



WAVERLEY
COUNCIL



WAVERLEY COUNCIL ANNUAL REPORT

2021–22



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PREFACE

PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Council's performance during the 2021–22 financial year in relation to the principal activities detailed in the Delivery Program 2018–22 and Operational Plan 2021–22.

THE ANNUAL REPORT IS MADE UP OF FOUR PARTS:

Part 01.

Is an overview of Council

Part 02.

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

Part 03.

Provides additional reporting information required by legislation

Part 04.

Contains Council's audited financial statements

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

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

OUR PERFORMANCE SNAPSHOT

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

Theme 1: Arts and Culture

Theme 2: Community Services and Well-being

Theme 3: Recreation and Open Spaces

Theme 4: Local Economy

Theme 5: Planning, Development and Heritage

Theme 6: Transport, Pedestrians and Parking

Theme 7: Buildings and Infrastructure

Theme 8: Sustainable Environment

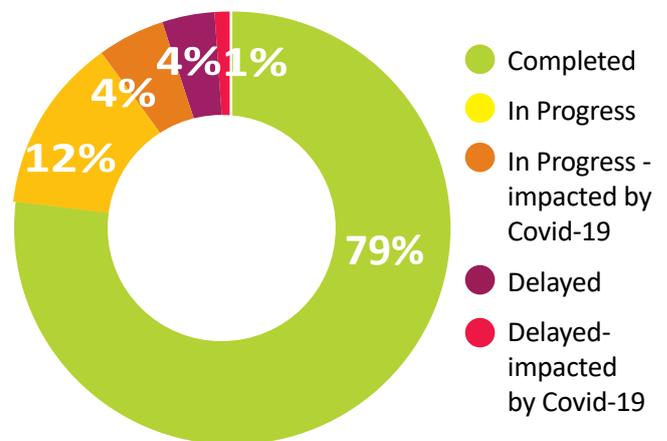
Theme 9: Sustainable Waste

Theme 10: Corporate Leadership and Engagement

Theme 11: Knowledge and Innovation

The Delivery Program and Operational Plan are structured around these themes. Sitting beneath the themes are the strategies Council will implement to achieve the outcomes in the Waverley Community Strategic Plan 2018–2029. Council's reporting tracks progress in delivering these.

Of the 162 actions in the Operational Plan 2021–22, 79% (128) of the actions were completed, 12% (19) are in progress, another 4% (7) are in progress but are impacted by COVID-19, 4% (6) were delayed due to operational reasons, and 1% (2) were delayed due to COVID-19.



Of the 162 activities in the Operational Plan, 10 activities were impacted by COVID-19. Activities such as events were cancelled or transitioned to online formats while some other business-as-usual activities are in progress but have been impacted by COVID-19. In other instances, resources were reallocated to respond to community priorities.

Below is the performance across 11 themes in the Operational Plan 2021–22

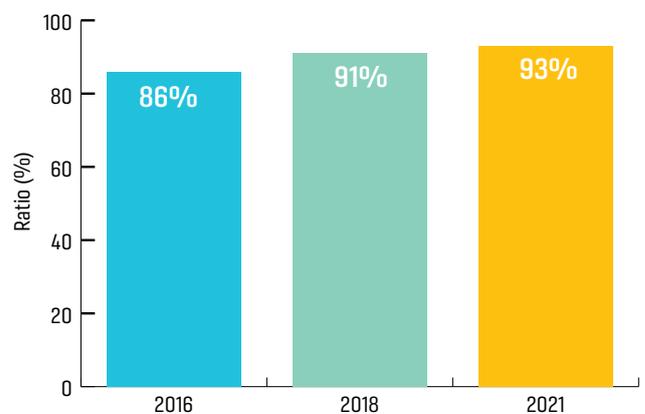
Themes	Completed	In Progress	In Progress – Impacted by Covid-19	Delayed	Delayed – Impacted by Covid-19
Overall	79%	12%	4%	4%	1%
Arts and Culture	87%	13%	0%	0%	0%
Community Services and Well-Being	83%	0%	17%	0%	0%
Recreation and Open Spaces	100%	0%	0%	0%	0%
Local Economy	87%	13%	0%	0%	0%
Planning, Development and Heritage	84%	5%	0%	11%	0%
Transport, Pedestrians and Parking	72%	14%	7%	7%	0%
Buildings and Infrastructure	80%	20%	0%	0%	0%
Sustainable Environment	91%	4%	0%	5%	0%
Sustainable Waste	87%	13%	0%	0%	0%
Corporate Leadership and Engagement	62%	26%	3%	6%	3%
Knowledge and Innovation	67%	11%	11%	0%	11%

COMMUNITY SURVEY 2021

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

In 2021 the overall community satisfaction with Council's performance was 93%, an increase of 2 percentage points from 2018 and 7 percentage points from 2016.

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



MAYOR'S MESSAGE



Reflecting on the 2021–22 year, through this annual report, I am heartened to see so much has been achieved in the course of the last twelve months.

Stewardship of our assets and our finances is a key function of Council and this annual report presents a picture of a healthy, balanced budget, with a secure and prudent long term financial plan. All of this was achieved while confronting and managing the challenges of COVID as we recover from the impacts of the pandemic. Our balance sheet enables us to invest in our assets such as parks, footpaths, public domain and to deliver capital projects which will have long-term community benefits.

The Bondi Pavilion Project concluded in 2022, despite weather and COVID delays, and the beautiful refurbished community landmark promises to yield untold creative and delightful experiences for years. We are also well underway with the preservation and refurbishment of the Boot Factory and Mill Hill Centre. The vision for that precinct, which includes the Waverley Library, is to be a knowledge and innovation hub, with imaginative opportunities for learning and growth. While providing leadership in positioning Waverley for jobs for the 21st century.

We celebrated our resilient community along with our diversity through finalising our Disability Inclusion Action Plan for the next four years and our innovative and highly acclaimed Cultural Diversity Strategy. Council continued to provide support for children, young people, seniors, the homeless, and those in need of mental health services, often in partnership with other agencies. Waverley residents value the diversity and community spirit of the area, and our many volunteers, and support for community programs are evidence of this.

We also worked to improve our sustainability, committing to a net zero target by 2030 for Council and a net zero target for our community by 2035. These ambitious targets will be met by addressing all aspects of sustainability, waste and resource recovery, energy, transport, water and other forward-thinking initiatives.

Another highly valued aspect of living in Waverley is our natural environment, our parks, beaches and open spaces. We consulted on three plans of management: Waverley Park, Tamarama Park and Beach and Bronte Park and Beach. These documents give us guidance for plans and decisions for the next decade, ensuring we can all be part of delivering a beautiful coastline and green spaces to future generations.

I commend to you this annual report, and invite you to reflect on what has been delivered for the community now, and for many years to come.

Paula Masselos,
Mayor of Waverley

GENERAL MANAGER'S MESSAGE



I am pleased to present Waverley Council's 2021–22 Annual Report, a key document in our Integrated Planning and Reporting Framework. The Annual Report is a high-level summary of the significant achievements delivered in the reporting period by our staff, community partners, contractors, and important community volunteers.

Within this report you can find an overview of the financial health of Council, which our executive leadership team work to uphold, while balancing the delivery of works and services our community expects. We determine priorities based on consultation with the community, through our Strategic Asset Management Plan and Operational Plan, and by continuously reviewing and reporting on these. Progress on the activities identified in these documents is detailed in this annual report.

Total income for 2021–22 financial year was \$161.6 million, against total expenses of \$143.6 million, giving a net operating result of \$18 million. This is an even more significant achievement coming out of extended COVID lockdowns.

Over the past year, Council has continued to deliver many services for all residents, businesses and visitors. Our services include waste collection and recycling, lifeguards on our beaches, childcare, library activities, community programs, cultural events, and cleaning and maintaining footpaths, streets, parks and shared spaces. We also provide a range of community facilities including the library, sports fields and courts, car parks, playgrounds, and venues for activities and meetings.

We have a maintenance program for our \$1.3 billion of assets and 2021–22 has seen an ambitious program of capital works delivered by Council including park upgrades, streetscape improvements, tree planting and landscaping, bike paths, and construction work on major community assets such as the Boot Factory and Bondi Pavilion.

We have also enjoyed external recognition through awards such as AILA NSW Landscape Architecture Awards being given to three projects including the Notts Avenue Safety Upgrade project, Marlborough Reserve Playground Upgrade, and the Skypark at Westfield Bondi Junction.

I would like to thank all the staff and Councillors who serve the Waverley community every day and bring our plans to life.

**Emily Scott,
General Manager
Waverley Council**

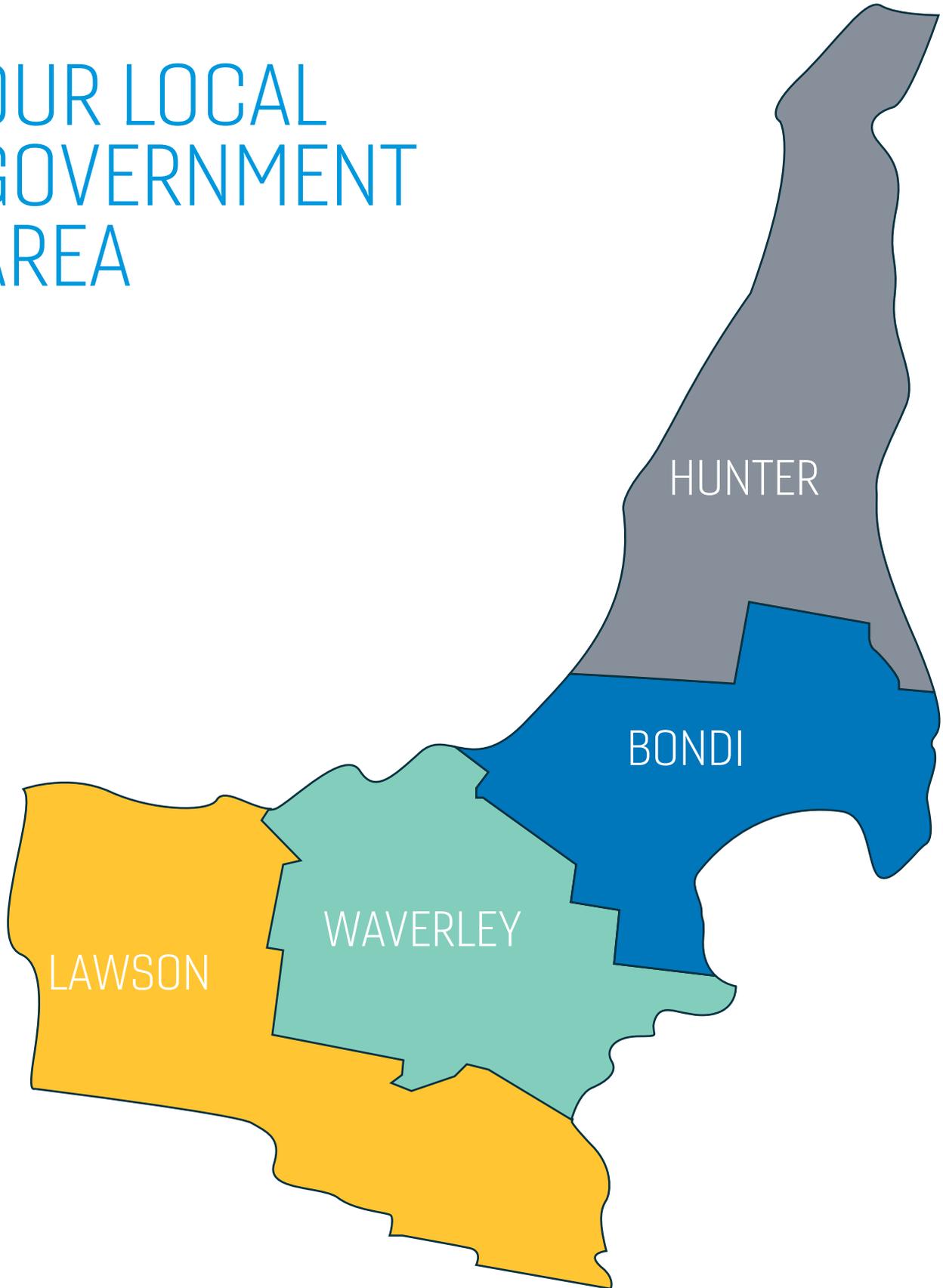
Part 01.

WAVERLEY COUNCIL OVERVIEW

OUR COMMUNITY VISION

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

OUR LOCAL GOVERNMENT AREA



GETTING TO KNOW Waverley

OUR LOCAL GOVERNMENT AREA

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		



32,852
DWELLINGS



44,105
REGISTERED BUSINESSES

POPULATION

69,388

TOTAL POPULATION

BY 2041

76,034

PROJECTED POPULATION



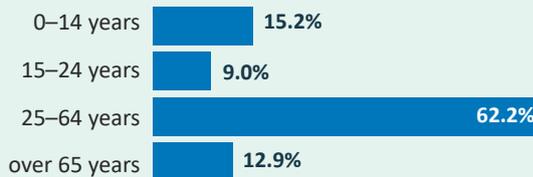
7,505

persons per square km

POPULATION DENSITY

35 YEARS
MEDIAN AGE

RESIDENT AGES BY %



279
ABORIGINAL AND
TORRES STRAIT
ISLANDER PEOPLE



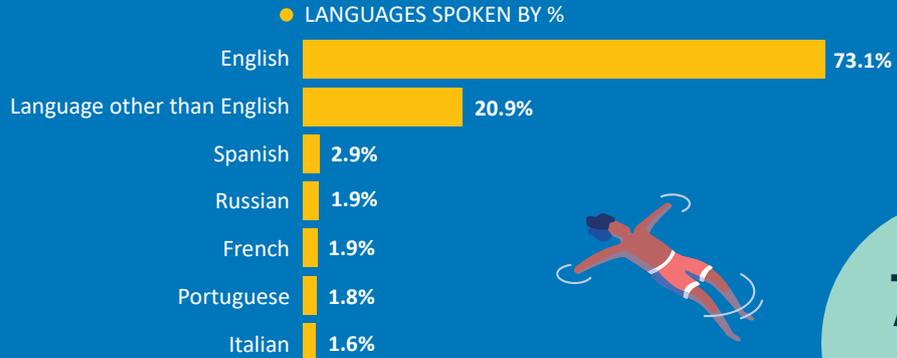
41.7%
OVERSEAS BORN
RESIDENTS



11,009
JEWISH COMMUNITY
Our Jewish residents make up
16% of our total population

GETTING TO KNOW Waverley

LANGUAGES WE SPEAK AT HOME



79.9%
PROPERTIES CONNECTED TO THE INTERNET

EDUCATION

17
SCHOOLS

including primary and secondary schools



79.5%
of our residents aged over 15 years have completed year 12 schooling or equivalent



52%
of our residents aged over 15 years have a Bachelor or higher degree



26.7%
of young people aged 15–24 years attended an educational institution, including higher education, TAFE or university

HOUSING

2.27
PEOPLE



AVERAGE HOUSEHOLD SIZE

45%
RENTING HOUSEHOLDS

\$670
MEDIAN WEEKLY RENT

30%
SINGLE PERSON HOUSEHOLDS

ECONOMY



\$5.06 BILLION
GROSS REGIONAL PRODUCT



OVER **29,460**
JOBS IN WAVERLEY

HIGH EMPLOYMENT SECTORS

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



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

Sources: ABS Census, Community Id, Economy. Id, Department of Planning and Environment, Australian Business Registry Data

THE ELECTED COUNCIL

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

At the local government elections on 4 December 2021, residents and ratepayers elected 12 Councillors for a term ending in September 2024. At its meeting on 10 January 2022, Councillors elected Councillor Paula Masselos as Mayor and Councillor Elaine Keenan as Deputy Mayor until 19 September 2023.

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

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
- Participating in the development of the integrated planning and reporting framework
- Representing the collective interests of residents, ratepayers and the local community
- Facilitating communication between the local community and the governing body
- Upholding and representing the policies and decisions of the governing body
- Making all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

Council meetings and decision making

Ordinary Council meetings are held once a month, on the third Tuesday of the month. Residents are welcome to attend these meetings. Extraordinary Council Meetings are called at short notice from time to time to address particular issues. The two Standing Committees are Operations and Community Services Committee and Strategic Planning and Development Committee.

Advisory Committees

Council convenes and/or supports several advisory and consultative committees, including Community Safety Advisory Committee, Environmental Sustainability Advisory Committee, Multicultural Advisory Committee, Waverley Access Committee, Audit, Risk and Improvement Committee, Waverley Business Forum, Waverley Cycling Advisory Committee, Waverley Housing Advisory Committee, Waverley Public Art Committee, Waverley Surf Life Saving Club Committee and Waverley Traffic Committee. Council and Committee meetings are minuted, with the minutes made available on Council's website shortly after each meeting.

OUR MAYOR AND COUNCILLORS

BONDI WARD



Dominic Wy Kanak
Greens

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Deputy Chair)
- Access and Inclusion Advisory Panel
- Audit, Risk and Improvement Committee
- Multicultural Advisory Committee (Deputy Chair)
- Reconciliation Action Plan Advisory Committee (Co-Chair)
- Surf Life Saving Club Committee (Deputy Chair)



Leon Goltsman
Liberal Party of Australia

Represented Council on:

- 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:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access and Inclusion Advisory Panel (Deputy Chair)
- Reconciliation Action Plan Advisory Committee

HUNTER WARD



Sally Betts

Liberal Party of Australia

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Audit, Risk and Improvement Committee
- Housing Advisory Committee



Steven Lewis

Australian Labor Party

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Chair)
- Cycling Advisory Committee (Chair)
- Housing Advisory Committee
- Reconciliation Action Plan Advisory Committee



Will Nemesh

Liberal Party of Australia

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Environmental Sustainability Advisory Committee

LAWSON WARD



Angela Burrill

Liberal Party of Australia

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Public Art Committee



Elaine Keenan

Greens

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access and Inclusion Advisory Panel (Chair)
- Arts and Culture Advisory Committee (Deputy Chair)
- Cycling Advisory Committee (Deputy Chair)
- Environmental Sustainability Advisory Committee (Chair)
- Housing Advisory Committee (Deputy Chair)
- Public Art Committee (Deputy Chair)
- Waverley Business Forum



Paula Masselos

*Mayor,
Australian Labor Party*

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Traffic Committee (Chair)
- Access and Inclusion Advisory Panel
- Arts and Culture Advisory Committee (Chair)
- Environmental Sustainability Advisory Committee (Deputy Chair)
- Housing Advisory Committee (Chair)
- Multicultural Advisory Committee (Chair)
- Public Art Committee (Chair)
- Reconciliation Action Plan Advisory Committee (Chair)
- Surf Life Saving Club Committee
- Waverley Business Forum

WAVERLEY WARD



Ludovico Fabiano
Greens

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Traffic Committee (Deputy Chair)
- Access and Inclusion Advisory Panel
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee (Deputy Chair)



Tim Murray
Australian Labor Party

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Audit, Risk and Improvement Committee
- Surf Life Saving Club Committee (Chair)



Tony Kay
Liberal Party Australia

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Traffic Committee (Deputy Chair)
- Access and Inclusion Advisory Panel
- Arts and Culture Advisory Committee



John Wakefield
Australian Labor Party - Bondi Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Audit, Risk and Improvement Committee



George Copeland
Greens - Waverley Ward

Represented Council on:

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

Former Cr George Copeland and Cr John Wakefield, represented Council on various committees from 1 July 2021 to 4 December 2021 of the reporting period.



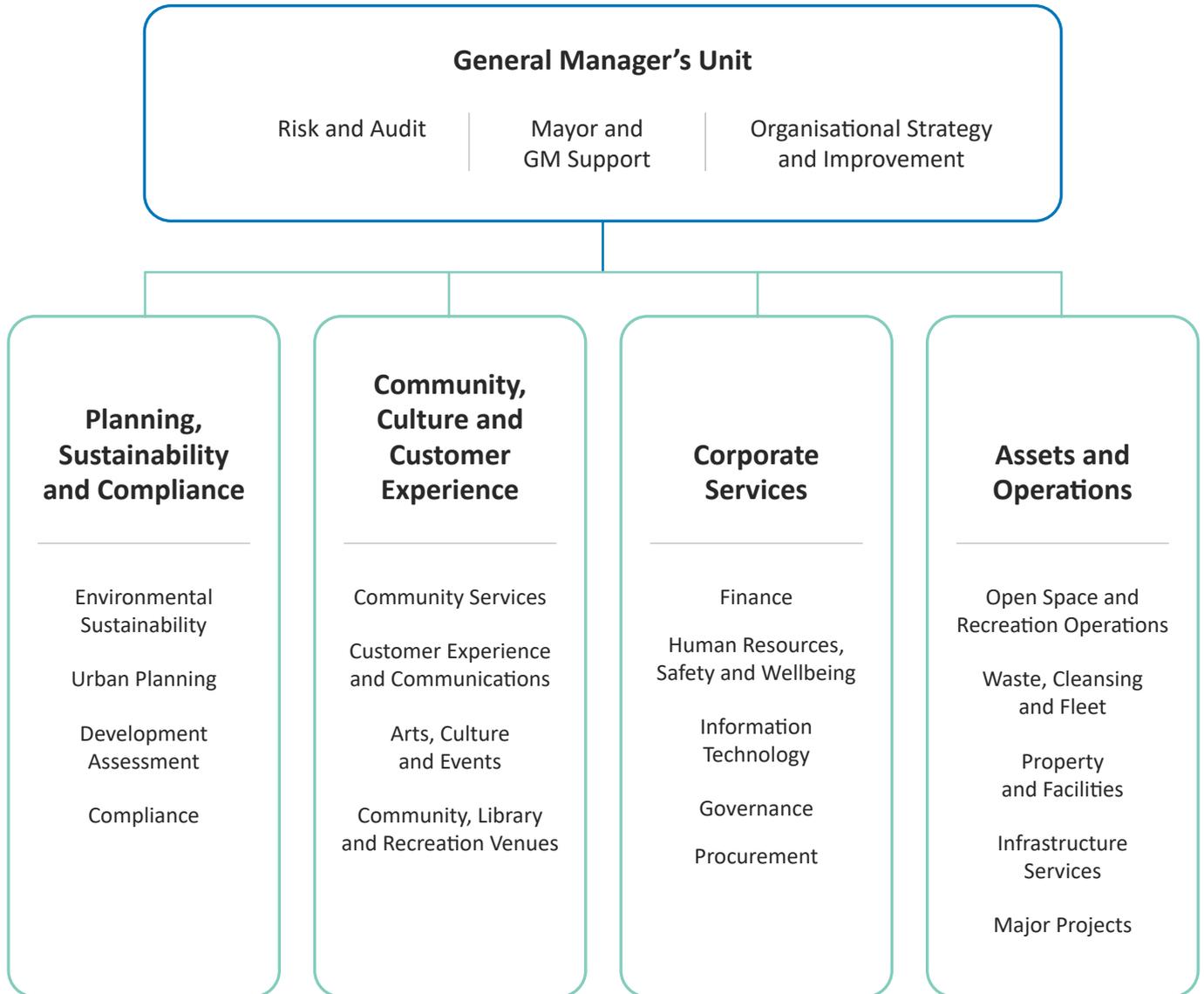
OUR COUNCIL VISION AND VALUES

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

INTEGRITY
CARE
RESPECT
COLLABORATION
INNOVATION



ORGANISATIONAL STRUCTURE



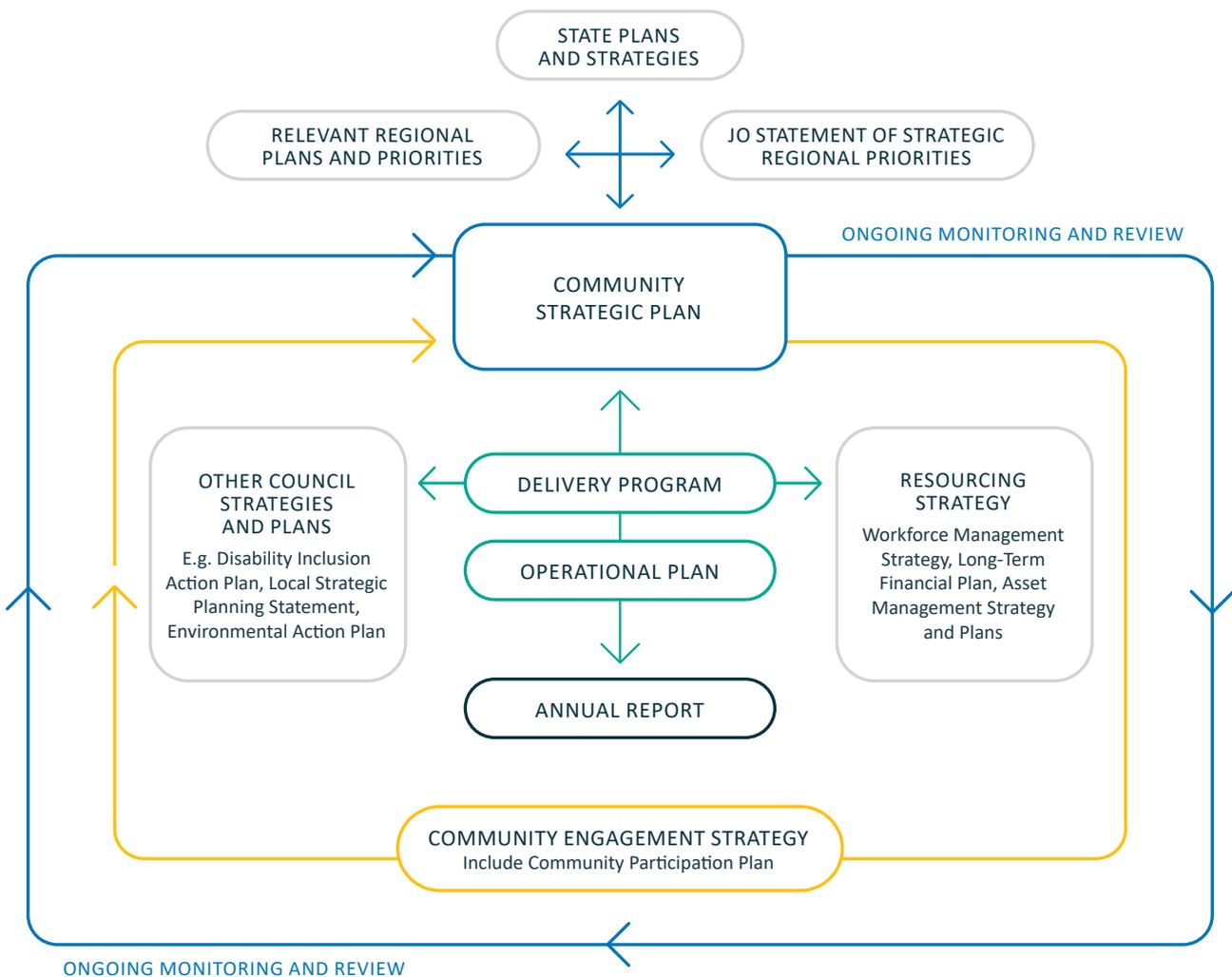
OUR PLANNING FRAMEWORK

All NSW councils 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 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:



WAVERLEY COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is the highest-level plan that identifies the community's main priorities and aspirations for the future and the broad strategies for achieving these. While Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the residents of Waverley, it is not wholly responsible for its implementation.

Other partners such as State and Federal Governments and community groups may also be engaged in delivering the long-term community outcomes of this plan. Waverley Community Strategic Plan 2018–2029 covers 11 years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters.

In 2021–22, Council staff reviewed the Waverley Community Strategic Plan 2018–2029 and prepared the next iteration. Council adopted Waverley Community Strategic Plan 2022–2032 at its meeting in June 2022. Therefore, this is the last time that Council will report on the Waverley Community Strategic Plan 2018–2029.

DELIVERY PROGRAM AND THE RESOURCING STRATEGY

The Delivery Program is the point where the community's goals in the Community Strategic Plan are translated into actions that Council will deliver. The Delivery Program is the elected Council's statement of commitment to the community. Priorities and actions are set to the goals and strategies in the Community Strategic Plan, and measures are identified. The

Operational Plan sits under the Delivery Program. It lists all the actions the Council will undertake and the annual operating budget to be applied during the year to achieve its strategic goals.

To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets and people will be allocated. Council has prepared three

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

- Long Term Financial Plan
- Strategic Asset Management Plan
- Workforce Plan



EXTERNAL BODIES EXERCISING WAVERLEY COUNCIL FUNCTIONS

In accordance with a direction issued by the Minister for Planning on 22 June 2018, the Waverley Development Assessment Panel was re-named the Waverley Local Planning Panel (WLPP). WLPP determines significant development applications (DAs) in the Waverley LGA. This includes DAs where there are numerous objections or a conflict of interest. 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 (February 2018) and in the Local Planning Panels Direction – Planning Proposals (November 2018).

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 2021–22, the panel had 11 meetings.

Regionally significant development defined by Schedule 6 of the State Environmental Planning Policy (Planning Systems) 2021 is determined by the Sydney Eastern City Planning Panel (SECPP). The principal functions of SECPP is to determine regionally significant development applications and undertake rezoning reviews of planning proposals. The Panel is comprised of the Chair, two state appointed representatives and two Council appointed representatives.

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 serve their communities jointly.
- The Waverley Community Living Program (WCLP) provides independent living skills development and transition to independent living for adults with mild intellectual disabilities. WCLP is a registered service under the National Disability Insurance Scheme.
- Council partners with 17 community organisations to provide services to the Waverley area and regionally through funding and/or 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 at 30 June 2022 was sound.

HIGHLIGHTS

\$161.6m

total income from continuing operations

\$143.6m

total expenses from continuing operations*

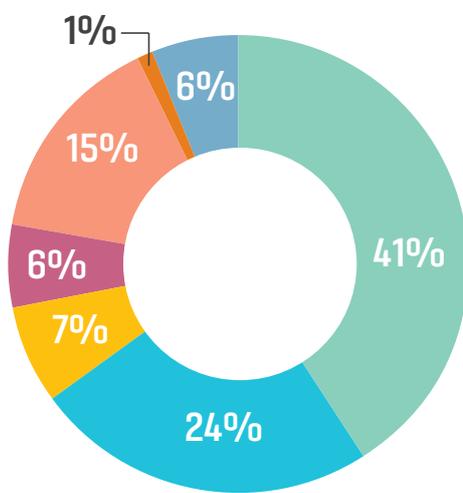
\$18m

net operating result for the year*

\$1.3b

net assets

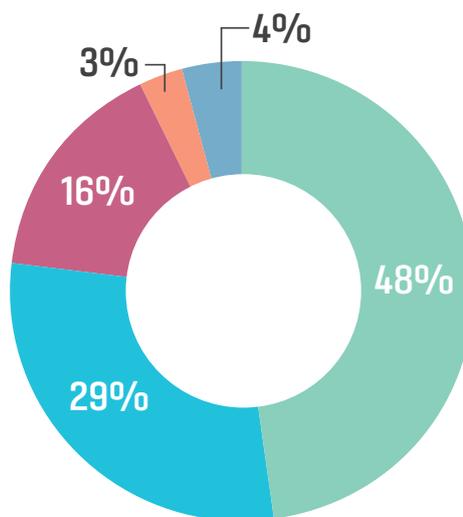
INCOME FROM CONTINUING OPERATIONS (\$ '000)



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

Revenue Sources	Amount (\$ '000)	Per cent
Rates and annual charges	66,595	41%
User charges and fees	38,965	24%
Other revenues	11,045	7%
Grants and contributions provided for operating purposes	10,048	6%
Grants and contributions provided for capital purposes	24,238	15%
Interest and investment revenue	1,016	1%
Other income	9,772	6%

EXPENSES FROM CONTINUING OPERATIONS (\$ '000)



- Employee benefits and on-costs
- Materials and services
- Borrowing costs
- Depreciation and amortisation
- Other expenses
- Net losses from the disposal of assets

Expenses	Amount (\$ '000)	Per cent
Employee benefits and on-costs	69,239	48%
Materials and services	41,898	29%
Borrowing costs	73	0
Depreciation and amortisation	22,752	16%
Other expenses	4,437	3%
Net losses from the disposal of assets	5,266	4%

PERFORMANCE RATIOS

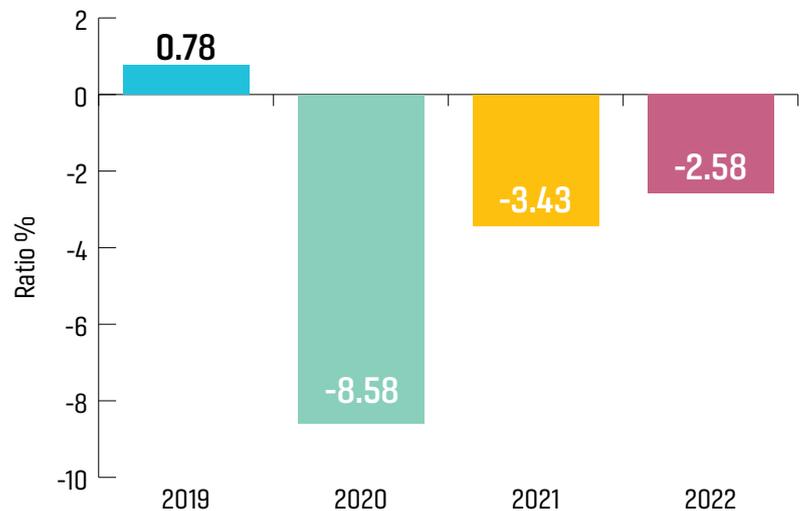
CASH AND INVESTMENTS

Council's cash and investments amounts to \$127 million on 30 June 2021.

OPERATING PERFORMANCE RATIO

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

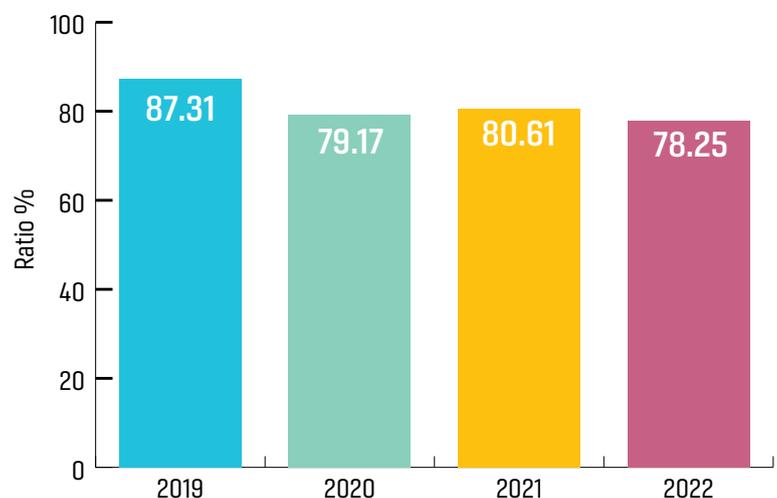
Council's operating performance ratio has improved from 2020-21, but is still not meeting the industry benchmark of 0%. The COVID-19 pandemic has adversely impacted Council's revenue. As the pandemic restrictions concluded, Council is proactively working to restore its financial resilience to meet all industry benchmark measures.



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.

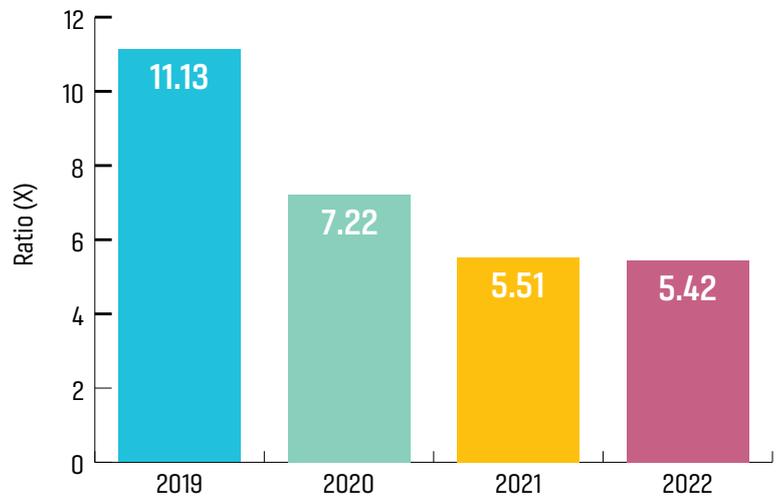
The ratio compares well with the industry benchmark of greater than 60%, it shows Council is less reliant on external funding sources to carry out its services and activities.



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.

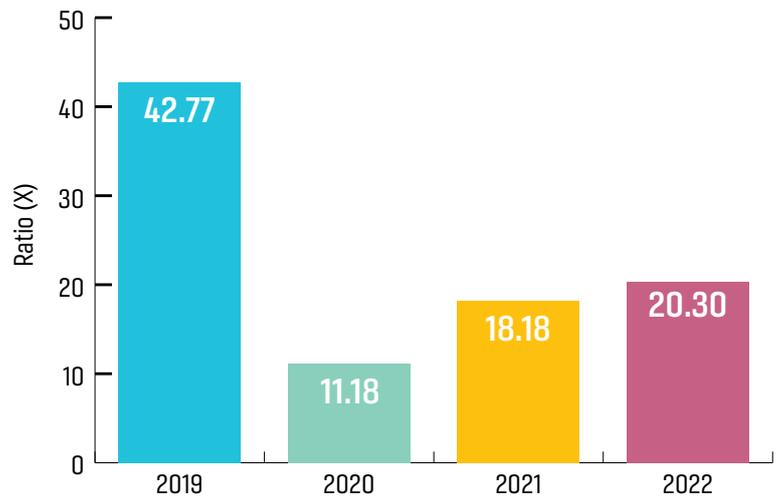
Council's liquidity remains strong with sufficient liquid assets on hand to meeting short term obligations as they fall due. It compares well against the industry benchmark of 1.50x.



DEBT SERVICE RATIO

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

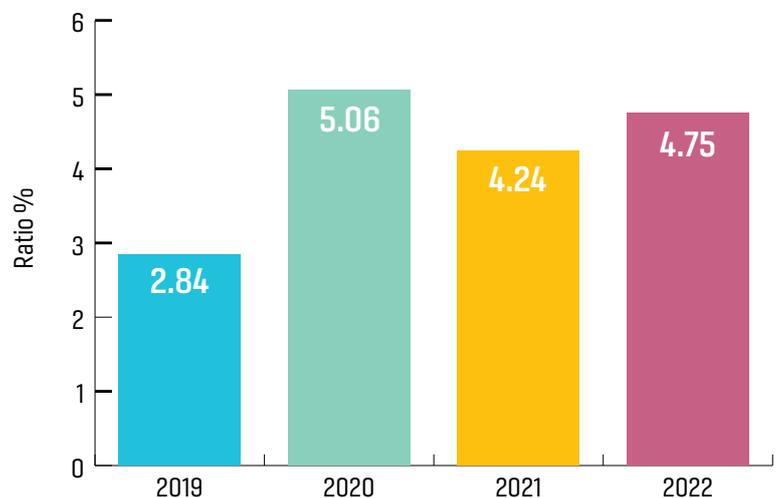
This ratio shows that Council has strong capacity to repay additional debt and provides a favourable comparison with the industry benchmark of greater than 2.00x.



RATES AND ANNUAL CHARGES OUTSTANDING RATIO

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

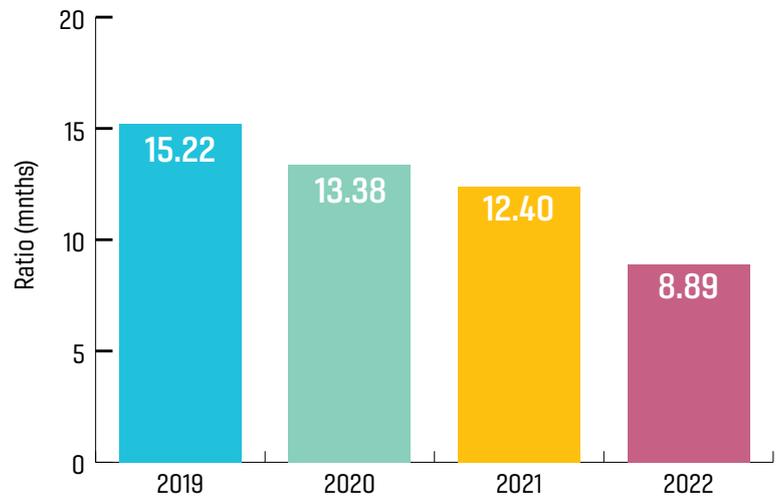
This ratio compares well with the industry benchmark of less than 5.00%.



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.

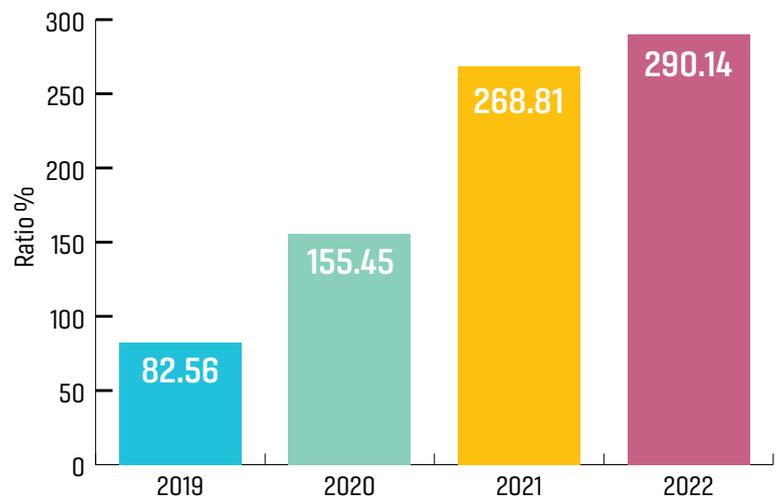
This ratio compares favourably with the industry benchmark of greater than 3.00 months.



BUILDINGS AND INFRASTRUCTURE RENEWAL RATIO

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

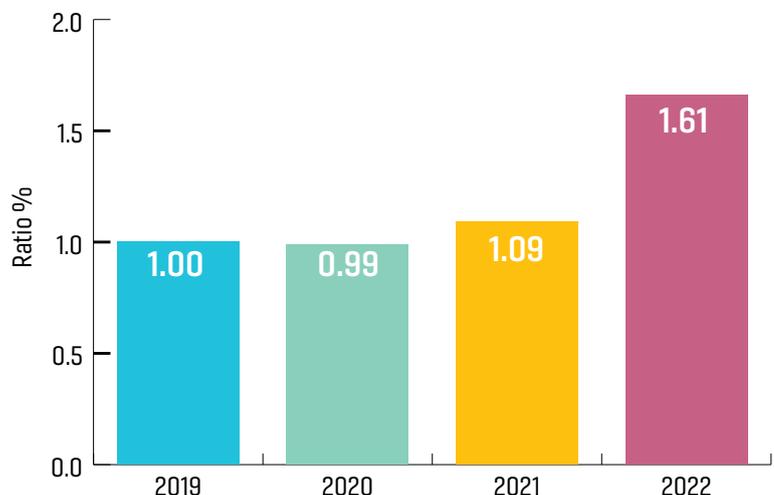
This ratio shows Council's infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) to ensure the assets are keeping to the agreed community satisfactory level.



INFRASTRUCTURE BACKLOG RATIO

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

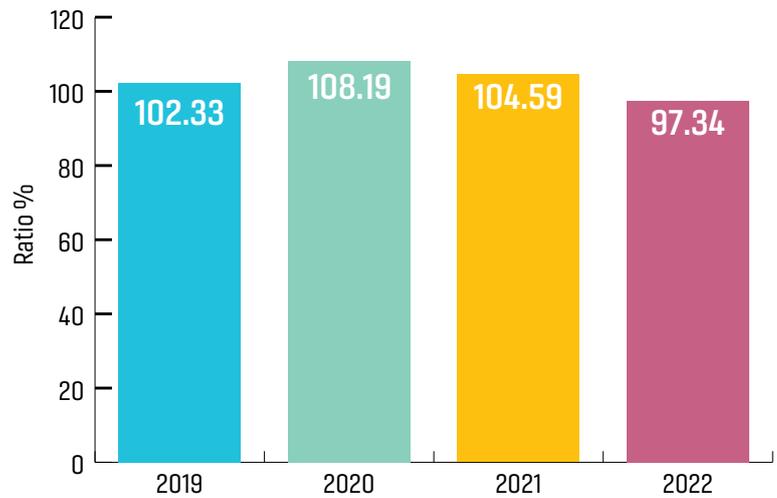
This ratio shows that Council has a small proportion of infrastructure backlog and it compares favourably with the industry benchmark of less than 2.00%. The increase in backlog is due to accelerated dilapidation of assets due to severe weather.



ASSET MAINTENANCE RATIO

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

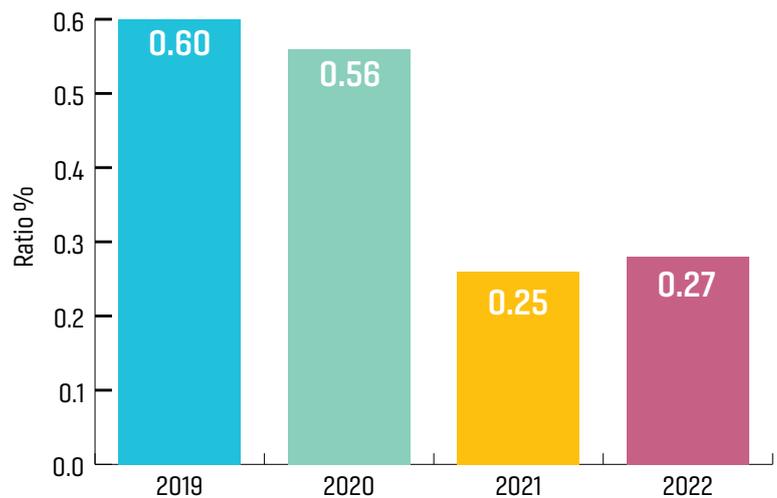
This ratio falls just short of the industry benchmark of 100%. The drop is due to delays in delivery of projects and increased dilapidation of assets due to severe weather.



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 to agreed service levels, as compared to the total value of its assets.



AWARDS RECEIVED

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

Type	Category	Project/Location
Australian Institute of Landscape Architecture Awards NSW	Award of Excellence for Civic Landscape	Notts Avenue Safety Upgrade
Australian Institute of Landscape Architecture Awards NSW	Small Projects- Award of Excellence	Suspended Walkway SkyPark at Westfield Bondi Junction
Keep Australia Beautiful, Sustainable Cities Award	Circular Economy Award - Highly Commended	Recycled Roads in Waverley
Landscape Association Awards of Excellence	Joint Silver Award Winner in the Commercial and Civil Construction	Marlborough Reserve Playground Upgrade
Local Government NSW Excellence in the Environment Awards	Climate Change Adaptation - Winner	Future Proofing Residential Development to Climate Change project
Parks Leisure Australia National Award for Excellence	National Strategy Planning	Waverley Inclusive Play Study

GRANTS AND DONATIONS AWARDED

In 2021-22, Council awarded a range of community and small grants and donations amounting to \$492,017.

Grants/Donations Awarded	Amount(\$)
Total Grants/Donations	492,017
Community Grants*	300,376
Waverley Action for Youth Services (WAYS) Youth and Family	82,601
Beaches Outreach Program (BOP)	55,000
Wayside Chapel (Norman Andrew's House)	41,200
Holdsworth Community Centre	22,000
Bondi Toy Library	20,000
Randwick Waverley Community Transport	19,085
The Junction Neighbourhood Centre	19,000
Eastern Area Tenants Service (EATS)	18,990
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	93,503
Tamarama Surf Life Saving Club	34,472
North Bondi Surf Life Saving Club	19,677
Bondi Surf Bathers Life Saving Club	19,677
Bronte Surf Life Saving Club	19,677

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

Small Grants		98,138
Recipient	Purpose	Amount
Community Projects		67,638
Chronology Arts Ltd	True to Nature - original dance work for people with disability	5,000
Finbar Watson	Teacups - animation, life of Don Ritchie	5,000
Head On Foundation Ltd	Head on Photo Festival at Bondi Beach	5,000
Jewish Care	Jewish rainbow youth connection and parent support group	5,000
Nicole Steinke	Stories from Waverley Cemetery, a podcast series	5,000
Dance for Parkinson's Australia	Not Strictly Ballroom - Dance for well-being	4,580
Pound Paws Inc	Pound Paws Dog Day at Bondi Beach	4,250
1st Clovelly Scout Group	Outdoor Recreational Facilities	4,000
Eastern Suburbs Cricket Club	Girls Cricket at Eastern Suburbs Cricket	4,000
Howard Parry-Husbands	The St James Road Community Garden Establishment	4,000
Waverley Action for Youth Services (WAYS) Youth and Family	Youth Week 2022	3,600
City East Community College Incorporated	Mentor Program Networking Night	3,500
Dover Heights Shule	Chanuka in the Park 2021	3,000
WAYS Youth & Family	A WAYS Safe Summer	3,000
Anglesea Street Communal Garden Inc	Anglesea Street Communal Garden refurbishment	2,100
Diamond Bay Bowling Club	Lawn bowls for community social bowling	1,908
North Bondi Playgroup	Soft play and inside equipment - Vaucluse Playgroup	1,500
Bondi Surf Bathers Life Saving Club Inc	Bondi Surfer Magazine electronic archives	1,000
COA Sydney	Vertical Garden Project	1,000
Woollahra Community Choir	Woolltones Community Choir Term 2/2022	700
Cameron Scott	North Bondi Share Board	500
Cultural projects		5,000
Head On foundation	Head on Photo Festival at Bondi Beach	5,000

SMALL GRANTS AWARDED TABLE CONTINUED

Small Grants		121,378
Recipient	Purpose	Amount
Environmental Projects		38,872
Alice Kendall	Pledge for the planet 2020 48 hour mission	5,000
Planting Seeds Projects Limited	Waverley Birds & Bees Highway	5,000
Genus	Launch of environmental awards programs for Waverley school children	3,000
Susan M Hansen	Slow Fashion Waverley Workshops	2,500
Rebecca Powell/ Samara Vercoe	Children's clothing from waste fabric	2,500
North Bondi Sur	Building Futures R4 Grant	2,000
Ravesi's On Bon	Brighter Future Grant for energy	2,000
Sydney Alliance	Bringing our verges to life - demonstration verge garden on Brighton Boulevard	1,900
Strata Plan 569	Building Futures Energy Efficiency Grant	1,000
Susan Lowe	Langlee Lane Community Garden – Native B	600

GRANTS RECEIVED

In 2021–22, Council received a range of grant funding including:

Grant Provider	Purpose	Amount (\$)
Roads and Maritime Services NSW	Bondi Junction Cycleway	9,442,375
Office of Local Government NSW	Financial Assistance Grants	2,742,712
Roads and Maritime Services NSW	Road Safety Programs	1,907,737
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Local Roads and Community Infrastructure	1,409,731
Roads and Maritime Services NSW	Pedestrian Safety Program	1,000,000
NSW Department of Planning, Industry, and Environment	Fire Safety and Tree Planting	381,730
Department of Infrastructure, Transport, Regional Development and Communications	Road to Recovery (R2R)	277,817
Roads and Maritime Services NSW	RMS Grant - Operational	234,021
Roads and Maritime Services NSW	Street Lighting Subsidy	193,000
NSW Department of Planning and Environment	NSW Public Spaces Legacy Program	162,000
Local Government NSW	Greening our city Skyparks	160,000
NSW Environment Protection Authority (EPA)	EPA Grant	140,545
State Library of NSW	Library Per Capital Grant	135,000
Roads and Maritime Services NSW	Traffic Route Lighting Subsidy Scheme	129,000
Australian Government Department of Health	Program Grant - Seniors	97,231
NSW Department of Education	Salary grant for early education	96,385
Department of Education, Skills and Employment	Program grant for early education	86,239
State Library of NSW	Local Priority Grant	55,591
NSW Department of Communities and Justice	Youth Services	42,463
Department of Family and Community Services NSW	Program Grant - Community	30,173

GRANTS RECEIVED TABLE CONTINUED

Grant Provider	Purpose	Amount (\$)
NSW Department of Planning and Environment (DPE)	DPE Grant - Capital	28,650
Local Government NSW	Increasing Resilience to Climate Change	27,000
NSW Department of Planning and Environment	Summer Night Fund Grant	15,000
NSW Department of Education	Training Wages Subsidy	9,750
NSW Environmental Trust	Power To The Future Grant	9,283
NSW Department of Planning and Environment	Greener Neighbourhoods	5,485
Ausgrid	Power 2U Solar my School	5,223
NSW Department of Planning and Environment	DPE Program Grant	5,000
State Library of NSW	Tech Savvy Seniors Grant	3,420
NSW Environment Protection Authority (EPA)	Litter Grant Round Litter Bin Strategy	924



DELIVERY PROGRAM ACHIEVEMENTS



ARTS AND CULTURE

We provide a wealth of cultural programs for our community and visitors, conscious that our local area holds a unique place in the public imagination – an iconic part of Australian culture. We continue to recognise the importance of culture and the arts to social cohesion, lifelong learning, innovation and making our public spaces more visually appealing. The Art and Culture theme in the Waverley Community Strategic Plan 2018–2029 strives for a Waverley community enriched by opportunities to celebrate and participate in art and culture.



KEY HIGHLIGHTS

BONDI MEMORIAL

In October 2021, the Mayor of Waverley, Paula Masselos and Chief Executive Officer of LGBTQ+ health organisation ACON, Nicolas Parkhill, officiated over the unveiling of Rise: The Bondi Memorial at Marks Park, Tamarama.

The Bondi Memorial Community Launch was held on 4 June 2022 at Marks Park. The Bondi Memorial is dedicated to all the victims and survivors targeted during a spate of homophobic and transphobic violence from the 1970s to the 1990s in Sydney and NSW. It is a result of a collaboratively managed program between the Council, ACON and Urban Art Projects. Many of these incidents took place in Marks Park. The Memorial commemorates those whose lives were lost and pays tribute to the courage and resilience of those who survived and their families and loved ones.

MARK AND EVETTE MORAN NIB LITERARY AWARD

The Mark and Evette Moran Nib Literary Award is Council's annual celebration of Australian research and writing. In 2021, Queensland's Luke Stegemann won the Mark and Evette Moran Literary Award and accompanying \$20,000 prize, for his work *Amnesia Road: Landscape, violence and memory* (NewSouth Publishing). The popular Nib People's Choice Prize (\$2,500) was awarded to art identity and Woollahra gallery owner Tim Olsen for *Son of the Brush: A memoir* (Allen & Unwin).

The six 2021 finalists were:

- *Only Happiness Here: In Search of Elizabeth von Arnim* - Gabrielle Carey (UQP)
- *The Winter Road: A Story of Legacy, Land and a Killing at Croppa Creek* - Kate Holden (Black Inc)
- *A Letter to Layla: Travels to Our Deep Past and Near Future* - Ramona Koval (Text Publishing)
- *The Believer: Encounters with Love, Death & Faith* - Sarah Krasnostein (Text Publishing).
- *Son of the Brush*, Tim Olsen (Allen & Unwin)
- *Amnesia Road, Landscape, violence and memory*, Luke Stegemann (NewSouth)

The digital awards ceremony was hosted by Walkley-award winning journalist and media personality Jan Fran.



Bondi Memorial



WAVERLEY ART PRIZE

In July 2021, Council and Waverley Woollahra Art School announced the 35th Waverley Art Prize winners. 701 entries were received.

The 2021 Waverley Art Prize winners were:

- Graziela Guardino won the Open Prize for the work *Untitled*
- Luke Kennedy was the recipient of the Mayor's Prize for the work *Summer Twilight*
- Louise Gresswell won the Oil Painting Prize for the work *Untitled Yellow*
- Mixed Media Prize of \$500 sponsored by Waverley Council: Annette Bukovinsky for the work *Protection Number 2*
- Drawing Prize of \$500 sponsored by Waverley Woollahra Art School: Teo Treloar for the work *Twenty Twenty Vision*
- Acrylic Prize of \$500 worth of paint sponsored by Matisse Derivan: Luke Kennedy for the work *Summer Twilight*.

WAVERLEY YOUTH ART PRIZE WINNERS ANNOUNCED

In June 2022, Council announced the 2022 Waverley Youth Art Prize winners, which saw young artists respond to the theme Science, Space and Future Stories. The Waverley Youth Art Prize encourages creativity in young artists across Sydney and is open to people aged 9 to 18 who live, study, work in or visit Waverley. Winners receive art packs and vouchers to attend classes at local institutions such as the National Art School.

The 2022 Waverley Youth Art Prize winners are:

- Mayor's Prize: Charlotte Juracich – *Resistance*
- Mayor's Prize – Highly Commended: Kathryn Jordan – *United Nations in Space*
- Senior – First Place: Charlotte Juracich – *Resistance*
- Senior – Second Place: Alex O'Gorman – *A Different Lens*
- Senior – Third Place: Niamh Bookallil – *Broken Standards*
- Senior – Highly Commended: Charlotte Laundry – *The Multifaceted Nature of Human Identity*
- Intermediate – First Place: Celeste Ferreira – *Celestial Gaze*
- Intermediate – Second Place : Ella Zhang – *Spacing Out*
- Intermediate – Third Place: Eloise Toner – *In-Between the Dreams*
- Intermediate – Highly Commended: Lauren Nolan – *The beginning of the End*
- Junior – First Place: Jiayi Wu – *The Astronaut and Space*
- Junior – Second Place: Eric Hess – *Hidden in plain sight*
- Junior – Third Place: Emily Ma – *Best Wishes*
- Junior – Highly Commended: Sofia Amato – *Harmony*
- Best Interpretation of the Theme: Jaylan Yang – *Uncharted Brilliance*
- Best 3-Dimensional artwork: Griffin Hincksman – *Alien Approach*
- Best New Media artwork: Sarah Barber – *Sarah*
- Packing Room Prize (Staff pick): Jiayi Wu – *The Astronaut and Space*.

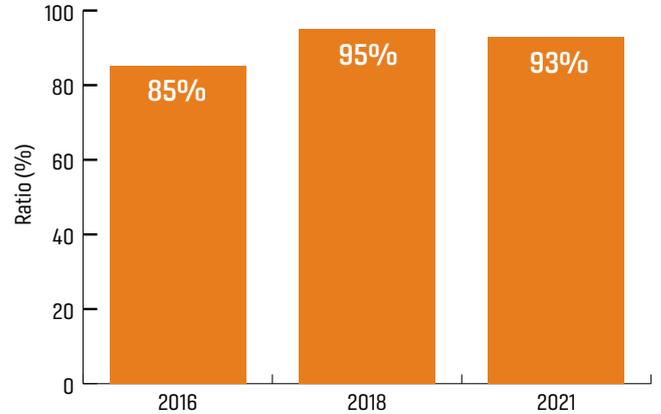
WAVERLEY ART AND CULTURAL PLAN IMPLEMENTATION

In 2021–22, Council implemented multiple actions in the Waverley Art and Cultural Plan. Our relationship with Gujaga Foundation progressed to support the recognition of Indigenous cultural heritage in our public spaces. Indigenous cultural interpretation work progressed at Bondi Pavilion ahead of its reopening, including the confirmation and installation of wall text installation for Terry Yumbulul's mosaic.

Partnerships continued with Head On Foundation, Waverley Woollahra Art School, and Red Room Poetry. Council determined operating models for Bondi Pavilion and the Boot Factory. The Bondi Pavilion Housewarming Program, our first artists' residency at the venue, was developed for delivery in August 2022, ahead of the Pavilion's reopening. The Street Performers Policy and Guidelines were prepared. Nib Award and monthly Classic Hits Concerts were organised online. Department of Planning and Environment funding was secured to support Summer Nights activations.

Digital platforms continued to support the accessible delivery of programs, including The Nib Presents online presentation. The model for artists and partners to engage with Council on Bondi Pavilion programming was established and shared with the Arts and Culture Advisory Committee and Local Creatives Survey and Register were finalised. However, the review of creative programs and creative workspace requirements is delayed due to the delay in using all Council-owned venues.

Arts, Entertainment and Cultural Facilities



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with arts, entertainment and cultural facilities in 2021 was 93%, a drop of 2 percentage points from 2018, and an increase of 8 percentage points from 2016. The slight drop may be attributed to works at Bondi Pavilion and the non-availability of some venues/facilities at the time.

EASTSIDE RADIO AT BONDI PAVILION

Council will operate the Pavilion's radio studio as a shared facility through a licensing agreement with Eastside Radio. Scheduled to open in September 2022, the radio studio comprises a professional standard broadcast and production facility with shared access to two music studios.

The studios have network connectivity to the theatre and broadcast radio stations for audio recording and AV streaming between the rooms. It is designed for flexible production of live-to-air programming, accommodating different users simultaneously.

Council called for Expressions of Interest in February 2022 for the Bondi Pavilion Community Radio Station Licence, which Council voted on in May 2022. Eastside Radio established more than 40 years ago, with 90,000 listeners for its arts and news programs each week was selected.

FESTIVAL OF PLACE SUMMER NIGHT FUND

The NSW Government Festival of Place Summer Night Fund Program grant was secured for the presentation of a participatory performing arts activation in Bondi Junction in March 2022. The program supports the delivery of free activations or events that enliven public spaces in the evening or at night. The funding grant was used to deliver Guru Dudu's Silent Disco Walking Tours in Bondi Junction in April 2022.

CREATIVE AND EDUCATIONAL PROGRAMS

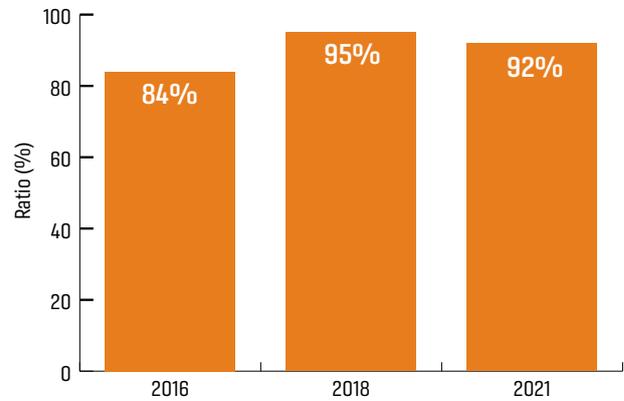
Waverley Library delivered 170 programs, including author talks, professional panel discussions addressing subjects such as racism, Tech Savvy Senior sessions in English, Russian, Spanish and Italian, early literacy and robotics.

COMMUNITY EVENTS AND FESTIVALS

Events and programs delivered during the year in partnership with community groups and creative organisations include:

- Head On Photo Exhibition, an exhibition of photographs along the Bondi Beach and Park
- Carols pop-ups, a Christmas Carols program delivered by several local musicians at various pop-up locations throughout the LGA
- Chanukah events, community event hosted in North Bondi Park
- Bronte House Garden Open Day
- Global Table, a multicultural event celebrating food, culture and entertainment from around the world in Oxford Street Mall
- International Women's Day Breakfast
- Guru Dudu's Silent Disco Walking Tours
- Monthly Classic Hits Concerts
- The Nib Presents books and writing panels
- Sunshine Singers weekly singing gatherings
- Waverley Youth Art Prize.

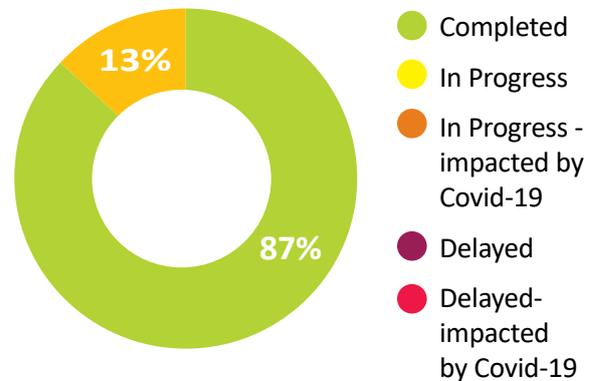
Cultural, Recreational and Entertainment events



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with cultural, recreational and entertainment events was 92%, a drop of 3 percentage points from 2018 and an increase of 8 percentage points from 2016. Several events were cancelled to respond to the impacts of COVID-19 in 2020–21.

ARTS AND CULTURE



In the Arts and Culture theme, 87% of the actions were completed and 13% are in progress.



COMMUNITY SERVICES AND WELL-BEING

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



KEY HIGHLIGHTS

PICNIC DAY FOR AFGHAN FAMILIES

Council hosted a picnic day in December 2021 at Bondi Beach for new arrivals from Afghanistan who had recently settled in Australia after being evacuated from the conflict in Afghanistan. Council partnered with Settlement Services International's (SSI) Welcome Project to host the visit, which provided the opportunity for people to experience a range of activities at the beach, including beach safety and children's activities.

CULTURAL DIVERSITY STRATEGY

In October 2021, Council launched the Cultural Diversity Strategy 2021–2031. The strategy outlines the actions that the Council will implement over the next decade to build a welcoming, cohesive and resilient community where people of all cultural backgrounds can belong and participate in social, cultural, economic and civic life. The strategy was developed with input from the community and

Council's Multicultural Advisory Committee in collaboration with local stakeholders, representatives from local organisations, and peak bodies.

TRANSITION TO HIGH SCHOOL FORUM

The Online Transition to High School Forum was delivered in August 2021. Principals, teachers, school welfare staff and school counsellors from eight high schools and 33 primary schools in the three Eastern Suburbs school districts attended, along with practitioners from eight local child, youth and family services agencies. The forum enabled early support planning for more than 100 identified Year 6 students who require additional social/emotional support as they transition to high school. Waverley coordinates the collaborative project group, planning and engagement for this project which is a partnership with the NSW Department of Education and NSW Health School Link, with Randwick City Council support.



Afghan families' picnic



UNITED TO END RACISM CAMPAIGN

In March 2022, as part of its Cultural Diversity Strategy, Council launched the United to End Racism campaign.

Objectives of the campaign include:

- Promote Waverley as a diverse and inclusive community which values respect for all and rejects racism
- Provide opportunities for people to recognise racism in all its forms and understand its impacts
- Encourage everyone to take simple steps to help end racism
- Include a range of physical landmarks and community activities.

The campaign features footpath decals, banners, and posters in highly visited areas, an art competition, and community events.

DISABILITY INCLUSION

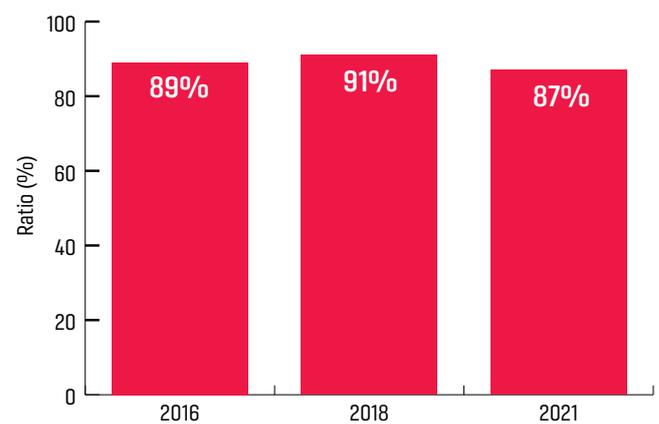
Council endorsed the Disability Inclusion Action Plan 2022–26 in June 2022 following extensive community and internal consultations. The plan aims to increase community participation by providing safe, accessible, and inclusive services and public spaces.

The Disability Inclusion Action Plan is Council's second plan under the Disability Inclusion Act. The plan is structured around a regional four-year framework with four key outcome areas: positive attitudes and

behaviours, a liveable community, access to meaningful employment and inclusive engagement and systems.

Annual achievements included accessible features for the Bondi Story Room and the recruitment of a new Access and Inclusion Panel to assist Council to improve the participation of everyone in community life progressively.

Facilities and Services for People with Disabilities



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with facilities and services for people with disabilities in 2021 was 87%, a drop of 4 percentage points from 2018 and 2 from 2016. Council engaged people with disability to understand and respond to issues impacting the community in 2021–22. Feedback received informed the preparation of the Disability Inclusion Action Plan 2022–26.

PARTNERSHIP INITIATIVES

- The Annual Homelessness Street Count was conducted in February 2022. The results indicate that the number of people sleeping in outdoor areas has decreased slightly.
- The Eastern Suburbs Homelessness Assertive - outreach Collaboration (ESHAC) continued to meet monthly. A number of people were supported and housed over this period through the efforts of member agencies that provide case work, centre based and tenancy support. A heatwave protocol was endorsed and implemented by the ESHAC.
- There were six meetings of the Eastern Sydney Youth Services Network, which focused on mental health referral and support pathways and changes within the child protection and NDIS systems having an impact on youth and family services provision and access. The ESYSN continued to be well attended averaging 22 participants both online and at in-person meetings which resumed in May 2022. Ongoing participant feedback indicates the ESYSN supported local youth services' capacities for referral and collaboration supporting young people's mental health and well-being during and post-lockdown.
- LGBTIQ inclusivity training with Twenty10 was provided for ESYSN member agencies in June 2022 with representatives from eight service provider agencies attending.
- Youth Week activities were organised in April 2022 in partnership with WAYS and local business organisations. These included skateboard workshops and competitions, attracting 55 young people to the sport. A Skate Comp was held in June 2022 attracting 42 young people, some of whom were young women who attended the Youth Week sessions. Surf lessons were also held with 10 young women attending. WAYS secondary students organised a music event and activities at the Bondi Market in April 2022 which was well attended by young people, families and members of the community.
- Two pilot pop-up sessions for young people were held in partnership with Beaches Outreach Project, police and WAYS. The March 2022 event attracted more than 100 children, young people and families and successfully engaged young people in the target demographic attending the May 2022 session at

Bondi Park. The project supports a coordinated harm minimisation approach to engaging young people at weekends in Bondi and enabling young people to lead activity development, such as DJ skills.

- In May and June 2022, Council's Child Safe working group partnered with the Office of Children's Guardian to support the implementation of the Child Safe Policy and the development of educational materials for information sharing.
- Council convened with Headspace to facilitate access to education support resources for young people with mental health issues affecting learning and post-school transition.
- In May 2022, Waverley Library arranged a Meet and Greet space in the foyer to help local organisations raise awareness about their services and recruit additional volunteers. Other local organisations expressed interest in the initiative.

SERVICES FOR PEOPLE WITH DISABILITY AND OVER 65 OLDS

The Waverley Community and Seniors Centre continued to provide an online program during the COVID-19 closure. The program returned to the Library in March 2022. The Senior program is expected to reopen at the Mill Hill Centre mid-2023.

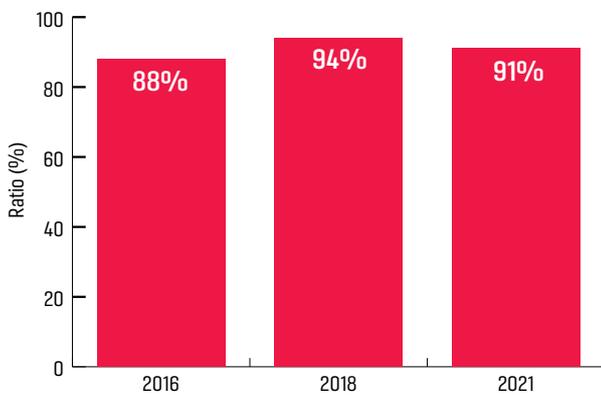
New funding arrangements were negotiated with the Department of Health to continue the provision of Commonwealth Home Support CHSP services at the Waverley Seniors Centre and to support the local service network to implement the home care reform.

The Eastern Sydney Aged and Disability Interagency, continued to meet online with more than 40 people attending most meetings. The focus of discussions included supporting organisations to address the operational challenges COVID-19 presented and adapting to sector changes and reforms. The Interagency also focused on assisting older people and people with disability to access and navigate supports and discussed how to reduce social isolation and loneliness.

The Waverley Community Living Program continued to deliver online services and weekly well-being classes to help maintain mental and physical health during the

lockdown. Some essential support continued to be delivered in person to certain participants that needed it through this difficult period. A new participant was supported to transition into WCLP shared accommodation, and two participants were supported to identify suitable housing pathways and transition into longer-term accommodation. Group activities and supports recommenced in March 2022, with participants attending various events, enjoying weekend getaways and getting active in the community garden.

Facilities and Services for Older People



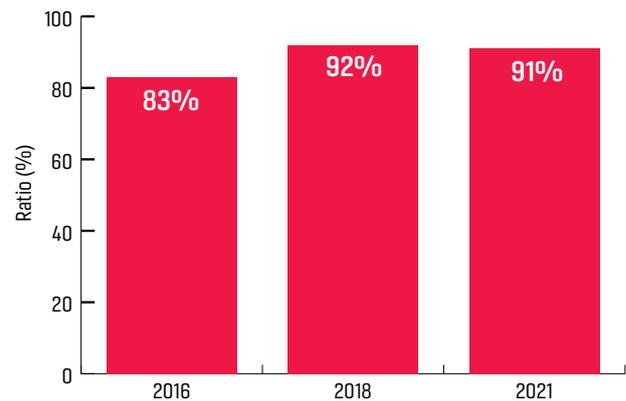
Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with facilities and services for older people in 2021 was 91%, a drop of 3 percentage points from 2018 and an increase of 3 from 2016.

EARLY CHILDHOOD SERVICES

Council Early Education Centres and Family Day Care Service remained accessible to local families throughout the COVID lockdown and restrictions. Digital technology was used to support families isolating their children to maintain connection and to engage children in the education program. In 2022 community focused programs resumed including the Care for Country program at Waverley Community Garden, Gujaga Foundation Dharawal Language program, and local community walk. Council family support worker held regular zoom drop-in sessions for families and a monthly newsletter for information sharing of local parent support programs and services. Tuning into Kids an emotion coaching parent program was launched and well attended.

Early Education and Child Care Services



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with early education and child care services in 2021 was 91%, an increase of 8 percentage points from 2016 and a marginal drop of 1 percentage point from 2018.



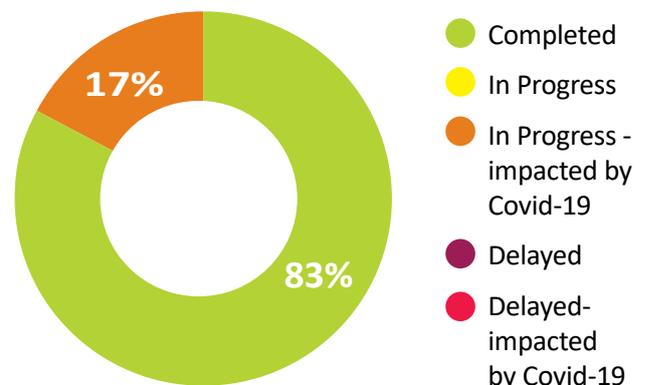
VOLUNTEER THANK YOU EVENT

In May 2022, as part of the Waverley Volunteer Network, Council organised a thank you morning tea in partnership with Holdsworth Community and Junction Neighbourhood Centre to thank and recognise our volunteers for their significant contributions to the community.

RECONCILIATION ACTION PLAN

- In 2021-22, Aboriginal representatives from the Waverley community participated in their first meetings of the newly established Reconciliation Action Plan Advisory Committee
- Council finalised and launched the Waverley Council Aboriginal and Torres Strait Islander Protocols. This document summarises cultural protocols to assist Councillors, Council Officers, Staff and Volunteers in understanding and acknowledging Aboriginal cultures and engaging with Aboriginal people
- Council has implemented a Dharawal language program, through the promotion of the language app, presentations to the RAP Advisory Committee and Council Officers, and introduction of the language program in Waverley Early Education Centres
- Through collaboration with the Gujaga Foundation, several spaces in the refurbished Bondi Pavilion have been named with local Dharawal names.

COMMUNITY SERVICES AND WELL-BEING



In the Community Services Well-Being theme, 83% of the actions were completed and 17% are in progress but are impacted by COVID-19.



Youth Week



RECREATION AND OPEN SPACES

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



KEY HIGHLIGHTS

PARKS AND BEACH PLAN OF MANAGEMENT (POM)

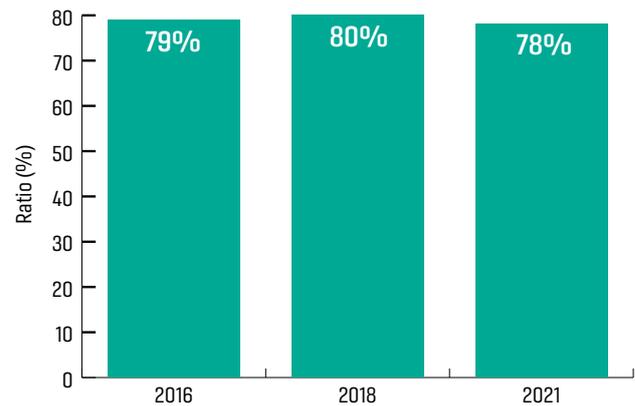
In 2021–22, Council commenced multiple PoM reviews to update the existing plans to align with changes to the NSW Crown Lands Management Act 2016 (CLM Act).

PoMs under review include:

- Bronte Park and Beach PoM – Minor updates were required to the 2017 PoM to ensure it is aligned and consistent with the changes under the CLM Act, including Native Title reviews, land categorisation mapping and express leases and licensing changes.
- Tamarama Park and Beach PoM – Review of the 2007 Tamarama Park PoM commenced with Stage 1 community consultation completed in June 2022 seeking feedback from the community about how and when they use the park and beach, what they value and want to be protected, what issues and opportunities they want to be addressed and testing key ideas for upgrades and management of the space. Community engagement initiatives and contextual analysis will guide the development of a new vision and set of actions in the updated POM.
- Waverley Park PoM– Review of the 2012 Waverley Park and Pavilion PoM commenced with Stage 1 community consultation on a new play space, fitness station upgrade and an indoor cricket net training facility completed in October 2021. The feedback help Council better understand what the community enjoys about the park, how the space is used, who is using it, how people get there, and where it could be improved.

The Bronte Park and Waverley Park PoMs will be reexhibited, following a review and approval by the Minister for Lands and Water.

Availability of Parks, Sporting and Recreational Facilities



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with the availability of parks, sports and recreational facilities in 2021 was 78%, a slight drop of 2 percentage points from 2018 and 1 percentage point from 2016. During the reporting period, multiple parks and open spaces such as Barracluff Park, Marlborough Reserve Park and Play Space and Onslow Street Reserve Park and Play Space were upgraded. The upgrades made the parks available for diverse age groups and improved accessibility in some locations.

WAVERLEY INCLUSIVE PLAY STUDY - NATIONAL STRATEGIC PLANNING AWARD

Waverley Inclusive Play Study won the National Award for Excellence under the National Strategy Planning category from Parks Leisure Australia in November 2021. The Study provides strategic direction on how Council can provide inclusive play spaces where everyone can play, regardless of age or ability. The Study will form a supporting document to Council's Play Space Strategy, providing guidance on access, inclusion and equity when we plan and design new play spaces.

BARRACLUFF PARK UPGRADE

In September 2021 Council reopened Barracluff Park play space and community courts to the public. The upgrade increased the number of play experiences on offer, broadening the age range from toddler to early teen and increasing the footprint of the space, as identified in Council's Play Space Strategy. The play space was the first inclusive play space delivered since the adoption of Council's Inclusive Play Space Study in 2020 improving access to the playground and providing, a number of inclusive play experiences in the space.

Upgrades include:

- New footpath along Warners Avenue and compliant ramp access to the play space, community courts and public transport bus stop
- Pedestrian lighting to new footpaths and upgraded sportsfield lighting for training
- New trees, picnic settings, seats, bin enclosures, drinking fountain and park information and interpretative signage
- Upgraded play space with custom multi-use play tower and slides, swings, spinner, rocker, toddler's area and balance beam and nature play spaces, new trees, garden beds, seats, picnic setting, bubblers and fencing
- New multi-use community court combining basketball, netball, a tennis/soccer hit up wall and handball courts in one space.

MARLBOROUGH RESERVE PLAYGROUND UPGRADE

Co-funded through the NSW Government Stronger Communities grant funding program and Council's annual capital works program, Marlborough Reserve park and play space upgrades were completed in November 2021.

Upgrades include:

- Installation of footpath and pram ramps to connect the play space area to the surrounding suburban footpath network
- Installation of new playground equipment targeting toddlers to school-age children including a new multi-play unit, swings, cubby house, balance beams, animal play sculptures and natural and imaginative play spaces, new trees, garden beds, seats, feature sandstone seating walls, picnic setting, bin enclosure bubblers and low garden fencing
- Park upgrades included new trees and garden beds, bin enclosure, dog watering station, park information and interpretative signage
- A key feature was installing an advanced 4.5m high Fig tree to replace the loss of the much loved large fig removed after storm damage in 2020.

Marlborough Reserve Play Space Upgrade Project was a joint silver winner in the Commercial and Civil Construction - \$250,000 to \$750,000 category at the Landscape Association Awards of Excellence in November 2021.



Marlborough Reserve Playground Upgrade



Onslow Street Reserve

ONSLow STREET RESERVE

Following community consultation in 2021, the Onslow Street Reserve park and play space upgrade was completed.

The upgrade includes:

- A new play space with a multi-play unit, swings, rubber soft fall, custom tunnel and nature play elements
- A new steel garden fence along the park frontage
- Additional park bench and bin enclosure
- New park signage
- New tree planting and garden beds
- New connecting path to the playground.

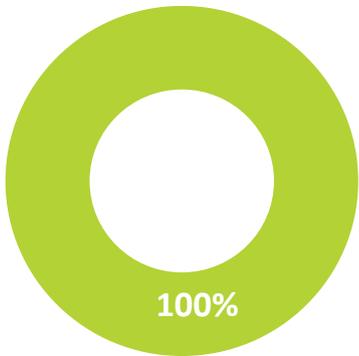
PARK AND PLAY SPACE DESIGN AND CONSULTATION

Several parks and play space projects were in the concept design and community consultation stages in the last year.

They include:

- Clifftop Walkway Upgrade Project design, community consultation, development application, detailed design and documentation were completed. The project will replace the existing dilapidated boardwalk improving safety and access and will provide new viewing platforms along this iconic walk
- Belgrave Street Reserve play space design and two rounds of community consultation were completed in December 2021 with 70% community support for the design. The play space will be upgraded with new play equipment for toddlers and upgrades to the amenity of the pocket park including fencing, seating and new garden beds. Detailed construction documentation was completed and construction is scheduled to commence in 2022.
- Waverley Park fitness station upgrade design and two rounds of community consultation were completed in April 2022. The project will relocate the existing fitness stations to an area of the park that is protected by large trees closer to Bondi Road. The new fitness station will have compact, multi-use equipment suitable for cross training, strength training with body weight and cardio exercises. Construction will commence in 2022. The project is being co-funded through the NSW Government's Public Spaces Legacy Program and Council.

RECREATION AND OPEN SPACES



- Completed
- In Progress
- In Progress - impacted by Covid-19
- Delayed
- Delayed-impacted by Covid-19

In the Recreation and Open Spaces theme, 100% of the actions were completed.





Waverley Park & Beaches



LOCAL ECONOMY

We are committed to creating a prosperous and sustainable local economy, particularly as the State Government has identified Bondi Junction as a commercial centre linked to the Sydney global economy. We want to protect and enhance our neighbourhood villages while encouraging and supporting the creative and visitor economy. The Local Economy theme in the Waverley Community Strategic Plan 2018–2029, strives to promote a diverse and prosperous local economy.



KEY HIGHLIGHTS

BONDI INNOVATION FORUM

In conjunction with the Bondi Innovation Alliance and the Bondi Chamber of Commerce Council delivered the second innovation forum on 26 May 2022. More than 315 people attended the Forum. Seven leading entrepreneurs across Australia spoke about hardships and tools that helped them reach where they are today.



TEMPORARY ALFRESCO OUTDOOR DINING

Council worked with Service NSW to deliver Temporary Alfresco Dining Guidelines in December 2021. This program ran until April 2022.

In October 2021, Council unanimously voted to outline a policy for outdoor dining as local businesses begin their recovery after the lockdown. Council unanimously resolved: That Council notes:

- The NSW State government's temporary measures to support al fresco dining
- Initiatives by the City of Sydney, Inner West and Woollahra Councils to provide al fresco dining activities
- Understands there is confusion in the business sector about the process to gain Council approval for al fresco dining activities
- Officers prepare a report for submission to the next Council meeting which:
 - » Outlines a policy for al fresco dining, drawing upon initiatives from other Sydney councils
 - » Clarifies the process for business to apply to Council for such approvals.

Council worked with Service NSW to deliver Temporary Al Fresco Dining Guidelines to support businesses fastrack the application process for outdoor dining.

Application for an expression of interest submission to the NSW Government's Streets as Shared Spaces grant program for the Council to trial initiatives that strengthen the amenity, accessibility and economic vitality of our shopping and dining precincts is in progress.

JOBS AND INNOVATION ROADMAP

The draft Innovation in Waverley roadmap was prepared and scheduled for September 2022 Strategic Planning and Development Committee. The draft Innovation in Waverley roadmap aims to position the Waverley LGA as an innovative and economically resilient community moving into the future.

WAYFINDING SIGNAGE

The Bondi to Manly Walk is rich in Indigenous heritage and includes four iconic Australian landmarks, the Sydney Harbour Bridge, the Sydney Opera House and our two most famous surf beaches - Bondi Beach and Manly Beach. Wayfinding signage for Bondi to Manly and other Waverley walks was approved, and installation is in progress and scheduled for completion in August 2022.

COMMERCIAL CENTRE OCCUPANCY

Council conducts an audit twice yearly to measure occupancy trends and the industry mix at each commercial centre. This is currently measured at ground level. The audits identify emerging strengths and issues in Waverley's commercial areas for better understanding and planning to meet the needs of business owners, residents and visitors. The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instrument that is currently: Waverley Local Environmental Plan 2012 (aligns with commercial zoning and DCP village centre definitions – i.e., commercial centre).

The designated study areas are:

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

OCCUPANCY RATES

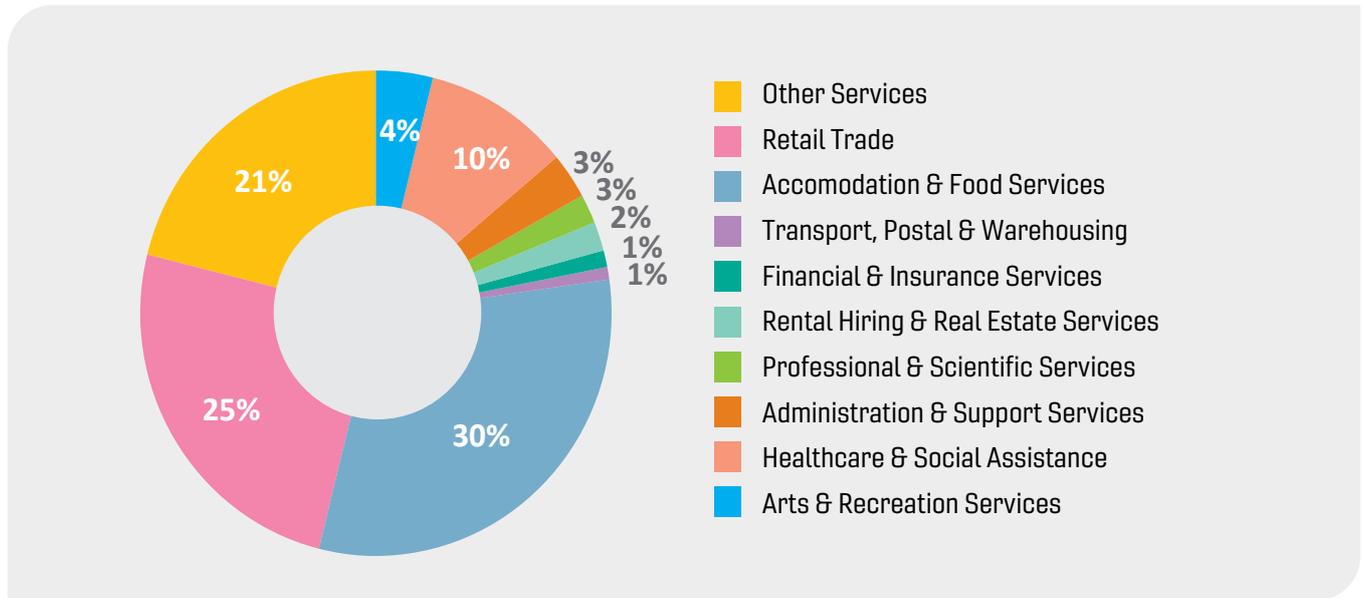
The following information is a summary of information for all of Waverley as of April 2022:

Commercial Centre	Occupancy % August 2020	Occupancy % February 2021	Occupancy % October 2021	Occupancy % April 2022
Charing Cross	89.2	86.4	86.7	92.6 ↑
Macpherson Street	92.0	88.1	90.7	93.5 ↑
Bondi Road	94.6	93.1	93.9	93.6 ↓
Bronte Beach	100	100	100	100
Rose Bay	94.1	92.6	92.6	96.3 ↑
Bondi Junction	88.8	86.3	85.4	91.4 ↑
Bondi Beach	90.2	91.7	92.3	93.6 ↑
Waverley (average)	92.7	91.2	91.7	94.6 ↑

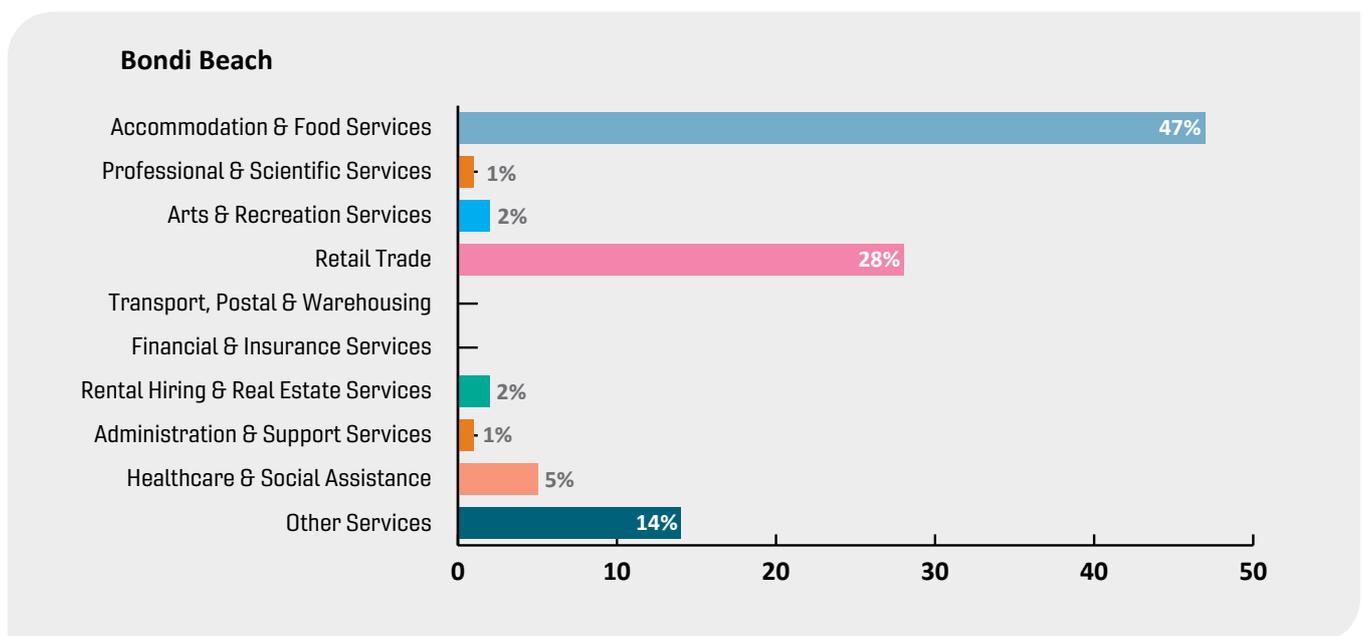
INDUSTRY MIX

Top three industries:

1. Accommodation & Food Services (30%)
2. Retail Trade (25%)
3. Other Services (21%)

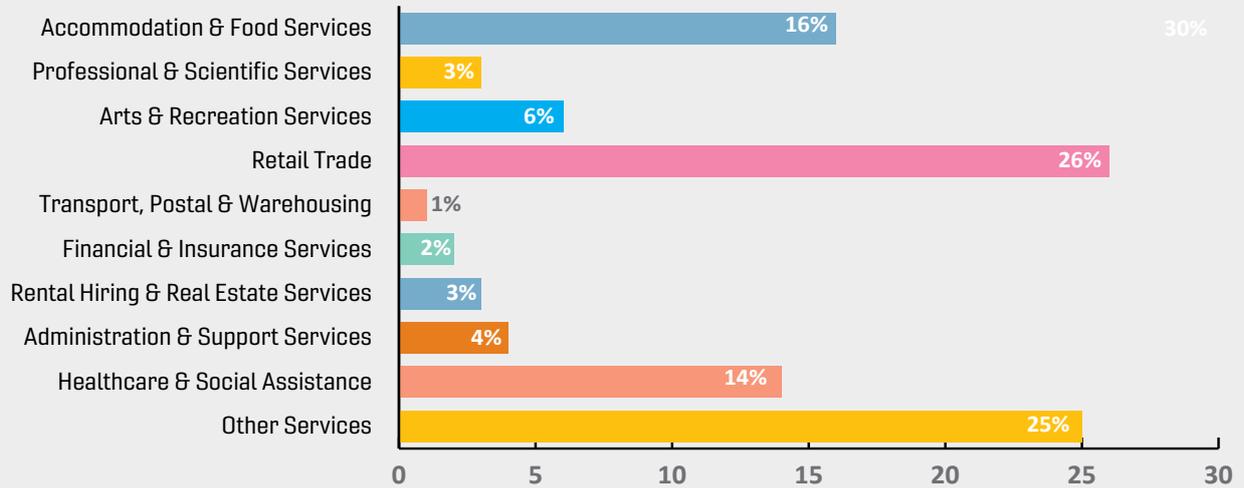


TENANCY MIX

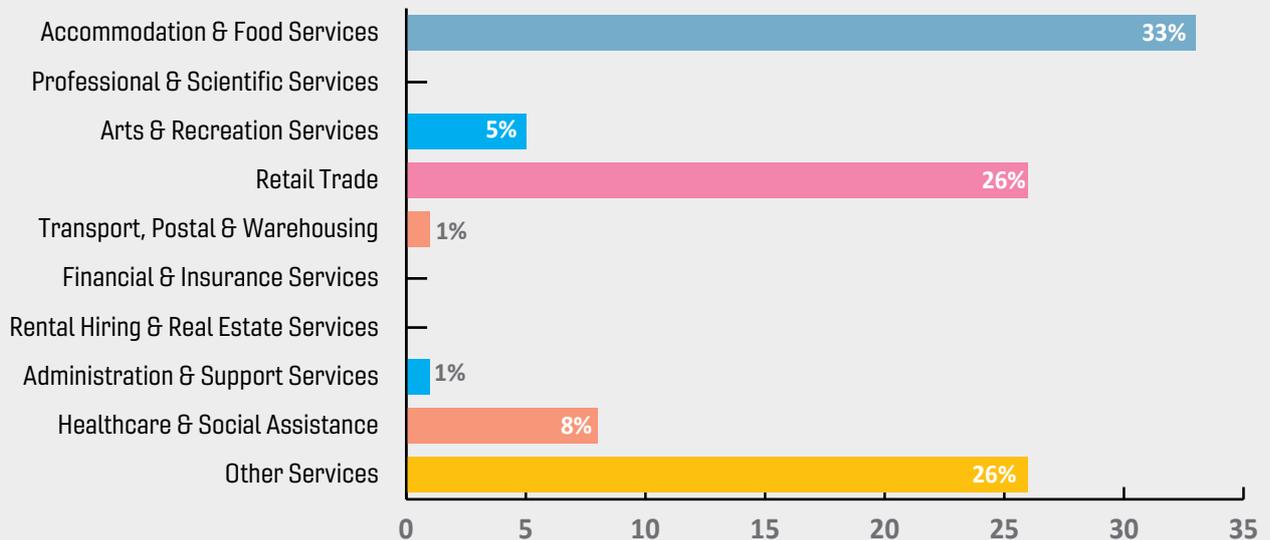


TENANCY MIX CONTINUED

Bondi Junction

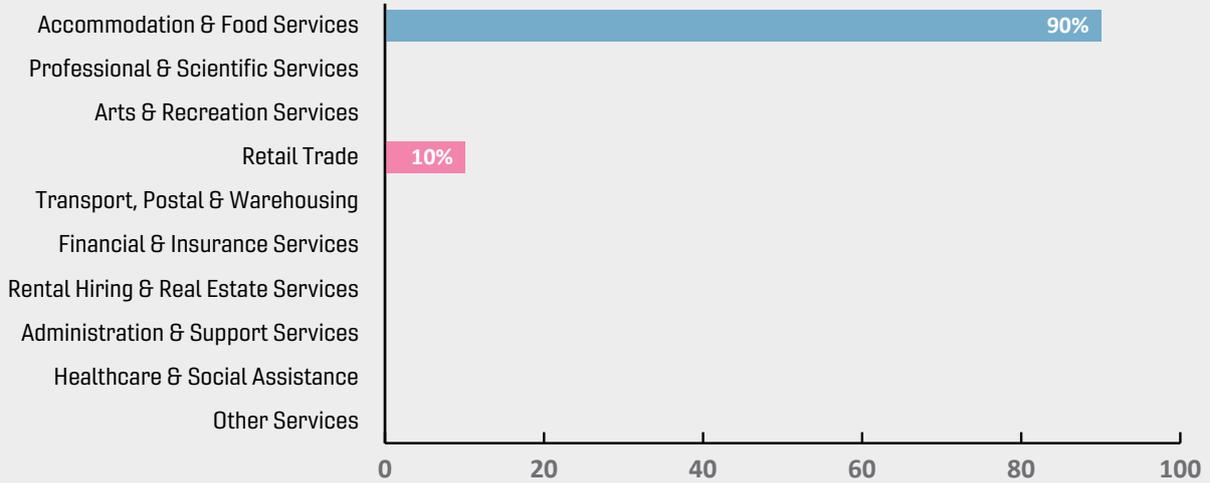


Bondi Road

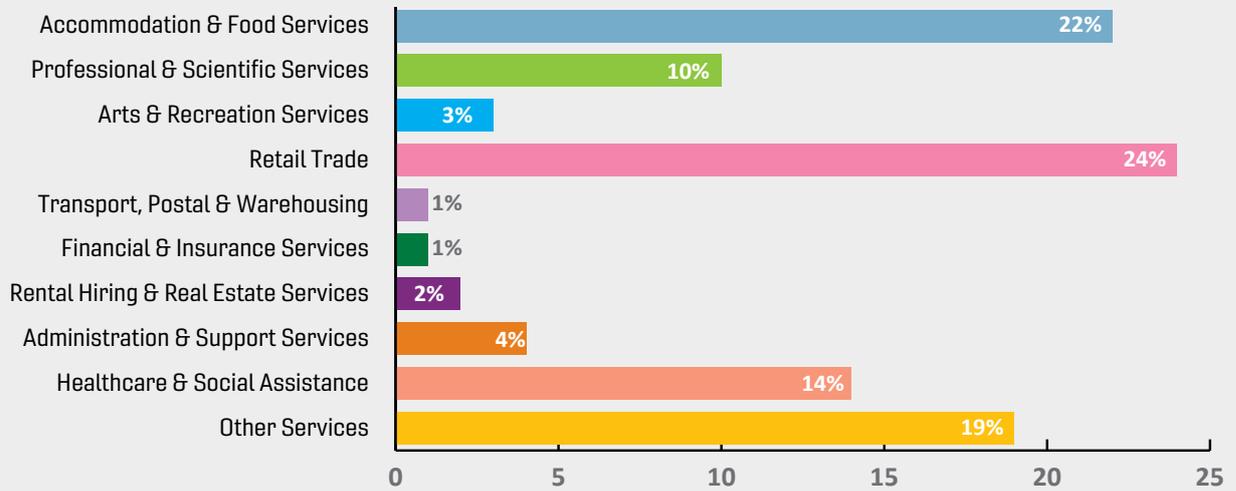


TENANCY MIX CONTINUED

Bronte Beach

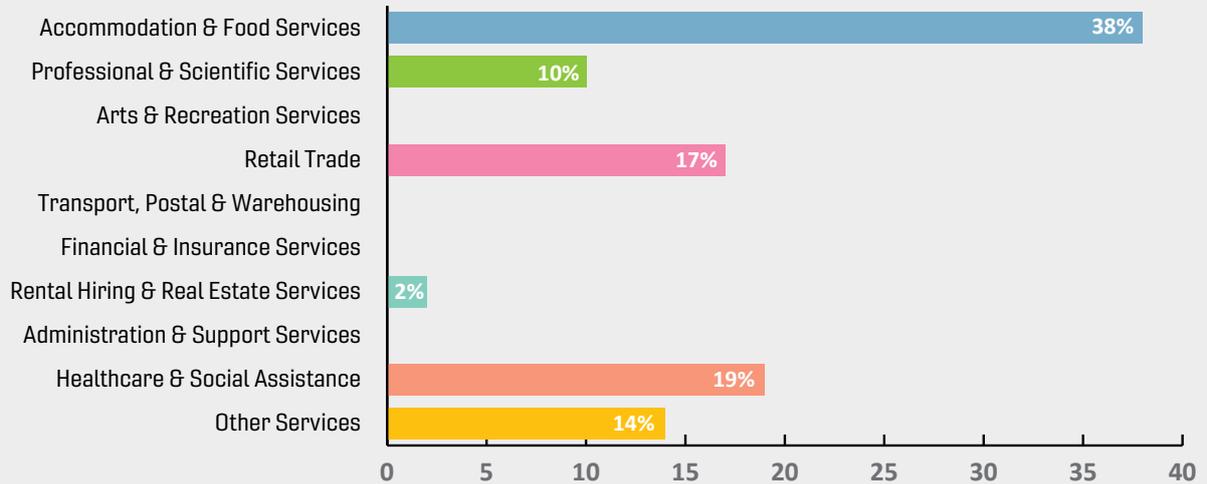


Charing Cross

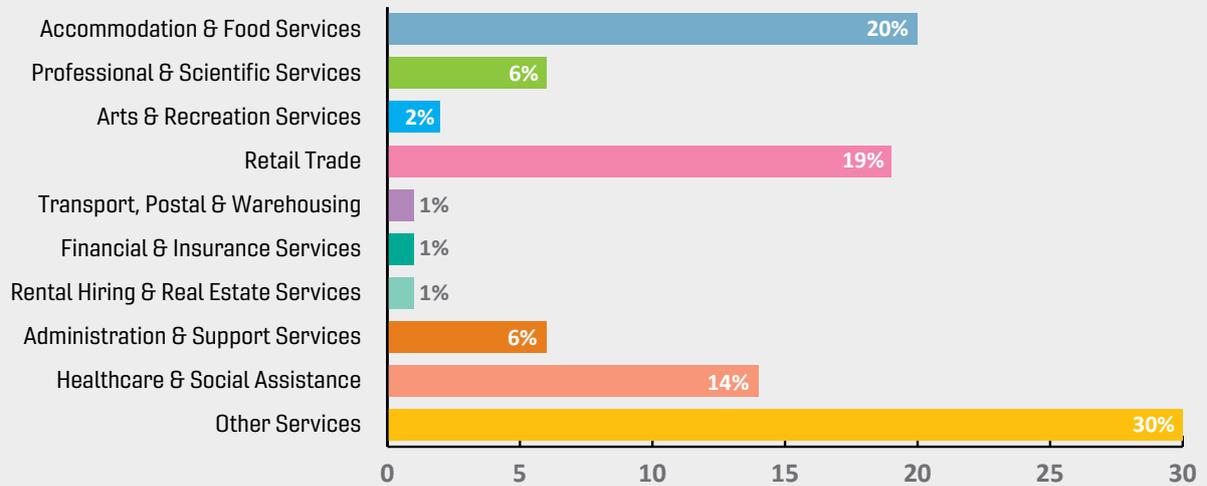


TENANCY MIX CONTINUED

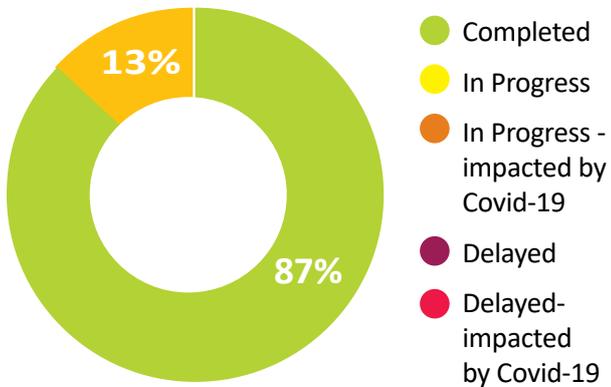
Macpherson Street



Rose Bay



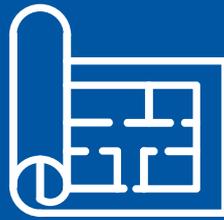
LOCAL ECONOMY



In the Local Economy Theme, 87% of the actions were completed and 13% are in progress.



Xxxx



PLANNING, DEVELOPMENT AND HERITAGE

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



KEY HIGHLIGHTS

WAVERLEY LOCAL ENVIRONMENTAL PLAN 2022

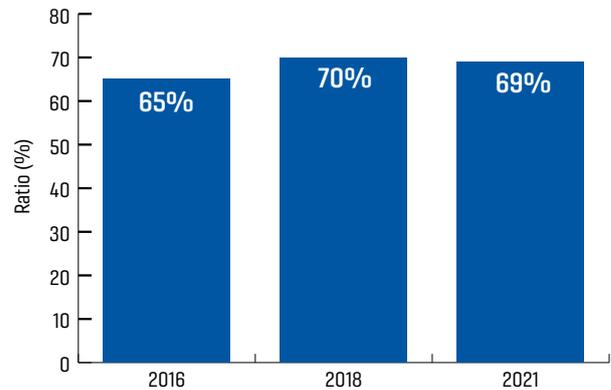
In 2021, Council exhibited a Planning Proposal seeking to update the Waverley Local Environmental Plan 2012. The update will implement planning priorities and actions of the Waverley Local Strategic Planning Statement and key recommendations from Our Liveable Place Centres Strategy. The majority of the strategies and studies undertaken to inform the updated LEP found that the existing LEP already implements many of the requirements of the Greater Sydney Region Plan and does not require widespread planning change to meet the desired future vision. Many of the proposed changes aim to provide greater protection for the area's existing character. Most properties across Waverley would not be noticeably impacted. The existing maximum building height and floor space ratio controls for all properties remain the same, and only some information on land use zones and active street frontages maps is proposed to change.

Preparation of the LEP forms part of an essential strategic planning project that has been staged over four years between July 2018 - July 2022.

The project involved the development of a suite of strategic plans including:

- The Waverley Local Strategic Planning Statement (WLSPS)
- A Community Participation Plan
- Waverley Development Control Plan 2012 (WDCP) 2022

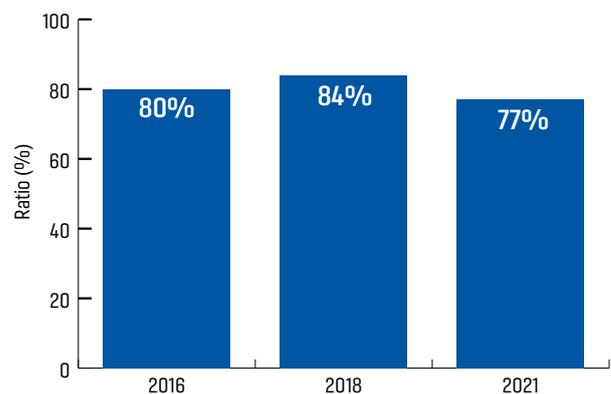
Planning for Residential Development



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with planning for residential development in 2021 was 69%, a marginal drop of 1 percentage point from 2018 and an increase of 4 percentage points from 2016. During the reporting period, initiatives such as education, surveys and codesigning were identified to understand community concerns about overdevelopment.

Urban Vitality and Lifestyle Quality in Waverley



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with urban vitality and lifestyle quality in Waverley in 2021 was 77%, a drop of 7 percentage points from 2018 and 3 percentage points from 2016. The impact of COVID-19 on communities may have impacted the 2021 score.

DRAFT DEVELOPMENT CONTROL PLAN (AMENDMENT 10) - FLOOD AREAS

As a result of Waverley's Flood Study (2018) and the NSW Government's Flood Planning Package reform, the Waverley Development Control Plan 2012 flood planning controls have been reviewed and updated to ensure that any new development in flood-prone areas reduces the risks and impacts of flooding. The draft Waverley DCP would ensure flood-related risks are appropriately managed and provides flood mitigation provisions relating to but not limited to the height of floor levels, structural soundness, car parking and driveway access, evacuation and fencing. While the proposed planning controls could contribute to managing the impact of any flooding, they are not intended to prevent flooding. Instead, the controls are designed to protect the development from being impacted by the flood that is already likely to occur. The proposed planning controls would only apply to new development as part of a development application. Existing properties and structures would not be affected. The draft Waverley DCP amendment was placed on public exhibition in June 2022 and is expected to be reported back to Council by the end of the year.



CHARING CROSS TO BRONTE BEACH HERITAGE WALK DIGITAL EXPERIENCE

Council designed an online audio-visual tour to enhance the experience of the 2.5km walk through the Charing Cross Urban Conservation Area and surrounds. Coupled with a PDF map, the Charing Cross to Bronte Beach Heritage Walk digital experience is available on Council's website. It is a great way to explore Waverley's rich heritage and history through the stories of 22 famous and lesser-known locations, landmarks and people.



Charing Cross to Bronte Walk

CHARING SQUARE PLANNING PROPOSAL

Community consultation of the Charing Square Planning Proposal commenced in December 2021. The planning proposal area encompassed 203-209 and 223-227 Bronte Road, and 94 Carrington Street (Whitten Family Land), 229 Bronte Road (Reece Site 1), 231 Bronte Road and 98 Carrington Road (Reece Site 2), and 211-213 Bronte Road (Legions Club) in Waverley. The Charing Square Planning Proposal sought to amend the Waverley Local Environmental Plan 2012. The changes include an incentivised maximum (increased) permissible floor space ratio (FSR) and the maximum permissible height of buildings (HOB) on each of the six sites. Council was authorised as the local plan-making authority for the site, and following the public exhibition process decided not to proceed with the rezoning of these sites as it was clear that the community and majority of landowners did not support this rezoning.

WAVERLEY HERITAGE ASSESSMENT

Waverley Heritage Assessment was adopted in part with the final component to be finalised in 2022. Council adopted the Waverley Heritage Assessment in March 2022. The Heritage Planning Proposal was endorsed for gateway determination and exhibition.

INTER-WAR GUIDELINES

Council Staff and external consultants prepared a Waverley Inter-War Flat Building Study and Guidelines. The study and set of guidelines will be built into the Waverley DCP 2012.

The guidelines provide guidance for Inter-War building owners and planning officers. They will help preserve and celebrate Waverley's considerable stock of fine inter-war buildings.

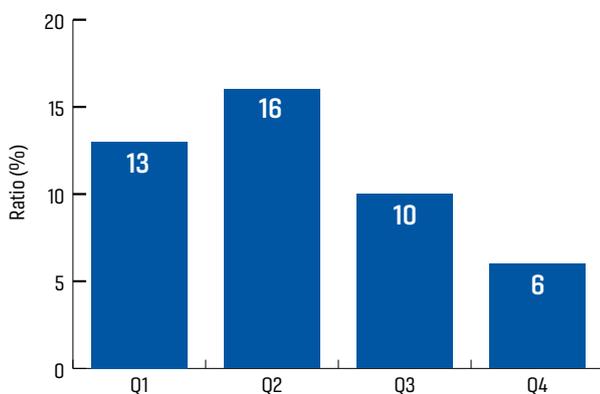
HOUSING STRATEGY AND AFFORDABLE HOUSING CONTRIBUTION SCHEME

Council adopted the Waverley Local Housing Strategy. An Affordable Housing Contribution Scheme Planning Proposal was prepared and forwarded to the Department of Planning and Environment (DPE) for a Gateway Determination (approval in 2021). The DPE is yet to determine this matter.

BUILDING CERTIFICATION INSPECTIONS

There were 45 principal certifying authority inspections for complying development and construction certificates. In 2021–22, 13 building certification inspections were conducted in Q1, 16 in Q2, 10 in Q3 and 6 in Q4. 100% of inspections were completed within 10 working days.

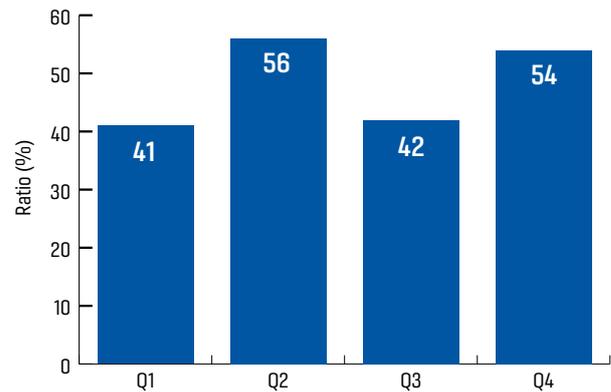
Complying Development and Construction Inspections



FIRE SAFETY INSPECTIONS

100% of fire safety inspections were completed in 15 working days. In 2021–22, 41 inspections were completed in Q1, 56 in Q2, 42 in Q3 and 54 in Q4.

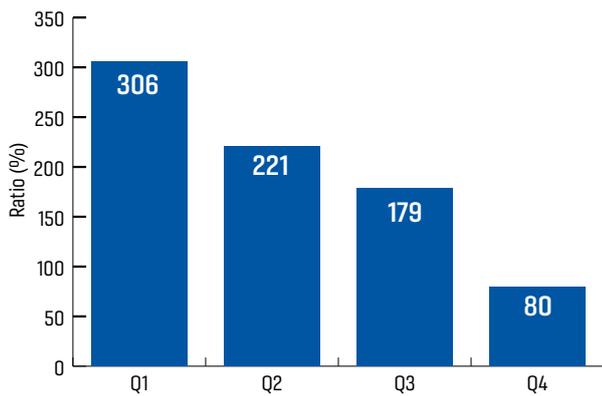
Fire safety inspections



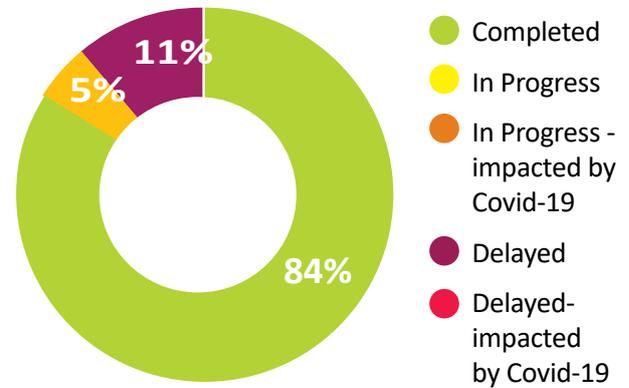
BUILDING MATTERS INVESTIGATED

786 complaints related to building matters were investigated and closed in the reporting period. In Q1, 306 complaints were investigated, while in Q2, Q3 and Q4, 221, 179 and 80 complaints were investigated.

Building Matters Investigated



PLANNING, DEVELOPMENT AND HERITAGE



In the Planning, Development and Heritage theme, 84% of the actions were completed, 5% are in progress, and 11% were delayed.



Bronte House



TRANSPORT, PEDESTRIANS AND PARKING

Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures. The Transport, Pedestrians and Parking theme in the Waverley Community Strategic Plan 2018–2029 strives to make Waverley a place where people can move around easily and safely and our streetscapes are welcoming and inclusive.



KEY HIGHLIGHTS

BONDI JUNCTION CYCLEWAY AND STREETScape UPGRADE

The Bondi Junction Cycleway and Streetscape Upgrade is Council's largest sustainable transport project from Complete Streets, that 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 Einfeld Drive and Bondi Road to an existing cycleway at the north eastern corner of Centennial Park.

The streetscape upgrade includes:

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

Works were completed at the following locations:

- Spring Street, between Newland Street and Denison Street (April 2020)
- Denison Street, between Spring St and Oxford Street (April 2020)
- Spring Street, between Newland St and Bronte Road (November 2020)
- Oxford Street between Denison Street and St James Road (July 2021)
- Bronte Road, between Ebley St and Oxford Street (December 2021)
- Oxford Street East, between Grosvenor Street and Bondi Road linking to the Old South Head Road Shared Path (July 2022)
- Oxford Street West from St James Road to Centennial Park is scheduled for completion early 2023.

In June 2022, Council celebrated the opening of the Bondi Junction Cycleway and Streetscape Upgrade. The upgraded streetscape will significantly improve safety, accessibility and the general aesthetic around



Bondi Junction Cycleway



Queens Park Shared Path

Bondi Junction, and businesses are reporting increased foot traffic and visitation. To enhance the safety of the cycleway, Council is launching an awareness campaign for pedestrian and bike riders, including increased signage and education.

QUEENS PARK CYCLEWAY

Council has worked with Greater Sydney Parklands and Randwick City Council to develop a pedestrian and cycling path along Queens Park between York Road and Carrington Street. Greater Sydney Parklands is responsible for delivering this project funded by Transport for NSW. Work commenced in 2021 and was completed in early 2022. This cycleway is a key connection to Waverley and provides a link to a continuous safe cycleway to the city.

WALKING TO SCHOOL

In June 2022, Council adopted a Mayoral minute to investigate establishing a series of safe walking routes to schools. Planning is underway to engage school principals to deliver safer travel initiatives.

This project will engage with school communities to identify specific road safety concerns around walking to school, including upgrading crossings, safety wayfinding and encouraging safe behaviours. Project investigations and planning will commence in 2022 and implementation over subsequent years. This project is part of developing a broader walking improvement strategy that will make it easier for everyone in our community to walk for short journeys or for recreation.

PEDESTRIAN SAFETY IN WAVERLEY

Council is working with Transport for NSW to improve pedestrian and motorist safety with new traffic calming measures across the Waverley local government area. Traffic calming treatments, including pedestrian crossings, kerb extensions and road humps are being installed at more than 40 locations.

Council undertook pedestrian safety reviews across the local government area, and design development for improved safety and accessibility is underway.



Spring Street Cycleway

CURLEWIS STREET UPGRADE

Council is proposing to upgrade Curlew Street in Bondi Beach to make it safer for pedestrians and bike riders. This project is partly funded by Transport for NSW and involves beautifying the street to provide a welcoming and vibrant space for the whole community to enjoy.

Council is proposing to

- Establish a new separated two-way bike path from Campbell Parade to Wellington Street
- Create shared paths for pedestrians and bike riders at the western end of Curlew Street (from Old South Head Road to Wellington Street). These shared paths have been proposed based on the constraints and uses of the road environment
- Convert existing pedestrian crossings at Gould Street and Wellington Street into raised pedestrian crossings with a designated lane for bikes to cross
- Create an improved outdoor dining environment
- Establish new plantings and increase tree canopy by planting an additional 25 new trees

- Install new paving and signage
- Replace existing light poles with multifunction poles
- Improve drainage, stormwater quality and flood mitigation
- Install six new EV charging stations.

Council engaged the community on the concept designs in May and June 2022. Feedback received from the community will inform the concept finalisation.

BICYCLE STRATEGY AND ACTION PLAN

Preparation of the new Bicycle Strategy and Action Plan commenced in August 2021 with community engagement to understand community riding habits and ideas for the next iteration of the plan.

In 2021, Council asked the community how they felt about riding in Waverley and what would make Waverley a more inviting place and support bike riding for transport and recreation. The feedback indicated that although 85% of respondents were frequent or regular bike riders, 69% felt unsafe riding around Waverley. 95% of survey respondents were



*Artists Impression:
Curlew Street Upgrade*

comfortable riding on separated bike paths, whereas only 19% were comfortable riding with mixed traffic in a 50km/h zone.

Council is continuing to develop a new Bicycle Strategy that incorporates state government requirements for safe and separated bicycle paths. Community consultation will commence in late 2022 and continue in 2023 followed by plan finalisation informed by community feedback.

PUDO PROJECT

The PUDO Project was completed and demonstrated how Council can create innovative solutions in partnership with shared transport providers and reinstate Council management of parking and traffic congestion on Council controlled roads in a more environmentally sustainable way. The project will continue to be monitored by TfNSW and will inform the TfNSW approach to managing shared transportation especially ride share.

BRONTE CUTTING PERMANENT FOOTPATH

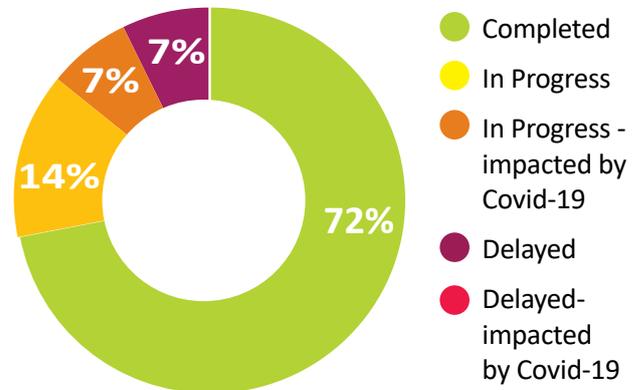
In September 2021, Council completed the Bronte Cutting safety upgrade, including a permanent continuous footpath through Calga Place and up to Macpherson Street, Bronte. The permanent footpath was installed to improve pedestrian safety and experience through the cutting which forms part of the famed Bondi to Bronte Coastal Walk.

The walk attracts around one million walkers each year, and during peak times, as many as 500 pedestrians per hour use Bronte Cutting. The popularity of the walk resulted in the need to review some weak spots for pedestrians – most notably the almost 130-metre stretch of Calga Place without a footpath.

The Calga Place upgrade includes:

- A new 2.4m footpath along Calga Place
- Installation of new bins, speed humps and signage
- Landscaping
- Upgrading stormwater drains
- Re-sheeting and line-marking the road.

TRANSPORT, PEDESTRIANS AND PARKING



In the Transport, Pedestrians and Parking theme, 72% of the actions were completed, 14% are in progress, 7% are in progress but are impacted by COVID-19 and 7% were delayed.



BUILDINGS AND INFRASTRUCTURE

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



KEY HIGHLIGHTS

BONDI PAVILION RESTORATION AND CONSERVATION PROJECT

The conservation and restoration work on the historic Bondi Pavilion is progressing towards completion. The newly restored Pavilion will be open in Spring 2022.

Council has announced the names of the new commercial tenants taking up residence in the iconic Bondi Pavilion when the heritage beachside venue reopens in 2022. Following a tender process, the tenancy for the Pavilion's café/restaurant (Shop 4) site was awarded to House Made Hospitality. The restaurant, Bondi Promenade, will be an all-day dining venue. The tenancy for the Pavilion's café (Shop 3) site was awarded to Good Atelier founder Aaron Crinis and team. Glory Days Bondi will feature an all-day venue. The tenancy for the retail (Shop 2) site was awarded to retail clothing brand Between the Flags (Aust) Pty Ltd operator.

Key features of the restoration and conservation works include:

- An updated art gallery
- New cultural spaces, including the Bondi Story Room
- Three dining venues (a restaurant and two cafés)

- Better connection from Campbell Parade to the beachfront.
- Larger Pottery Studio, including a second kiln
- New toilets, showers and a family and accessible bathroom and change space
- Expansive refurbishments and upgrade to all the Pavilion's unique existing rooms
- Landscaped internal courtyard spaces
- New grand entrance to the north and creating additional east-west connections through the Pavilion.



*Artist's impression of
Bondi Pavilion Courtyard*

GLENAYR AVENUE STREETScape UPGRADE

Glenayr Avenue was identified as a street with high pedestrian activity due to its proximity to the beach, schools, public transport, and mixed commercial and residential area. The existing conditions along Glenayr Avenue contains some pedestrian safety and comfort deficiencies.

These include:

- Non-compliant kerb ramps
- Narrow footpaths
- Trip hazards
- Large crossing distances
- Reduced sight lines at pedestrian crossings and intersections
- Poor lighting.

In May 2022, construction commenced.

Key features of the upgrade include:

- Building raised continuous footpaths and intersection treatments
- Renewing existing raised pedestrian crossings
- Investigating improvements to the 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.



The concept design was developed from feedback from previous consultations and several Council-endorsed strategies, including the Community Strategic Plan, Environmental Action Plan, Strategic Asset Management Plan, Our Liveable Places Centres Strategy, and People Movement and Places.

BRONTE SURF CLUB REDEVELOPMENT UPDATE

Council and the Surf Club have been part of a Public Private Partnership (PPP) to design and rebuild Bronte Surf Club and make way for a new, sustainable hub meeting the needs of Council, contemporary surf lifesaving and the wider community.

After the community largely rejected the first round of designs, Bronte Surf Club, independent of the PPP, commissioned its own design concepts, which they shared with the stakeholders and the community to gather feedback. Council endorsed the design to progress to development application in May 2022. Council is co-funding the project and the project has received funding from the Australian Government and the NSW Government.

The current 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
- Adequate facilities for training more than 200 lifesavers per year and teaching young nippers (currently almost 800)
- Fit-for-purpose lifeguard and lifesaving facilities including adequate storage and training spaces
- Lifeguard facilities with change rooms, first aid, and a lifeguard tower (to align with Surf Lifesaving Australia requirements and recommendations)
- The promenade upgrade
- Council staff amenities and storage
- Patrol first aid area
- Administrative offices
- Kiosk, gymnasium and function room
- Training and meeting rooms.



COUNCIL CHAMBERS REFURBISHMENT

Council is undertaking a major refurbishment of the Council Chambers building on Bondi Road. Five options have been considered for the building (three options for building refurbishment and two options for a full knock-down and rebuild), and the most feasible and value for money option for ratepayers is a major refurbishment, including the complete removal of the pre-1960s structure.

The building has experienced numerous problems, including asbestos, significant water leaks causing major internal damage, failed air-conditioning and poor insulation. Council has budgeted \$17.8 million for the project of which an estimated \$12 million is needed to make the building compliant. Plans for the refurbishment began several years ago and have been budgeted for in the long-term financial plan.

Highlights of the concept design include:

- Modern design that responds to the surrounding environment maintains heritage features and makes the building compliant with modern building and safety standards, including removal of asbestos
- Renewable energy with new lightweight solar panels
- Extend the northern façade to accommodate new lift to provide community access to the third floor Chambers for Council meetings and free-up internal floor space to accommodate more staff (saves leasing office space)
- Redesign of floor plates to improve access to natural light and ventilation
- Major roof repairs
- Replace serviceable equipment
- No removal of existing parking.

Council engaged the community in April and May 2022.

WAVERLEY CEMETERIES WEBSITE

Council launched a new Waverley Cemeteries website catering to the needs of cemetery families, residents and visitors with access to Cemetery related applications and forms, interactive maps of burial locations, a dedicated stories section and details of history and heritage walking tours.

Council operates Waverley Cemetery on the Coast Walk, Bronte and South Head General Cemetery, Vaucluse. Both cemeteries are State Heritage listed for their unique locations, Victorian-era architecture and monumental design and association with a number of high-achieving, famous and notable people from literary, business, arts, political and sporting worlds.

Property Strategy 2020–24 Implementation

Strategic Action	Progress Update
Develop a suite of new property related policies and update existing, to support the delivery of the strategy	<ul style="list-style-type: none"> The Community Tenancy Policy has been updated as part of the Community Tenancy Accommodation Review and was endorsed by Council in October 2021
Carry out a review of Council's Asset Register for buildings and land to ensure valuations are consistent with identified Fair Value	<ul style="list-style-type: none"> Internal working group was established to coordinate project Project completed and final report issued to Council in June 2022
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	<ul style="list-style-type: none"> A Connected Workplaces Steering group has been established to guide the project Council endorsed the major refurbishment of the new Chambers building in August 2021 Architects are working on the detailed design of the new Chambers building A Short-Term Accommodation Project running concurrently to temporarily relocate staff across alternate administration offices within Council's portfolio
Develop Plans of Management (POM) for all Council-owned and managed Community Land	<ul style="list-style-type: none"> Work is ongoing on developing Plans of Management (PoM) in accordance with the Crown Lands Management Act (2016) The Bondi Park Beach and Pavilion PoM and the Bronte Park and Beach PoM were updated in the 2021–22 financial year The development of the Waverley Park PoM and Tamarama Park PoM commenced in 2021–22
Undertake a high-level analysis of Council's property portfolio to develop a list of priority projects requiring further review or Council determination	<ul style="list-style-type: none"> The internal reporting is ongoing and provides a summary overview of the status of all Council's building assets
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	<ul style="list-style-type: none"> A working group was established to coordinate the project with Consultants appointed to undertake the review The review will provide options and recommendations to inform Council decisions in relation to its Commercial Property Portfolio
Carry out an audit and review of Council's community tenancy property portfolio and services	<ul style="list-style-type: none"> The report findings and recommendations were presented in early 2022 along with the recommendations to award new leases to a number of Council's community tenants.

Property Strategy 2020–24 Implementation continued

Strategic Action	Progress Update
<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"> • Council endorsed the recommended operational model for the Bondi Pavilion and Boot Factory buildings at the July 2021 Council meeting • An Operational Readiness Steering Committee was established to coordinate the delivery of all tasks required to be carried out before the building reopens
<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"> • Consultants were engaged to undertake condition and compliance assessments on Council’s building assets • The project has also provided a Capital Expenditure program for all buildings as part of the development of Strategic Asset Management Plan 6 • The project has been delayed due to the impact of COVID restrictions • The project and final reporting are expected to be received in November 2022
<p>Carry out a holistic review of Council’s social and affordable housing property portfolio and program</p>	<ul style="list-style-type: none"> • Internal working group was established to oversee the delivery of the project • Consultants were engaged to undertake the review which was completed in mid-2021 • Two workshops were held with Councillors as part of the review project to gather their input and feedback • The final report and findings, along with recommendations were presented to Council and endorsed in early 2022.

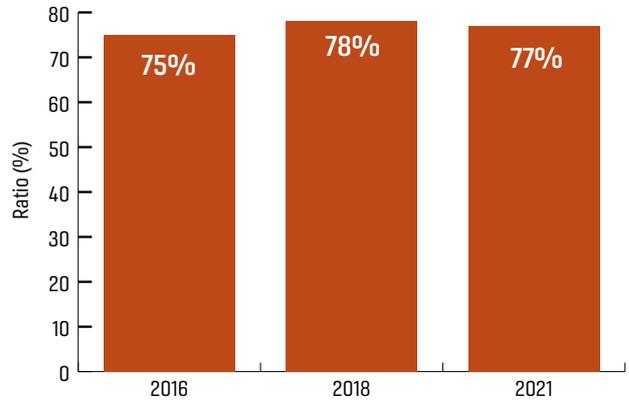
CLIFFTOP WALKWAY

In September and October 2021, Council invited community feedback on its development application (DA) to upgrade the Clifftop Walkway at Eastern Reserve, Dover Heights and Diamond Bay Reserve, Diamond Bay. Among the works proposed in the DA are the creation of four new viewing platforms and the relocation of the existing Diamond Bay viewing platform to capture coastline views in a safer location.

Construction will commence early 2023, and work will include:

- Creation of four new viewing platforms and relocation of the existing Diamond Bay viewing platform to capture coastline views in a safer location
- Replacement of boardwalk along existing line, with the exception of Diamond Bay, where a section of the boardwalk will be shifted landward in the interest of safety
- Replacing the existing boardwalk at Diamond Bay Reserve and extension of the Eastern Reserve boardwalk with low boardwalks at either end over uneven surfaces to prevent erosion and trip hazards
- Replacing picket fencing with bollards and seating at Lancaster Road, Bulga Road, Eastern Avenue and Oceanview Avenue to improve visibility and access
- Replacing existing picket fencing at George Street entry with Council coastal fence with locked gate for remnant vegetation maintenance access (signage directing pedestrians to nearby Bulga Road/ Lancaster Road entries)
- Replacing deteriorating sections of existing fencing with Council Coastal fence to improve safety
- Protecting and expanding low-level healthy existing indigenous vegetation
- Bins at entry points to reduce litter.

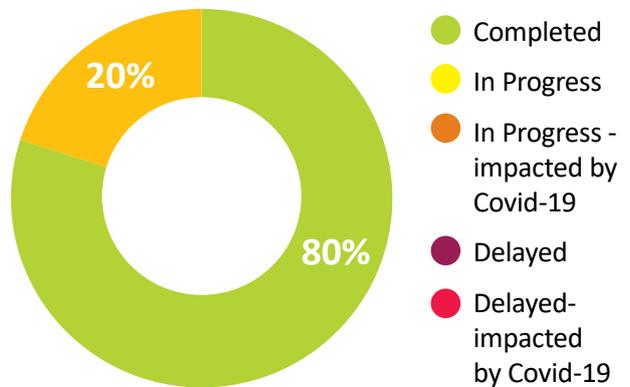
Maintenance of the Road Network



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with the maintenance of the road network in 2021 was 77%, a marginal drop of 1 percentage point from 2018 and an increase of 2 percentage points from 2016.

BUILDINGS AND INFRASTRUCTURE



In the Buildings and Infrastructure theme, 80% of the actions were completed and 20% are in progress

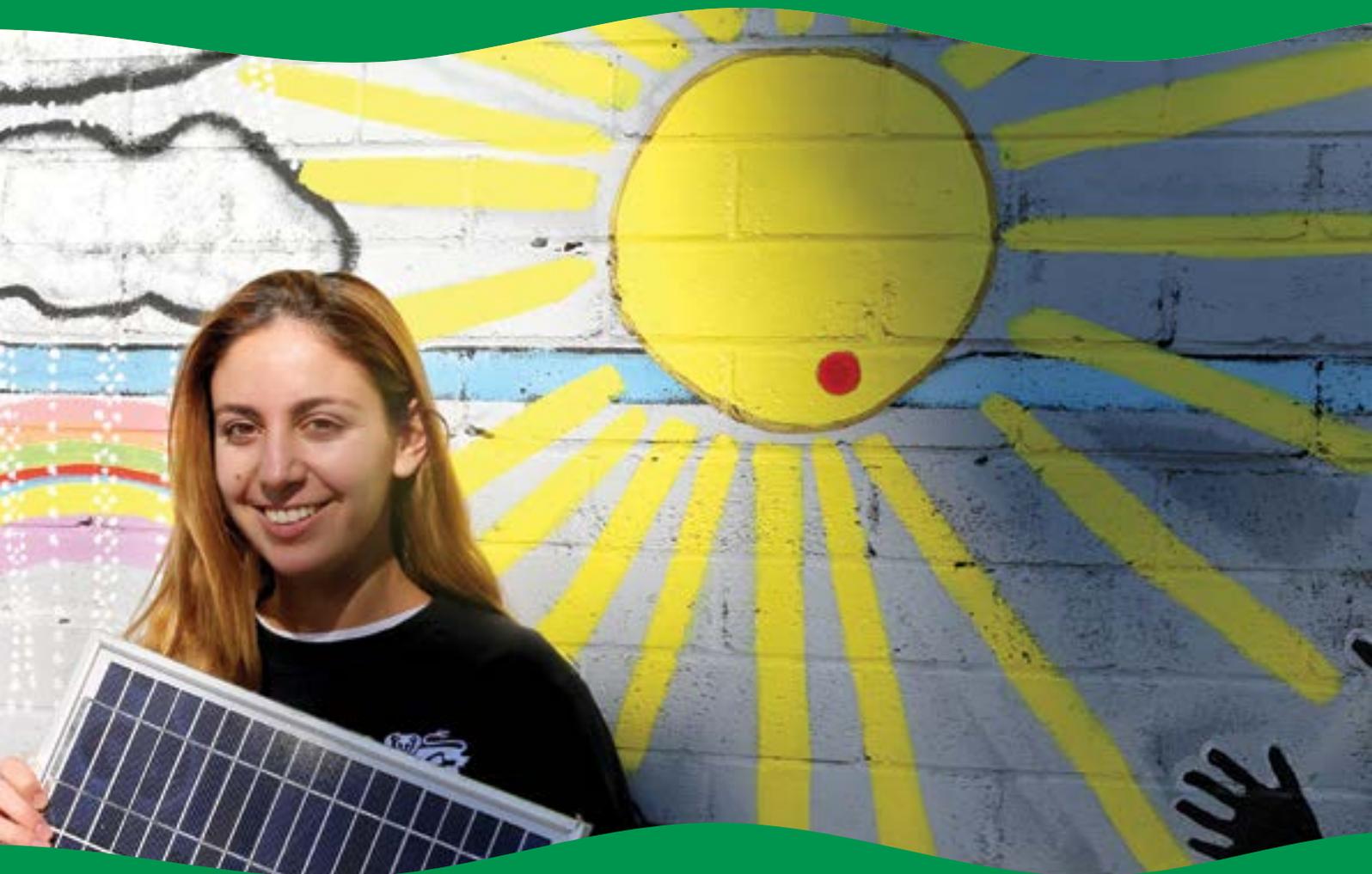


Waverley Cemetery



SUSTAINABLE ENVIRONMENT

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



KEY HIGHLIGHTS

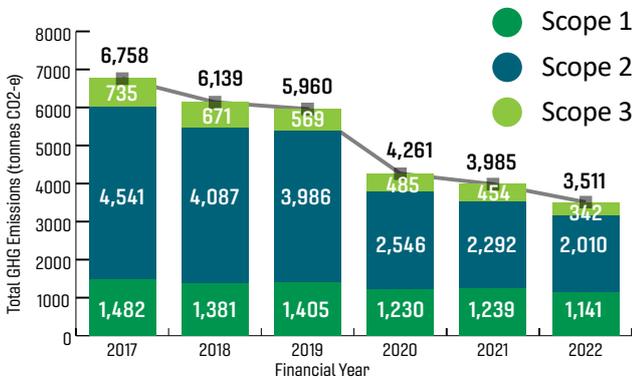
CLIMATE AND EMISSIONS

Council met our organisational emission reduction goals for the second year in a row, achieving an 11% reduction in greenhouse gas emissions compared to the baseline year through reduced energy usage at our buildings and facilities, phasing out gas use and the purchase of renewable energy.

Council entered into a new multi-year Electricity Service Agreement for 100% renewable electricity with ZEN Energy, brokered in partnership with the Southern Sydney Regional Organisation of Councils. Council also became one of the first organisations in Australia to declare a target of net zero greenhouse emissions by 2030 and set a community net zero emission reduction target by 2035. Council purchased UNFCCC accredited emission offsets to maintain our climate neutrality, supporting global efforts to combat climate change through wind energy investment.

Council is transitioning our fleet to Electric Vehicles (EV) and increasing accessibility to EV charge points for our community, including new fast chargers at Eastgate Carparks and on-street EV charging points at Queen Elizabeth Drive, Bondi Beach, Grafton Street, Bondi Junction and pole mounted chargers on Glenayr Avenue. New charging infrastructure is being rolled out at Spring Street, Bondi Junction, Trafalgar Street, Bronte and Castlefield Avenue in Bondi.

Greenhouse GAs Emissions (t Co2 e)



SOLARING OUR SUBURBS

As part of the 3-Council Regional Environment Program, Council continues to help schools, and community organisations invest in renewable energy solutions through its award-winning Solar my School and Solar my Suburb programs. Sixty Eastern Suburbs schools are participating in the program. Last year Council provided support to expand solar systems for a number of independent schools and supported leading local organisations to go solar, including North Bondi Surf Lifesaving Club and Nefesh Synagogue.



BUILDING FUTURES

The fifth round of the award-winning Building Futures program worked with five large strata buildings to identify and implement energy and cost saving actions, with one building achieving 31% energy reduction, saving \$15,800 per year and 97 tonnes of greenhouse emissions. In addition, energy tariff reviews, offered as part of the Program saved each building more than \$3,000 on average per year. It is anticipated that these buildings will collectively reduce energy consumption in excess of 20% after 12 months of operation.

Three local businesses received energy saving and implementation support during the year under the Building Futures banner. A range of solutions was identified, including the installation of smart air conditioner remote controls, sauna control upgrades, a lighting upgrade of exterior building lighting and behavioural changes for staff where savings were identified.

BIODIVERSITY ACTION PLAN

Council adopted a new Biodiversity Action Plan-Remnant Sites 2021–2030 that sets out planned management actions to increase and protect remnant vegetation at 13 remnant bushland sites in Waverley, including Diamond Bay Reserve, Raleigh and Rodney Reserves, Hugh Bamford Reserve, Williams Park, Tamarama Pacific Marine Drive and Waverley Cemetery Cliffs. Bush regeneration works undertaken in Waverley under Council’s previous Biodiversity Action Plan: Remnant Sites 2015–2020 have helped double the remnant vegetation in good condition in the Waverley LGA since 2015.

LIVING CONNECTIONS

Council’s Living Connections program aims to enhance local habitat and help create healthy gardens that thrive with life, linking habitat corridors to enable animals and small birds to move freely and access shelter and food. Last year, 80 households joined the Program receiving 350 native seedlings to plant in their gardens. As a result, the number of habitat gardens in Waverley increased to 240 in 2021–22.

A survey of residents participating in the program found that 75% noted an increase in the insects and small animals in their gardens. More than 50% of participants have added more native plants and habitat features to their gardens.

LEVERAGING ENVIRONMENTAL FINANCE FOR LOCAL BUSINESS

Council is one of four NSW Councils partnering with Better Building Finance to help local businesses upgrade the sustainability of their buildings, improve the value of their property and pay it back through Council rates.

Our new Environmental Upgrade Finance program supports Waverley businesses and property owners with long-term loans for environmental upgrades, such as installing solar panels and electric vehicle charging stations, or upgrading heating, ventilation and air-conditioning (HVAC) systems.

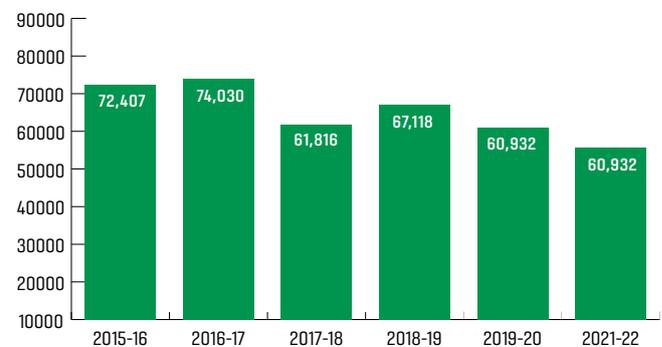
SUSTAINABLE WATER RESULTS

Council met our water conservation target to achieve no increase in potable (mains) water use (based on 2005–06 levels). Smart Irrigation controllers, which can adjust watering frequency and volume based on forecast and actual rainfall, and an advanced digital leak detection system helps conserve water and promptly rectify issues across Council assets and facilities.

To offset mains water consumption, Council maintains a recycled water network that harvests, treats and supplies water for non-potable purposes and provides cost savings.

Council also completed an upgrade of the North Bondi Gross Pollutant Trap (GPT), which will help prevent pollutants from reaching Bondi Beach, improving water quality. It is estimated that the enhanced North Bondi GPT will capture over 20 tonnes of pollutants per year, of which 90% of waste will be recycled and re-purposed at an EPA licenced facility.

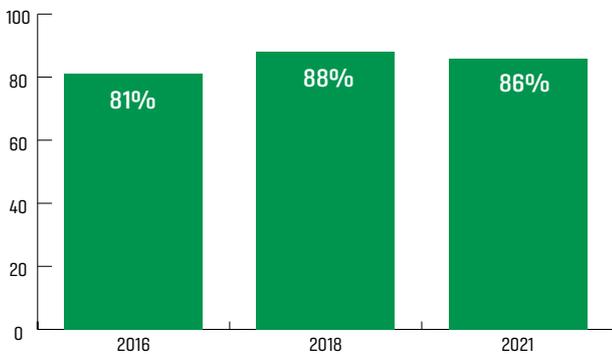
Water Consumption (KI)



WATERWISE APARTMENTS

Council continues to provide targeted support to the community to manage and conserve water, including through the Waterwise Apartments project, in partnership with Randwick and Woollahra councils and Sydney Water. Forty-five apartment blocks in Waverley registered for the Waterwise Apartments assessment, with 27% found to be in best practice, 38% in water efficient, 31% in the typical and only 4% in high use categories. Sydney Water visited the two apartment blocks in the high use category to implement measures to improve water efficiency.

Clean Water at Waverley Beaches



Sources: Community Satisfaction Survey 2016, 2018 and 2021

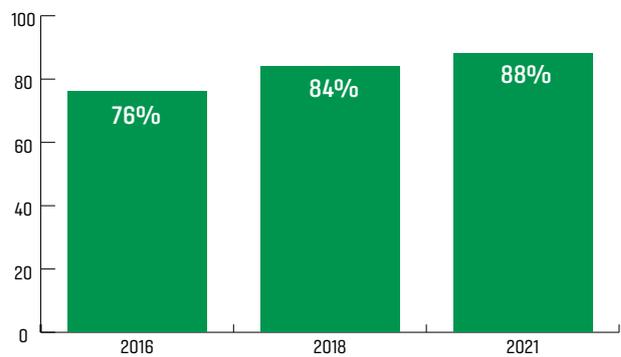
Community satisfaction with clean water at Waverley Beaches in 2021 was 86%, a marginal drop of 2 percentage points from 2018 and an increase of 5 percentage points from 2016.

COMMUNITY LED ENVIRONMENTAL ACTION

Council continues to partner with eight active environmental community groups via our Collaboration for Impact (C4I) program. Two beach clean-ups at Bronte and Bondi attracted more than 60 participants. The network codesigned and supported the delivery of Council’s Summerama Program and Plastic Free July education activities. Funded through NSW Environmental Trust’s \$57,000 grant, local volunteers support the implementation of the Council’s Power to the Future Program.

Power to the Future is an intergenerational program helping students to translate ideas, new knowledge, and skills to influence change and undertake tangible and effective climate actions. Twelve seniors and 11 youth representatives have participated in 15 different workshops to explore climate science, social justice and leadership, and are developing local solutions and short films to inspire action through their networks and council projects.

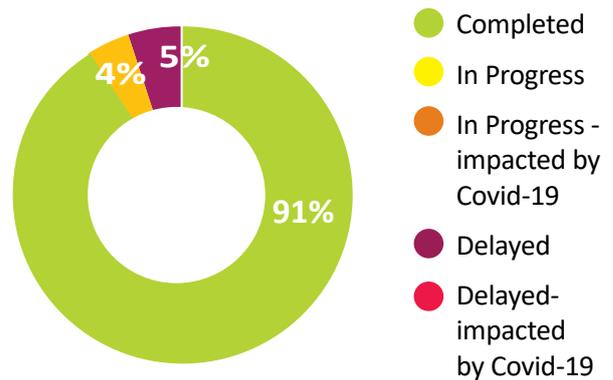
Environmental Education and Awareness



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with environmental education and awareness in 2021 was 88%, an increase of 4 percentage points from 2018 and 12 percentage points from 2016.

SUSTAINABLE ENVIRONMENT



In the Sustainable Environment theme, 91% of the actions were completed, 4% are in progress, and 5% were delayed.



Living Connections Plant delivery



SUSTAINABLE WASTE

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



KEY HIGHLIGHTS

PROBLEM WASTE COLLECTION RECOVERY

Council has installed problem waste recycling stations at the Customer Service Centre, Library,

Waverley College and Rose Bay Secondary College. From November to June 2022, 1,694 kgs of problem waste were recovered and diverted from landfill. This includes 579 kgs of batteries, 599 kgs of e-waste, 255 kgs of x-rays, 93 kgs of cartridges, 83 kgs of globes, 51 kgs of fluoro tubes, and 34 kgs of oral care waste (like toothbrushes and toothpaste tubes).

In 2021–22, three Recycle It Saturday events were held in partnership with the City of Sydney and Woollahra Councils. The events resulted in 8.87 tonnes of waste being diverted from landfill.

Through Council's textile recovery trial at 10 buildings in Waverley, 19 tonnes of textiles were collected. The textiles are donated to charities and resold or repurposed at the end of life, keeping them out of the landfill.

Council's school uniform recycling program at six schools diverted 1160.6kgs of textiles from landfill over two terms. These textiles will be reprocessed into building materials.

PLASTIC FREE JULY

Plastic Free July is a global movement that helps millions to be part of the solution to plastic pollution. In 2021, Council encouraged the community to take the pledge and promoted Plastic Free July events, including a Community in Action webinar hosted by Sarah Wilson, a Beginners guide to zero-waste living stream with Anita Vandyke, Cook along with the Zero-waste chef session with Anne-Marie Bonneau and Plastic free baby with Veronica Milsom.

SCHOOLS WASTE EDUCATION

Council engaged a consultant to provide waste education for students on the concepts of waste avoidance, reuse, correct recycling and how our consumer choices can impact the environment at schools in Waverley. The program aims to foster sustainable habits for life. Incursions were delivered to 12 pre-schools and primary schools, reaching 288 students.



School Waste Education

WASTE IN PUBLIC PLACES POLICY AND GUIDELINES

The Waste in Public Places Policy establishes the framework for the use and placement of commercial and domestic waste/recycling and bins on land under the care and control of Council. This Policy is in accordance with the *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979*, *Protection of the Environment Operations 1997*, and relevant regulations and guidelines. Council endorsed the Waste in Public Policy and associated Guidelines at its meeting in April 2022. The Waverley community was consulted on the Policy and Guidelines in September 2021.

WASTE STRATEGY

Council conducted two community surveys in 2022. Of the 122 responses received, 54 responses were from the bulky waste survey and 67 responses from Recycling Improvement Program survey. The survey responses help Council understand people's experiences in disposing of unwanted items, recycling correctly, and avoiding dumping.

Feedback findings include:

- Reducing waste to landfill, food/organics separation and collection, and reducing illegal dumping are priority issues
- Most residents are looking for enhanced waste and recycling services, infrastructure, and education to dispose of unwanted items safely and recover as much material as possible
- The desire to reuse or share unwanted items is high.

This information informs Council's Waste Strategy preparation which is in progress.

PARTNERSHIPS TO REDUCE LITTER AND WASTE DUMPING

Work is progressing to engage with strata communities around responsible household item disposal. This includes developing a *Guide For Creating By-Laws to Manage Waste*, and two template by-laws, freely available to strata communities in the Council area, to assist strata communities in reducing waste and illegal dumping in apartment buildings.

Council continues to be a member of the Sydney RID Squad to tackle illegal dumping in our community through education and enforcement.

REUSE AND REPAIR

Council promotes reuse and repair programs and initiatives such as the Bower and the Garage Sale Trail. The Bower Collection and Rehoming Service provides Council residents with reuse and rehoming options for items that are in good condition. This year 1,095.5kgs of unwanted goods were donated to the Bower by the Waverley Community.

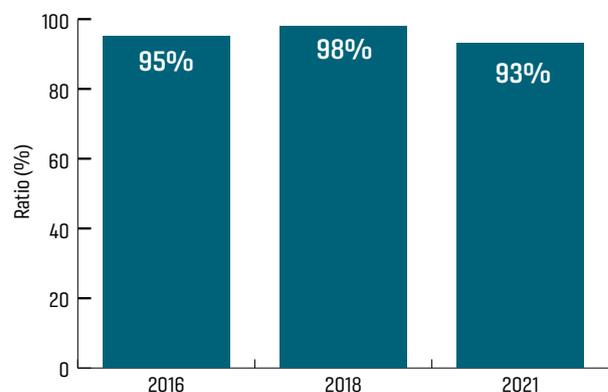
The Garage Sale Trail engaged 2,231 residents in Waverley, 43 of whom hosted their garage sales. A survey showed that 44% of local participants learned more about the circular economy, and 56% of local participants are now more aware of what they buy.

Council also launched a Make-do and mend section on its website to support the community in adopting circular economy principles. This section includes a reuse and share map of local initiatives that support reuse, recycling and share services.

DOMESTIC WASTE SERVICE REVIEW

Council completed a domestic waste services review to identify the optimal waste services for the Waverley community, including a food organics collection mandated by the state government. The review results will inform a plan for Council to transition to enhanced residential waste services. Council staff are now identifying options to facilitate implementing and rolling out a residential FOGO collection service.

Garbage Collection Services for community property



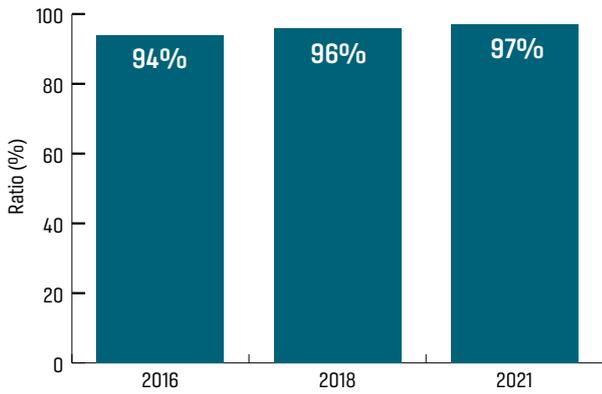
Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with Garbage Collection Services for community property was 93% in 2021, a drop of 5 percentage points from 2018 and 2 percentage points from 2016.

WASTE COLLECTION SERVICE

Council is continuing to work with its waste processing contractors to ensure optimal landfill diversion can be achieved under the current NSW regulations. Waste diversion from landfill rates for general waste collected in Waverley has remained steady during this reporting period.

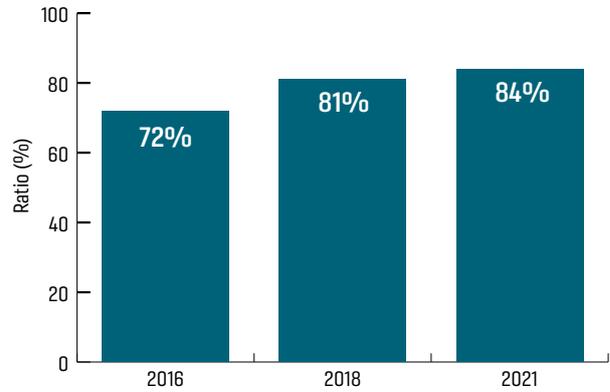
Cleanliness of Parks



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with the cleanliness of parks in 2021 was 97%, an increase of 1 percentage point from 2018 and an increase of 3 percentage points from 2016.

Cleansing of public toilets



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with the cleansing of public toilets in 2021 was 84%, an increase of 3 percentage points from 2018 and an increase of 12 percentage points from 2016.



Waste Collection Service

LITTER AND WASTE DUMPING PREVENTION

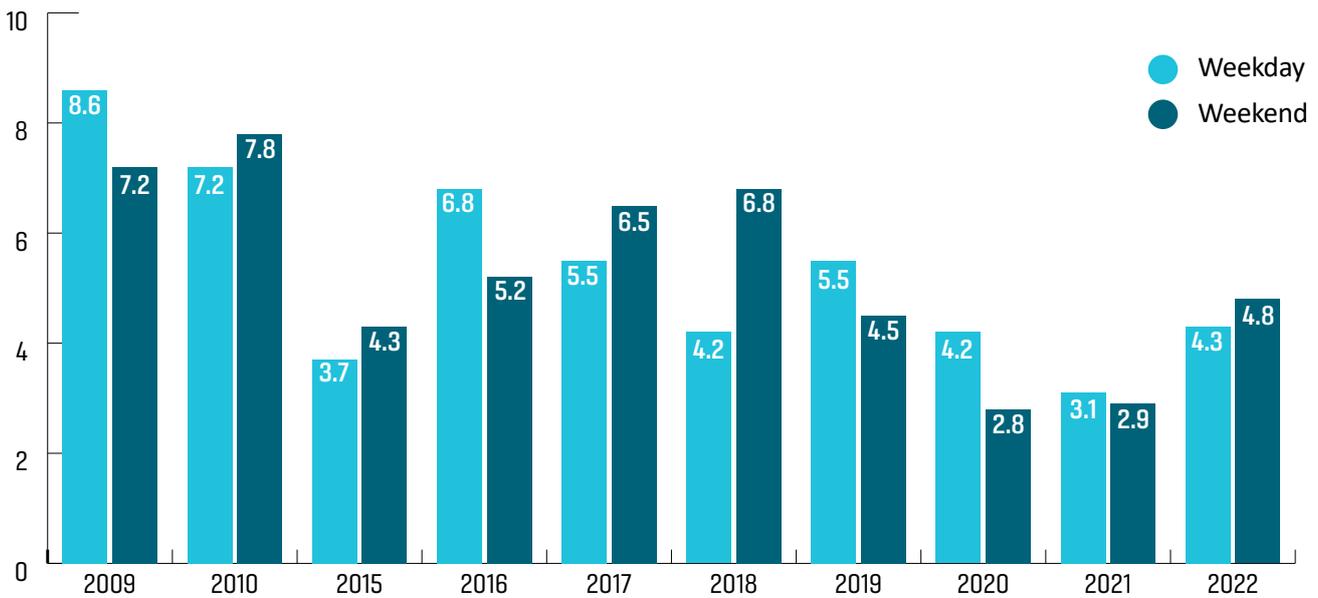
Council built capacity internally to enforce litter and dumping. All rangers attained Certificate IV investigation, and six rangers attended surveillance camera training provided by the Sydney RID Squad.

Illegal dumping hotspots were targeted through Council’s illegal dumping prevention program. This year, 11 hotspot streets were targeted through the My Street is Your Street Project. A range of interventions resulted in an increase in compliant behaviour where offenders took responsibility (paid for removal) of dumped items.

In Bondi Junction, litter prevention work targeted cigarette butt litter in the commercial sector. It included a partnership with Eastgate Mall to provide communications to business tenants, designated smoking areas for staff with appropriate butt bins, and greening public spaces to improve amenities. As a result, Council saw a 95% drop in cigarette butt litter at three hotspots.

Council continues to monitor litter and microplastics on three beaches. For Bondi Beach, the average litter counts slightly increased from 2021 levels, possibly due to the post-COVID beach opening. However, in general, the trend over time is a decline in litter since 2009.

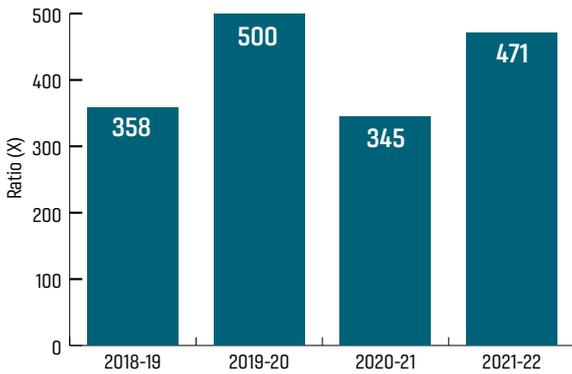
Bondi Beach Summer Audits



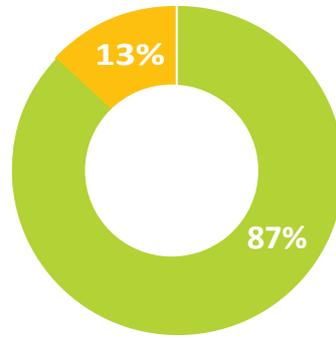
COMPOST BINS AND WORM FARMS

In 2021–22, Council distributed 471 worm farms and compost bins to Waverley residents compared to 358 in 2018–19 and 345 in 2020-21

Compost and Wormfarms distributed



SUSTAINABLE WASTE



- Completed
- In Progress
- In Progress - impacted by Covid-19
- Delayed
- Delayed-impacted by Covid-19

In the Sustainable Waste theme, 87% of the actions were completed and 13% are in progress.



XXX



CORPORATE LEADERSHIP AND ENGAGEMENT

The Corporate Leadership and Engagement theme in the Waverley Community Strategic Plan 2018–2029 aspires to make Waverley an ethical Council that delivers efficient service to the community, form a basis of strong financial sustainability and accountability. Councillors represent and make decisions on behalf of all residents and ratepayers of Waverley, informed by thorough community engagement, strategic focus, and based on data and analysis.



KEY HIGHLIGHTS

INTEGRATED PLANNING AND REPORTING



Waverley Community Strategic Plan 2022 – 2032

Council adopted its Integrated Planning and Reporting suite of documents at its meeting in June 2022.

Following each Council election, we must review our Community Strategic Plan (CSP). This plan sets out the Waverley community's vision for the next 10 years.

The priorities the community identified guided Council in developing strategies and actions for the CSP.

Between July and May 2022, we heard from more than 1,000 Waverley residents between the ages of 4 and 70+ years old.

We heard from a broad cross-section of the Waverley community, including:

- Aboriginal and Torres Strait Islander peoples
- Children and young people
- LGBTQIA+ stakeholders
- People with disability
- Older people
- Advisory and Precinct Committee members
- Culturally diverse community members.

We heard from the community through:

- Online community survey
- Community workshops
- Focus groups
- LGBTQIA+ Roundtable

- Youth Summit
- Recruited citizens' panel
- Engagement activities with preschool and primary school children and
- Pop-ups at different locations in the LGA.

The feedback informed the next iteration of the Waverley Community Strategic Plan, Delivery Program and Operational Plan.

Strategic Asset Management Plan

Council is responsible for infrastructure and other assets in our local government area. These include a range of roads, cycleways, sports fields, community facilities, playgrounds, living infrastructure, coastal pools and amenities blocks. Council aims to ensure our assets are operated, maintained, renewed and upgraded in the most cost-effective and sustainable way. We manage this through our Strategic Asset Management Plan and Environmental Action Plan.

Council adopted its Strategic Asset Management Plan at its meeting in June 2022. The community was engaged to understand community priorities through surveys and deliberative panel discussions. The feedback received informed the Plan.

Workforce Plan

The Workforce Plan 2022–2026 is a resourcing strategy under the Integrated Planning and Reporting Framework and demonstrates how work identified in the Delivery Program 2022–2026, and Operational Plan/s will be resourced. The Workforce Plan will be reviewed and updated every four years along with the Delivery Program.

Waverley's Workforce Plan is a proactive, four-year document that shapes the workforce's capacity and capability to achieve council's strategic goals and objectives. It identifies how future staffing and skills requirements will be met, through recruitment, staff progression and development, internal redeployment, and succession planning.

Long Term Financial Plan

Council's Long Term Financial Plan (LTFP 6) contains a set of long-range financial projections based on an informed set of assumptions. It is designed to reflect the financial impacts of providing the current service levels and our capital works programs. The LTFP 6 covers 11 years from 2022–23 to 2032–33. This Plan iteration focuses on delivering community needs and Council's strategic priorities (including asset renewals and an ICT modernisation program).

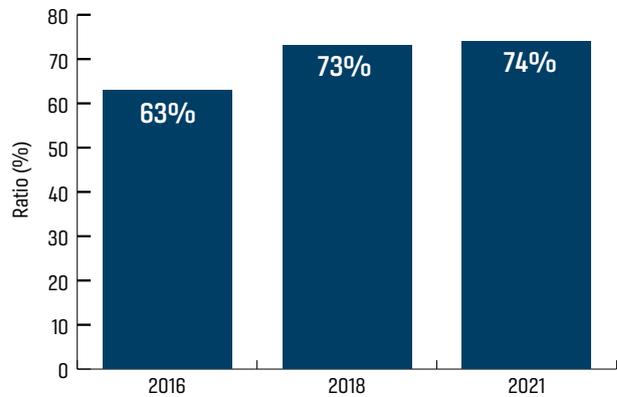
The LTFP 6 indicates that Council will generate sufficient funds and has adequate reserves available to implement its programs and achieve a balanced budget each year throughout the planning period. LTFP 6 enables all asset backlogs identified in the adopted Strategic Asset Management Plan (SAMP 6) to be addressed and assets class conditions to be maintained to a standard meeting community expectations. Service delivery, organisational capability and financial stability will also be maintained.

COMMUNITY ENGAGEMENT

Although face-to-face engagement has been constrained, thorough engagement guided by the Community Engagement Strategy is being delivered across many Council projects and activities, including:

- Community Strategic Plan consultation
- Bondi Junction Cycleway Project
- Clifftop Walkway Upgrade DA and exhibition
- Waverley Park Plan of Management
- Draft Waverley LEP
- Charing Square Planning Proposal
- Glenayr Avenue Streetscape Upgrade
- Curlewis Street Cycleway
- Tamarama Park Plan of Management
- 40km project
- Rickard Avenue and Barracluff Avenue
- The opening of Bondi Junction Cycleway and
- The exhibition of several corporate documents and plans

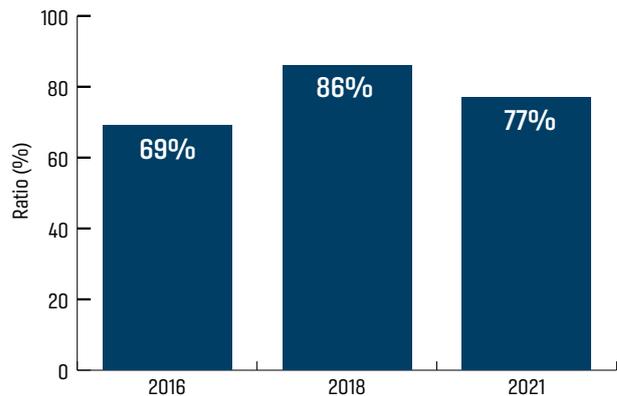
Community Involvement in Council Decision Making



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with community involvement in Council decision making was 74% in 2021, an increase of 1 percentage point from 2018 and 11 percentage points from 2016.

Informing Residents about Council activities



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with informing residents about Council activities was 77% in 2021, a drop of 9 percentage points from 2018 and an increase of 8 percentage points from 2016.

PRECINCT ENGAGEMENT

Precincts continued to be engaged on strategic issues with staff presentations/workshops on major projects and strategy development, both at local Precinct meetings and at the Combined Precincts meetings. Precinct Committees hosted 10 separate Meet the Candidate Panels at their respective meetings as a lead up to the Local Government elections in December 2021. Feedback from the Precincts during the reporting period has been positive on the effectiveness of engaging through zoom meetings, including the flexibility it provides for greater participation from a wider group of people.

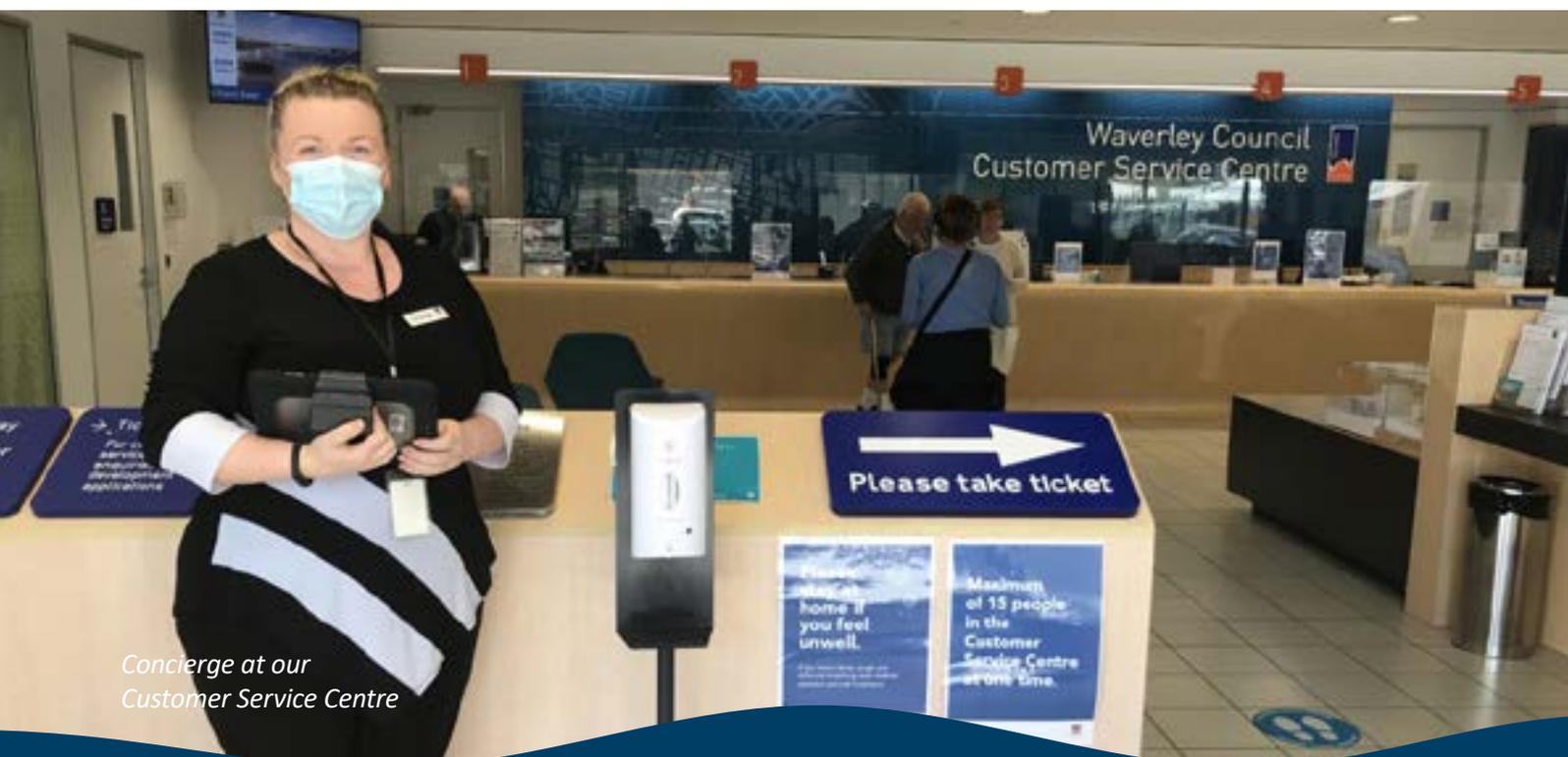
Prior to the Federal Government elections in March 2022, Precinct Committees hosted several Meet the Candidate Panels at their respective meetings. In the reporting period, a total of 64 Precinct meetings were held with four Combined Precincts meetings. Whilst feedback from the Precincts has been very positive on the effectiveness of online meetings since April 2022 some face to face meetings have recommenced enabling Precinct Committees to hold their Annual General meetings.

CUSTOMER EXPERIENCE STRATEGY

The Customer Experience Strategy is an objective of Waverley 2032 (Council's Community Strategic Plan 2022–2032), adopted in June 2022, which promises to deliver the Waverley community excellent customer service, with services delivered efficiently and with innovation.

Council engaged a consultant to complete a quantitative survey of the Council's customers and in-depth interviews with community members. The Customer Experience (CX) Strategy has been developed over the last nine months through community and Councillor consultation, data and complaints analysis and internal staff feedback. It provides a high-level summary of the feedback, reviews Council's current customer experience maturity levels and provides a roadmap for improvement.

The Strategy includes a four-year action plan of Customer Experience initiatives designed to build Council's capabilities in four key areas - customer-centric culture, customer satisfaction measurement, service improvement and technology enablement. The Strategy will be presented to Council for adoption in August 2022.



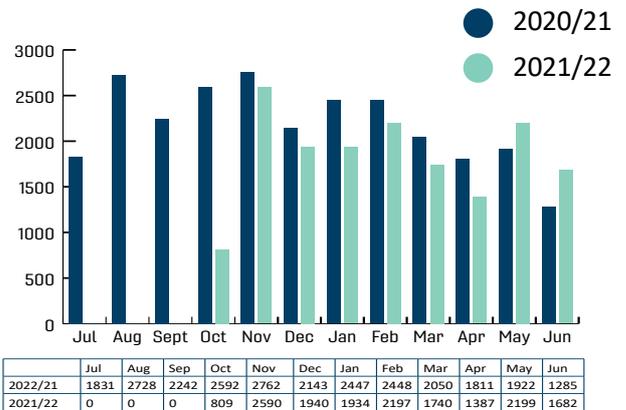
Concierge at our Customer Service Centre

CUSTOMER SERVICE CENTRE

During the reporting period, the Customer Service Centre served 16,481 customers. The average wait time for customers to be served was 4 mins 30 seconds, with 84% of customers being served within 5 minutes of taking a ticket.

The Centre was closed to the public in July, August and September 2021 due to restrictions on non-essential travel. During this time, customers were able to contact Council by phone, email, online form or by reporting issues using the Snap Send Solve app on their phones. The centre reopened to the public on 25 October 2021 following an updated risk assessment.

Customer Service Centre front counter transactions per month

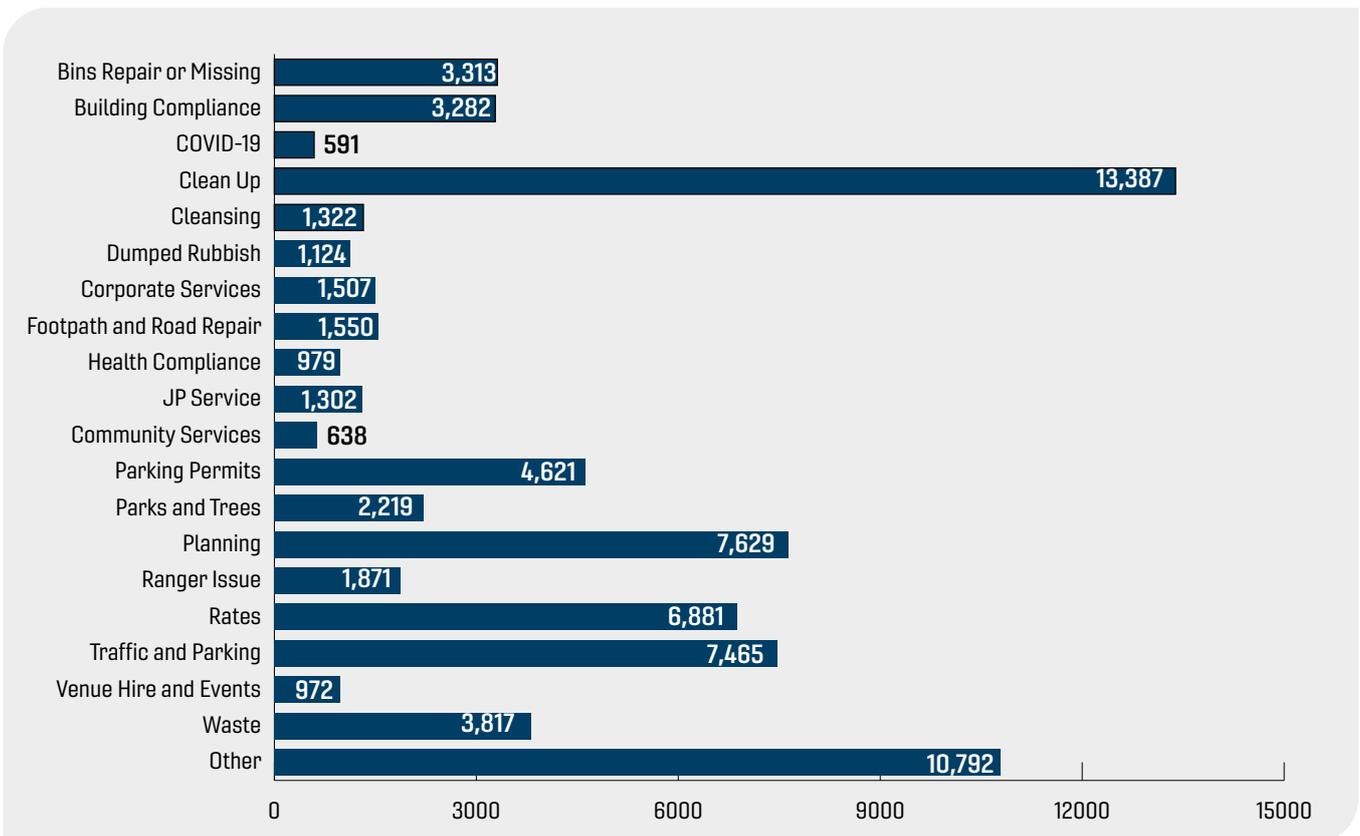


SNAP SEND SOLVE

Council received 4,575 reports from the community using the Snap Send Solve application on their phone, a 19% decrease in reports from last year. Snap Send Solve is an easy and efficient way to notify Council of issues that need addressing. The app locates the specific location and directs customers to include contact details and photos for more efficient identification and resolution of the issue.

The Call Centre handled 75,376 telephone calls, a 3% decrease from the previous year. The average wait time in the call queue was 163 seconds and booking a Your Call clean-up collection was the most common reason customers called the Call Centre during this period.

Reasons for calling Council



FRAUD AND CORRUPTION PREVENTION

Council prepared the Fraud and Corruption Policy and Strategy as part of Council's Fraud and Corruption Control Framework in October 2021. The Policy and Strategy endorsed by the Executive Leadership Team outlines responsibilities and obligations in preventing and reporting fraud and corruption at Council, creating awareness about what constitutes unethical conduct and reducing and preventing the risk of internal and external fraud and corruption.

Council also established the Fraud and Corruption Control Working Group to develop a fraud and corruption control initiative program and provide a monitoring role on the implementation of Council's Fraud and Corruption Control Action Plan.

Other initiatives to prevent, detect and respond to fraud and corruption included:

- A fraud and corruption control campaign via a video message from the General Manager to all Council staff in April 2022, with subsequent follow-up messaging to promote corruption prevention and reporting
- Leadership team briefings to provide program updates, obtain leadership support and remind leaders of their responsibilities in preventing, detecting, and responding to fraud and corruption at Council
- Mandatory ICAC-run corruption prevention workshops for staff in higher fraud risk roles
- A new mandatory online training module to create awareness of fraud and corruption prevention and reporting, to be rolled out in 2022–23.

AUSTRALIAN BUSINESS EXCELLENCE

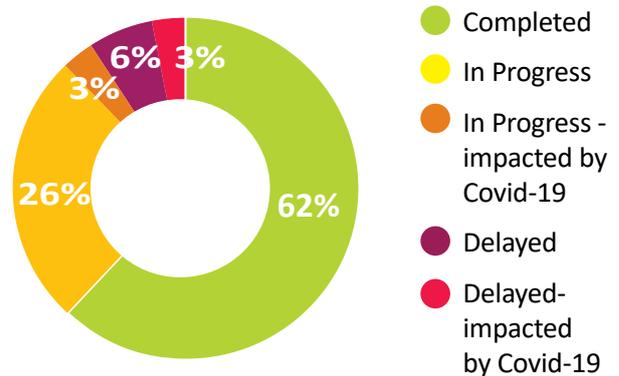
Australian Business Excellence Framework partnerships with Councils and industry were established to drive the development of Waverley's Business Excellence Program. Work is in progress to develop a service review framework and approach in line with the Australian Business Excellence Framework

WORK HEALTH AND SAFETY

Council is committed to driving our safety-first culture and contributing positively to the health and well-being of each other and our community. As part of our continual improvement efforts, Council transitioned to a new digital Work Health & Safety (WHS) Management System. The new system complements our existing WHS capability by seamlessly integrating into daily operations, prompting actions by required staff and driving the desired outcomes for compliance.

Council has a strong focus on the well-being of staff and continues to undertake well-being activities. Some initiatives included a Wellness with Waverley health expo, virtual swim skills program, lived experience mental health seminars, regular mental health education and related resilience tools.

CORPORATE LEADERSHIP AND ENGAGEMENT



In the Corporate Leadership and Engagement theme, 62% of the actions were completed, 26% are in progress, 3% are in progress but are impacted by COVID-19, 6% were delayed and 3% were delayed due to COVID-19



KNOWLEDGE AND INNOVATION

We want to be a Council that enables knowledge sharing and innovation to create a digitally connected community while ensuring accessibility for all. Our community embraces new ideas and we want this reflected in Council services. Importantly, we acknowledge place-making principles that guide the evolution of digital modernisation and knowledge in our local area. This also extends to repurposing of heritage buildings as locations for 21st century innovation and practice. The Knowledge and Innovation theme in the Waverley Community Strategic Plan 2018–2029, strives to position Waverley as a knowledge-driven, innovative and digitally connected community.



KEY HIGHLIGHTS

BOOT FACTORY RESTORATION AND UPGRADE

Council is restoring and upgrading the Boot Factory and Mill Hill Community Centre. Council is transforming the former shoemaking factory into a civic innovation hub.

The upgrade includes:

- Connecting both buildings providing an opportunity to share facilities including the lift
- A café at the Spring Street entry to the precinct with street and courtyard presence
- Upgraded Community and Seniors Centre
- Flexible community spaces on the ground floor and top floor of the Boot Factory and the Mill Hill Community Centre
- Upgrades to Norman Lee Place.

Construction is in progress and is due for completion in 2023.

LIBRARY STRATEGY

The Library aspires to position itself as a leading cultural and learning resource in the Eastern Suburbs through an inspiring, contemporary and relevant collection, thoughtful programming, quality service delivery and strategic promotions. Waverley has been redefining service delivery in response to new technologies and increased community expectations. Community consultation to help us measure satisfaction with facilities and equipment, collections, programs, and services and seek to find out how we can continue to improve was completed. Preparation of the draft Library strategy is in progress

BORROWBOX

Waverley Library launched a new eresource called BorrowBox. BorrowBox is an easy to use platform that allows you to select and download ebooks and eaudiobooks to your computer or any mobile device. BorrowBox has a wide selection of titles, including the latest releases, best sellers, and many Australian and New Zealand titles.

LIBRARY COLLECTION ON GOOGLE AND AUTO-RENEWALS

The Library implemented Linked Library Service to enrich access to its collections. The service transforms existing library data into linked data formats which are then published online for search engines like Google to find and use. This service makes library resources more visible on the web.

The Library also introduced an auto-renewal service, with items on loan now being renewed automatically up to three times.



SMART WAVERLEY STRATEGY 2023

The Smart Waverley Strategy 2023 is designed to transition Waverley, as a community and organisation, into the future of smart technology. The strategy includes three groups of actions. Firstly, initiatives that have already been delivered but require integration of systems or data. Secondly, initiatives planned in the Waverley Community Strategic Plan 2018–2029 and other adopted strategies. Thirdly, it encompasses new initiatives that align with a range of community needs from education and sustainability to online services and transport.

During the reporting period there has been an increased focus on the use of data to generate insights for the organisation.

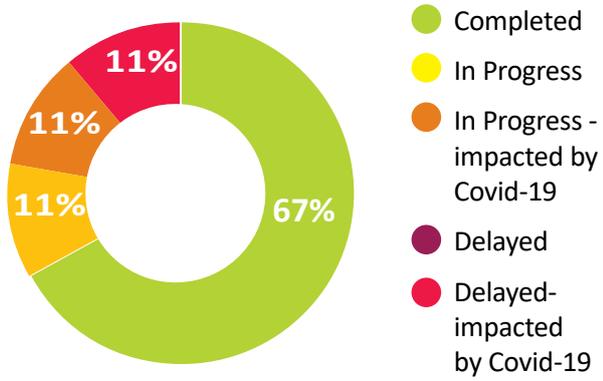
Work includes:

- Data sharing partnerships with State Government agencies
- Subscription to local economic spending data for Waverley LGA, which was combined with mobile location data for research into the impact of COVID-19 on businesses in Oxford Mall
- Launch of a new mobile friendly interactive mapping application for internal staff to view and analyse spatial information.

Oxford Mall visitation



KNOWLEDGE AND INNOVATION



In the Knowledge and Innovation theme, 67% of the actions were completed, 11% are in progress, another 11% are in progress but are impacted by COVID-19 and 11% were delayed due to COVID-19.



The Boot Factory

Part 03.

MEETING OUR ADDITIONAL STATUTORY REQUIREMENTS

AMOUNT OF RATES AND CHARGES WRITTEN OFF

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

Assessment number	Description	Rates	Waste and other charges	Extra Charges	Totals
32729.9	Rates for 2021–22 financial year as per Waverley Council resolution 7 October 2008 (32-48 Denison Street)	119,135.07	140.79	-	119,275.86
Various	Postponed 2016–17 rates and interest charges	773.9	-	366.85	1,140.75
	Sub totals	119,908.97	140.79	366.85	120,416.61
Various	Pension rebate Government Abandonment Section 575 (<i>Local Government Act 1993</i>)	263,758.40	156,127.00	-	419,885.40
Various	Pension Council Abandonment Section 582	83,750.75			83,750.75
	Sub Totals	347,509.15	156,127.00	-	503,636.15
	Grand Totals	467,418.12	156,267.79	366.85	624,052.76

MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

Mayoral and Councillor fees and expenses	Amount(\$)
Mayoral fees	40,624
Councillor fees	227,480
Miscellaneous expenses	226,697
Office equipment and maintenance	18,913
Telephone calls (mobile and landline)	15,407
Conference and seminars	10,411
Professional development	15,860
Interstate visits	-
Overseas visits	-
Spouse expenses	-
Provision for childcare	3,093

COUNCILLOR TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT

All councillors attended induction sessions in February 2022. SINC Solutions ran sessions covering topics such as Councillor roles and responsibilities, and decision-making and meeting procedures.

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

GENERAL MANAGER AND SENIOR STAFF REMUNERATION

In 2021-22, Council employed six senior staff as identified under the *Local Government Act 1993*. The six staff included the General Manager, three Directors, Chief Financial Officer and General Counsel. There was an organisational restructure in 2021-22 with multiple acting arrangements and resignations during the reporting period. Therefore, the amount includes entitlement payments and pay outs made during the acting arrangements and resignation of senior staff in this period.

Position	Total remuneration including all benefits (\$)
General Manager's Remuneration	425,426
Senior Staff Remuneration	2,185,988
Total	2,611,413

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
- 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 2021-22, there were no staff overseas visits.

STATEMENT OF PERSONS PERFORMING PAID WORK

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:

- Permanent full-time basis - 507
- Permanent part-time basis - 48
- Casual basis - 103
- Fixed- term contract - 32
- Senior staff employed for the purposes of the *Local Government Act 1993* - 6
- Engaged under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person - 23
- Engaged under a contract or other arrangement with the person's employer, as an apprentice or trainee - 12.

REPORT ON INFRASTRUCTURE ASSETS

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	*2021–22 Required maintenance	2021–22 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
BUILDINGS						
Council Offices/ Administration Centres	–	–	842	740	13,097	23,048
Council Works Depot	–	–	952	1,092	10,898	11,967
Council Public Halls	1,875	1,875	249	252	22,174	57,378
Libraries	–	–	631	568	25,112	35,470
Cultural Facilities	445	445	1,040	668	16,459	22,563
Other Buildings	720	720	1,428	1,467	77,031	90,670
Specialised Buildings	–	–	620	575	4,824	5,734
Sub-total	3,040	3,040	5,762	5,362	169,594	246,830

OTHER STRUCTURES						
Other structures	1,852	59	143	366	23,837	35,540
Sub-total	1,852	59	143	366	23,837	35,540

ROADS						
Sealed roads	922	–	1,116	1,095	71,853	138,978
Footpaths	990	–	5,158	4,404	41,386	72,787
Other road assets	198	–	2,086	2,558	15,660	30,291
Sealed roads structure	–	–	–	–	105,576	204,203
Kerb and Gutter	1,976	–	68	68	62,319	120,536
Sub-total	4,086	–	8,428	8,125	296,794	566,795

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

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2021–22 Required maintenance	2021–22 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
STORMWATER DRAINAGE						
Stormwater drainage	696	–	355	499	20,944	32,770
Stormwater Conduits	2,083	–	–	–	62,700	108,939
Sub-total	2,779	–	355	499	83,644	141,709

OPEN SPACE/ RECREATIONAL ASSETS						
Swimming pools	322	–	5,509	5,308	95,534	176,842
Sub-total	322	–	5,509	5,308	95,534	176,842
Total - All Assets	12,079	3,099	20,197	19,660	669,403	1,167,716

Infrastructure asset performance indicators (consolidated)*

\$'000	Amounts 2022	Indicator 2022	2021	Prior Periods 2020 2019	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	57,692	290.14%	268.81%	155.45%	82.56%
Depreciation, amortisation and impairment	19,884				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	12,079	1.61%	1.09%	0.99%	1.00%
Net carrying amount of infrastructure assets	749,829				
Asset maintenance ratio					
Actual asset maintenance	19,660	97.34%	104.59%	108.19%	102.33%
Required asset maintenance	20,197				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	3,099	0.27%	0.25%	0.56%	0.60%
Gross replacement cost	1,167,716				

Notes * All asset performance indicators are calculated using the asset classes identified in the previous table.

1. Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

INFRASTRUCTURE ASSET CONDITION ASSESSMENT 'KEY'

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

\$'000 Asset Category	Assets in condition as a percentage of gross replacement cost				
	1	2	3	4	5
BUILDINGS					
Council Offices/ Administration Centres	0.9%	11.2%	36.1%	51.8%	0.0%
Council Works Depot	75.0%	24.7%	0.3%	0.0%	0.0%
Council Public Halls	6.8%	13.6%	19.1%	0.2%	60.3%
Libraries	12.7%	52.2%	12.5%	22.6%	0.0%
Cultural Facilities	21.3%	57.3%	10.7%	2.0%	8.7%
Other Buildings	13.2%	44.1%	32.1%	1.0%	9.6%
Specialised Buildings	9.9%	60.8%	16.8%	9.6%	2.9%
Sub-total	14.2%	35.8%	22.8%	8.9%	18.4%
OTHER STRUCTURES					
Other structures	63.0%	16.2%	8.9%	11.9%	0.0%
Sub-total	63.0%	16.2%	8.9%	11.9%	0.0%
ROADS					
Sealed roads	28.1%	54.1%	16.7%	1.1%	0.0%
Footpaths	18.4%	63.3%	15.3%	3.0%	0.0%
Other road assets	39.4%	43.6%	14.0%	2.8%	0.0%
Sealed roads structure	3.2%	0.1%	96.7%	0.0%	0.0%
Kerb and Gutter	34.1%	48.1%	13.7%	4.0%	0.1%
Sub-total	19.8%	34.0%	44.6%	1.7%	0.0%
STORMWATER DRAINAGE					
Stormwater drainage	29.3%	66.2%	4.5%	0.0%	0.0%
Stormwater Conduits	13.5%	67.3%	18.0%	0.7%	0.5%
Sub-total	17.2%	67.0%	14.9%	0.5%	0.4%
OPEN SPACE/ RECREATIONAL ASSETS					
Swimming pools	39.1%	34.2%	21.3%	5.1%	0.3%
Sub-total	39.1%	34.2%	21.3%	5.1%	0.3%
Total - All Assets	22.5%	37.9%	31.7%	3.9%	4.0%

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 2021–22.

Thirteen 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	Infor- mation not Held	Infor- mation Already Avail- able	Refuse to Deal with Applica- tion	Refuse to Con- firm/ Deny whether infor- mation is held	Appli- cation With- drawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	1	0	1	1	0	0	0	3	11%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal represen- tative)	5	6	0	4	0	0	0	0	15	56%
Members of the public (other)	2	2	1	3	0	0	0	1	9	33%
Total	7	9	1	8	1	0	0	1	27	
% of Total	26%	33%	4%	30%	4%	0%	0%	4%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Informa- tion not Held	Informa- tion Already Available	Refuse to Deal with Applica- tion	Refuse to Confirm/ Deny whether informa- tion is held	Appli- cation With- drawn	Total	% of Total
Personal information applications*	0	1	0	1	0	0	0	0	2	7%
Access applications (other than personal information applications)	7	8	1	7	1	0	0	1	25	93%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	7	9	1	8	1	0	0	1	27	
% of Total	26%	33%	4%	30%	4%	0%	0%	4%		

* 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	3	100%
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	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	10	100%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	10	

**TABLE F:
TIMELINESS**

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	13	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	13	

**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	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

TABLE I:
APPLICATIONS TRANSFERRED TO OTHER AGENCIES - NIL

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	

PUBLIC INTEREST DISCLOSURES

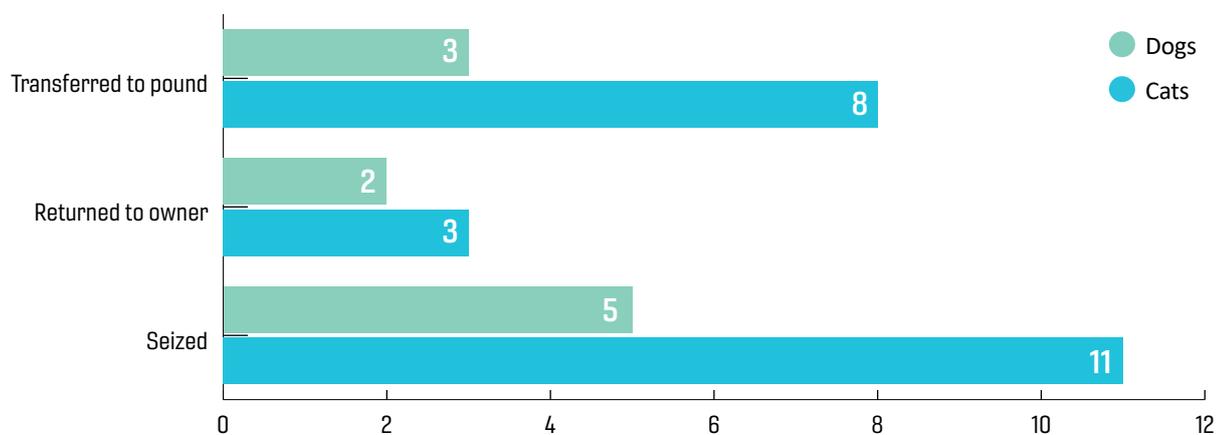
In 2021–22 Council received one public interest disclosure and one public official made a disclosure directly.

Council has a public interest disclosures policy in place. Information is made available on the staff intranet, training is provided to staff, and information is made available to all staff. There is also a statement of commitment from the General Manager.

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:

Sixteen animals were seized, five were returned to the owners, and eleven were transferred to Council's pound facility.



Fourteen dog attacks were reported during the year. Council spent \$33,483 on kennelling and care. Expenditure for activities related to companion animals was \$74,418 which was offset by income from companion animal registration, penalty notices, and charges of \$155,020.

Council Rangers, Companion Animal Officer, Communication staff and Customer Service staff provide ongoing public education in relation to responsible dog ownership. This included advertising, social media, 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 and seeks authorisation from Council

before any euthanasia is carried out (except in emergency situations). Council provides a number of offleash areas throughout the LGA.

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

Council spent \$ 1,420,566 on legal proceedings. The details of legal proceedings are tabled below.

**TABLE A:
LEGAL PROCEEDINGS RELATED TO PLANNING MATTERS**

Property	Issue	Status	Results
22-26 Edward Street, Bondi	Class 1 - Deemed Refusal	Finalised	Appeal Upheld with costs
1 Mitchell Street, North Bondi	Class 1 - Actual Refusal	Finalised	Dismissed with costs
427 Bronte Road, Bronte	Class 1 - Actual Refusal of Review	Finalised	Appeal Upheld with conditions & amended plans and costs
27 & 29 Kimberley Street, Vaucluse	Class 1 - Deemed Refusal	Finalised	Dismissed with costs
110-116 Bronte Road, Bondi Junction	Class 1 - Deemed Refusal of s4.55	Finalised	Dismissed
53-57 Beaumont Street, Rose Bay	Class 1 - Deemed Refusal	Finalised	Dismissed with costs
10 Rawson Avenue, Queens Park	Class 4 Appeal (Judicial Review)	Finalised	Discontinued
132 Hewlett Street, Bronte	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs

TABLE A CONTINUED

Property	Issue	Status	Results
2 Princess Street, Rose Bay	Class 1 - Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions & costs
99-111 Glenayr Avenue, Bondi Beach	Class 1 - Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions
154 Ramsgate Avenue, North Bondi	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
77 Fletcher Street, Tamarama	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
13 Calga Avenue, Bronte	Class 1 - Deemed Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions
118 MacPherson Street, Bronte	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
4 Victory Street, Rose Bay	Class 1 - Actual Refusal of s4.55	Finalised	Section 34 Agreement - Appeal upheld with conditions
12 Narelle Street, North Bondi	Class 1 - Actual Refusal	Finalised	Dismissed
Retail Level 1, 182 Campbell Parade, Bondi Beach	Class 1 - Actual Refusal	Finalised	Appeal upheld
140 Clyde Street, North Bondi	Class 1 - Deemed Refusal	Finalised	Discontinued
40 Waverley Street, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
34 Military Road, North Bondi	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
148 Curlewis Street, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
84 Nancy Street, North Bondi	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions & costs
134 Hewlett Street, Bronte	Class 1 - Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions & costs
178 Hastings Parade, North Bondi	Class 1 - Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
27 & 29 Kimberley Street, Vaucluse	Class 1 - s56a Appeal - Judicial Review of Class 1 Dismissed	Finalised	Discontinued
13 Thompson Street, Tamarama	Class 1 - Deemed Refusal of s4.55	Finalised	Section 34 Agreement - Appeal upheld with conditions

TABLE A CONTINUED

Property	Issue	Status	Results
2 Princess Street, Rose Bay	Class 1 - Application to modify a consent approved by Court s4.55(8)	Finalised	Section 34 Agreement - Appeal upheld with conditions
140 Clyde Street, North Bondi	Class 1 - Deemed Refusal	Finalised	Appeal Upheld with conditions & amended plans
124 Bondi Road, Bondi	Class 1 - Deemed Refusal	Ongoing	Awaiting Judgment
5 Grafton Street, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
31 Hall Street, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	Awaiting judgement
88 Francis Street, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	
9 Blandford Avenue, Bronte	Class 1 - Deemed Refusal	Ongoing	
86-88 Ebley Street, 90-94 Ebley Street, 13-17 Gray Street, Bondi Junction	Class 1 - Deemed Refusal	Ongoing	
37 Read Street, Bronte	Class 1 - Refusal	Ongoing	
14 St Thomas Street, Bronte	Class 1 - Actual Refusal of s8.2	Ongoing	
629 & 631 Old South Head Road, Rose Bay	Class 1 - Refusal of s4.55	Ongoing	
55 Imperial Avenue, Bondi	Class 1 - Refusal	Ongoing	
150-152 Glenayr Avenue, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	

**TABLE B:
DETAILS OF BUILDING COMPLIANCE MATTERS**

Property	Issue	Status
391 Bronte Road, Bronte	Penalty infringement notice related to retaining wall	Current
413 Bronte Road, Bronte	Appeal against unauthorised development notice - Class 1 Proceedings	Current
232 Campbell Parade, Bondi Beach	Appeal against cladding order No. 3939	Current
30 Dellview Street, Tamarama	Class 1 Appeal against Development Control Order No. 3 (remove steel firebox and external chimney extension), dated 20 September 2019	Current - Agreement reached – BIC lodged
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167381645 issued on 09/11/17 for offence on 13/09/17	Current
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167541640 issued for offence (breach of condition 16) on 20/12/17	Current
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167541659 issued for offence (breach of condition 12) on 21/12/17	Current
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167599739 for offence (breach of condition 16) on 20/06/2018	Current
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167477042 for offence (breach of condition 16) on 24/01/18	Current
62 Gilgandra Road, North Bondi	Penalty infringement notice 3223835001 in relation to occupation of Council's footpath	Current
6 Wolaroi Crescent, Tamarama	Class 1 Application	Current
6 Wolaroi Crescent, Tamarama	Local Environment Court Class 1	Current
6 Wolaroi Crescent, Tamarama	Local Environment Court Class 1	Current

**TABLE C:
DETAILS OF CIVIL ENFORCEMENT PROCEEDINGS**

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

PROGRESS AGAINST EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Actions	Outcome	Progress Comments
Priority 1: People with disability		
Review recruitment, selection criteria and recruitment methods to remove barriers and improve opportunities to support a diverse workforce	Review completed and recommendations implemented	Council is committed to building a diverse and inclusive workplace where our people's skills, perspectives and experiences are valued and respected. We aim to be a great place to work, where everyone feels included, is treated fairly, and is supported to succeed. All job advertisements carry the following EEO Statement "Waverley Council is committed to providing equal employment opportunities to all candidates. We encourage applications from women and men from diverse groups, including, but not limited to, Aboriginal and Torres Strait Island people; people from culturally diverse backgrounds; young people; older workers; people with disabilities; LGBTIQ; and other minority groups". Candidates are provided with an option to seek assistance for the interview
Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace	Adjustments reviewed and implemented	As part of the new online onboarding process, new employees and internal candidates are asked if they require any reasonable adjustment to perform their role
Review and implement accessibility recommendations to Council premises and facilities	Review completed and recommendations implemented	Council Chambers has a lift and an accessible ramp to support staff, potential candidates and visitors to access the building. Other sites such as Mill Hill, Spring Street and Library provide accessible entry. Disability Access standards are considered for capital works construction
Partner with disability networks and specialist agencies to increase applications received from people with disability	Partnerships established and used in recruitment	Council joined the Disability Council of Australia and is currently exploring partnerships. However future year scope is focused on awareness training.

Actions	Outcome	Progress Comments
Priority 2: Aboriginal and Torres Strait Islander People		
Prepare and Implement an Aboriginal and Torres Strait Islander Employment Strategy in line with Reconciliation Action Plan deliverables	90% of the annual programs implemented	Innovate Reconciliation Action Plan is Council's Reconciliation Action Plan. Council provided traineeship/work experience opportunities to students as part of the Elsa Dixon Aboriginal Employment Program. Council has a Reconciliation Working Group in place. This group has representatives from Aboriginal and Torres Strait Islander backgrounds. EEO Management Plan 2022–2026 and Reconciliation Action Plan were prepared
Provide networking opportunities Aboriginal and Torres Strait Islander (ATSI) staff	ATSI staff satisfaction with availability of support systems	Council engaged staff from Aboriginal and Torres Strait Islander backgrounds to understand their preference for these activities. It was suggested that these networking opportunities were not required. Heritage and cultural activities organised to promote local heritage are open to all staff
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Staff training completed	

Actions	Outcome	Progress Comments
Priority 3: Culturally and Linguistically Diverse(CALD) People		
Provide staff from culturally and linguistically diverse backgrounds with courses and programs that supports career progression	Staff training completed	The proposed 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on the job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working and interacting with others in the workplace. Learning for managers is achieved through three broad forms of learning - 70% informal learning, on the job experience, learning transfer and stretch projects, 20% through meaningful feedback, coaching and mentoring, building relationships and networks and higher duty opportunities and 10% through formal structured and targeted training. People leaders are trained to enable them to have meaningful conversations in relation to development, including career progression
Provide literacy support programs for staff who are predominantly from diverse cultural backgrounds including outdoor staff	Staff training completed	Council partnered with TAFE NSW to deliver a digital literacy course to 20 participants from our outdoor workforce. The course aimed to develop critical digital skills required by employers and industry, to meet current and future skills needs. This training will be included in the Learning Management Software training catalogue moving forward
Investigate cultural barriers affecting staff and develop support strategies	Investigation completed and support strategies implemented	An eLearning module is currently under development and will be rolled out to all employees every two years. Unconscious bias training was rolled out to people leaders across Council. Council joined the Disability Council of Australia and is exploring tools and providing resources to increase awareness of barriers to inclusion
Review and update training material to meet the needs of CALD staff e.g. use of graphics for WHS instructions	Training material updated	Council's training materials are written to common score standards.

Actions	Outcome	Progress Comments
Priority 4: Women		
Encourage a culture that promotes women in management roles	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion	Council encourages women to apply for all levels of the organisation as an equal opportunity provider. Sixty per cent of the Executive Leadership Team is female
Formalise involvement of women in senior management, coaching and mentoring other women within Council, to support career progression	Increase in coaching/mentoring opportunities for women in senior management	The proposed 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on-the-job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working and interacting with others in the workplace. People leaders are trained to enable them to have meaningful conversations in relation to development, including career progression. The Program aims to provide the skills to encourage meaningful conversations concerning development and career progression
Promote success stories of women in leadership and non-traditional roles through website and other media	Success stories published	Stories of women and their achievements are included in the staff newsletter
Attract women applicants to non-traditional areas of work	Increase in application received from women in non-traditional areas of work	Council is an equal employment opportunity provider and encourages women and men to apply for all roles. Council deploys a merit based recruitment process to ensure that both women and men are not discriminated against on any grounds
Investigate opportunities to transition women back to workforce	Recommendations report completed	Council is committed to developing attitudes and beliefs that support a safety-first culture and recognise work-life balance. Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women to transition back to work from parental leave. In addition, the Council has a Domestic and Family Violence Guidelines to support employees experiencing violence, including measures to support staff returning/ continuing work in those circumstances.

Actions	Outcome	Progress Comments
Priority 5 : Youth		
Develop an integrated framework that formalises procedures for developing and recruiting student placements, work experience opportunities and trainee and apprenticeship placements	10 young people engaged in work experience/ apprenticeships/internships/ traineeships	Council employed 15 trainees and apprentices in various roles across the organisation.
Partner with schools, universities and youth organisations to provide opportunities for youth	Four partnerships established	Scheduled to recommence in 2022–23 in line with the EEO Management Plan 2022–26

Actions	Outcome	Progress Comments
Priority 6: Ageing Workforce		
Develop support mechanisms for ageing/ mature staff to start career planning and post career options including retirement planning that meets the needs of individual employees	Career transition options available for retiring staff	Transition to retirement provisions are included in the <i>Local Government State Award 2022</i>
Prepare and implement an ageing strategy to address workforce issues	90% of the annual programs implemented	EEO data were analysed as part of the development of the Workforce Plan, and relevant strategies were developed to respond to EEO needs
Form an alumni network that recognises and provides opportunities for highly skilled employees post retirement	Alumni network formed and opportunity areas identified	This activity is on hold

Actions	Outcome	Progress Comments
Priority 7: Fair and non-discriminatory work practises		
Implement training and awareness programs for staff to improve EEO understanding	Trainings implemented	EEO training and awareness program are incorporated as part of new staff inductions. All new employees are familiarised with EEO as part of the induction program
Embed a work culture that respects, values and celebrates diversity and measures individual EEO performance through SAPA process	Council's performance assessment process measures behaviour consistent with EEO principles	Council's current performance management system is based on SAPA- Skills and Performance Assessment. The current SAPA measures employees' ability to work together and be responsible. These elements of behaviour demonstrate inclusiveness and respect for others which is an integral part of EEO. Council will continue to review and ensure better integration of EEO principles as SAPA formats are reviewed and updated. Values and behaviours have been finalised
	Increase in number of employees demonstrating understanding of EEO through their work that meets or exceeds expectations	Council is committed to building a diverse and inclusive workplace where our people's skills, perspectives and experiences are valued and respected. We aim to be a great place to work, where everyone feels included, is treated fairly, and is supported to succeed. The new Diversity and Inclusion Policy aims to integrate inclusion into how we work and do business to ensure that it is a core part of Council's culture. An eLearning module is currently under development and will be deployed to all employees every two years.

Actions	Outcome	Progress Comments
Review and update flexible work place policy to meet the needs of a diverse workforce including primary carers, young people and ageing workforce	Policy adopted	Council is committed to developing attitudes and beliefs that support a safety-first culture and recognise work-life balance. Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women in transitioning back to work from parental leave. Flex Time supports a safe and healthy workplace that rewards and recognises a high performance culture and offers a flexible work environment that recognises work-life balance means something different to everyone and supports our employees to manage priorities between work, family, friends and hobbies. The new Flex Time Procedure provides a framework to manage flex time and ensure we continue to provide adequate resources to serve our community. Council has Domestic and Family Violence Guidelines in place to support employees experiencing violence, including measures to support staff returning /continuing work in those circumstances
Review and update relevant policies, processes and systems to support EEO needs (Parental Leave Guidelines, Pay Policy, Recruitment Guidelines, Reward and Recognition Guidelines and Working from Home Guidelines)	Review completed and recommendations implemented	
Provide employment opportunities for a diverse workforce through secondments, mentoring, coaching, traineeships and work experience	Opportunities identified and promoted	The introduction of the 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on the job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working and interacting with others in the workplace. Learning for managers and each other is achieved through three broad forms. 70% through informal learning, on-the-job experience, learning transfer and stretch projects, 20% through meaningful feedback, coaching and mentoring, building relationships and networks and higher duty opportunities and 10% through through formal structured and targeted training.

Actions	Outcome	Progress Comments
Monitor implementation of Respectful Work Place policy and its implementation through a range of methods including exit interviews	Positive behaviour recognised and unacceptable behaviour addressed in line with Councils policies	Positive behaviour is recognised through the Skills and Performance Assessment process and staff recognition awards. Unacceptable behaviour that is reported is investigated, and necessary actions taken
Establish mechanism to gather EEO data on an ongoing basis and analyse EEO data for decision making	Annual EEO survey completed	EEO data were analysed as part of the development of the Workforce Plan, and relevant strategies were developed to respond to EEO needs
Promote people's success stories across the organisation	EEO stories published	A regular feature of staff communication newsletter.

PROGRESS REPORT - DISABILITY INCLUSION ACTION PLAN (DIAP)

This report covers the interim period between the Disability Inclusion Action Plan 2017–21 and the development phase of the new Disability Inclusion Action Plan 2022–26.

KEY INITIATIVES

Bondi Story Room

The Bondi Story Room is a new installation within the newly refurbished Bondi Pavilion, which will be launched in September 2022. The Story Room is a living archive of stories about people and places linked to Bondi. Inside the Story Room, a large touch screen wall becomes an interactive story mural.

Community members with lived experience of disability, Waverley's Access and Inclusion Panel and digital access consultants were engaged over six months to make the Story Room inclusive. This co-design approach will enhance the Story Room experience for everyone. The mural includes variable interactive zones accessible to wheelchair users and is compatible with audio screen readers accessed by smartphones. Tactile elements and a QR code will assist people who are blind, or vision impaired people, to access the stories. There will be an allocated quieter time each day for visitors with sound sensitivities.

Disability Inclusion Action Plan 2022–2026

Council developed and endorsed its second Disability Inclusion Action Plan (DIAP) 2022–26 in June 2022. The plan builds on actions Council implemented over many years to improve accessibility in Waverley.

More than 130 people participated in engagement activities between 25 October 2021 to 20 February 2022. Council heard from people with disability, families, carers, and services with diverse experiences of disability, including physical, sensory, neurodiverse, cognitive, mental health, and chronic illness. Two regional workshops were held along with resident focus groups, meetings with individuals, disability service providers and local networks. Council also received survey responses and submissions.

Key priorities identified include accessibility of streetscapes, open spaces, and beaches, access to meaningful employment, genuine engagement, and opportunities for codesign, engagement and connection with local business and community networks. An implementation plan has been developed to integrate actions across Council and to monitor progress. Council's Access and Inclusion Advisory Panel provides lived experience expertise and will support Council in implementing key projects.

FOCUS AREA 1: INCLUSIVE ATTITUDES AND BEHAVIOURS

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

Action	Progress
Deliver a community awareness program with partner agencies to promote inclusive attitudes and increase understanding of hidden disability	Information and resources continued to be promoted
Provide ongoing opportunities for staff to develop knowledge and skills to apply access and inclusion principles and practices within their key job responsibilities	Staff lunch and learn information and Q&A session was conducted by people with an intellectual disability to address disability discrimination
Continue to award good practice in access and inclusion through Council's Local Business Awards	The 2021 Business Award for Inclusion was delayed due to COVID-19. Business Awards will resume in late 2022
Promote the commercial benefits to local business of inclusive business and employment	The Business Resource Centre on Council's website includes accessibility resources. An inclusive tourism strategy is an action identified in the 2022–26 Disability Inclusion Action Plan.

FOCUS AREA 2: LIVEABLE COMMUNITIES

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

Action	Progress
Develop business models of excellence for Waverley's services for older people, people with disability and children	Council's disability and children's services continued essential face-to-face services throughout COVID-19 lockdowns. The Seniors Centre remained closed until March 22 due to COVID-19
Increase the delivery of access and inclusion initiatives in the region by working with partner agencies and promoting Council's small grants program.	<p>Small Grants were made available to local community networks.</p> <p>An Access and Inclusion grant is in development.</p> <p>Online forums continued to be held with service networks to understand the impact of COVID-19 and to support continued service delivery for vulnerable people.</p> <p>A Social Isolation and Loneliness Forum was held in April 2022 with service providers and coordinated with neighbouring councils</p>
Promote information to help people better understand consumer directed care and to exercise choice and control in choosing services.	<p>Information resources were promoted to support vulnerable people during the COVID-19 pandemic, including information and advice from NSW Health.</p> <p>NDIS, Disability and Carer Gateway and My Aged Care were promoted</p>
Review event management processes and procedures to increase the accessibility and inclusiveness of events held in the region.	Draft Inclusive Events Guidelines is prepared and scheduled for completion in 2022–23 financial year
Increase and promote recreational, social, and cultural programs that are inclusive accessible	<p>The Bondi Story Room was developed in this period and will open in September 2022</p> <p>A number of cultural and recreational initiatives remained impacted by COVID-19, such as the cancellation of the 2021 Bondi Festival</p>
Maintain Waverley's social housing program for older people and people with a mild intellectual disability and continue to advocate to NSW Government for increased diversity of housing stock that is affordable and accessible	Council endorsed the concept design to refurbish a social housing apartment consisting of studio, 1 and 2-bed units block to universal design principals
Continue to advocate for and support housing and homelessness partnerships and initiatives to deliver housing outcomes	The annual Street Count was completed. Extra support and accommodation options provided during the COVID-19 pandemic through the Eastern Suburbs Homelessness Assertive Outreach Collaborative resulted in a reduction in the number of people experiencing street homelessness

FOCUS AREA 2: LIVEABLE COMMUNITIES CONTINUED

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

Action	Progress
Design all new council assets, buildings and open spaces to disability access standards and universal design principles	<p>Bondi Pavilion restoration progressed, and temporarily accessible amenities and changing places were made available</p> <p>Mill Hill Centre upgrade, and Boot Factory refurbishment are in progress</p> <p>Waverley and Tamarama Plan of Management reviews considered disability access standards</p> <p>Belgrave Street and Onslow Street Park and Playground upgrades were designed</p> <p>Design, planning and consultation on Bondi Surf Bathing Life Saving Club and Bronte Surf Life Saving Club are aligned with disability access standards and universal design principles</p>
Continue to provide an annual capital works program to upgrade footpaths, pedestrian crossings, kerb ramps and bus shelters to universal design principles	Design, planning and consultation on streetscape upgrades included Charing Cross and Curlewis Street. Construction commenced on Glenayr Avenue
Implement strategies to improve beach wheelchair loan systems and access to designated beaches	Bondi Beach matting is made available three times a week, weather permitting

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

Action	Progress
Work with relevant public transport agencies to improve the transport network in the region for people with disability	Work continues with transport agencies to improve the network through the Transport Committee
Increase the number of drop off and pick up zones in town centres, and outside key destinations venues and facilities	Initial work began to identify locations for accessible pick up and drop off PUDO parking spaces
Increase the number of designated accessible parking spaces at key venues/facilities and monitor and enforce the appropriate use of mobility parking	Initial planning began to audit mobility parking spaces
Develop a Wayfinding strategy that meets the needs of people with disability and prioritise upgrading signage in major centres	Action pending completion of audits

FOCUS AREA 3: MEANINGFUL EMPLOYMENT

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

Action	Progress
Opportunities for learning and skills development for adults with mild intellectual disability are provided through the Waverley Community Living Program	Individual learning and skills support continued Initial work to review support outcomes is in progress
Explore the development of a program to support internships, traineeship, and apprenticeship opportunities within Council	This work was delayed due to impact of COVID-19
Review Council's volunteering policy to ensure opportunities for volunteering are inclusive	Volunteering policy and supporting documents drafted in preparation for Council endorsement in the later part of 2022

FOCUS AREA 4: SYSTEMS AND PROCESSES

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

Action	Progress
Council publications and documents are available in a diverse range of formats and the website is compliant with WCAG 2.0	Action to improve website navigation pending implementation of IT strategy and resourcing strategy
Review Council's consultation processes, including the structure and role of Council's Access committee, to support participation and engagement of a diverse range of people in Council initiatives	A new Access and Inclusion Panel was recruited. The Panel provided input and recommendations in the development of a consultation strategy for the DIAP 2022–26 on key projects including the Bondi Story Room
Identify and involve people with relevant expertise and lived experience of disability during the planning & design stages of major development and upgrades, policy development and purchase of equipment	The community was consulted from 25 October 2021 to 20 February 2022 to inform the actions in the DIAP 2022–26.

SWIMMING POOL INSPECTIONS

Only one pool and spa of tourist and visitor accommodation falls under this category. However, the inspection was not due in 2021–2022.

- 14 inspections were of premises with more than two dwellings
- 21 inspections resulted in issuing a certificate of compliance under Section 22D of the Swimming Pool Act
- Eight inspections resulted in issuing a certificate of non-compliance under clause 21 of the Swimming Pool Regulation.

WORKS UNDERTAKEN ON PRIVATE LAND

Works were undertaken at 251 Oxford Street as part of the Bondi Junction Cycleway works. Council spent \$59,556 and the remaining amount was paid by the property owner.

Works involved demolition and disposal of existing footpath paving, screed and motor preparation and installation of a new golden gunmetal paving.

RECOVERY AND THREAT ABATEMENT PLANS

Council is identified in the Eastern Suburbs Banksia Scrub Recovery Plan as responsible for implementing weed management in York Road, Bondi Junction and regularly has bush regeneration contractors working to maintain and improve the condition of the vegetation in the area.

The National Recovery Plan *Acacia terminalis* subsp. *terminalis* (Sunshine Wattle) outlines one site in the Council area. Waverley regularly has bush regeneration contractors working in the area, and the number of individual plants has increased over the last five years.

ENVIRONMENTAL UPGRADE AGREEMENTS

In 2021–22, there were no Environment Upgrade Agreements in place.

VOLUNTARY PLANNING AGREEMENTS

VPA Application details	Details of proposal	Name of those party to the agreement	Additional FSR sought	Exceedance (Sqm)	Contribution Amount (\$)
DA-152/2021 154 Ramsgate Avenue, North Bondi	Demolition of the existing structures and construction of a three storey residential flat building with basement parking	RA No.7 Pty Ltd (ACN 600 896 624) Shalev Assouline Hadarel Assouline and Natalie Assouline	56.00%	62.11	260,862
DA-325/2020 12 Burge Street, Vaucluse	Demolition of existing building and construction of a residential flat containing six units over basement car parking and strata subdivision.	BURGE ST DEVELOPMENTS PTY LTD (ACN 637 993 250)	2.89%	20.4	61,200
DA-316/2015/B 157-159 Military Road, Dover Heights	Modification to alter internal layout, relocation of bicycle parking, modification of residential entry and various other external alterations	ROIA Development Pty Ltd, Iomt Developments Pty Ltd	5.46%	28	54,320
DA-435/2016/B 80 Bronte Road, Bondi Junction	Significant alterations and additions to existing building (retaining side party walls and front façade) to create a mixed use building of four storeys, as modified	Patchy Custody Pty Ltd	11%	38	149,682
DA-187/2020/A 278-282 Birrell Street, Bondi Junction	Modification to basement level to accommodate additional storage to satisfy condition 21 and amendments to wording of condition 4 to allow preliminary works to commence	TC Three Pty Ltd	38%	469	1,735,300

CONTRACTS AWARDED BY COUNCIL

In 2021–22, Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

Purpose	Supplier	Value (\$)
Glenayr Avenue Streetscape upgrade	Mack Civil Pty Ltd	4,634,023.70
Pavement upgrades on York Road	QMC Group	1,530,533.10
Changes to speed limits in Waverley treatments and linemarking	Quality Management & Constructions	1,505,185.36
York Road and Darley Road intersection upgrades	Civeco Pty Ltd	1,484,547.60
Safety By Design in Public Places	QMC Group	1,433,389.10
Car parks access system infrastructure upgrade - Ticket systems	TMA Technology (Australia) Pty Ltd	1,254,165.40
Road Resheeting Program 2021–22 Package 2	Bitu Pave Ltd	1,200,411.30
Boxes and hanging planters local village beautification	Plantabox Pty Ltd	747,466.56
Cisco meraki switch replacement	Kytec Pty Ltd	511,440.89
Road Resheeting Program 2021–22 Package 1	NA Group Pty Ltd	426,706.06
Desktop computer replacement	Datacom Systems (AU) Pty Ltd	392,248.79
Roscoe Street upgrades	Civeco Pty Ltd	388,287.90
Waverley Park play equipment restoration, design, supply, and installation	Proludic Pty Ltd	384,945.00
Network upgrade - Firewall replacement	Datacom Systems (AU) Pty Ltd	317,088.11
Maintenance of water harvesting and treatment systems	SAS Water Solutions	217,301.70
Mobile plan contract renewal	IMEI Pty Ltd	216,043.96
BBQ replacements within Waverley LGA	DA Christie Pty Ltd	215,395.62
2022 Restoration Project	CityWide Civil Works Pty Ltd	198,507.21
IMM Technology Platform Solution	Kapish Services Pty Ltd	185,898.90

REPORT ON SPECIAL RATE VARIATION

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

from the Special Rate Variation (SRV) was used to fund a range of services and projects. Key services and projects funded in 2021–22 include:

Services/Projects	Amount (\$)
22 Services including 148 subservices	143,665,000
Delivery of streetscape improvements : Notts Avenue, Curlewis Street, Charing Cross and Glenayr Avenue	1,019,782
Delivery of complete streets including the Bondi Junction Cycleway	9,961,991
Bondi Park Plan of Management works - Public domain upgrades including paving, lighting, stormwater, landscaping, hostile vehicle mitigation and new furniture	5,203,960
Design and construction of playgrounds : Barracluff Park Playground, Marlborough Reserve, Onslow Park Playground, Waverley Park Playground, Williams Park	452,454
Thomas Hogan revegetation, greening steep slopes, turf and sports field improvements	276,344
Bronte Park - Installation of new barbeques	150,000
18% of footpaths in condition 1	636,198
Remnant bushland maintenance and restoration of Tamarama and Bronte Gully and Thomas Hogan Reserve	552,024
Water efficiency improvements on Council assets - Management of Council's leak detection system and operating costs for Councils stormwater and recycled water systems	106,916
Graffiti Removal	100,000
Installation of new gross pollutant trap at North Bondi	80,000
Street tree masterplan planting program	62,970
Waverley Park slope stabilisation, including fitness station and playground design	56,624
Second Nature Program and the Living Connections Program	56,000
Building Futures and Solar My Suburbs program	55,819
Recycling contamination program and problem waste collection.	52,493
Street lighting upgrades in Bondi Junction and residential streetlighting to LEDs	47,000
Installation of EV chargers	37,000
SkyParks project at Bondi Junction and climate scenario preparation	22,000
Water Fix strata	20,000
Council buildings meet greenhouse reduction targets (more than offset by energy savings)	11,834

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 provides a funding source for managing flood risk. Council is allocating funds to projects that contribute to reducing this risk and building a commensurate reserve to fund larger projects.

Projects undertaken in 2021–22 include

- Works at Bourke Street and Edmund Street, a
- New drainage line at Raleigh Street and Lola Road
- Raingarden renewal.

REPORT ON CAPITAL EXPENDITURE REVIEW

- In alignment with the Office of the Local Government's Capital Expenditure Guidelines, Council has continued to report to Council on a quarterly basis on the Bondi Pavilion and Restoration Project. An update was provided to the Office of Local Government following the budget increase approved by Council in April 2022.
- In January 2022 Council notified the Office of Local Government regarding the Boot Factory and Mill Hill project providing the required information for review.
- Council will continue to deliver its responsibility to manage the projects in line with its responsibilities as per the guiding principles under section 8 of the *Local Government Act 1993* to carry out its functions in a way that provides the best possible value for residents and ratepayers.



WAVERLEY
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