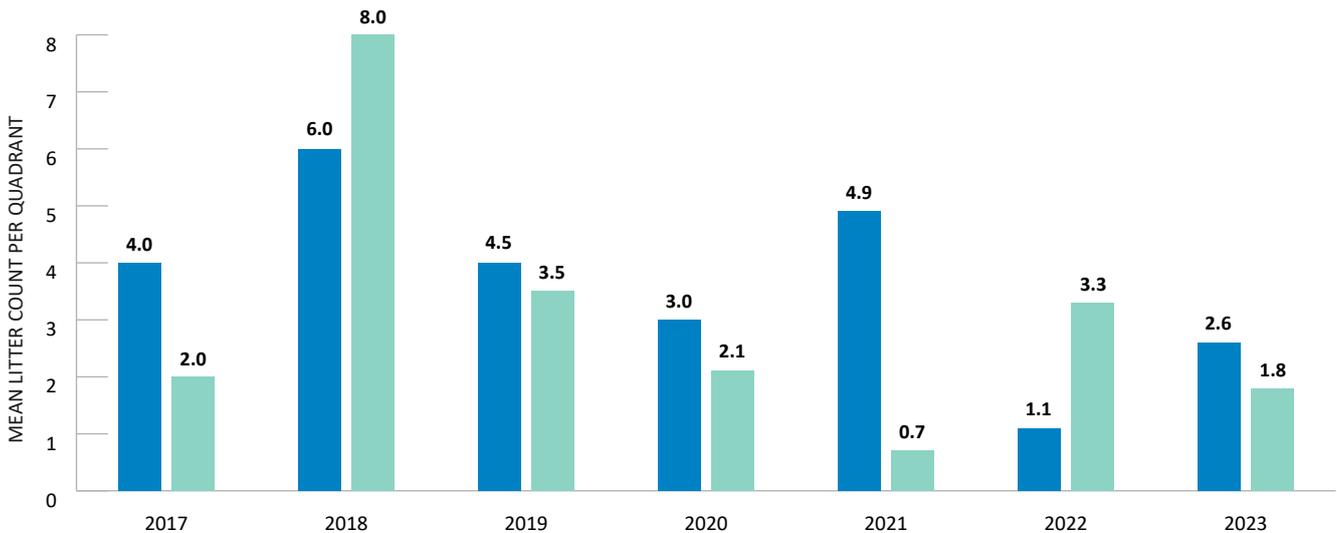
Bondi Beach Summer Audits

● Weekday ● Weekend



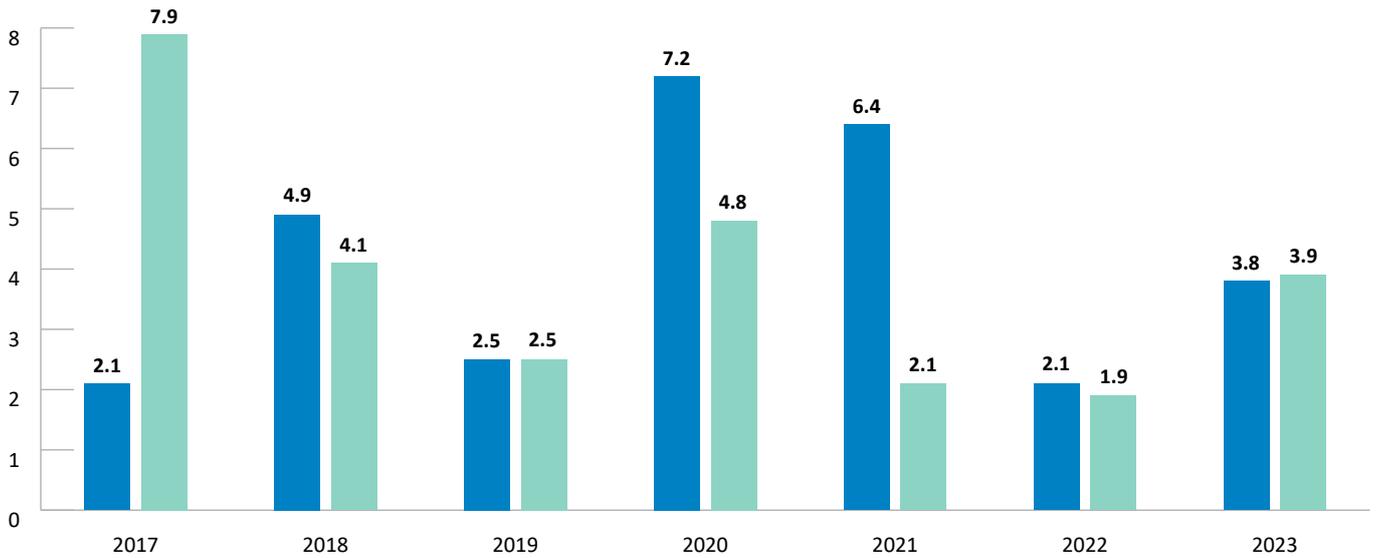
Tamarama Beach Summer Audits

● Weekday ● Weekend



Bronte Beach Summer Audits

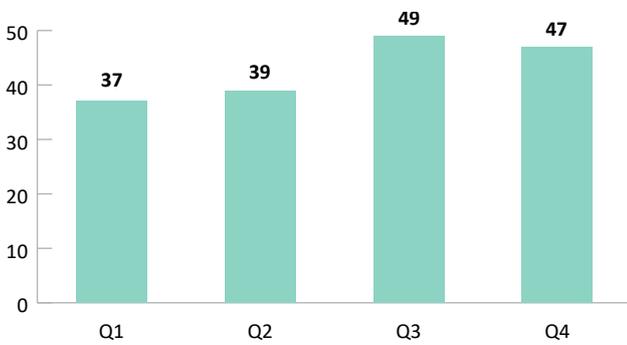
● Weekday ● Weekend



Compost and Worm Farms

Council delivered 172 compost and worm farms in 2022–23. In Q1 and Q2, Council delivered 37 and 39 compost and worm farms; in Q3 and Q4, 49 and 47 compost and worm farms were delivered.

Compost and Worm Farms



Fire Safety

Of the 68 fire safety inspection requests received in Q1 and Q2, 34 were assessed and finalised, 30 are in various stages of assessment, and assessment has commenced for four requests.

Of the 12 fire safety related complaints received in Q3 and Q4, 10 were inspected and closed. The remaining two complaints are under further investigation.

Legislative compliance achieved on all matters investigated by Council



The actuals reflect compliance investigation that are completed, where no further action is required. The outstanding applications are dependent on either legal processes or other technical reports to progress further. In other instances compliance matters extend beyond one financial year and may require multiple years to complete.

Reusable cups and containers – Second Nature in Bondi

In November 2022, Council launched a new campaign in partnership with Responsible Cafes to help local cafes reduce their reliance on single-use products such as disposable cups and containers to reduce litter and create a more sustainable future. The Reusable Cup Campaign supports cafes to trial various strategies to make reusable cups more convenient. Participating cafes include Porch & Parlour, Bronte Surf Life Saving Club Kiosk, Orchard St, Funky Pies, SHUK Bakery, SHUK

Falafel, SHUK North Bondi, The Shop & Wine Bar, Harry’s Bondi, Cali Press, The Nine, Makuto and bRU Coffee.

Supported by the NSW Environment Protection Authority and funded by the waste levy, the Waste Less Recycle More initiative aims to support businesses during the NSW single-use plastic bans and reduce local litter.

Community-led Bring Your Own (BYO) Cup week was organised from 1-10 December 2022. During this time, participating cafes were not offering single-use cups, and customers participated by pledging to Ditch the Cup or Ditch the Container through Pledge for the Planet.



Reusable Cup campaign

Bronte Surf Life Saving Club and Community Facilities Upgrade

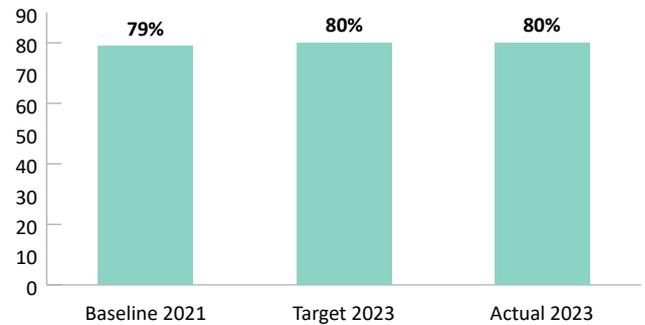
The Council and the Bronte Surf Life Saving Club lodged a development application (DA) for the Club and Community Facilities upgrade.

The Sydney Eastern Planning Panel will assess and determine the DA and the community can make submissions.

The Council owned surf club building is no longer fit for purpose and must be rebuilt to include a balance

of female-to-male facilities, family change rooms and accessible amenities, improved lifeguard and lifesaving facilities, and improved facilities for Council’s park workers.

Percentage of applications that meet LEP and DCP are determined within 40 working days after notification



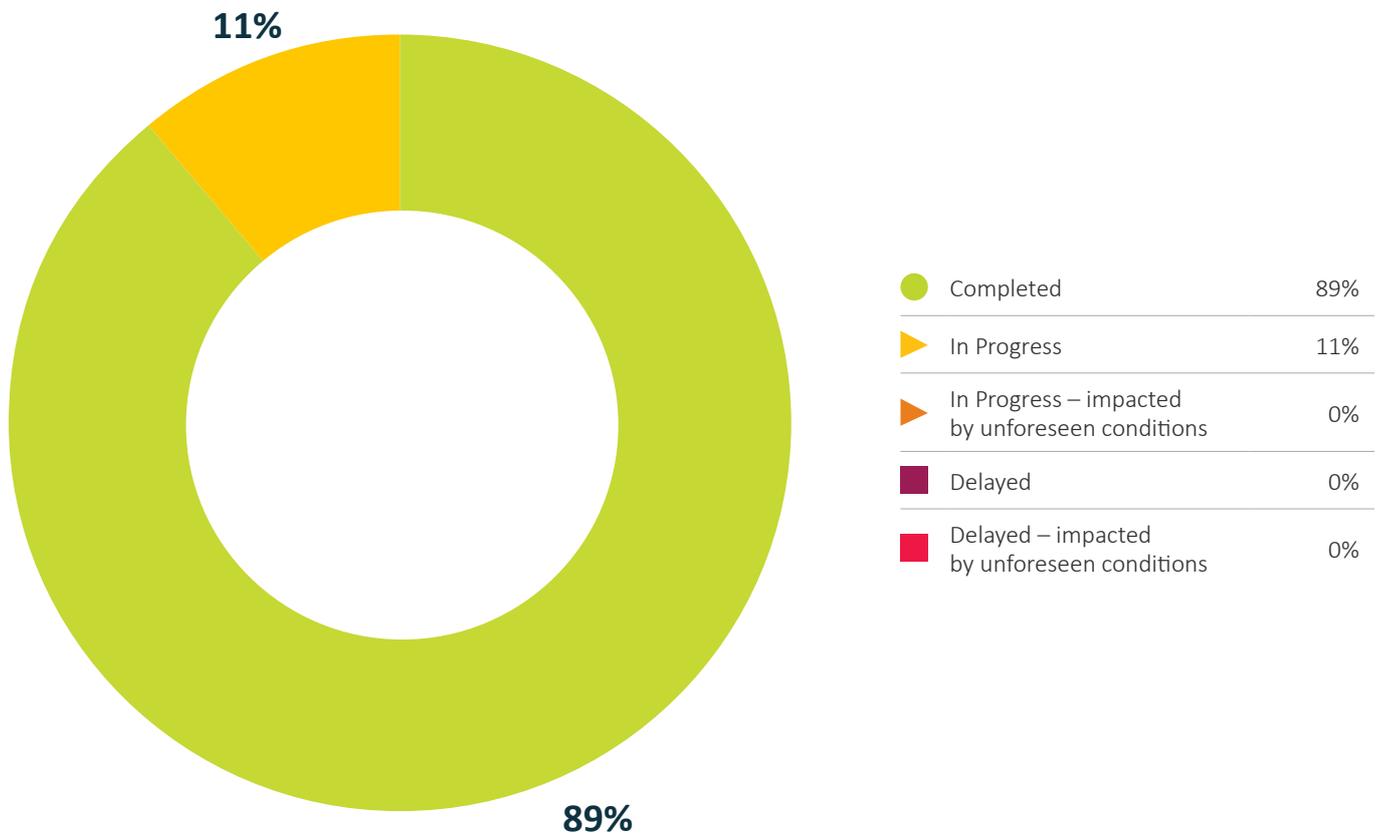
In 2021, 79% of applications that meet LEP and DCP requirements were determined within 40 working days. In 2023, Council met the target of 80% of applications determined within 40 working days.

Property Strategy Implementation

STRATEGIC ACTION	2022-23 PROGRESS UPDATE
<p>Carry out a Council Staff Accommodation Review, to investigate agile working opportunities within Council’s property portfolio, to provide optimal accommodation to cater for staffing and service levels to meet future needs.</p>	<ul style="list-style-type: none"> • A tender to identify a preferred contractor to deliver the Council Chambers Upgrade Project was advertised. • A Short-Term Accommodation Project (STAP) is underway to temporarily relocate staff across alternate administration offices within Council’s portfolio while the Chambers building is refurbished. <ul style="list-style-type: none"> - Stage 1- Staff have been relocated from the Grafton Street office to the Whitton Lane office - Stage 2- Customer Service Centre and Alexandria Integrated Facility offices have been reconfigured to accommodate agile working - Stage 3- A fit out of the library offices has been completed to allow for additional teams to relocate from the Chambers building - Stage 4- Mill Hill Boot Factory building construction is expected to be completed in 2024. This will allow the remaining teams to be relocated from the Council Chambers building for construction to commence.
<p>Develop Plans of Management (POM) for all Council-owned and managed Community Land</p>	<ul style="list-style-type: none"> • Work is ongoing on the development of Plans of Management (PoM) in accordance with the <i>Crown Lands Management Act (2016)</i> • The Waverley Park PoM has been completed and endorsed • The Tamarama Park PoM is in development and is expected to be adopted in the next financial year.
<p>Undertake a high-level analysis of Council’s property portfolio to develop a list of priority projects requiring further review or Council determination.</p>	<ul style="list-style-type: none"> • The portfolio analysis report has been developed, which provides a summary overview of the status of all Council’s building assets. The report will be used to identify priority projects to be included as strategic actions in the Waverley Council Property Strategy 2024–2028.
<p>Carry out a review of the performance of Council’s Commercial Property Portfolio to include valuations, yield, classifications, zoning and options for potential future development.</p>	<ul style="list-style-type: none"> • The review has been completed and the findings will be considered when identifying priority projects to be included in the Waverley Council Property Strategy 2024–2028.
<p>Develop an operational management model for both the newly renovated Bondi Pavilion and Boot Factory buildings in time for their reopening</p>	<ul style="list-style-type: none"> • An Operational Readiness Steering Committee was established to coordinate the delivery of all tasks required to be carried out before the building reopening • A Thinker in Residence role has been created. This role will be responsible for programming the Boot Factory spaces at the building reopening.
<p>Carry out condition assessments on all Council building assets as part of Council’s Strategic Asset Management Planning cycle.</p>	<ul style="list-style-type: none"> • The project to undertake condition assessments has been completed and the data has been included in the development of the Strategic Asset Management Plan 6 • The data is used to inform the annual capital renewal program for Council buildings.

Place: Progress Summary

Of the 71 actions in the Place theme of the Operational Plan 2022–23, 89% (63) actions were completed, and 11% (8) are in progress.



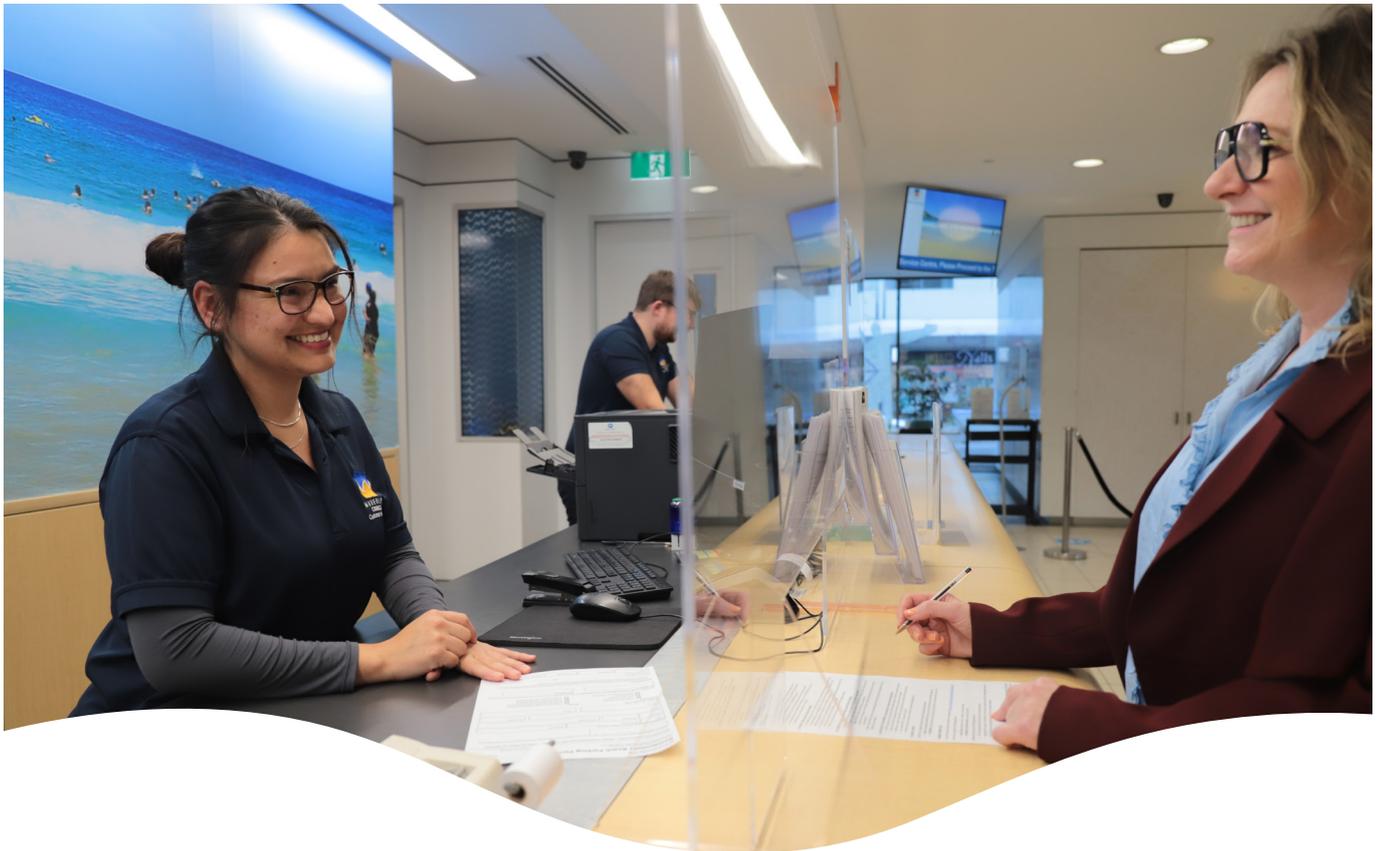


Theme 3: Performance

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

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

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



Performance: Key Highlights

Fraud and Corruption Prevention

The Fraud and Corruption Control Project Working Group met regularly to oversee, implement, and review the 2022–23 Fraud and Corruption Control Plan. Seventy-five per cent of actions in the Plan were completed in June 2023. Six-monthly plan progress reports are presented to the Audit, Risk, and Improvement Committee. The Executive Leadership Team approved the Fraud and Corruption Control Plan 2023–24 in May 2023.

A presentation by the Independent Commission Against Corruption and targeted staff training were organised. Mandatory Code of Conduct training was delivered to all staff. A Legislative Compliance Framework is being implemented, ensuring that staff are aware of changes to legislation. The delegations database is reviewed on an ongoing basis, and staff are advised on how delegations affect their day-to-day role.

Council Decision Making related Communications

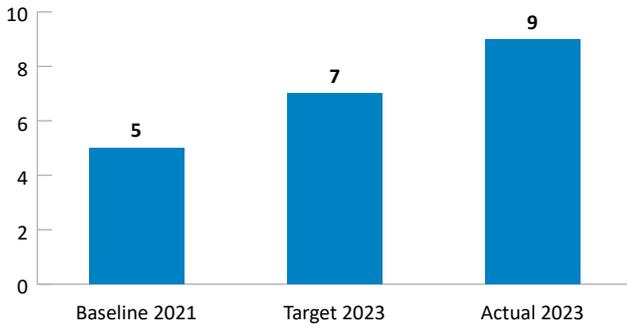
Council decisions are promoted through Council's website, social media channels and the Precinct system. Council and Council Committee meetings are live-streamed to keep the community updated on Council's decision-making in real time. In 2023, four Council meeting wrap-up videos were published to Council channels, increasing transparency of discussions and decisions made at the meetings.

Community Engagement Strategy

Council endorsed the Community Engagement Policy and Strategy prepared in consultation with the Waverley community and stakeholders in July 2023.

The Community Engagement Strategy outlines how Council will involve the community in Council decision-making ensuring the community can have their say. The strategy also outlines strategic actions for the Council to improve processes further and instil a culture of best practice engagement.

Community engagement channels to reach diverse segments of community



In 2022, Council had five engagement channels to reach diverse segments of the community, while in 2023 it increased to nine channels. There has been an increase of four channels, exceeding the target of seven.

Brightest and Best Business Awards

In November 2022, Council announced the winners of Council’s 2022 Brightest & Best Business Awards at the newly restored Bondi Pavilion. The Brightest & Best

Awards bring together our local business community to recognise their contribution towards making our community a dynamic place to live, work and shop.



Brightest & Best Business Awards

A total of 14 sponsors participated, totalling \$20,000 sponsorship plus in-kind support. More than 100 submissions were received for 11 award categories. One hundred and eighty-five people attended the event. The winners and runners-up of the Brightest & Best Business Awards 2022 are:

CATEGORY	WINNER	RUNNER UP
Artisan Food & Drinks	Hong Ha Red Roll	Shuk Bakery
Beauty Services	AC Flo	Sage Beauty
Childcare Services & Education	Little Feet Early Learning and Childcare	Set for School
Creative Industries & Entertainment	Lockhart-Krause Architects	100 Percent Dance
Digital & online	Music Health Pty Ltd	SMATA Technologies Pty Ltd
General Retail	Sweetheart Florist	Watertiger
Health Fitness & Wellness	Lets Go Surfing – Bondi Beach	Fit n Able Supporting Fierce Warriors
Hospitality	Gertrude & Alice café Bookstore	Flave
Innovation	toGET	Jeeves Plus
Professional Services	Archi-QS Pty Ltd	Kwik Kopy Bondi Junction
Sustainability	Bru Coffee	Little Feet Events – Eco-friendly kids parties

Precinct Engagement

Precincts continued to be engaged on strategic issues such as Flood Planning in Waverley, the War Memorial Hospital Development Control Plan, Charing Cross Streetscape Upgrade, Curlewis Street Streetscape Upgrade, Tree Management Policy, Coastal Reserves Plan of Management, Draft Events Policy 2023, Draft Community Engagement Strategy 2023, Draft Innovation Roadmap 2025, and the Voice to Parliament. Feedback from the Precincts during the reporting period has continued to be very positive on the effectiveness of engaging through various face-to-face and Zoom meetings. Precincts have also expressed an interest in hosting hybrid meetings for future engagement activities.

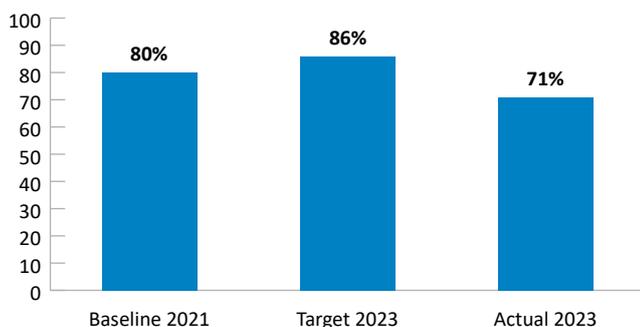
Health and Safety

A range of health and safety programs were delivered to staff, including the annual flu vaccination and skin cancer checks program, the relaunch of the Uprise Health and Wellbeing Program, employee education on wellbeing through the weekly staff newsletter on topics such as nutrition, fitness, and hobbies to improve mental health, and training sessions on WHS Risk Management and Responsibilities for Executive Managers and team leaders.

Complaint Handling Policy

Council endorsed the Complaint Handling Policy at its meeting in September 2022. New Complaint Handling Procedures were made available to staff to guide the capturing and resolution of complaints. A monthly complaints and issues management report is presented to the Executive Leadership Team.

Customer complaints management



In 2022, 80% of the complaints received were closed within the service level agreements, while in 2023 only 71% were closed within the service level agreement (SLA). This is below the target of 86%.

Measures are in place to improve Council’s response to complaints within the SLA. Council adopted and implemented a new Customer Experience Strategy, including periodic updates and dashboard reporting to Executive Managers and Managers.

Governance Policies

Council adopted a new Code of Conduct and Councillor Expenses and Facilities Policy at its meeting on 13 December 2022. The Executive Leadership Team adopted a new Legislative Compliance Policy.

The Code of Conduct is prepared under Section 440 of the *Local Government Act 1993 and the Local Government (General) Regulation 2021*. The Code sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- Understand and comply with the standards of conduct that are expected of them
- Enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- Act in a way that enhances public confidence in local government.

The Councillor Expenses and Facilities Policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to help them undertake their civic duties. It ensures accountability and transparency and align Councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefits from any expense or facility provided under this policy. The policy has been prepared in accordance with the *Local Government Act 1993 (the Act) and Local Government (General) Regulation 2021 (the Regulation)*. It complies with the Office of Local Government’s Guidelines for paying expenses and providing facilities to Mayors and Councillors in NSW.



Workforce Plan

Workforce Plan

Implementation of Council’s Workforce Plan 2022–26 commenced. Priority projects such as the capability framework, performance management framework, learning and development and health and safety programs are in progress. Council’s Workforce Plan identifies and sets out how we will address the current and predicted workforce challenges to achieve the Delivery Program 2022–26.

Projects such as LifeStyleInventory 360 Degree Program for Directors and Executive Managers, SafeSpace Councils Digital WHS Management System, Annual Training Plan, Child Safe eLearning module, and de-escalation training for high risk roles were completed. The position description review project has commenced, and consultation with the workforce is in progress. Recruitment Review and Framework are in development.

Sustainable Procurement

Council undertakes continuous improvement of its procurement practises in line with the NSW Audit Office recommendations. The Procurement Policy and Procedures implementation is in progress. The policy and guidelines have incorporated fair, objective, transparent and sustainability elements.

Council undertakes continuous improvement of its procurement practices in line with the NSW Audit Office recommendations. The revised procurement policy and procedures are now in place. A contract management audit was completed to identify opportunities to improve the current process. Contract management framework and policy preparation are in progress and is scheduled for completion in 2023–24.

The procurement policy and guidelines have incorporated fair, objective, transparent and sustainability elements.

Service Reviews

Council has developed a service review program and will commence reviews in 2023–24. Each service review will look in detail at a range of metrics and data to assess and review service effectiveness, including cost of service. In 2023–24, two service reviews are planned. They include Open Space and Trade and Civil.

Bondi Innovation Forum

The third annual Bondi Innovation Forum, Dare to Reimagine Your Business was held online on 26 May in partnership with Bondi Innovation and the Bondi and Districts Chamber of Commerce. Two hundred and forty people attended the Forum with Guest speakers Sophie Renton, McCrindle, Eric Phu, Citizen Wolf, Alex Goring, Trustey, and Ben Fitzpatrick, Web Profits. Panel discussions were held with eight panellists.

The Forum is organised as part of Council’s commitment to nurture the growth of our local businesses. A 24-month roadmap is developed to ensure Council delivers the right type of support to our businesses.



Bondi Innovation Forum

Commercial Centre Occupancy

Council conducts an audit twice a year to measure occupancy trends and the industry mix at each commercial centre. The audits identify emerging strengths and issues in Waverley's commercial areas for better understanding and planning to meet the needs of business owners, residents, and visitors. The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instruments.

The designated study areas are:

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

Occupancy Audit Summary

The following information is a summary of information for all of Waverley as of February 2023.

Occupancy rates

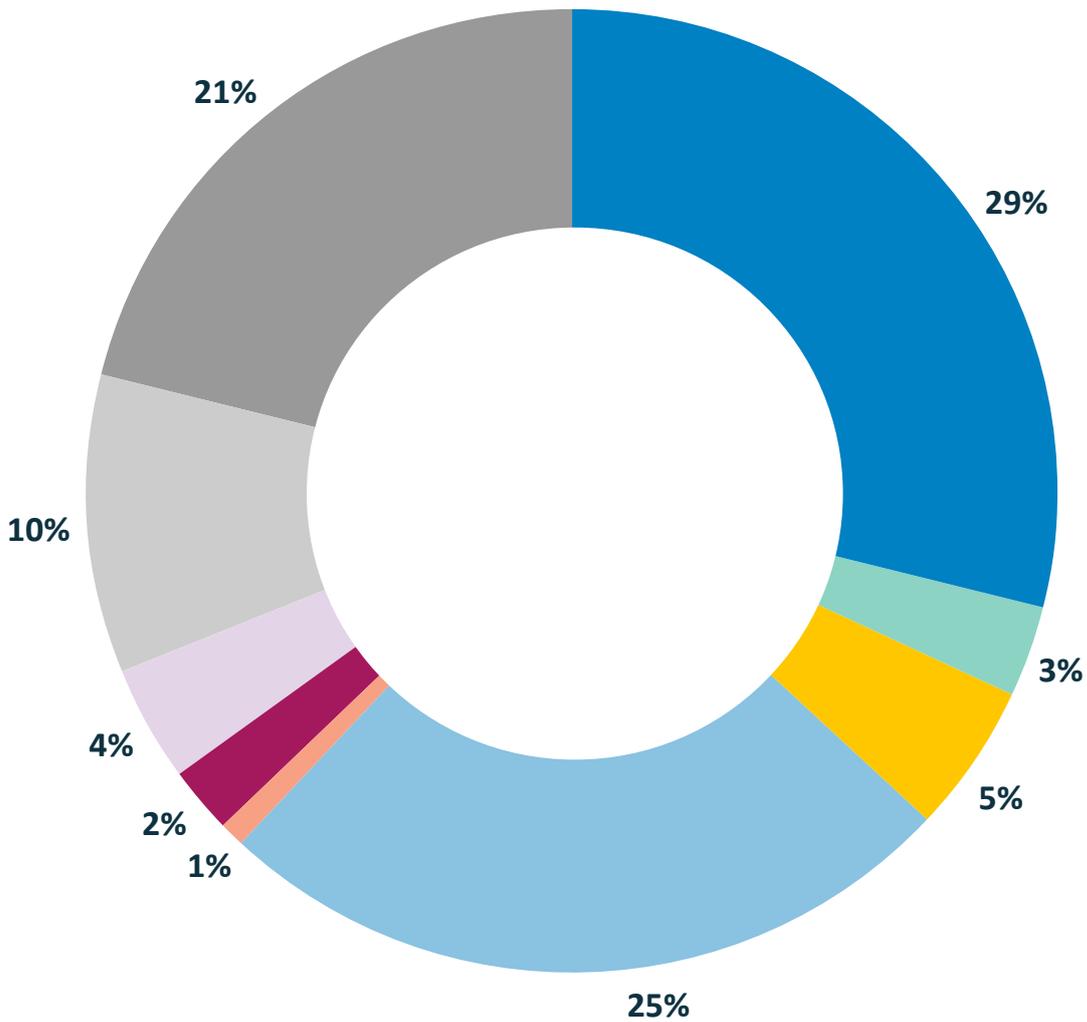
COMMERCIAL CENTRE	OCCUPANCY % OCTOBER 2021	OCCUPANCY % APRIL 2022	OCCUPANCY % AUGUST 2022	OCCUPANCY % FEBRUARY 2023
Charing Cross	86.7	92.6	95.3	95.9 ↑
Macpherson Street	90.7	93.5	94.0	96.0 ↑
Bondi Rd	93.9	93.6	92.3	90.3 ↓
Bronte Beach	100	100	100	100
Rose Bay	92.6	96.3	90.0	95.1 ↑
Bondi Junction	85.4	91.4	89.7	87.9 ↓
Bondi Beach	92.3	93.6	91.5	90.1 ↓
Waverley (average)	91.7	94.6	93.3	93.6 ↑

Summary of Commercial Centres

Industry mix

Top 3 Industries

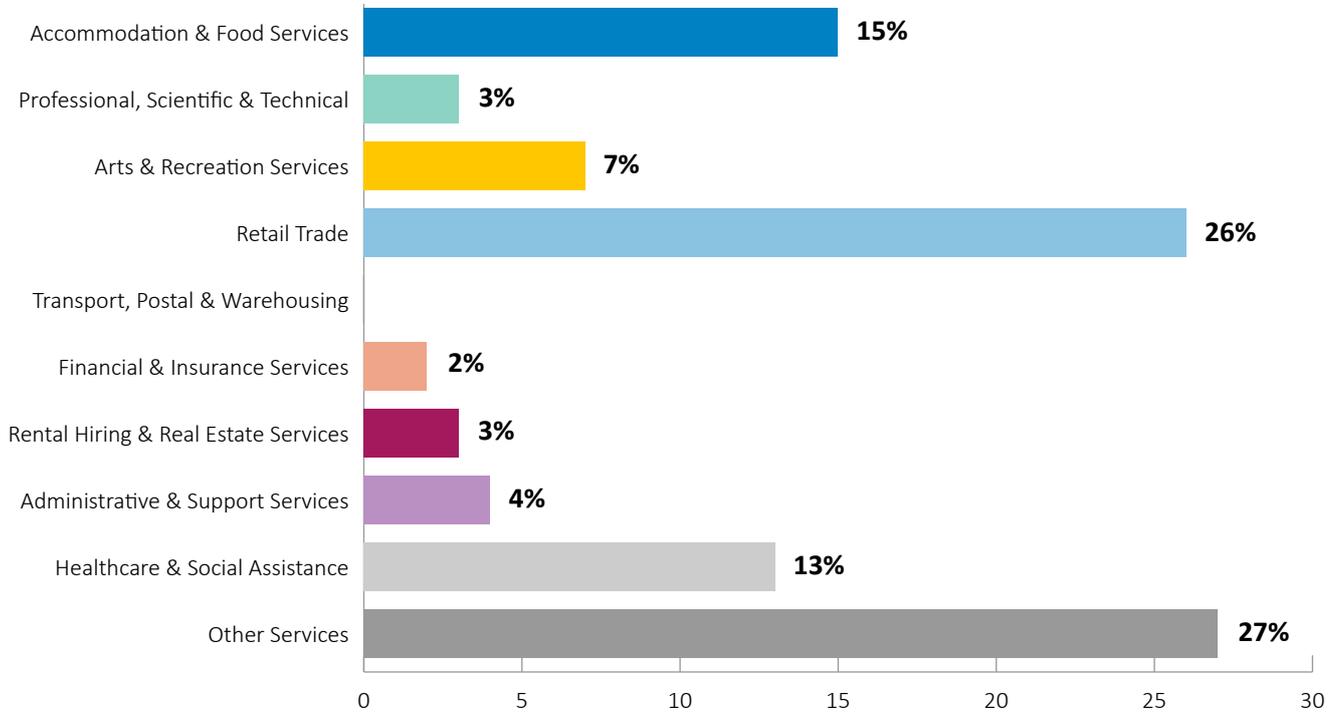
1. Accommodation and Food Services (29%)
2. Retail Trade (25%)
3. Other Services (21%)



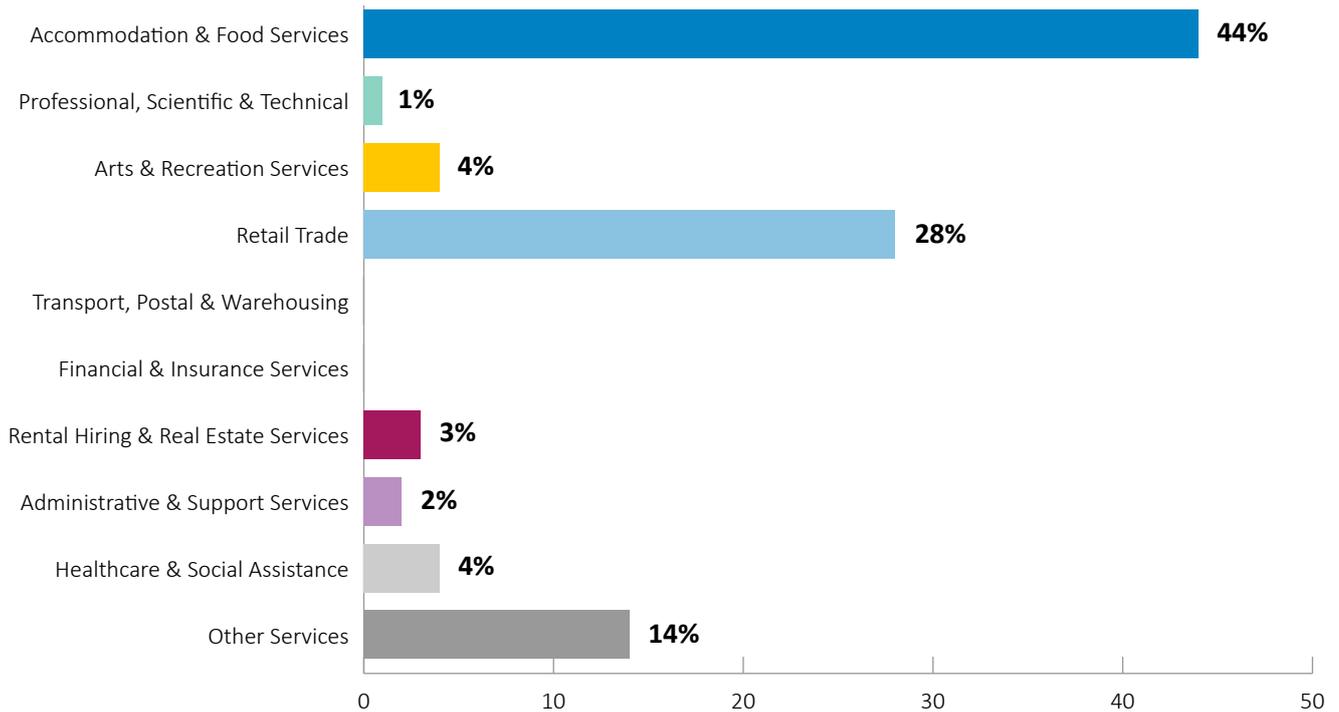
Accommodation & Food Services	29%	Financial & Insurance Services	1%
Professional, Scientific & Technical	3%	Rental Hiring & Real Estate Services	2%
Arts & Recreation Services	5%	Administrative & Support Services	4%
Retail Trade	25%	Healthcare & Social Assistance	10%
Transport, Postal & Warehousing	0%	Other Services	21%

Tenancy mix

Bondi Junction

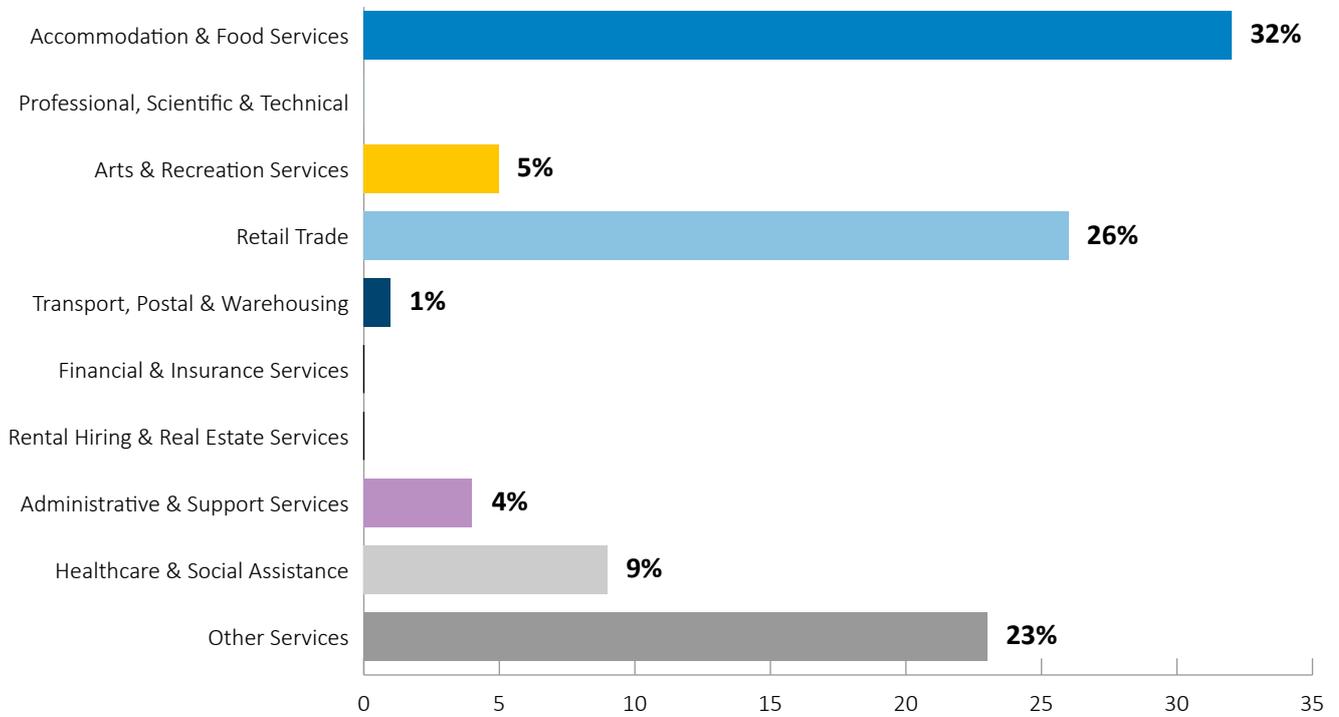


Bondi Beach

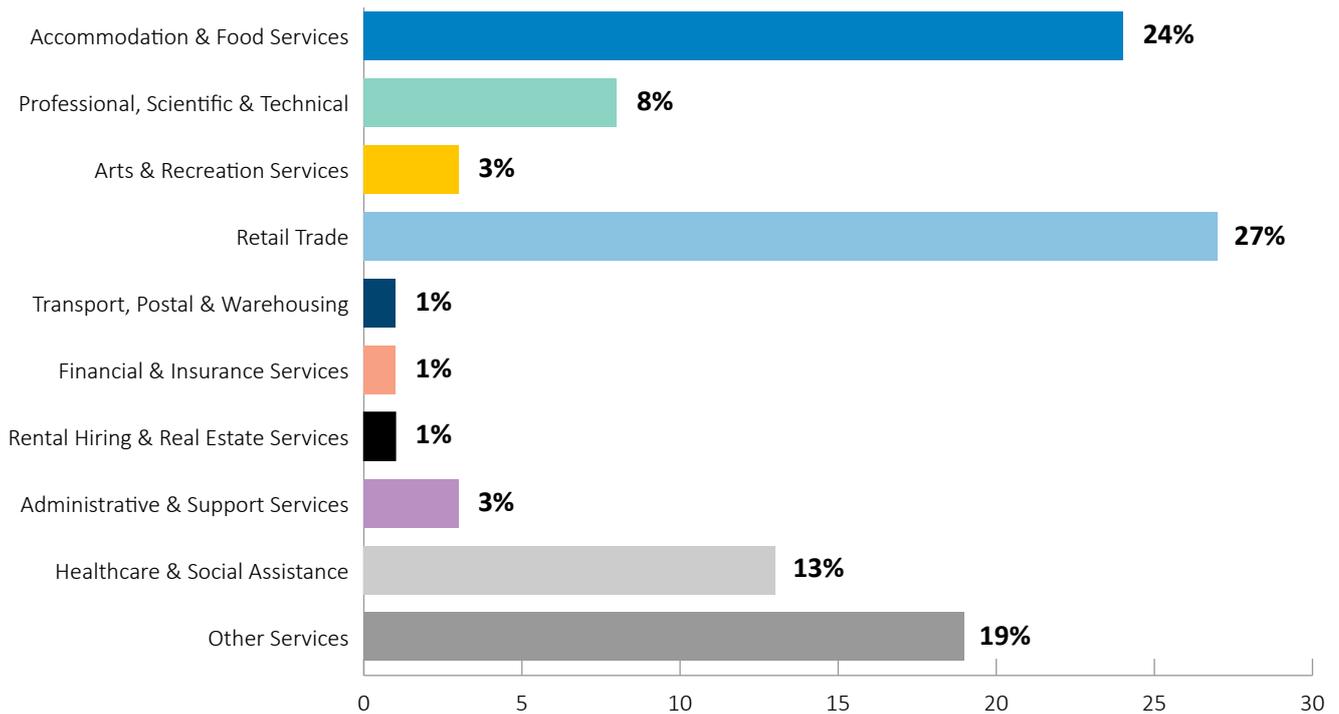


Tenancy mix

Bondi Road

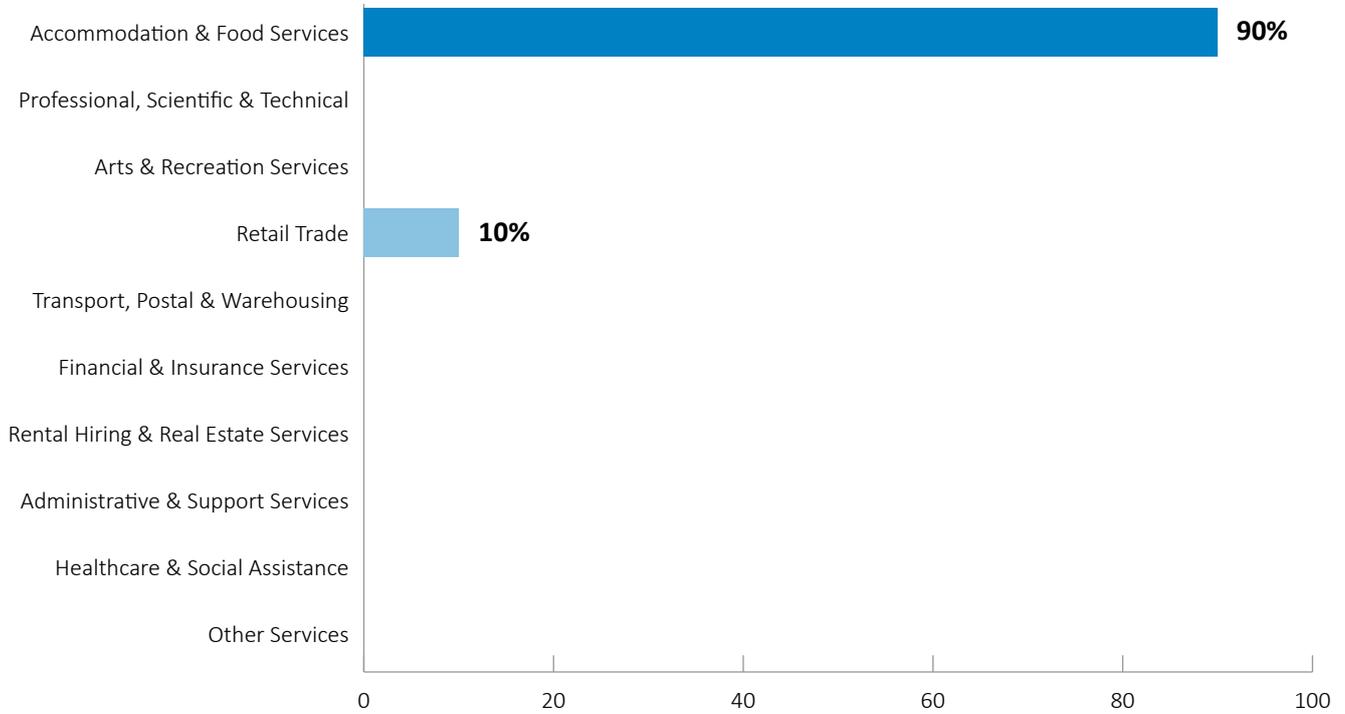


Charing Cross

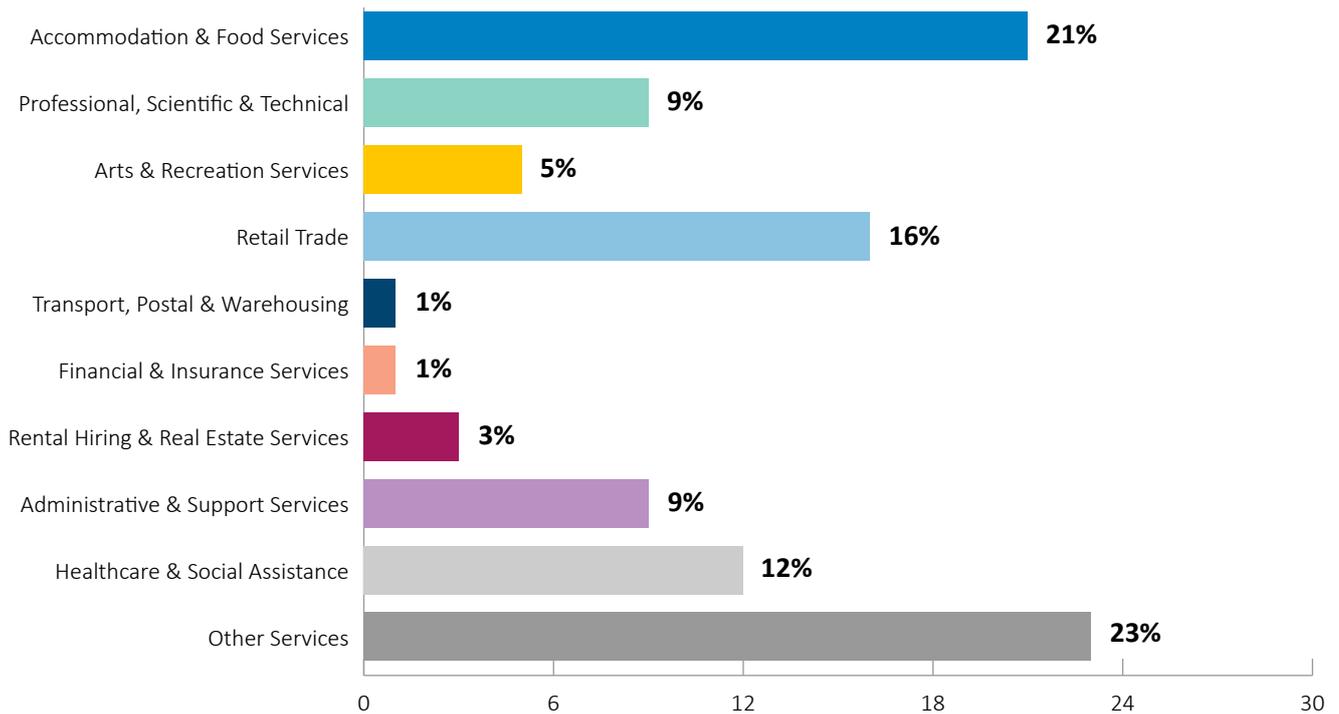


Tenancy mix

Bronte Beach

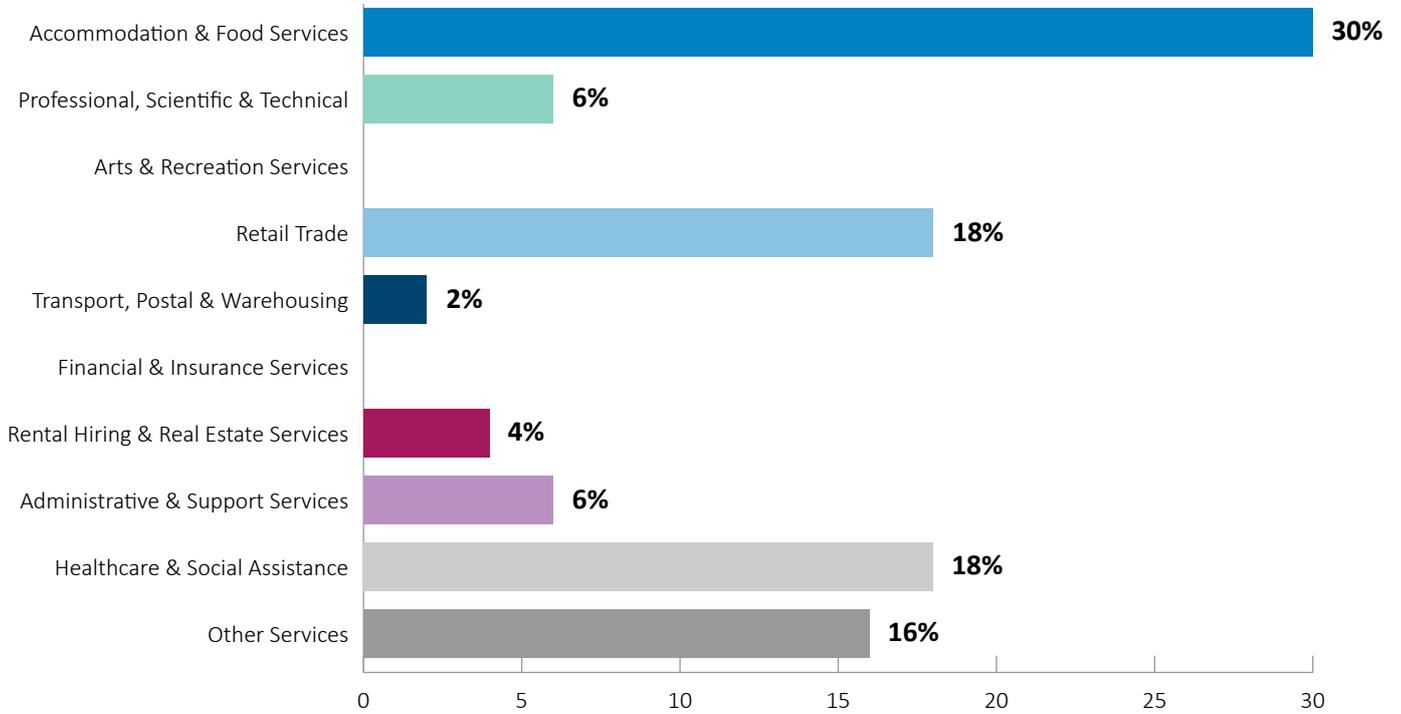


Rose Bay



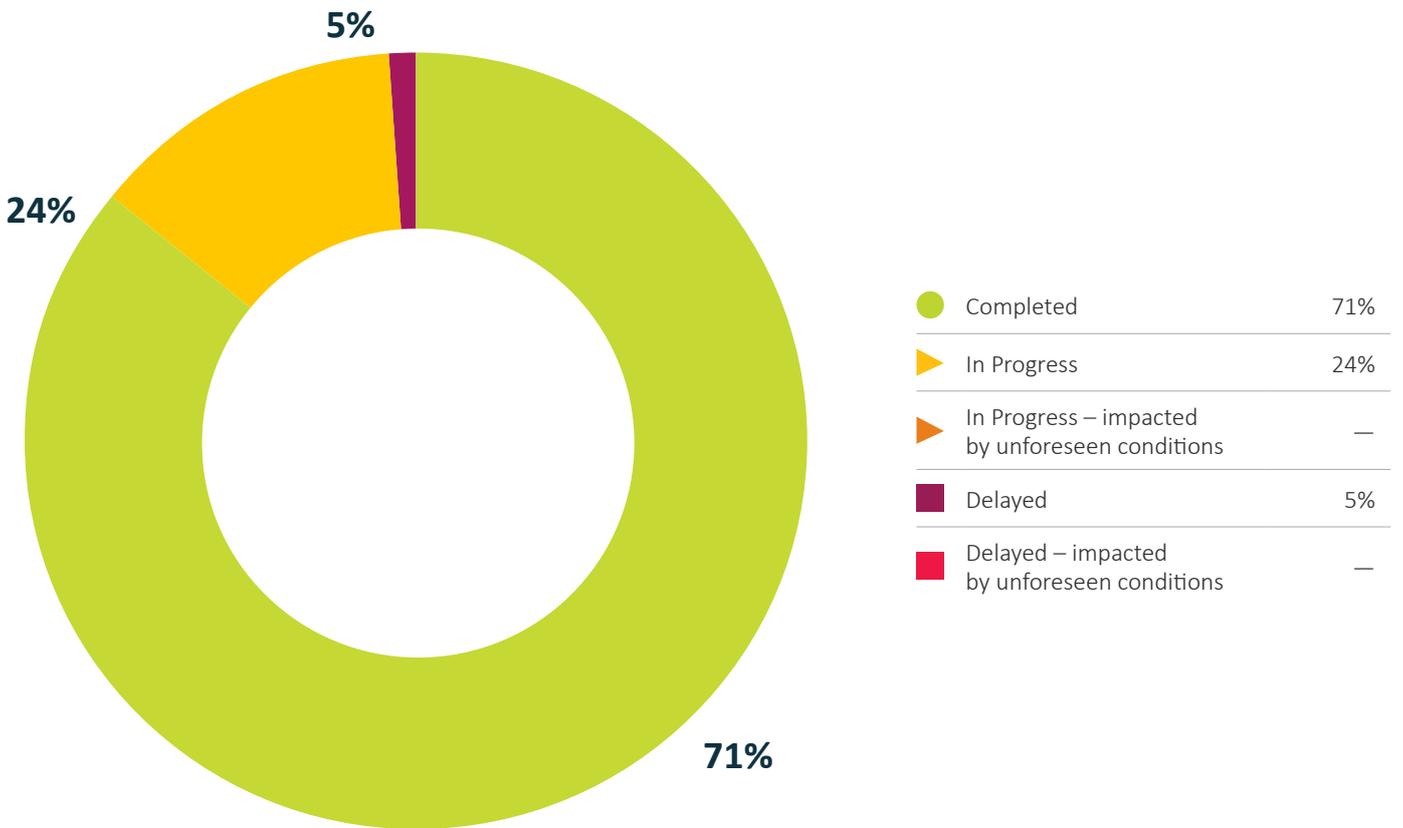
Tenancy mix

Macpherson Street



Performance: Progress Summary

Of the 45 actions in the Performance theme of the Operational Plan 2022–23, 71% (32) actions were completed, 24% (11) are in progress and 5% (2) were delayed.



Part 3

Meeting our
Additional Legislative
Requirements

Amount of Rates and Charges Written Off

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

DESCRIPTION	RATES	WASTE & OTHER CHARGES	EXTRA CHARGES	TOTAL
Rates for 2022–23 financial year as per Council resolution 7 October 2008 (32-48 Denison Street)	125,568.37	140.79	–	125,709.16
Postponed 2016–17 rates and interest charges	685.16	–	366.27	1,051.43
Subtotal	126,253.53	140.79	366.27	126,760.59
Pension rebate Government Abandonment Section 575 (<i>Local Government Act</i>)	253,171.11	149,495.51	–	402,666.62
Pension Council Abandonment Section 582	80,532.00			80,532.00
Subtotal	333,703.11	149,495.51	–	483,198.62
Grand Total	459,956.64	149,636.30	366.27	609,959.21



Mayoral and Councillor Fees, Expenses and Facilities

MAYORAL AND COUNCILLOR FEES AND EXPENSES	AMOUNT (\$)
Mayoral fees	46,010
Councillor fees	253,200
Miscellaneous expenses	201,041
Office equipment and maintenance	29,213
Telephone calls (mobile and landline)	16,146
Conference and seminars	18,731
Professional development	17,329
Interstate visits	–
Overseas visits	–
Spouse expenses	–
Provision for childcare	2,529

Councillor Training and Ongoing Professional Development

Cr Michelle Murray and Cr Dominic Wy Kanak completed induction training course, induction refresher course or supplementary induction course during the year.

Cr Angela Burrill, Cr Leon Goltsman, Cr Ludovico Fabiano, Cr Michelle Gray, Cr Paula Masselos Cr Sally Betts, and Cr Will Nemesh participated in ongoing professional development program during the year.

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

General Manager and Senior Staff Remuneration

In 2022–23, Council employed five senior staff as identified under the Local Government Act 1993.

The five staff included the General Manager, and four Directors. Please note that there were multiple acting arrangements and resignations during the reporting period. Therefore, the amount includes pay outs and payments made during the acting arrangements (more than five days of acting).

POSITION	TOTAL REMUNERATION INCLUDING ALL BENEFITS (\$)
General Manager's Remuneration	419,683
Senior Staff Remuneration	1,165,868
Total	1,585,551

The total remuneration includes:

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

Overseas Visit by Council Staff

In 2022-23, there were no staff overseas visits.

General Manager and Senior Staff Remuneration

Below are the details of total number of persons who performed paid work for Council on Wednesday 25 May 2022 including the number of persons directly employed by the Council.

521 people were recruited on a permanent full-time basis.

51 people on a permanent part-time basis.

130 people on a casual basis.

70 people under a fixed-term contract.

5 senior staff were employed by the council for the purposes of the Local Government Act 1993.

18 people were engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person.

0 people were recruited under a contract or other arrangement with the person's employer, as an apprentice or trainee.

Report on Infrastructure Assets

As at 30 Jun 2023

ASSET CATEGORY	ESTIMATED COST TO BRING ASSETS TO SATISFACTORY STANDARD \$'000	ESTIMATED COST TO BRING TO THE AGREED LEVEL OF SERVICE SET BY COUNCIL \$'000	2022/23 REQUIRED MAINTENANCE \$'000	2022/23 ACTUAL MAINTENANCE \$'000	NET CARRYING AMOUNT \$'000	GROSS REPLACEMENT COST (GRC) \$'000
Buildings						
Council offices/ administration centres	588	588	552	882	13,698	28,726
Council works depot	–	–	818	912	11,644	13,369
Council public halls	–	–	222	295	70,629	85,785
Libraries	–	–	534	665	26,427	40,522
Cultural facilities	21	21	1,461	1,293	17,625	23,608
Other buildings	2,217	2,217	1,385	1,469	77,857	99,007
Specialised buildings	29	29	617	705	5,108	7,635
Sub-total	2,855	2,855	5,589	6,221	222,988	298,652
Other structures						
Other structures	475	–	136	145	30,122	39,828
Sub-total	475	–	136	145	30,122	39,828
Roads						
Roads	–	–	–	–	–	–
Sealed roads	403	354	3,563	3,530	82,617	118,151
Footpaths	604	159	4,392	4,356	55,875	79,534
Other road assets	215	–	2,620	2,506	23,692	32,503
Sealed roads structure	1	–	–	–	110,361	216,725
Kerb and gutter	1,112	637	–	1	89,508	127,313
Other road assets (incl. bulk earth works)	–	–	–	–	–	–
Sub-total	2,335	1,150	10,575	10,393	362,053	574,226

Report on Infrastructure Assets continued

ASSET CATEGORY	ESTIMATED COST TO BRING ASSETS TO SATISFACTORY STANDARD \$'000	ESTIMATED COST TO BRING TO THE AGREED LEVEL OF SERVICE SET BY COUNCIL \$'000	2022/23 REQUIRED MAINTENANCE \$'000	2022/23 ACTUAL MAINTENANCE \$'000	NET CARRYING AMOUNT \$ '000	GROSS REPLACEMENT COST (GRC) \$'000
Stormwater drainage						
Stormwater drainage	–	–	676	728	26,508	34,169
Other	–	–	–	–	–	–
Stormwater conduits	394	–	–	–	66,845	94,926
Sub-total	394	–	676	728	93,353	129,095
Open space/ recreational assets						
Open space & recreational assets	3,351	–	5,386	5,523	118,453	185,497
Sub-total	3,351	–	5,386	5,523	118,453	185,497
Total — all assets	9,410	4,005	22,362	23,010	826,969	1,227,298

Report on Infrastructure Assets continued

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

ASSETS IN CONDITION AS A PERCENTAGE OF GROSS REPLACEMENT COST

ASSET CATEGORY	1	2	3	4	5
Buildings					
Council offices/ Administration centres	1.1%	11.5%	35.9%	51.5%	0.0%
Council works depot	74.0%	25.7%	0.3%	0.0%	0.0%
Council public halls	73.2%	10.6%	15.7%	0.5%	0.0%
Libraries	12.5%	52.0%	14.0%	21.5%	0.0%
Cultural facilities	23.6%	62.4%	12.0%	2.0%	0.0%
Other buildings	13.1%	43.2%	29.9%	1.3%	12.5%
Specialised buildings	8.8%	54.5%	20.0%	12.4%	4.3%
Sub-total	32.6%	33.0%	21.2%	8.9%	4.3%
Other structures					
Other structures	50.3%	19.8%	23.1%	6.8%	0.0%
Sub-total	50.3%	19.8%	23.1%	6.8%	0.0%
Roads					
Roads	0.0%	0.0%	0.0%	0.0%	0.0%
Sealed roads	13.4%	63.4%	21.7%	1.3%	0.2%
Footpaths	16.8%	60.7%	18.2%	4.3%	0.0%
Other road assets	31.4%	42.6%	22.2%	3.7%	0.1%
Sealed roads structure	2.0%	0.2%	97.8%	0.0%	0.0%
Kerb and gutter	25.1%	44.9%	25.4%	4.5%	0.1%

Report on Infrastructure Assets continued

ASSETS IN CONDITION AS A PERCENTAGE OF GROSS REPLACEMENT COST

ASSET CATEGORY	1	2	3	4	5
Other road assets (incl. bulk earth works)	0.0%	0.0%	0.0%	0.0%	0.0%
Sub-total	13.2%	33.9%	50.8%	2.1%	0.0%
Stormwater drainage					
Stormwater drainage	27.4%	67.8%	4.8%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%
Stormwater conduits	11.4%	69.4%	18.1%	0.6%	0.5%
Sub-total	15.6%	69.0%	14.6%	0.4%	0.4%
Open space/ recreational assets					
Open space & recreational assets	22.5%	26.5%	41.6%	9.0%	0.4%
Sub-total	22.5%	26.5%	41.6%	9.0%	0.4%
Total — all assets	20.8%	35.8%	37.5%	4.8%	1.1%

Explanation of the two estimated costs

Estimated Cost to Agreed Level of Service:

- This cost indicates bringing Council assets that have reached the intervention level agreed by the community to an agreed condition. This condition varies with each asset class and subclass.
- Council has a range of asset condition service levels that are agreed upon eg. road assets to be 80% in conditions 1 & 2 with the remainder across conditions 3, 4 & 5.
- This cost provides a meaningful snapshot of the proportion of outstanding renewal works compared to the total suite of assets that the Council has under its care and stewardship.
- Cost to agreed level of service is different from cost to satisfactory as it is a measure that does not set a minimum condition standard of 3. Allowing assets to be more accurately represented through their asset lifecycles, whilst reporting on the cost to meet the agreed levels of service.

Estimated Cost to Satisfactory Standard:

- The level of satisfactory condition is set at condition 3 for all asset classes. This requires all assets to be strictly maintained at a level of condition 3 and above.
- In determining the cost, Council estimates the amount required to be spent on existing infrastructure only. We take the replacement value of Condition 4 & 5 assets back to condition 3 or satisfactory, eg. the expected cost to bring the assets up to condition 3.
- This cost does not take into account the cost to bring assets back to conditions 1 and 2. Utilising asset condition valuation percentages, we estimate the cost to match the minimum condition of 3.

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.

The tables below summarise the access applications received by Council in 2022–23.

Eleven applications (including withdrawn applications but not including invalid applications) were received during the year. No applications were refused. A review was carried out under section 7(3) of the GIPA

Act (authorised proactive release of government information), and various information was made publicly available on Council’s website.

Table A: Number of applications by type of applicant and outcome*

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	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	1	0	0	0	0	0	0	1	2	13%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	2	0	0	1	0	0	1	4	27%
Members of the public (other)	3	4	0	1	1	0	0	0	9	60%
Total	4	6	0	1	2	0	0	2	15	
% of Total	27%	40%	0%	7%	13%	0%	0%	13%		

* 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	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Personal information applications*	1	0	0	0	0	0	0	0	1	7%
Access applications (other than personal information applications)	3	5	0	1	2	0	0	2	13	87%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	7%
Total	4	6	0	1	2	0	0	2	15	
% of Total	27%	40%	0%	7%	13%	0%	0%	13%		

* 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

REASON FOR INVALIDITY	NO OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	NUMBER OF TIMES CONSIDERATION USED*	% OF TOTAL
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally- Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act.

	NUMBER OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective government	1	11%
Law enforcement and security	0	0%
Individual rights, judicial processes, and natural justice	7	78%
Business interests of agencies and other persons	1	11%
Environment, culture, economy, and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	9	

Table F: Timeliness

	NUMBER OF APPLICATIONS	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	5	56%
Decided after 35 days (by agreement with applicant)	3	33%
Not decided within time (deemed refusal)	1	11%
Total	9	

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	0	0	0%
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%
Total	0	0	0	
% of Total	0%	0%		

* 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: Applications for review under Part 5 of the Act (by type of applicant)

	NUMBER OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	2	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	2	

Table I: Applications transferred to other agencies.

	NUMBER OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-Initiated Transfers	0	0%
Applicant- Initiated Transfers	0	0%
Total	0	

Public Interest Disclosures

In 2022-23 Council did not receive any public interest disclosures.

Council has a public interest disclosures policy in place. Information is made available on the staff intranet and internet and trainings are provided to staff.

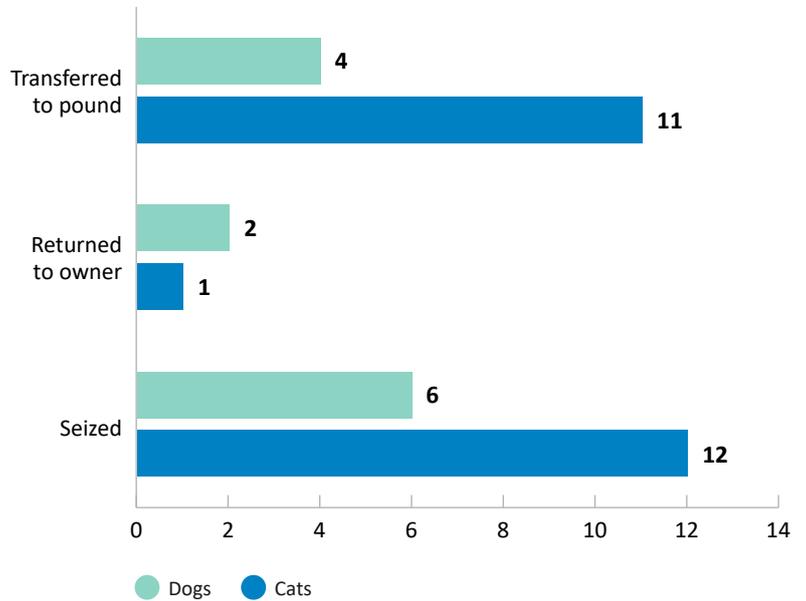


Compliance with the Companion Animals Act and Regulation

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

Eighteen animals were seized, three were returned to the owners, and fifteen were transferred to Council’s pound facility.

Twenty-six dog attacks were reported during the year. Council spent \$73,583.80 on kennelling and care.



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

Council continues to encourage the de-sexing of dogs and cats by offering significantly reduced registration fees for de-sexed dogs and cats. Information is available on the Council website and provided by Council officers. Council uses a pound facility with a ‘low kill’ policy called Getting to Zero Movement, and seeks authorisation from Council before any euthanasia is carried out (except in emergency situations). Council provides a number of offleash areas throughout the area.

Council proactively lodges pound data collection returns and data on dog attacks with the Office of the Local Government via the Companion Animals Register.

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 \$875,867 on legal appeal proceedings for planning matters. Under the provisions of the Environmental Planning and Assessment Act 1979, \$533,389 was paid for legal representation and \$342,478 for external expert consultants. Council received an amount of \$195,394 as Section 8.15 costs under the *Environmental Planning and Assessment Act*. Of the 64 planning appeals lodged in the Land and Environment Court against Council, 31 appeals were finalised and 33 are ongoing. 21 appeals were resolved by a s34 agreement, six appeals were discontinued by the applicant, three appeals were upheld, and one was dismissed by the Court.

Building Compliance

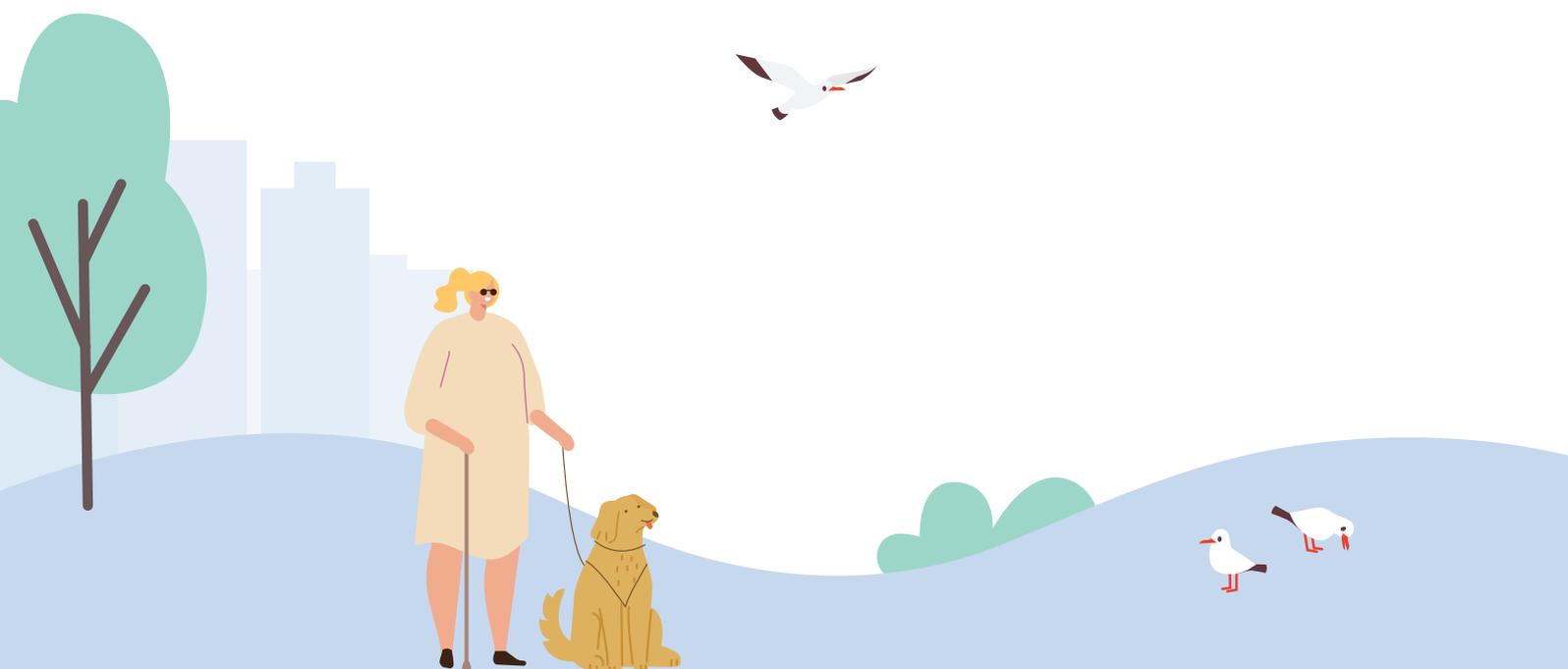
Council spent \$27,058 on building compliance proceedings. Two out of three appeals are ongoing, and one is finalised.

Animal Control and Other Compliance Matters

Council spent \$15,117 on legal appeal proceedings related to companion animals, health and safety matters and regulatory control. Three appeals pertaining to breaches were finalised, and six animal control related appeals were finalised.

Civil Enforcement

Council spent \$11,000 on civil enforcement proceedings. Of the seven appeals, six appeals are finalised, and one is ongoing.



Progress Against Equal Employment Opportunity (EEO) Management Plan

ACTIVITY	MEASURES	PROGRESS COMMENTS
Continue to deliver Disability Awareness training for all Council staff, including training on dignity of risk.	All people leaders are trained.	Disability Awareness training is made available for all staff on the Learning Hub and 25 staff completed the training. Mandatory Disability Confidence Manager Training for all managers and supervisors will be made available in December 2023 in alignment with the International Day of Disability.
Continue to provide learning and development opportunities to support staff to apply access and inclusion principles and practices into their job responsibilities, including use of inclusive communications.	<p>Staff apply access and inclusion principles and practices into their job responsibilities.</p> <p>Staff feel comfortable to discuss reasonable adjustments and flexible work requests.</p>	<p>A suite of learning programs including Cultural Awareness training, Disability Awareness training, Unconscious Bias training, Conflict Resolution training, and Code of Conduct training was rolled out to support staff in applying access and inclusion principles.</p> <p>Council's intranet includes a Workplace Diversity and Inclusion page with links to our Diversity and Inclusion Policy, Reconciliation Action Plan, Aboriginal and Torres Strait Islander Cultural Protocols, Cultural Diversity Plan, and Disability Inclusion Action Plan.</p> <p>Inclusive communication principles are applied, including the use of closed captions in our learning modules and staff communication videos.</p> <p>All Council job advertisements contain an EEO Statement and invite applicants to contact Human Resources to discuss access requirements.</p>
<p>Employ, develop, and support Aboriginal people through the creation of employment opportunities.</p> <p>Promote diversity, innovation, and service responsiveness in the Council's workforce.</p>	<p>Continued participation in the Elsa Dixon Aboriginal Employment Program.</p> <p>Increase the number of applicants who identify as Aboriginal and Torres Strait Islander person through targeted networks.</p>	Two trainees completed school-based traineeship under the Elsa Dixon Aboriginal Employment Program in December 2022.
Successful completion of School-Based traineeship for two employees under the Elsa Dixon Aboriginal Employment Program in Dec 2022.	Successful completion of School-Based traineeship for two employees under the Elsa Dixon Aboriginal Employment Program in Dec 2022.	Two trainees completed school-based traineeship under the Elsa Dixon Aboriginal Employment Program in December 2022.

Progress Against EEO Management Plan continued

ACTIVITY	MEASURES	PROGRESS COMMENTS
Develop and deliver training and initiatives to promote diversity and inclusion and reporting of unsafe practices.	Council provides a safe and healthy workplace. Staff understand unconscious bias. Staff are aware how to report unsafe practices.	94 managers completed Unconscious Bias training facilitated by the Diversity Council Australia in July and August 2022. 603 staff completed Code of Conduct training in May and June 2023, with the remaining staff scheduled to complete the training in August 2023. In May 2023, 15 staff volunteered to conduct mock interviews in conjunction with the City East Community College as part of the new migrant Mentor Program.
Partner with Diversity Council and Australian Network on Disability to provide access to resources on diversity and inclusion.	Tools and resources are available to all staff that increases awareness of barriers for inclusion.	All staff have access to the Diversity Council Australia and the Australian Network on Disability membership, which includes access to research papers, webinars, and other support.
Continue to promote a culture that encourages women to apply for leadership roles.	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion.	46% of the current executive team members (Executive Leadership Team and Executive Management Leadership Team) are female. Leadership is celebrated at the annual Staff Awards in March each year with the 2022 runner-up for Excellence in Leadership awarded to a female manager. The prestigious General Manager’s Award winner and runner-up categories were awarded to three female managers.
Attract and promote women in non-traditional roles through website and other media.	Increased number of women applicants through targeted campaigns. Success stories published.	In September 2022, Council recognised the achievement of Trades Supervisor, Priscilla Felice, who was announced as the winner of the 2021 Alternative Pathways Ministers’ Award for Women in Local Government. Priscilla’s achievement was showcased in our Staff Newsletter and a celebration was held at Council’s Alexandria Integrated Facility.
Develop support mechanisms for ageing/mature staff and linking them to resources, including retirement planning.	External information and support are promoted to staff.	Council offers regular retirement planning meetings with our default super fund, Active Super. Sessions were held in February and May 2023.
Develop systems that provide for knowledge sharing and mentoring to support succession planning and phased retirement.	Staff are supported to discuss transition to retirement options.	Council’s Higher Duties policy supports succession planning by providing an avenue for staff to step into a senior role, allowing the usual job holder extended leave or reduced hours. In 2022, this program facilitated the phased retirement of a manager and mentoring of the replacement employee who eventually secured the higher position upon the manager’s retirement.

Progress Against EEO Management Plan continued

ACTIVITY	MEASURES	PROGRESS COMMENTS
<p>Embed Council’s Values into key programs including induction, performance management and leadership programs.</p>	<p>Staff are rewarded and held accountable for demonstrating behaviour consistent with Council Values.</p>	<p>Council Values and Behaviours program continued to be embedded in 2023 with team charters developed for the Executive Leadership Team and Executive Management Team.</p> <p>Staff demonstrating Council values are recognised by the Executive Leadership Team each week and published on Council’s intranet.</p> <p>Council’s Recognition page on the intranet allows employees to recognise their colleagues with the Living Our Values badge. More than 200 staff have received a Living our Values badge in the last six months.</p> <p>Train-the-trainer sessions are scheduled for managers in September 2023 to embed the values into their teams’ daily work and to understand the supporting behaviours.</p>
<p>Review Council’s Recruitment Framework and end to end recruitment practices to ensure alignment to our diversity and non-discriminatory recruitment objectives.</p>	<p>Staff confidence in Council’s recruitment practices is increased.</p>	<p>Council’s Recruitment Framework and processes are currently under review.</p>
<p>Review and implement an action plan to address the relevant recommendations contained under Respect@ Work Harassment National Inquiry Report 2020.</p>	<p>Staff are aware of Council’s commitment to Diversity and Inclusion and know how to report breaches or concerns.</p>	<p>Mandatory Conflict Resolution training is made available for all staff, and all staff are scheduled to complete the training between 1 August 2023 and 15 September 2023. This self-paced eLearning program guides Council’s Conflict Resolution Procedure, including how to report unsafe practices.</p>



Progress Report - Disability Inclusion Action Plan (DIAP)

Focus Area 1

Inclusive Attitudes and Behaviours

Outcome Statement 1

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

1.1 Provide community awareness raising activities to support inclusive attitudes and behaviours

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
1.1.1. Continue to deliver a community awareness program to promote inclusive attitudes and increase understanding of hidden disability and codesign some initiatives with people with disability	Initiatives developed and promoted ≥ 2	<p>A Diversity and Inclusion Art workshop was held in partnership with Waverley Woollahra Art School with artists from refugee background and participants with disability reflecting on what inclusion, belonging and resilience mean.</p> <p>International Day for People with Disability 2022 was celebrated.</p> <p>Two intergenerational initiatives held focused on sharing stories through music and craft. One initiative was held as part of the Seniors Music program and Waverley's Early Education Centres and the other was held with the NSW Department of Education, Waverley Community and Seniors Centre, and St Claires College.</p>
1.1.2. Continue to increase the visibility of people with disability in Council publications and communications	Positive image library expanded	Council supported a disability expo held by La Trobe Local Area Coordination in partnership with Randwick Council.

1.2 Increase organisational understanding, knowledge and skills to apply access and inclusion principles and practices in their key job responsibilities

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
1.2.1. Continue to deliver Disability Awareness training for all Council workers, including training on dignity of risk	# staff trained/resources	<p>94 managers completed Unconscious Bias training facilitated by the Diversity Council Australia in July and August 2022.</p> <p>Disability Awareness eLearning training was promoted and made mandatory for managers.</p> <p>Workplace diversity and Inclusion information is updated and made available on the staff intranet.</p>
1.2.2. Continue to provide learning and development opportunities to support staff to apply access and inclusion principles and practices into their job responsibilities, including use of inclusive communications	≥ 2 sessions	<p>Staff attended Healthy Streets and Suicide prevention programs.</p> <p>Library staff attended the Sensory Storytime workshop and Waverley Community Living Program staff attended the NSW Family Planning Sexuality training.</p>

1.3 Engage with local business to promote the benefit of providing accessible services, environments and inclusive communications

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
1.3.1. Continue to award good practice in access and inclusion through Council's Local Business Awards	Annual Inclusion Award promoted & delivered	<p>The Annual Inclusion Award 2022 was promoted. However, the response rate was low. The Annual Inclusion Award 2023 is expected to target mainstream businesses to improve awareness.</p>
1.3.2. Continue to promote the benefits to local business of inclusive and accessible services and employment practices	# initiatives / ≥ 2 promotions	<p>An Inclusive Tourism grant application was unsuccessful.</p> <p>Business Resource Centre promotes NDIS resources and Inclusive Business Awareness Forum planning is in progress.</p>

Focus Area 2 Liveable Communities

Outcome Statement 2

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.

2.1 Work with partner agencies to increase access to services and information that support people to live independently

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
2.1.1. Continue to deliver quality services that promote independence and wellbeing and support people with disability to make community connections	Annual satisfaction survey/Options Paper developed	Waverley Community Living Program (WCLP) report was approved, and the Business Plan was updated to identify further opportunities for mainstream participation. Annual Satisfaction Surveys results indicate 100% satisfaction rating from Waverley Community Living Program responders. The Waverley Seniors Centre Aged Care received a 94% satisfaction rating and Aged Care Quality Audit was completed. Early Education Centre delivered additional support for 12 children and completed Quality Audits.
2.1.2. Deliver an information program that helps people navigate the service system, including targeted information for people from diverse backgrounds.	Annual program delivered/ ≥ 2 sessions	Relationships workshops for adults with an intellectual disability, Dementia Forum, Easy Read translations for Beach Safety and Power of Attorney, Newsletter and session for Family were delivered. Council coordinated regional interagency focusing on disability reform, inclusion, and mental health issues.
2.1.3. Implement an Access and Inclusion Grant to increase opportunity for people to participate in mainstream activities	Annual Grant delivered / EOI developed and promoted	Inclusion Grant was established and awarded to Wairoa School for their Pathways to the Pavilion project to increase confidence in the community participation of students through music performance.
2.1.4. Identify and promote digital inclusion initiatives to help upskill people and create more opportunities to access supports and connections	Initiatives promoted / identify options	Digital inclusion initiatives were promoted. The program will be further progressed on return to Mill Hill Centre.
2.1.5. Investigate how to minimise the impacts of construction and residential redevelopment on residents with disability	Resource developed & promoted	This activity is scheduled to commence in late 2023.

2.2 Recreational and cultural activities and events are inclusive and are actively promoted.

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
2.2.1. Implement and promote accessible event guidelines to improve the accessibility and inclusiveness of all events held in Waverley	Guideline finalised	The guideline was finalised. Major events such as World Pride and City2Surf are delivering access plans.
2.2.2. Increase the number of accessible and inclusive events and cultural programs	≥2 Cultural & Arts activities	Bondi Festival 2022 included two Auslan interpreted shows, I Liked it But...and Onstage Dating. Bondi Pavilion Opening included Auslan interpretation in September 2022.
	≥ 2 Library activities	93 housebound residents receive the Home Library Service. Council supports the Dementia Forum.
2.2.3. Carer’s companion card promoted and accepted at all paid events	Carers Companion Card promoted	Carers Card was promoted across Council’s web platforms and events.
2.2.4. Identify sporting and recreational opportunities and gaps within the region and work with neighbouring Councils and organisations to increase the number of recreational activities	1x event delivered Research 2024	Fun and Fitness Sports Day was delivered in January 2023.

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

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
2.3.1. Maintain Waverley’s social housing program and upgrade units to be accessible where possible	# Accessible units/ Edward St Tender	Construction industry delays impacted this activity.
	# units maintained	50 units are maintained.
2.3.2. Research housing needs of older people and people with disability to better understand future demand for housing that is affordable and accessible.	Research completed/ WCLP housing pathway review	Housing need research and housing policy review were completed. Pathway options for Waverley Community Living Program will be further explored in 2023–24.
2.3.3. Continue support for housing and homelessness partnerships and initiatives to deliver housing outcomes	# referrals	10 monthly Eastern Suburbs Homeless Assertive Outreach Collaborative (ESHAC) meetings were held. 16 people were housed over the last two years, including people with complex needs. There were 15 referrals, including 5 intensive supports.
	Annual Street Count	18 people were found experiencing street homelessness in 2023. Council coordinated the regional homelessness count..

Focus Area 2 Liveable Communities

Outcome Statement 3

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.

3.1 Increase access to Council facilities, venues, parks and beaches

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
<p>3.1.1. Continue to design all new council venues to accessible universal design principles and identify and install accessible signage, facilities, and fixtures such as hearing loops, recharge points and calm spaces</p>	<p>Annual upgrades Bondi Pavilion/ Mill Hill-Boot Factory</p>	<p>Bondi Pavilion building works and equipment checklist audit were completed. Bondi Pavilion Welcome Centre was opened in September 2022 and offers all Council services over 7 days a week. The centre is accessible with a concierge service approach, allowing staff to interact with all customers easily.</p> <p>Mill Hill-Boot Factory opening is scheduled for 2024.</p>
<p>3.1.2. Continue to deliver a program to upgrade and install accessible public toilets and accessible adult change facilities and maintain information in the National Toilet Map</p>	<p>Annual upgrades and information updates</p>	<p>Wayfinding signage, accessible toilets and hearing loop locations are integrated into new council venues.</p> <p>Council Chambers upgrade is scheduled in 2023 –24 to improve accessibility throughout the building and improve accessible parking options.</p> <p>Bronte Surf Life Saving Club DA design includes an accessible toilet and changing room. Tamarama Surf Life Saving Club includes an accessible bathroom and a changing places bathroom with a Master Locksmiths Access Key (MLAK) system. Accessible toilets are included in the Bondi Pavilion upgrade.</p>
<p>3.1.3. Incorporate accessibility and universal design as a key component of the annual capital works program to upgrade streetscapes</p>	<p>Annual program implemented</p>	<p>A service user priority list was developed.</p> <p>Streetscape upgrades to improve pedestrian access included Glenayr Avenue, MacPherson Street and St Thomas Street, Curlewis, Charing Cross, and Bondi Junction.</p>

3.1 continued

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
3.1.4. Conduct access audits of streetscapes in commercial and village centres to identify continuous paths of travel, kerb ramp placement and social infrastructure, including street furniture and calming spaces	Audit completed as per schedule year 2	An Independent review of access options in high volume locations in Bondi Junction was completed. New and additional street furniture were installed in Bondi Junction.
3.1.5. Prioritise repair of damaged footpaths when access for wheelchair users or people who are less mobile are blocked and there is no alternate path of travel	Process review	Process review is scheduled in 2023–24.
3.1.6. Provide clear paths of travel along property lines where possible	Guideline review- Year 2	This activity is scheduled for implementation in 2023–24.
3.1.7. Develop an accessible beach and coastal walk strategy to identify opportunities for inclusive recreation and play.	Strategy developed Year 3	Strategy preparation is scheduled for 2024–25. Coastal Reserve Plan of Management first stage consultation was completed.
3.1.8. Maintain opportunities for beach access and extend the days beach matting is rolled out at Bondi	Beach Matting available > 3 dpw	New beach mat storage and roll out options were identified to overcome safety and weather constraints.
3.1.9. Implement the inclusive play strategy and ensure opportunity for co-design and selection of accessible equipment	Annual upgrades-Stage 1 design- Waverley Park	Waverley Park accessible play space and Onslow Street Reserve design and consultation were completed.
3.1.10. Develop a Wayfinding strategy to meet the needs of people with disability and prioritise upgrading signage in major centres	Strategy developed Year 3	An accessible wayfinding strategy is scheduled for preparation in 2024–25.

Focus Area 2 Liveable Communities

Outcome Statement 4

The community is a place where people can move around easily and can access services, facilities and participate in community life.

4.1 Increase access to Council facilities, venues, parks and beaches

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
4.1.1. Increase the number of accessible drop off and pick up zones at key destinations	# accessible PUDOs	<p>A review of spaces is in progress to address people with mobility limitations. New spaces are planned for Denison Street and Spring Street Customer Service Centre.</p> <p>Trial of an accessible drop off zone close to entry of Bondi Pavilion is in progress. Accessible parking spaces have been relocated to the south side of Park Drive.</p>
4.1.2. Develop and implement a parking strategy to prioritise parking that is accessible to people with disability at key locations and outside venues	Audit completed and implemented	The eligibility criteria for Carers Parking Permits was broadened to include people who provide care but may not work for an official organisation.
4.1.3. Implement a sensor scheme to provide real time information on the availability of mobility parking	Sensor scheme trial implemented	56 mobility spaces were advertised on the new Park n Pay app. Plans are in place to promote the app on Council’s website.
4.1.4. Continue to monitor and enforce the appropriate use of mobility parking	# enforcements	880 mobile parking system infringements were issued.
4.1.5. Upgrade priority bus stops and shelters, including lighting, and link to a continuous accessible path of travel where possible	# annual bus shelters upgrades	Six bus stops and four bus shelters were upgraded, and three new shelters were installed with accessible features.
4.1.6. Ensure clear signage and information about alternative paths of travel is made widely available when construction on footpaths impedes accessibility	# information promotions	Safe pedestrian access was checked against the Traffic Management Plans. Review is planned in 2023–24.

Focus Area 3 Meaningful Employment

Outcome Statement 5

People of all abilities have access to meaningful employment.

5.1 Support and advocate for local employment opportunities.

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
5.1.1 Support disability employment initiatives and facilitate connection with local business, encouraging skill development and employment opportunities	> 2 initiatives supported	Council is working to establish a recruitment pathway with local disability employment services. An inclusive employment grant application was submitted.

5.2 Ensure that Council’s workforce, recruitment policies and purchasing procedures support diversity and inclusion principles.

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
5.2.1.Set a disability employment target and monitor strategies to increase and support employment of people with disability	Annual progress report	An internal working group was established to progress initiatives, including how best to benchmark progress. Council is reviewing recruitment practices. Reasonable adjustment practices are in place, and policy is being developed. Workforce plan update is scheduled to reflect actions that support people with disability.
5.2.3. Identify skill development opportunities within Council and establish identified Council placements and traineeships	Identify options / # of placements	Work is in progress to identify placement options.
5.2.3. Drive a culture of inclusive leadership by maintaining a staff award for inclusion and identifying and supporting staff ambassadors	Annual staff inclusion award	Annual award for inclusion is established.

Focus Area 4 Engagement and Accessible Systems

Outcome Statement 6 Council is an organisation that is aware of and responsive to the needs of people of all abilities.

6.1 Increase access to and awareness of council information, feedback systems and services for people with disability

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
6.1.1. Key publications and documents are made available in a diverse range of formats	# alternative formats/ requests	Review is planned in 2024 based on communication guideline.
6.1.2. Continue to ensure Council's website is compliant with WCAG 2.0 and accessibility upgrades are progressively implemented based on an access audit	Website compliance	New satellite websites are designed for enhanced accessibility and Council website upgrades are made feasible.

6.2 Council community consultation and engagement processes are inclusive and support participation and the views of a diverse range of users

ACTION	KEY PERFORMANCE INDICATOR	COMMENT
6.2.1. Ensure information about accessibility is included in promotional material and signage	Information tool developed	Event accessibility information was provided for events and cultural activities. A communication guide was developed to guide all areas of Council.
6.2.2. Council's Access and Inclusion Panel is supported and actively engaged in monitoring DIAP outcomes	> 3 meetings per year	Four meetings were held. The panel contributed to key projects, including submissions on public buildings, park plans of management, play spaces, and communication materials.

Swimming Pool Inspections

There were no private swimming pool inspections that were of tourist and visitor accommodation or premises of more than two dwellings.

133 inspections resulted in the issuance of a certificate of compliance under Section 22D of the *Swimming Pool Act*. 73 inspections resulted in the issuance of 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.

Environmental Upgrade Agreements

In 2022–23, there were no Environment Upgrade Agreements in place.

Recovery and Threat Abatement Plans

Acacia terminalis subs. Eastern Suburbs

Under the Biodiversity Action Plan – Remnant Sites, Council has engaged bush regeneration contractors to conserve this plant at the Loombah Cliffs site.

Eastern Suburbs Banksia Scrub Endangered Ecological Community Recovery Plan.

Under the Biodiversity Action Plan – Remnant Sites, Council has engaged bush regeneration contractors to manage this plant community at the York Road site.

Steps to prevent Modern Slavery product procurement

Council purchased the Local Government Procurement Modern Slavery toolkit to implement the requirements of the *Modern Slavery Act 2018*. The following actions have been taken to comply with the requirements of the Act.

- Requirements have been incorporated into Council's Procurement Policy, Procurement Procedure document, request for quotation and other procurement templates and standard contracts.
- Tender documents have been updated to include a clause related to the *Modern Slavery Act 2018* obligations
- Tenderers are required to complete a schedule that details any breaches of the *Modern Slavery Act 2018*
- New suppliers are required to complete a modern slavery risk assessment questionnaire.



Development Contributions

Development Contributions received under Section 7.12 were allocated to the projects tabled below.

Details such as project number, project description, amount of monetary contributions or levies used or expended on project, actual cost of the project and project status are included in the table. Council received \$3,966,990 via developer contributions and expended \$3,739,271.

PROJECT NUMBER	PROJECT	2022-23 ACTUALS	% OF PROJECT COST FUNDED BY CONTRIBUTIONS OR LEVIES	PROJECT STATUS
C0007	Bronte Surf Club and Community Facilities	388,467	44%	In Progress
C0125	South Bronte (Community Centre) Toilet	6,042	100%	On Hold
C0581	Cliff Walk Remediation	48,991	6%	In Progress
C0686	Wairoa Community Centre	3,124	24%	In Progress
C0688	Tamarama Surf Life Saving Club – Building Upgrade	82,938	3%	In Progress
C0717	Charing Cross Streetscape Upgrade	51,645	33%	In Progress
C0807	SAMP Renewal Roundabouts / Speedhumps Traffic Islands/ Line	46,346	24%	Completed
C0831	Margaret Whitlam Recreation Centre	64,625	100%	In Progress
C0833	Waverley Library	66,696	100%	Delayed
C0839	Bronte House	1,654	4%	In Progress
C0845	SAMP- Bus Shelters, Seats and Benches, bike furniture, bin	269,191	92%	Completed
C0851	Bondi Park Stage 2 Electrical Upgrades	476,407	55%	In Progress
C0854	Onslow Park and Playground	2,560	41%	Completed
C0877	74 Newland Street	42,905	100%	Completed

DEVELOPMENT CONTRIBUTIONS

PROJECT NUMBER	PROJECT	2022-23 ACTUALS	% OF PROJECT COST FUNDED BY CONTRIBUTIONS OR LEVIES	PROJECT STATUS
C0884	Belgrave Street Reserve Park and Playground Upgrade- Design	98,768	57%	Completed
C0889	Glenayr Avenue- Blair Street to Hall Street Upgrade (Footpath)	147,140	4%	In Progress
C0917	Bronte Road- Pacific Street to 495 Bronte Road Upgrade (Footpath)	5,612	40%	Completed
C0952	Tamarama Marine Drive	45,000	11%	Completed
C0975	SAMP Park and Playground Planning and Design	241,011	100%	In Progress
C0983	Harlow Place- East of Andrew Street Upgrade (Road)	14,734	33%	Completed
C1000	Dickson Reserve Upgrade (Footpath)	19,884	20%	Completed
C1002	Denison Street- Ebley Street to Birrell Street Upgrade (Footpath)	37,225	100%	Completed
C1009	Wairoa Avenue- Ramsgate Avenue to Hastings Parade Upgrade (Footpath)	2,042	7%	In Progress
C1011	Simpson Street- Blair Street to Beach Road Upgrade	4,329	4%	Completed
C1029	York Road Slip Lane	10,080	37%	In Progress
C1037	42 Brighton Blvd (Bondi Beach Cottage)	3,800	21%	In Progress
C1042	SAMP Park and Playground Renewal and Upgrades	22,203	100%	In Progress
C1052	Denison Street- Oxford Street to Ebley Street Upgrade (Road)	33,107	22%	Completed
C1055	Bronte Road between Ebley Street and Church Street Upgrade (Road)	97,921	15%	Completed
C1064	Denison Street- Ebley Street to Birrell Street (Footpath)	91	100%	Completed

PROJECT NUMBER	PROJECT	2022-23 ACTUALS	% OF PROJECT COST FUNDED BY CONTRIBUTIONS OR LEVIES	PROJECT STATUS
C1065	Newland Street Upgrade (Footpath)	2,000	100%	In Progress
C1066	Tamarama Marine Drive (Footpath)	180,000	60%	Completed
C1067	York Road at Darly Upgrade (Footpath)	50,000	50%	In Progress
C1068	Glenayr Avenue- Blair Street to Warners Avenue Upgrade (Footpath)	338,566	68%	Completed
C1075	SAMP Bondi Park Lighting	539,224	49%	In Progress
C1078	Macpherson Street & St Thomas Street Pedestrian Crossing	23,672	7%	Completed
C1079	Birrell Street- Rehabilitation	92,310	14%	In Progress

Statement of persons performing paid work

Below are the details of total number of persons who performed paid work for Council including the number of persons directly employed by the council:

Total number of persons employed	772
Permanent full-time basis	521
Permanent part-time basis	51
Casual basis	130
Fixed term contract	70
Senior Staff	5
Contractor/Labour Hire	18
Apprentice/Trainee Contractor	0

Voluntary Planning Agreements

In 2022–23, the following Voluntary Planning Agreements (VPA) were in force.

VPA APPLICATION DETAILS	DETAILS OF PROPOSAL	NAME OF THOSE PARTY TO THE AGREEMENT	ADDITIONAL FSR SOUGHT	EXCEEDANCE (SQM)	CONTRIBUTION (\$)
DA-452/2018/B 657 Old South Head Road, Vaucluse	Demolition of commercial building and construction of a shop top housing development including basement parking, landscaping, and associated works	657 HOLDINGS PTY LTD	15%	108.5	425,640
DA-316/2015/D 157-159 Military Road, Dover Heights	Modification including reduction in the number of units from 6 to 3, increase in gross floor area, internal reconfiguration, and various other alterations to the facade	Roia Development Pty Ltd, lomt Developments Pty Ltd	TBD	TBD	192,855
DA-88/2019/A 18-20 Allens Parade, Bondi Junction	Demolition of two detached dwellings and the construction of a three-storey residential flat building	Amanda Louise Lavecky	3%	22	81,400
DA-269/2019 97 Glenayr Avenue, Bondi Beach	Demolition of a single storey building, and construction of a four-storey shop top housing development	RNB Glenayr Pty Ltd and RNB Glenayr-No. 1 Pty Ltd	33%	144.69	541,860
DA-68/2017 16 Llandaff Street, Bondi Junction	Demolition of existing buildings and construction of a 9 storey residential flat building with basement parking and offer to enter a Planning Agreement	Philip Brenner	16%	281	1,035,538
DA-400/2021 194 Oxford Street, Bondi Junction	Demolition of existing structures; construction of a shop top housing development.	Westgate BJ Pty Ltd	Planning Proposal	Planning Proposal	6,300,000 and in-kind to the value of 1,150,000

Contracts Awarded by Council

In 2022–23, Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

PURPOSE	SUPPLIER	VALUE (\$)
Clifftop walkway upgrade	Land and Marine Ocean Engineering Pty Ltd	7,876,933
Waverley Park playground and fitness station upgrade project	Hibernian Contracting Pty Ltd	2,429,959
Road Resheeting Program	Downer EDI Works Pty Ltd	1,389,776
Tamarama Drive safety upgrades	Quality Management and Construction Pty Ltd Trading as QMC Group	1,154,470
Williams Park Coastal Fencing	Quality Management and Construction Pty Ltd Trading as QMC Group	886,947
Sports field Maintenance Services	Green Options	726,225
Content Manager Renewal	Kapish	680,879
Hosting of Council's core application servers, databases, and backups/storage requirements	Amazon Web Services	636,000
Civil Works Package 2 FY22/23	Civeco Pty Ltd	557,117
Bondi Park stage 1 electrical upgrades	Wilkens Service Pty Ltd	516,132
Birrell Street Intersection civil works	Ally Property Services Pty Ltd	509,590
Software as a Service Licence Agreement	Technology One Limited	497,757
Rocket Play Equipment Design and Construct	Proludic Pty Ltd	384,945

Contracts Awarded by Council continued

PURPOSE	SUPPLIER	VALUE (\$)
All activities, including the providing of services associated with the Head Consultancy services for the Charing Cross Streetscape Upgrade project.	Environmental Partnership (NSW)	350,315
Civil Works package 1 FY22/23	Civeco Pty Ltd	329,824
Tamarama Lifeguard Tower refurbishment	Sullivans Constructions Pty Ltd	307,290
Macpherson Street and Thomas Street intersection construction	Civeco Pty Ltd	295,408
Enterprise Voice Solution	Generation E	246,912
Bronte Pump House replacement project	PanovScott Pty Ltd	219,455
Barracluff Ave and Rickard Ave Upgrades	Civeco Pty Ltd	204,729
Waverley Library Reconfiguration – Construction Services	Andrik Construction Group	202,422
Play Equipment Supply and Install	Play Workshop Pty Ltd	182,457
Mill Hill/Boot Factory/Whitton Lane Network equipment	Kytec Pty Ltd	173,410
Software as a Service Licence Agreement	Technology One Limited	165,919

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 2020-21.

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 350m² 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 arising from the Catchment Flood Study

The stormwater levy is designed to provide a funding source for managing flood risk. Council is allocating funds to projects that contribute to reducing this risk as well as building a commensurate reserve to fund larger projects in the coming financial years.

In 2022–23, \$100,653 was spent for the following projects:

- Raingarden repair/construction
- Bourke Street
- Edmund Street
- Raleigh Street and Lola Road – New Drainage.





WAVERLEY
COUNCIL

GET IN TOUCH

9083 8000

info@waverley.nsw.gov.au

waverley.nsw.gov.au

CUSTOMER SERVICE CENTRE

55 Spring St, Bondi Junction, NSW 2022