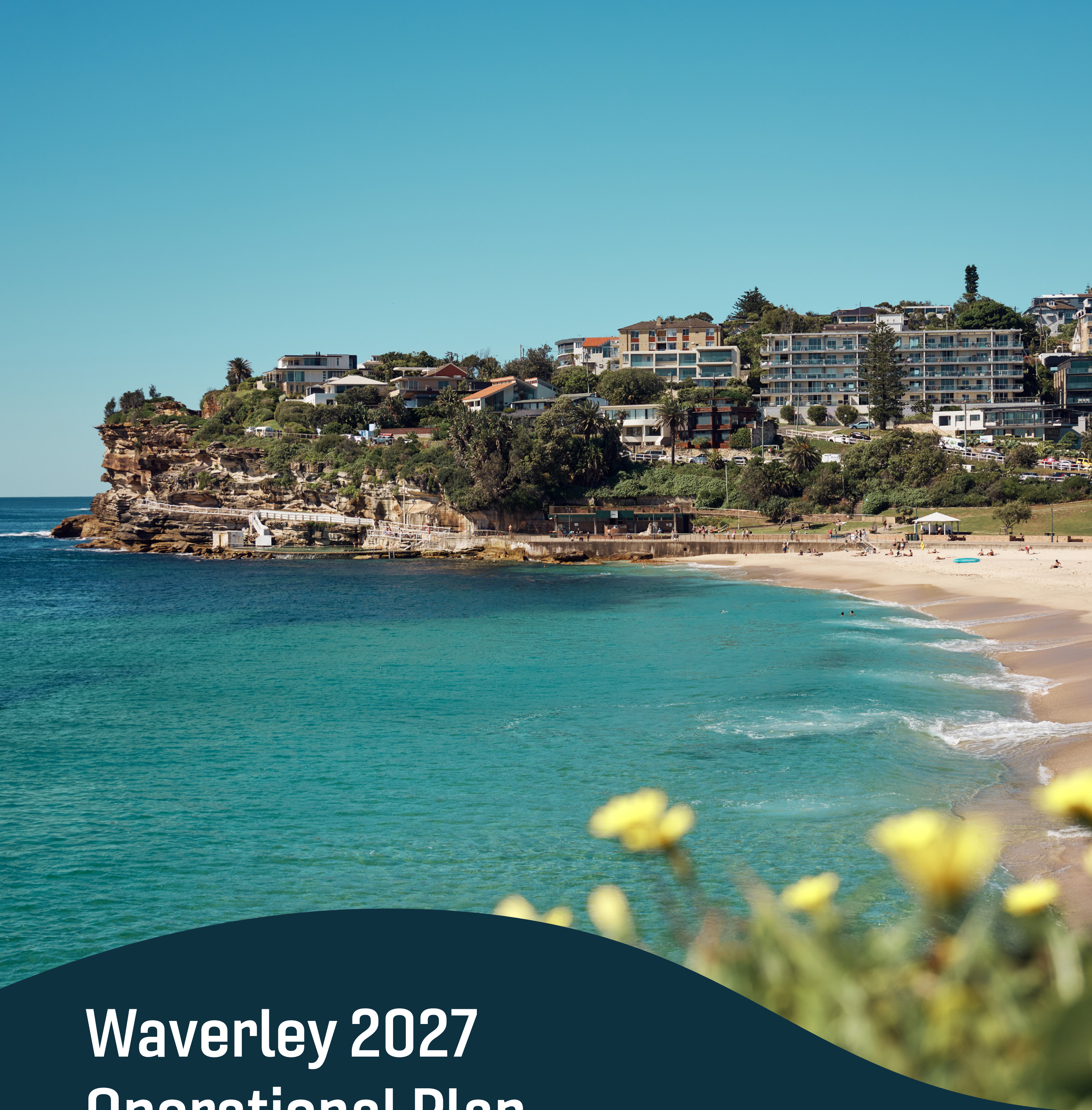


Waverley 2027 Operational Plan

2026–2027

WAVERLEY
COUNCIL

Contents

Acknowledgement and our Reconciliation Vision

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

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

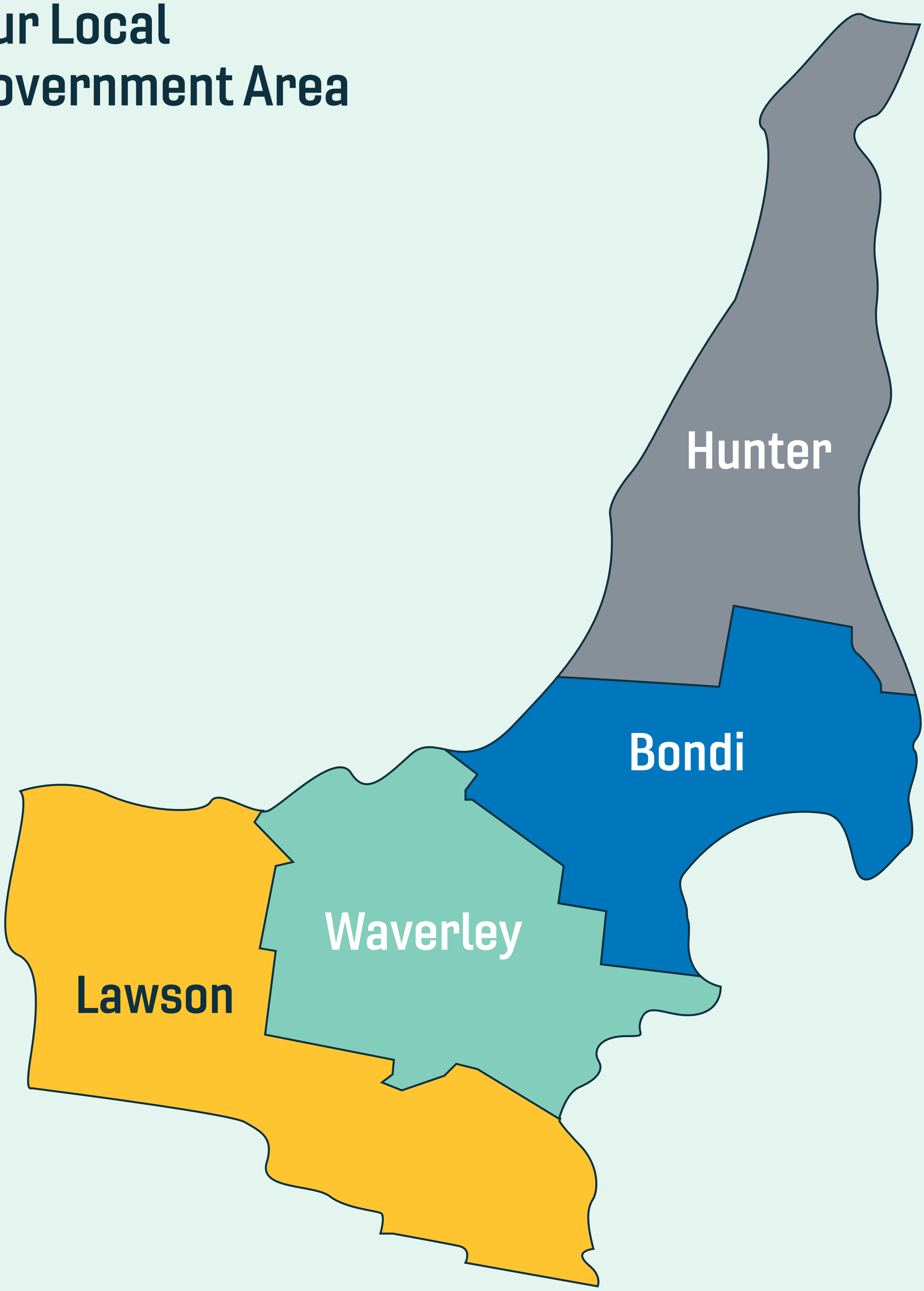
- Practice and celebrate their culture and heritage proudly
- Are honoured for their survival and resilience, and supported to continue to overcome adversity
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures.

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

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[1]

9.2km^2

SUBURBS

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

ATTRACTIONS

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

31,775[2]
Dwellings

38,710[3]
Registered businesses

Population

68,605[4]
Total population

→ BY 2031 **80,100**[5]
Projected population

7,841[6] persons per sq km
Population density

35.5[7] **YEARS**
Median age

Resident Ages

0–14 years	15.7%
15–24 years	9%
25–64 years	62.2%
over 65 years	12.9%

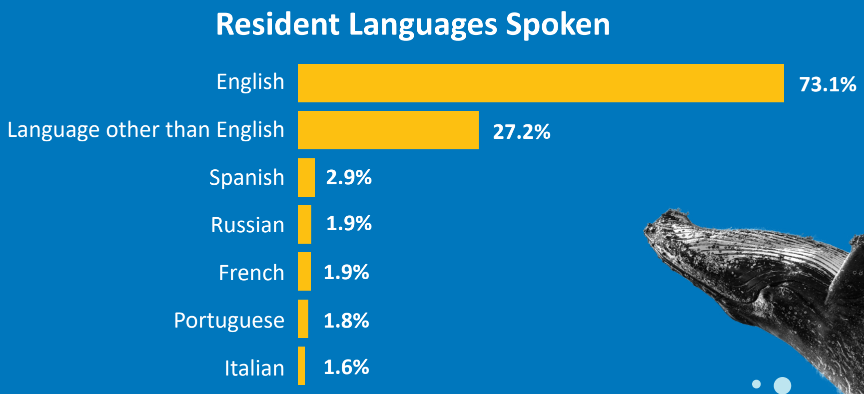
275[9]
Aboriginal and Torres Strait Islander People

28,307[10]
Overseas born residents

11,009[11]
Jewish community
16% of our total population

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

Languages we speak at home[12]



Education

17[14] **SCHOOLS**
Including primary and secondary schools

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

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

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

Housing

2.3[18] **PEOPLE**
Average household size

49%[19]
Renting households

$670[20]
Median weekly rent

29.9%[21]
Single person households

Economy

$5.07 BILLION[22]
Gross regional product

OVER
29,459[23]
Jobs in Waverley

OVER
$2,854 per week[24]
Median total income

HIGH EMPLOYMENT SECTORS

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

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

A Message from our Mayor

This plan sets out a roadmap detailing how Council is working toward achieving our community's shared aspirations for Waverley.

So far, we have implemented many positive and transformative changes which continue to lay the strong foundation for the future.

We received a high level of community engagement in relation to the future of the former Council Chambers. The response indicates our residents feel strongly about this strategic site and the need for more community and recreational spaces within Waverley. We have now endorsed further planning works to create a mixed-use community and recreational hub.

As part of our commitment to creating liveable and vibrant town centres, we are upgrading several streetscapes across Waverley, reflecting our $54 million investment in capital works. The historic Charing Cross precinct has been revitalised, with new pedestrian crossings, wider and safer footpaths, multi-function poles and native plantings.

Next, we are turning our attention to the local village centre at Rose Bay North. With community input, we formalised a final design option that includes upgrading and widening footpaths on Old South Head Road and an improved pedestrian crossing at Oceanview Avenue. The upgrades will prioritise pedestrian safety and accessibility, while landscaping and tree planting will enhance the area's visual appeal for shoppers and diners.

Elsewhere in Waverley, stage four of the Curlewis Street upgrades is underway, which includes the construction of a separated two-way bike path. With State Government funding, this project will create a safer, accessible, more vibrant and inviting community hub.

The development and endorsement of our transformative Bondi Junction Strategic Vision and Master Plan is nearing completion, with the draft Master Plan to go on public exhibition in May. This landmark blueprint will plot Bondi Junction's future as the beating heart of civic and cultural activity, with boosted connectivity, enhanced public and green spaces, and increased housing diversity.

We remain committed to boosting vibrancy throughout Waverley by increasing our suite of activations and events. We enjoyed an incredible lineup of fun and festivities in February, which saw the world-famous music festival Mighty Hoopla make its Australia debut at Bondi, along with the launch of new sunset concert series Golden Hour, headlined by iconic band Crowded House.

In March, we launched our major marketing campaign The Bondi Feeling, which saw us once again increase our event programming to bring more visitors into our community with Bondi Live, Bondi Firelight and Saturday at the Park.

Finally, Waverley continues to be a leader in sustainability and climate resilience, by finding innovative ways to reduce emissions and work toward our goal of net zero by 2030.

Our network of public EV charging stations has expanded, to cater to the uptake of electric vehicles in Waverley. We also launched a new on-demand recycling service that allows residents to book collections for hard-to-dispose-of waste items such as soft plastics, batteries and e-waste.

This plan outlines an ambitious agenda for the year ahead. I am passionate about Waverley's future and everything we can achieve together.

Will Nemesh,
Mayor of Waverley

A Message from our General Manager

The Operational Plan for 2026-2027 presents an overview of the key projects and strategic actions that will help realise our shared vision for Waverley.

Our services, programs and projects are guided by several frameworks, including the Community Strategic Plan, Strategic Asset Management Plan, Long Term Financial Plan and Capital Works Program. These frameworks are underpinned by extensive community consultation, to ensure we prioritise what matters most to our residents. Our Community Strategic Plan is the cornerstone of how we choose to deploy our resources, manage our finances and make decisions on capital works, infrastructure and sustainability programs.

In the previous year, community consultation indicated the need for additional shared recreational spaces in Waverley. Informed by this feedback, Council will be progressing with further planning to redevelop the former Council Chambers site into a mixed-use community and recreation hub. We are also focused on upgrading and maintaining existing recreational sites and open spaces, as we continue with stage three of the Bondi Park Lighting and Electricity Upgrades and CCTV roll out, along with the Bronte Ocean Pool pumphouse and pump replacement.

The major redevelopment of Bronte Surf Life Saving Club is also well underway, with the state-of-the-art building set to open in 2027. Meanwhile, the various programs offered by Council help foster a connected and vibrant community.

I am excited about the upcoming initiatives designed to engage our younger residents. Bondi WAVE returns this year, connecting musicians aged 12 to 18 with industry professionals to create their own music, while our Culture Waves program sparks intercultural dialogue for participants aged 14 to 18 by bringing students from Waverley and Liverpool together for two days of learning.

The Mill Hill centre continues to offer a wealth of activities for residents aged 60 and above, aimed at maintaining their independence and wellbeing. Our four Early Education Centres also cater to working families with children aged five and under and continue to provide high quality care and education services. I would like to thank our dedicated staff and volunteers, whose efforts make these vital programs possible.

Waverley Council continues to nurture and encourage the professional development of our workforce, many of whom live locally and care deeply about our community. Council also participates in the Elsa Dixon Aboriginal Employment Program to support our First Nations community by creating employment opportunities and training pathways.

We are progressing towards our sustainability goal of achieving net zero emissions by 2030 by supporting the electrification of homes, businesses and community buildings. We will also continue the expansion of our public electric vehicles charging stations. Council is also working together with residents and business to implement the Circular Economy actions in our new Recovery and Waste Strategy to become a zero-waste community.

Finally, following the Bondi terror attack on 14 December, we continue to support our entire community as we work through the recovery phase with both direct and indirect initiatives. I would like to express my sincere condolences to the loved ones of the 15 victims, whose precious lives will remain in our hearts, as well as the many survivors. I would like to thank the first responders, everyday heroes and all involved in the emergency response.

We have laid strong groundwork to deliver on our commitments to Waverley that will culminate in a bright and transformative future.

Emily Scott,
General Manager of Waverley Council

Our Mayor and Councillors

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

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

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

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

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

Council meetings and decision making

Ordinary Council meetings are held 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 Finnace, Operations and Community Services Committee and Strategic Planning and Development Committee. Council convenes and/or supports several advisory and consultative committees including Access and Inclusion Advisory Panel, Arts and Culture Advisory Committee, Audit, Risk and Improvement Committee, Cycling Advisory Committee, Environmental Sustainability Advisory Committee, Housing Advisory Committee, Multicultural Advisory Committee, Public Art Committee, Reconciliation Action Plan Advisory Committee, and Surf Life Saving Club Committee. Council and Committee meetings are minuted, with the minutes made available on Council's website shortly after each meeting.

Bondi Ward

Dominic Wy Kanak
Greens

Margaret Merten
Australian Labor Party

Michelle Stephenson
Liberal Party of Australia

Hunter Ward

Steven Lewis
Independent

Dov Frazer
Liberal Party of Australia

Will Nemesh
Mayor, Liberal Party of Australia

Lawson Ward

Katherine Westwood
Liberal Party of Australia

Lauren Townsend
Liberal Party of Australia

Paula Masselos
Australian Labor Party

Waverley Ward

Joshua Spicer
Liberal Party of Australia

Keri Spooner
Deputy Mayor, Australian Labor Party

Ludovico Fabiano
Greens

Our Vision and Values

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

Integrity

Care

Respect

Collaboration

Innovation

Organisational Structure

General Manager's Unit

Mayor and GM Support | People and Culture

Assets and Operations

- Open Space and Recreation Operations
- Infrastructure Services
- Property and Facilities
- Major Projects
- Waste, Cleansing and Fleet

Community, Culture and Customer Experience

- Arts, Culture and Events
- Community Programs
- Community, Library and Recreation Venues
- Customer Experience and Communications

Corporate Services

- Finance
- Governance
- Information and Technology Management
- Audit and Risk

Planning, Sustainability and Compliance

- Compliance
- Development Assessment
- Environmental Sustainability
- Urban Planning

Waverley 2035

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

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

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

Our Three Themes

THEME
1
People

Our People theme focuses on a cohesive and connected Waverley community

THEME
2
Place

Our Place theme focuses on the natural and built environment

THEME
3
Performance

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

Theme 1: People

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

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

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

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

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

Theme 2: Place

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

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

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

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

Theme 3: Performance

We will continue to make Waverley an ethical Council that delivers efficient services to the community, on a basis of strong financial sustainability and accountability.

Councillors represent and make decisions on behalf of all residents and ratepayers of Waverley, informed by thorough community engagement, strategic focus, and based on data and analysis. We will continue to improve the services we offer our community by building our internal systems, processes, capacity and capability. We are committed to creating a prosperous and sustainable local economy, particularly as the State Government has identified Bondi Junction as a commercial centre linked to the Sydney global economy. We want to protect and enhance our neighbourhood villages while encouraging and supporting the creative and visitor economy.

The Four Pillars of our Plan

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

Innovation

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

Resilience

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

Sustainability

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

Partnerships

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

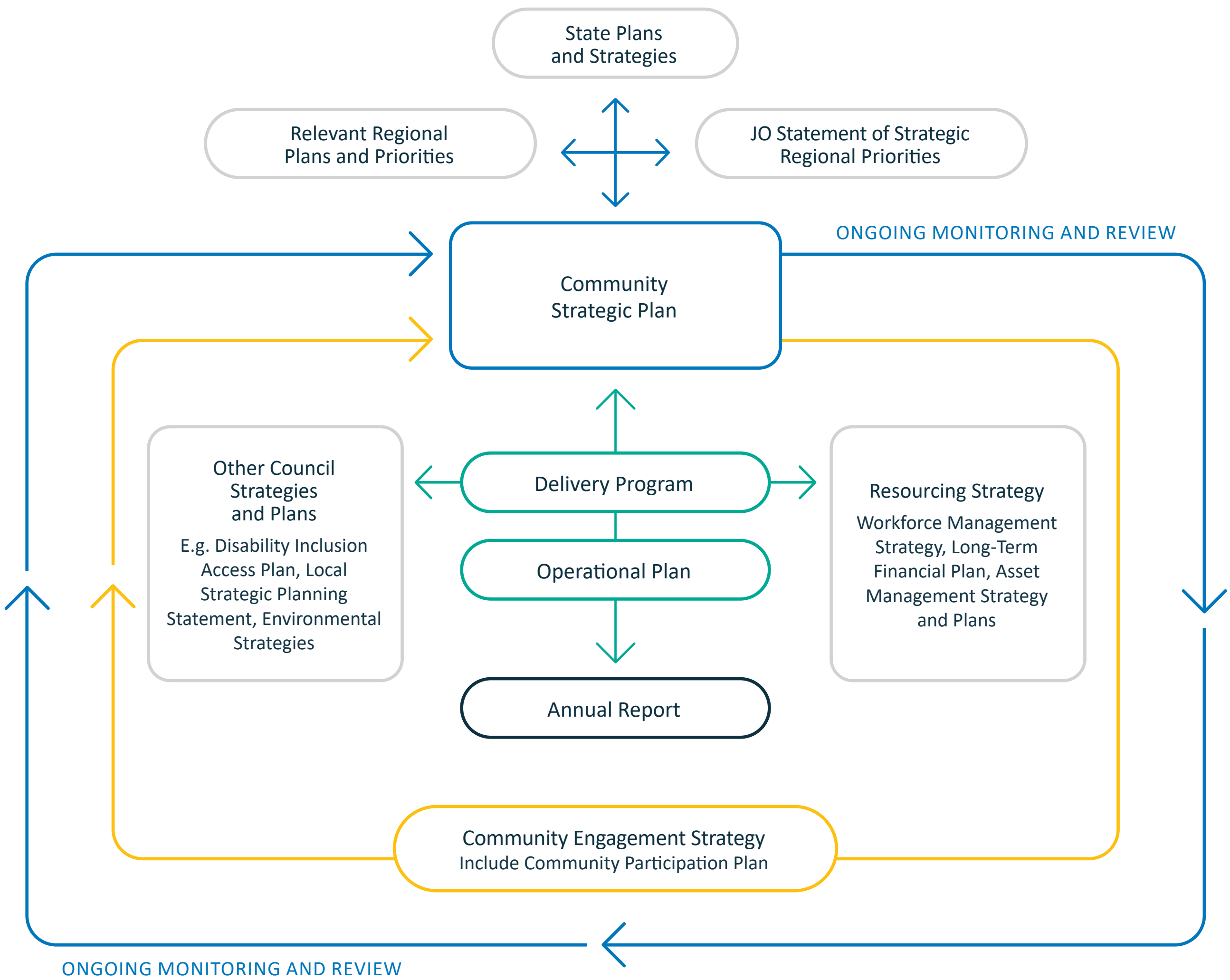
Integrated Planning and Reporting Framework

Community Strategic Plan

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

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

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



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

Resourcing and delivering the plan

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

Waverley 2029, the Delivery Program (2025–2029) is where the community’s goals in the Community Strategic Plan are systematically translated into actions that the Council will deliver. The Delivery Program is the elected Council’s statement of commitment to the community. Priorities and activities are set to the goals and strategies in the Community Strategic Plan, and appropriate methods to measure the success of the Delivery Program are identified. Waverley 2027, the Operational Plan (2026–2027) sits under the Delivery Program. It lists all the actions that the Council will undertake and the annual operating budget to be applied during the year to achieve its strategic goals. To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets and people will be allocated. Council has prepared three resourcing strategies to support the delivery of the Community Strategic Plan. It consists of the Long-Term Financial Plan 7.1(2026–2037), Strategic Asset Management Plan 7 (2025–2035) and Workforce Management Plan (2025–2029).

Other plans

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

Monitoring the plan

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

Social Justice Principles

In developing the Waverley Community Strategic Plan 2025–2035, Delivery Program 2025–2029 and Operational Plan 2026–2027, Council has applied the interrelated social justice principles which are:

Social Justice Principles

1 Equity

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

2 Access

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

3 Rights

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

4 Participation

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

How to Read this Plan

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

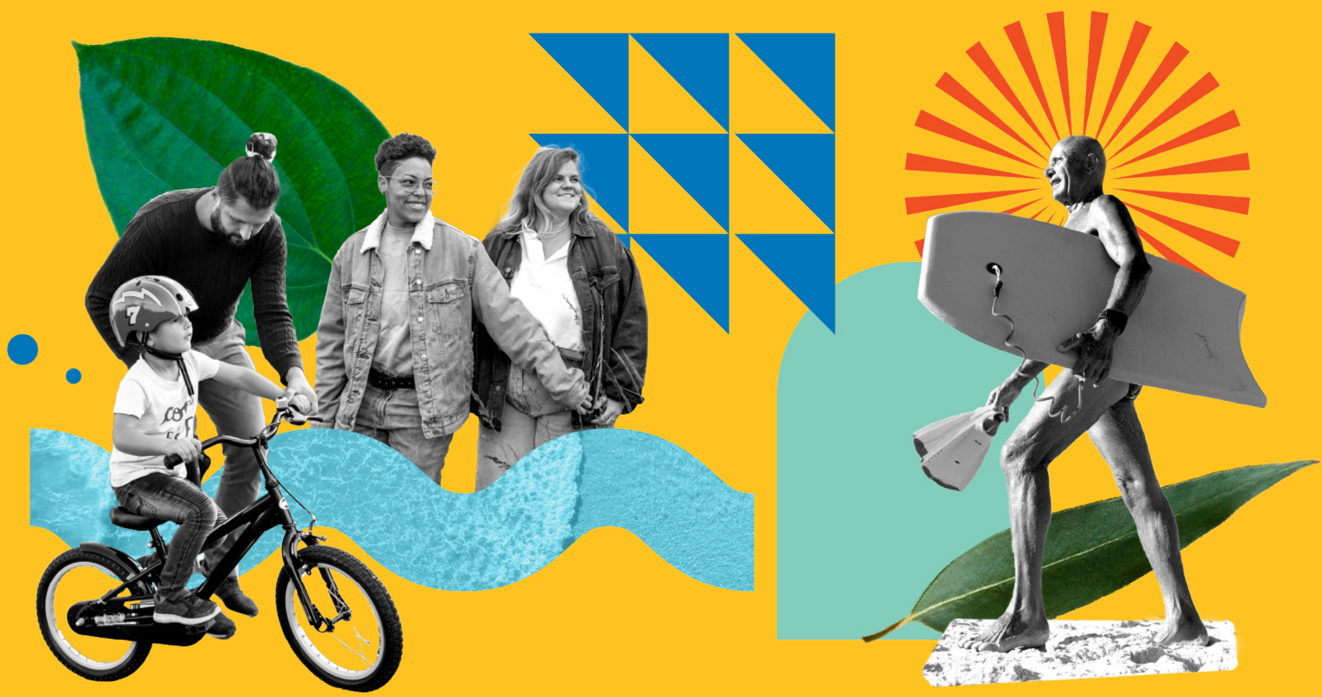
		THIS DOCUMENT
10	**4**	**1**
YEAR SPAN	YEAR SPAN	YEAR SPAN
2025–2035	2025–2029	2026–2027
Community Strategic Plan	**Delivery Program**	**Operational Plan**
DOCUMENT TITLE	DOCUMENT TITLE	DOCUMENT TITLE
Describes the community's aspirational vision for the future of Waverley Our Priorities (objectives) for the next 10 years and how will we will achieve them (strategies) Our measures will help us monitor progress that we are making in implementing the plan	Council priorities in achieving the Community Strategic Plan in the next four years Indicators define how we will measure progress	Annual actions in achieving the priorities Indicators define how we will measure progress
PURPOSE	PURPOSE	PURPOSE

Measuring our Progress

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

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

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



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

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

People: Our Context

The resident population of Waverley in 2021 was 68,605 as per census while the estimated population in 2025 was 73,345 including 275 Aboriginal and Torres Strait Islander people. More than 40% of our population was born overseas. There are 7,841 people per square kilometre, making Waverley the second most densely populated LGA in Australia, with an average of 2.3 people per dwelling.

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

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

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

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

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

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

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

People: Our Objectives
What will we focus on?

1.1

Diverse and inclusive community

Foster a diverse and inclusive community

1.2

Quality of life and community wellbeing

Support quality of life and community wellbeing across the life span

1.3

Arts, culture and creative expression

Promote and encourage arts, culture and creative expression and participation

1.4

Destination for world-class arts and culture

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

1.5

Protect and grow affordable housing stock

Protect and grow the stock of affordable housing

1.6

Safe and resilient community

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

KEY: Innovation Resilience Sustainability Partnerships

People: Strategies
How will we achieve our focus?

1.1 Foster a diverse and inclusive community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
1.1.1. Facilitate equitable opportunities to strengthen participation and encourage representation of our diverse community	Implement the Waverley Reconciliation Action Plan	Improve employment pathways for Aboriginal people and recognise Aboriginal culture through events and activities	Community Programs
	Develop and Implement Disability Inclusion Action Plan (DIAP) 2026– 30	Implement DIAP key annual priorities	Community Programs
	Implement the Waverley Cultural Diversity Strategy 2021 – 2031	Deliver community events and activities to create a welcoming community and support social cohesion	Community Programs
	Implement the Strategy to Combat Antisemitism	Provide capacity building opportunities to improve community resilience and mutual understanding	Community Programs
	Actively engage and integrate the voices of young people in planning and design	Coordinate engagement with young people through the Youth Advisory Committee, annual Youth Summit and Youth Week	Community Programs

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
1.2.1. Deliver high quality programs and services which support community wellbeing	Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families	Maximise accessibility and utilisation and maintain National Quality Standard ratings for Council's early education and care services	Community Programs
	Deliver responsive services for older people under Aged Care Reforms	Continue service review to align with new aged care reform	Community Programs

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
1.3.1. Deliver programs and services that foster connection and invite creative expression and participation	Prepare and implement Waverley Arts and Cultural Plan 2027–2031	Finalise and implement the Waverley Arts and Cultural Plan 2027–2031	Arts, Culture and Events
	Deliver creative and cultural program engagement across diverse demographics and audiences	Expand audience engagement and analysis to inform creative arts and culture programs and related marketing and communications	Arts, Culture and Events
		Facilitate and support opportunities for ongoing connection based on demographic and special interest needs (E.g. local creatives, Jewish community)	Arts, Culture and Events
1.3.2. Provide a network of affordable, fit-for purpose, accessible arts and culture facilities that support cultural and creative participation, production and presentation	Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met	Continue to optimise utilisation of Bondi Pavilion to balance competing demands of community, cultural and commercial activities	Community Library and Recreation Venues

1.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
1.3.3. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction	Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion	Continue to deliver a range of creative library programs to suit the needs of the community	Community Library and Recreation Venues
	Implement the Waverley Library Operational Plan	Continue to improve and refurbish physical spaces in the Library in alignment with the Waverley Library Operational Plan	Community Library and Recreation Venues
		Continue promotional work to increase Library membership and engagement	Community Library and Recreation Venues
		Roll out and promote new Library of Things collection to ensure collection is engaging and vibrant	Community Library and Recreation Venues
		Continue digitisation of Local History sources to provide increased community access	Community Library and Recreation Venues
		Prepare the next iteration of the Library Operational Plan 2027–2030	Community Library and Recreation Venues

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
1.4.1. Develop partnerships to facilitate growth for our cultural and creative sector	Leverage arts, and culture and events annual program to secure new cultural and community sector partnerships	Deliver annual, year-round arts and culture programming that is hyper-local and world-class, leveraging new and existing partnerships to reach diverse audiences	Arts, Culture and Events
		Identify and secure funding and sponsorship opportunities for ongoing and new events and programs that provide tangible community benefit	Arts, Culture and Events
	Grow community and event capacity to expand cultural and creative sector profile and impact	Facilitate and support opportunities for local creatives to pursue professional development, project work and presentation outcomes	Arts, Culture and Events

1.5 Protect and grow the stock of affordable housing

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
1.5.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness	Deliver housing that addresses community needs	Roll out and promote housing policies to reach priority target groups	Community Programs
		Review affordable housing contribution rates and delivery models to ensure they are fit for purpose	Urban Planning
	Partner with Eastern Suburbs Homelessness Assertive Outreach Collaborative to address street homelessness	Partner with specialist agencies to deliver the annual street count	Community Programs
1.5.2. Grow the provision of social and affordable housing	Explore opportunities to add new affordable housing stock to the program	Deliver the project to refurbish 2A Edmund Street to bring six Affordable Housing units into the portfolio	Major Projects
		Advocate for a target of 10% affordable housing in perpetuity for uplift sites, including Housing Delivery Authority projects	Urban Planning
1.5.3. Advocate for increased diversity of housing stock that is affordable and accessible	Review policies to balance future housing supply with affordable housing and greater dwelling diversity to provide housing choice	Review the appropriateness of dual occupancy and attached dwellings subdivision controls	Urban Planning

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
1.6.1. Deliver programs and services to foster social cohesion, reduce isolation, increase community connections and improve wellbeing	Partner with others and strengthen connections to build resilience, including specialist service networks, volunteering options, grant supported initiatives	Review community focused grants policy and guidelines	Community Programs
		Support community connections through volunteering and community projects	Community Programs
		Continue to provide support and coordination to local networks including ESYSN, ESDVN, Volunteer Network, Ageing and other relevant interagency projects, community partnerships and services system networks	Community Programs
	Provide community information, education and development programs	Continue to deliver knowledge hub activities	Community Programs
		Deliver a series of ages 0-5, teens, tweens parenting programs and information to improve capacity and confidence in families	Community Programs

1.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
1.6.2. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal management, safety and risk reduction	Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group	Deliver beach safety management services and education programs	Open Spaces and Recreation Operations
		Participate in regular meetings with external stakeholders on coastal risk and safety management	Open Spaces and Recreation Operations, Environmental Sustainability
1.6.3. Partner with key stakeholders to create awareness, prevent, and respond to health and safety issues	Prepare and implement strategies to support public safety and health outcomes	Coordinate Bondi attack recovery response	Mayor and GM support
		Collaborate with the Local Emergency Management Committee to ensure readiness for state designated emergencies	Mayor and GM Support, Open Spaces and Recreation Operations
		Partner with NSW Police to patrol beaches and parks during the peak season	Compliance
		Implement priority actions in the Waverley Anti-Semitism Strategy	Community Programs
		Expand Council's CCTV network at priority locations	Infrastructure Services, Information Management and Technology
		Implement Summer Safe campaign	Arts, Culture and Events
		Respond to complaints relating to breaches of development assessment conditions for hours of operation	Compliance
		Undertake inspections of food business for compliance with food safety regulations	Compliance
		Undertake daily patrols to ensure compliance with the *Companion Animals Act 1998*	Compliance

Performance measures

MEASURES	BASELINE	TARGET 2027	RESPONSIBILITY
Positive community and stakeholder feedback for evaluated events	97% positive community and stakeholder feedback (Culture Counts 82% excellent, 15% good) (2025)	80% positive community and stakeholder feedback	Arts, Culture and Events
Number of partnerships leveraged to deliver existing/ongoing events/ programs	Minimum 10 existing/ ongoing partnerships (2025)	Maintain	Arts, Culture and Events
Increased participation/attendance at arts and culture and events programs and activities	73% (2025)	Increase over baseline	Arts, Culture and Events
Number of engagements with/of local creatives and suppliers	15 (2025)	Maintain	Arts, Culture and Events
Bondi Pavilion utilisation rates (all hirers)	3,000 bookings (2023-24)	Increase over baseline	Community, Library and Recreation Venues
Library membership	30% of population (June 2023)	Increase over baseline	Community, Library and Recreation Venues
Library visitation	360,000 visits (2023-24)	Increase over baseline	Community, Library and Recreation Venues
Children Services – Early Education Centre National Quality Standards	Meeting Rating (2024)	Maintain	Community Programs
Children Services – Early Education Centre Utilisation	94% (2024)	Maintain 90%	Community Programs
Number of activities/programs improving social cohesion and community connections	25(2024)	Minimum 25 activities/programs	Community Programs
Waverley Community and Seniors Centre utilisation	Average of 850 monthly attendances (2024)	Maintain	Community Programs

Theme 2: Place

Place theme focuses on the natural and built environment.

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

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

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

Place: Our Context

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

With a high density of population of 7,841 persons per square metre in 9.2 km2, there is a need to continue to provide more housing to accommodate future population growth in Sydney more broadly.

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

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

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

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

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

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

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

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

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

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

Place: Our Objectives
What will we focus on?

2.1

Climate resilience and reduce greenhouse gas emissions

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

2.2

Biodiversity

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

2.3

Manage development

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

2.4

Traffic, transport and parking

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

2.5

Safe and accessible open spaces

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

2.6

Accessible and sustainable assets

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

2.7

Sustainable waste and organics collection

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

2.8

Clean and litter-free public spaces

Keep public spaces, clean and litter-free

Place: Strategies
How will we achieve our focus?

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.1.1. Continue to reduce GHG emissions to achieve net zero emissions for Council by 2030	Implement actions to reduce Council greenhouse gas emissions	Purchase 100% renewable electricity and reduce energy use in facilities and operations	Environmental Sustainability
		Measure and report on scope 1, 2, and 3 greenhouse gas emissions	Environmental Sustainability
		Continue the transition of Council's fleet to electric vehicles where suitable vehicles are available	Waste, Cleansing and Fleet
2.1.2. Support GHG reductions to achieve Net Zero emissions for the community by 2035	Enable sustainability and resilience upgrades in the built environment and assist local business optimise energy use	Deliver Building Futures program to reduce energy use and increase solar in apartments and the built environment in Waverley	Environmental Sustainability
		Support electrification on homes, businesses and community buildings (including solar and batteries)	Environmental Sustainability
	Continue to deliver the Net Zero Alliance to enable businesses and the local community to reduce greenhouse gas emissions.	Deliver the Solar My Suburb program to increase solar in the local community	Environmental Sustainability
		Facilitate and manage the public EV charging network to the local community to increase electric vehicles (EV) in Waverley	Environmental Sustainability
2.1.3. Ensure Waverley's assets and community are resilient to climate change impacts	Assess and address climate impacts to improve resilience of assets and support our community to adapt	Implement Stage 3 of the Coastal Management Program	Environmental Sustainability
		Work with researchers and community to improve local resilience to urban heat and coastal storms	Environmental Sustainability
		Revise the Waverley Risk and Resilience Plan and report to Council on climate related financial risks	Environmental Sustainability

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.2.1. Protect and increase our biodiversity, parks, urban canopy cover and habitat areas	Improve the condition of non-remnant native vegetation on public land and reinstate indigenous vegetation in Councils' parks and reserves	Continue to implement the restoration of Bronte Gully and Tamarama Gully	Environmental Sustainability
		Deliver the Biodiversity Action Plan- Remnant Sites to protect remnant vegetation and threatened species and plant communities	Environmental Sustainability
		Deliver the bushcare volunteer program to engage the local community and improve local biodiversity	Environmental Sustainability
	Increase community stewardship of natural environment	Deliver Living Connections program and support habitat protection through innovative community led actions	Environmental Sustainability
	Implement the Urban Greening and Cooling Strategy	Continue to implement the annual tree planting program in public spaces and streetscapes	Open Spaces and Recreation Operations, Environmental Sustainability

2.2 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.2.2. Improve water efficiency and water quality	Improve water quality and conserve and secure local water supplies	Work with Sydney Water to progress the Diamond Bay Vaucluse Refresh project to reduce untreated effluent reaching our coast	Environmental Sustainability
		Maintain storm water quality improvement devices including Gross Pollutant Traps (GPTs) and raingardens	Open Spaces and Recreation Operations
		Continue to minimise potable water use through recycled water systems at Bondi, Tamarama, Bronte, Barracluff Park and Waverley Park	Open Spaces and Recreation Operations
2.2.3. Support the community to address environmental issues	Deliver engaging environmental education programs and projects and champion community environmental action	Deliver monthly news, educational events and website to support the community to undertake local environmental actions	Environmental Sustainability

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.3.1. Respond to community concerns on development through robust community engagement, data collection and education on planning issues	Enhance community engagement and educate on planning processes	Undertake community education on planning matters such as DA lodgement and process and the NSW Government planning process	Mayor and GM Support
2.3.2. Ensure new development provides high standard of design quality and does not unreasonably impact the amenity of neighbours or the wider community	Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)	Assess all applications against relevant provisions of the LEP and DCP and other relevant environmental planning instruments and legislation	Development Assessment
	Provide timely determinations of applications for development	Implement assessment procedures that deliver high quality outcomes and efficient determination	Development Assessment
	Ensure new development demonstrates design quality and excellence	Ensure referral of development applications to the Design Excellence Panel	Development Assessment
	Ensure the community infrastructure needs of the incoming population is planned	Review Voluntary Planning Agreements contribution rates to reflect up to date value capture	Urban Planning
		Review developer contribution rates to ensure adequate funding for infrastructure works	Urban Planning
	Review and update planning controls/strategies	Update the LEP and DCP controls in line with local and state changes	Urban Planning

2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.3.3. Ensure development is undertaken in accordance with required approvals	Ensure development meets the requirements of the development consent and relevant legislation	Respond to complaints for breaches of development consent conditions relating to development	Compliance
	Provide efficient and professional pool certification	Undertake swimming pool inspections in compliance with the *Swimming Pool Act 1992 and Regulation 2018*	Compliance
	Ensure buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier	Compliance
		Undertake fire safety inspections where fire safety compliance issues are reported to Council	Compliance
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Undertake building site inspections in accordance with a proactive inspections and patrol plan	Compliance
		Undertake compliance actions for illegal building works notified to Council	Compliance

2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.3.4. Create vibrant, liveable and accessible mixed-use centres	Prepare and implement Bondi Junction Master Plan	Implement the Bondi Junction Vision and Master Plan through WLEP and WDCP updates	Urban Planning
	Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036	Deliver Rose Bay Shops (North) Streetscape Upgrade	Infrastructure Services, Major Projects
		Finalise detailed design for North Bondi shops and Bus Terminus upgrade and complete contractor procurement	Infrastructure Services, Major Projects
		Develop design for Ebley Street Streetscape improvements	Infrastructure Services, Major Projects
	Ensure street infrastructure is comprehensively equipped to support decorative and program-led enhancements	Enhance place management outcomes through Planning Agreements, Development Application requirements and focused place activation and arts and culture programming	Arts, Culture and Events, Urban Planning, Development Assessment, Infrastructure Services
		Deliver an annual program of public art	Arts, Culture and Events
2.3.5. Celebrate, enhance and protect Waverley's heritage and character	Implement Waverley Heritage Policy	Provide a heritage referral service for relevant DAs and assess heritage impacts for planning proposals, strategic studies, infrastructure or capital works as required	Urban Planning
		Finalise and implement Waverley Heritage Policy LEP updates	Urban Planning
		Organise an annual heritage and design awards program	Urban Planning
	Implement Aboriginal Heritage Study	Finalise the Aboriginal Cultural Heritage study of the LGA and Eastern Beaches	Urban Planning
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Develop a conservation management plan for Old South Head General Cemetery	Property and Facilities

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.4.1. Deliver an integrated transport solution that balances the needs of pedestrians, bike, public and private transport users	Work with partners and advocate for improved public transport in line with the State Bus Industry Taskforce recommendations	Deliver accessible new bus shelter and improve bus zones for enhanced bus priority	Infrastructure Services
		Assess bus delay hotspots and identify potential opportunities for improvements	Infrastructure Services
		Finalise detailed design for North Bondi shops and Bus Terminus upgrade and complete contractor procurement	Infrastructure Services, Major Projects
	Prepare and Implement the Bike Strategy	Monitor micromobility services and coordinate providers and their shared responsibilities	Infrastructure Services
		Install new bike wands in key cycling routes and bike parking areas	Infrastructure Services
		Deliver first Quietway	Infrastructure Services
	Prepare and implement the Walking Strategy	Coordinate design improvements for walkability with other ongoing traffic calming, road safety, or infrastructure projects	Infrastructure Services
		Continue to deliver kerb ramp program	Infrastructure Services
	Promote road and active transport safety and education	Finalise the safety and travel behaviour progress report and focus educational campaigns on ebike safety	Infrastructure Services

2.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.4.2. Manage congestion, improve safety, and deliver traffic calming opportunities to ensure a safe network for all users	Implement 40km/hour speed limit changes in areas north of Bondi Road	Advance the Hunter Ward Local Area Traffic Management Study and associated projects	Infrastructure Services
		Apply for the 40km/h Local Area Traffic Zone and HPAA Zone for the area north of Bondi Road and south of Blair Street	Infrastructure Services
	Complete implementation of the Bondi Local Area Traffic Management projects	Continue to advance the Bondi Local Area Traffic Management Study projects including O Brien Street, Hall Street and Blair Street	Infrastructure Services
	Deliver Traffic Calming Initiatives	Continue to progress traffic calming projects at Grafton Street, Murriverie Road, and Hewlett Street projects	Infrastructure Services
		Finalise the traffic calming policy project to better manage and prioritise projects in suitable streets	Infrastructure Services
2.4.3. Manage parking supply and demand to balance efficient and equitable outcomes	Implement the outcomes of the Resident Parking Scheme (RPS) reviews	Implement the RPS scheme review recommendations	Infrastructure Services
	Implement smart parking technology in alignment with Resident Parking Scheme outcomes	Undertake parking technology review in the Bondi Beach area	Infrastructure Services, Compliance
	Manage kerbside space, development, and construction activities considering multiple user needs	Continue to apply updated guidance when reviewing driveway applications	Infrastructure Services
2.4.4. Optimise efficiency of parking sensors and parking metres to provide better transport and parking outcomes	Maintain cost-effective technology, policy and process improvements	Maintain and monitor parking sensor operations and parking enforcement for accessible parking around the LGA	Compliance
	Ensure residential and commercial parking areas are patrolled	Patrol residential and commercial parking areas in compliance with the residential parking scheme and enforce parking regulations	Compliance
		Establish procedures to respond to blocked driveways complaints	Compliance

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.5.1. Increase the capacity of existing active recreation spaces through embellishment and upgrade works	Deliver park upgrades in line with Parks Plan of Management and the Open Space and Recreation Strategy	Deliver Victoria Park playground	Infrastructure Services, Major Projects
		Deliver Bronte Ocean Pool Pump House Upgrade and Pump Replacement	Infrastructure Services, Major Projects
2.5.2. Provide safe, accessible and diverse spaces and facilities for different users	Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles	Deliver Bondi Park Stage 3 lighting and electrical upgrades	Infrastructure Services, Major Projects
		Deliver Stages 1a (Safety measures) and 1b (Seating) of the Safety by Design upgrades in Bondi Park	Infrastructure Services, Major Projects
		Deliver Tamarama Surf Life Saving Club to Beach staircase replacement	Infrastructure Services, Major Projects
		Continue to deliver and expand safe and accessible recreation programs to promote active and healthy lifestyles	Community, Library and Recreation Venues
		Continue to optimise the utilisation of community venues, sports fields and recreation facilities to balance competing demands of community, organised and commercial activities	Community, Library and Recreation Venues

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.6.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community	Implement the Strategic Asset Management Plan 7	Deliver SAMP7 Renewal Program and routine maintenance activities to ensure all building infrastructure assets meet standards	Infrastructure Services, Property and Facilities
		Deliver proactive maintenance activities to ensure all building and civil infrastructure assets meet standards	Open Spaces and Recreation Operations, Property and Facilities
	Implement the Asset Management Improvement Plan as noted in SAMP 7	Deliver asset inspection programs across all assets, including identified critical assets	Infrastructure Services
2.6.2. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes	Prepare and implement the next iteration of the Property Strategy	Prioritise future use of key strategic property sites identified in the Bondi Junction MasterPlan	Property and Facilities

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.7.1. Deliver a pathway to achieving zero waste to landfill and increasing circularity by providing access to waste management and avoidance services that are attractive and accessible to our community.	Finalise and deliver the medium term actions in the Resource Recovery and Waste Strategy	Increase awareness of the risks posed by the incorrect disposal of batteries in household materials and provide options for correct disposal	Waste, Cleansing and Fleet, Environmental Sustainability
		Partner with other organisations to explore and implement best practice waste processing services	Waste, Cleansing and Fleet, Environmental Sustainability
		Deliver the Compost Revolution Program to facilitate composting and worm farming	Environmental Sustainability
	Deliver a best practice 3 -bin waste, recycling and organics service	Commence new bin infrastructure roll out, including FOGO and comingled recycling	Waste, Cleansing and Fleet
	Secure Food Organics Garden Organics (FOGO) processing options for domestic and commercial FOGO material		Waste, Cleansing and Fleet
	Implement a FOGO collection service for residents		Waste, Cleansing and Fleet
	Embed circular economy practices across Council and community	Facilitate community circular economy practices through Repair Cafes	Environmental Sustainability
	Continue to implement Recycling and Contamination Improvement Program	Develop and deliver community education and engagement projects to increase the recovery of recyclables in the garbage stream	Waste, Cleansing and Fleet
2.7.2. Foster improved problem waste management	Provide waste collection points and recovery programs for problem waste items	Provide problem waste drop off events for residents and promote local problem waste drop off services	Waste, Cleansing and Fleet
		Continue the home collection and recycling service for problem waste, including batteries, soft plastics, e-waste, clothing, and lightbulbs	Waste, Cleansing and Fleet

2.8 Keep public spaces, clean and litter-free

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
2.8.1. Reduce litter and Illegal dumping across Waverley through education and enforcement	Deliver litter and illegal dumping enforcement program	Actively patrol and investigate complaints to enforce and reduce illegal dumping	Compliance
	Provide network of infrastructure to reduce litter	Install signboards to educate visitors and community on litter	Waste, Cleansing and Fleet
		Optimise public place bin infrastructure in line with changes to the Waverley streetscape	Waste, Cleansing and Fleet

Performance measures

MEASURES	BASELINE	TARGET 2027	RESPONSIBILITY
Percentage of residents walking	36% (2024)	37%	Infrastructure Services
Average daily distance travelled by residents (per capita)	11.5 (2024)	11.3	Infrastructure Sevices
Road renewed/treated program (m2)	28,034m2 (2024)	15,000m2	Infrastructure Services
Footpath renewed (m2)	2,946m2 (2024)	5,000m2	Infrastructure Services
Percentage of VPA funds allocated to infrastructure upgrade	75% (2025)	100%	Urban Planning
Percentage of complaints investigated within Service Level Agreement (SLA)	100% (2024–25)	90% of complaints investigated within SLA	Compliance
Percentage of food premises inspected	15 inspections per annum (2024–25)	15 inspections per annum	Compliance
Frequency of daily patrols in dog-on-leash areas	5 per day (2024-25)	Maintain current SLA	Compliance
Percentage of dogs off lead complaints investigated within SLA	95% (2023–24)	95% of reports of dogs off lead complaints investigated within SLA	Compliance
Percentage of pool safety inspection program completed	100% of high risk pools (2024-25)	100% of pools part part of the program	Compliance
Number of fire safety related complaints completed within SLA	90% (2024–25)	100% completed	Compliance
Percentage of building related complaints investigated within SLA	70% (2024-25)	90% investigated within SLA	Compliance
Frequency of patrols (residential and commercial)	85% (2023–24)	85% residential and commercial areas are monitored twice weekly	Compliance
Percentage of illegal dumping complaints received and completed within SLA	90% (2023–24)	90% of complaints investigated with SLAs	Compliance

Performance measures continued...

MEASURES	BASELINE	TARGET 2027	RESPONSIBILITY
Percentage of applications received through NSW Planning Portal checked and actioned within 10 business days from receipt	80% (2025)	80%	Development Assessment
Percentage of applications meeting Ministerial assessment timeframes of 105 days	70% (2025)	80%	Development Assessment
Council greenhouse gas emissions	1,731 (t CO2-e) (2023-24)	1,300 (t CO2-e)	Environmental Sustainability
Solar installations in Waverley LGA	14,869 KW of installed capacity (2023-24)	18,000 kW of installed capacity	Environmental Sustainability
Percentage of Council's electricity demand in NSW met by renewable sources	100% (2025)	100%	Environmental Sustainability
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl	Environmental Sustainability
Beach quality rating	Good (2023-24)	Good	Environmental Sustainability
Amount of remnant vegetation in Waverley is maintained	6 hectares (2025)	Greater than 6 hectares	Environmental Sustainability
Street and Park Trees planted annually	499 (2024)	400 trees	Open Spaces and Recreation Operations
Waste diverted from landfill	58% (2025)	80%	Waste, Cleansing and Fleet
Reduction in total residential waste per capita	320kg/capita (2025)	Decrease from baseline	Waste, Cleansing and Fleet
Recovery of recyclables in the garbage stream	14.3kg (2025)	Increase over baseline	Waste, Cleansing and Fleet
Organics in waste stream	36.00% (2025)	Decrease from baseline	Waste, Cleansing and Fleet

Theme 3: Performance

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

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

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

Performance: Our Context

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

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

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

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

Community engagement and community voice will be central to decision-making. The International Association for Public Participation principles are embedded in our Engagement Policy and Strategy, and consultation will be central to the implementation of programs and projects. Our communication channels will continually be enhanced and contain measurement and feedback loops.

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

Our local economy has more than 38,700 registered businesses. More than 90% of the registered businesses are small businesses. The annual visitor spending in Waverley waa 1.8 billion in 2024 and the resident local spend is $889.8 million (33.1% of total expenditure). Waverley has 1.06 million domestic visitors and 1.39 million international visitors per annum.

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

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

The ground floor retail occupancy rate was 92.7% in 2025. The commercial floor space occupancy rate in Bondi Junction increased to 90.8% from 89.2% in 2025.

Performance: Our Objectives
What will we focus on?

3.1

Community engagement opportunities

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

3.2

Excellent Customer Experience

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

3.3

Financial Sustainability and Resource Management

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

3.4

Governance, Capacity and Capability

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

3.5

Local Economy

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

KEY: Innovation Resilience Sustainability Partnerships

Performance: Strategies
How will we achieve our focus?

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage	Implement the Community Engagement Strategy	Partner with community groups and other agencies to engage hard to reach groups on decisions impacting the community	Customer Experience and Communications
3.1.2. Ensure our engagement practices are accessible and inclusive	Implement the Community Engagement Strategy	Deliver a Have Your Say pop-up at each ward for the community to engage with Council	Customer Experience and Communications
		Engage Precinct Committees on strategic issues	Mayor and GM Support

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas	Provide consistent level of customer experience tailored to suit the location, service and/or interaction	Promote new self service options available to residents and undertake a business case process for a new fit for purpose Customer Relationship Management (CRM) system	Customer Experience and Communications
		Develop and implement a new website to uplift the Council customer journey with a focus on improving ease of accessibility and navigation of services	Customer Experience and Communications
	Implement Complaints Management Framework and monitor compliance with procedures	Undertake periodic/ quarterly customer request reporting against service level agreements to monitor complaints across Council to improve increased transparency, accountability action and resolutions	Customer Experience and Communications

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that responds to community needs and organisational capacity	Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans	Undertake Council's Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities	Mayor and GM Support
	Implement Long Term Financial Plan [LTFP 7 (2025-2036)] and monitor budget on a regular basis	Undertake annual review of LTFP, and quarterly budget reviews	Finance and Procurement
		Review and prepare monthly budget performance reports	Finance and Procurement
	Implement the Workforce Plan 2025–2029	Deliver a framework and associated programs of psychologically safe workplace	People and Culture
		Implement site safety and emergency preparedness framework (wardens, site plans, training)	People and Culture
		Finalise and implement an internal communications strategy to improve engagement and connection to organisational purpose	People and Culture
		Develop annual employee engagement calendar and undertake an employee engagement survey	People and Culture
		Investigate and identify options to translate Council Values into observable behaviours	People and Culture
		Continue to strengthen annual performance appraisal adoption and process in alignment with updated policies and procedures	People and Culture

3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
3.3.1. continued...	Implement the Workforce Plan 2025–2029	Roll out and embed and the change management framework as the preferred organisational methodology for change	People and Culture
		Continue to prioritise and integrate diversity, inclusion equity, and belonging into the employee experience program	People and Culture
		Implement an improved time and attendance management and payroll processes	People and Culture
		Continue to implement the next phase of the Leadership Development Program	People and Culture
3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability	Embed financial and environment sustainability across the organisation	Implement financial sustainability review recommendations	Finance and Procurement
	Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community	Continue to embed Contract Management Framework and Policy within Council	Finance and Procurement
	Embed sustainable procurement into our activities consistent with Council's sustainability commitments	Implement data capture to track the implementation of circular economy principles in our procurement and sourcing activities	Environmental Sustainability, Finance and Procurement
		Embed sustainability across Council operations and processes	Environmental Sustainability
3.3.3. Deliver and review services to increase value for money	Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services	Undertake service reviews to improve value of services offered to the community	Mayor and GM Support

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct	Implement Fraud and Corruption Prevention Strategy	Review ICAC recommendations on Fraud and Corruption prevention control in partnership with relevant internal stakeholders and implement course corrections as needed	Governance
		Organise refresher training on public interest disclosures and whistleblowing	Governance
	Implement regulatory changes to governance practices	Undertake risk-based review of policies and procedures	Governance
		Implement the new Model Code of Conduct	Governance
		Provide training and professional development for Councillors	Governance
	Promote good financial governance, internal control and risk mitigation practices	Review and update financial policies, systems, procedures and business processes to improve efficiency and effectiveness and align with financial sustainability	Finance and Procurement
	Implement an enterprise risk management framework	Embed emergency and community resilience scenarios into the Enterprise and Strategic Risk Register	Audit and Risk
		Undertake a coordinated, enterprise risk-based review of community safety risks and controls and implement an improvement plan	Audit and Risk
		Deliver a Council-wide business continuity and crisis exercise and implement post-exercise improvements	Audit and Risk

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
3.4.2. Uphold a commitment to accountable and transparent decision making	Create community awareness on key decisions affecting the community	Provide community awareness on Council decision making in alignment with the new Code of Meeting Practice, including public forum and accessing information that is not confidential	Governance, Customer Experience and Communications
	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies	Finance and Procurement
3.4.3. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric	Deliver the ICT Modernisation Program	Continue core systems uplift program to improve data quality, process automation, reporting and service outcomes	Information Management and Technology
		Continue to implement Councils' Cyber Security Program aligned to the NSW Cyber Security Policy (Mandatory Requirements)	Information Management and Technology

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
3.5.1. Promote and maintain a diverse mix of businesses in Waverley	Adopt and implement Economic Development Strategy	Deliver buy local campaigns across commercial centres to support small businesses	Urban Planning
3.5.2. Strengthen Waverley's economy through night-time activation and create dining precinct and infrastructure		Establish Bondi Junction as a Special Entertainment Precinct	Urban Planning
3.5.3. Ensure the visitor economy is balancing against needs of residents and environment		Undertake occupancy audit of commercial centres	Urban Planning
		Organise annual business award	Urban Planning
		Undertake a bi-annual audit of spending and online visitor information to support the local economy	Urban Planning
		Deliver an annual marketing program to manage and promote Waverley's destinations and support the local economy	Urban Planning

3.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
3.5.4. Creativity and experiences fuel vitality in Waverley and support thriving economic activity	Implement creative and artistic place activation initiatives	Facilitate opportunities for local creatives to participate in night-time economy activation	Arts, Culture and Events
		Engage local businesses in street festival activations to create vibrant neighbourhoods and businesses and add value for locals	Arts, Culture and Events
		Expand place activation and engagement activities in Bondi Junction and across the LGA	Arts, Culture and Events

Performance measures

MEASURES	BASELINE	TARGET 2027	RESPONSIBILITY
Number of registered businesses (GST and Non-GST Registered)	38,369 businesses (2025)	Maintain at more than 35,000 businesses	Urban Planning
Total Local Spend (Visitors only)	Average spend per month is $150 million (67% of total local spend) (2024)	Maintain above current levels	Urban Planning
Number of events organised	Two events with more than 200 in attendance (2024)	Maintain an engagement of more than 200 people	Urban Planning
Commercial Centre Occupancy Rate (Total for LGA)	Average occupancy across the LGA was 91.1% (2024)	Occupancy across commercial centres in the LGA is maintained above 90%.	Urban Planning
Bondi Junction Occupancy Rate	Occupancy across Bondi Junction was an average of 89.45% (2024)	Occupancy in Bondi Junction is maintained above 90%	Urban Planning
Customer complaints management within SLA	78% complaints closed (2025)	85% complaints closed within SLA	Customer Experience and Communications
Number of community engagement channels to reach diverse segments of community	9 (2025)	Maintain current levels	Customer Experience and Communications
Contact Centre- Average call handling time	4 min 29 secs (2025 Annual average result)	<3 min 30 sec (Annual average result)	Customer Experience and Communications
Average CSAT- Phone	4.5 out of 5 rating (overall experience) (2025)	4.5 out of 5	Customer Experience and Communications
Average CSAT- Merit requests resolved (customer satisfaction rating)	4.5 out of 5 rating (overall experience) (2025)	4.5 out of 5	Customer Experience and Communications
Contact Centre- First Call Resolution	6% transfer rate (2025)	Transfer rate (<10%)	Customer Experience and Communications

Performance measures continued...

MEASURES	BASELINE	TARGET 2027	RESPONSIBILITY
Number of Code of Conduct complaints about Councillors upheld in full or in part	0 (2024–25)	0	Governance
Number of serious wrongdoing complaints about staff upheld in full or in part	2 (2024–25)	0	Governance
Proportion of requests for information under the GIPA Act (formal and informal) where access is granted in full or in part (excluding withdrawn requests and where information is not held)	92% (2024–25)	80%	Governance
Regular community and dashboard updates on key decisions impacting the community	Quarterly updates to the list of Council resolutions on Council's website (dashboard) (2025)	Quarterly updates to the list of Council resolutions on Council's website (dashboard)	Governance
Number of service reviews	2 (2024-25)	2	Mayor and GM Support
Number of strategic risks outside the risk appetite	9 (2025)	Below 7	Audit and Risk
Lost time Injury	12 LTIs (2024)	Reduce	People and Culture
Vacancy Rate (FTE)	14.90% (2023)	Reduce	People and Culture

OLG Benchmarks

The Office of the Local Government (OLG) has removed the requirement to report on financial performance ratios in financial statements. However, Council will continue to review and report on these financial ratios to assess Council's finanacial performance while OLG works with the local government sector to build a new framework for councils.

MEASURES	BASELINE	TARGET 2027	RESPONSIBILITY
Operating performance ratio	-0.67% (2025)	0%	Finance and Procurement
Own source operating revenue ratio	86.96% (2025)	>60%	Finance and Procurement
Unrestricted current ratio	3.66x (2025)	1.50x	Finance and Procurement
Debt service cover ratio	26.82x (2025)	>2.00x	Finance and Procurement
Rates and annual charges outstanding percentage	5.26% (2025)	5.00%	Finance and Procurement
Cash expense cover ratio	6.87 months (2025)	>3.00 months	Finance and Procurement
Buildings and infrastructure renewals ratio	102.28%(2025)	> 100.00%	Infrastructure Services, Property and Facilities
Infrastructure backlog ratio	1.04% (2025)	<2.00%	Infrastructure Services
Asset maintenance ratio	210.22 (2025)	>100%	Infrastructure Services
Cost to bring assets to agreed service level	0.74% (2025)	0.25%	Infrastructure Services

Community Grants Program

Waverley Council provides Community Grants Program and other grants such as Small Grants, Venue Hire Grants, Local Creative Collaborations to ensure the delivery of a range of services to the local community.

Funding will be provided to enable the delivery of services that meet outcomes described in Waverley Council's plans and support identified needs groups in Waverley such as:

- **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**

Funding also supports community based cultural organisations delivering participatory cultural activities.

Budget Estimates

Budget Forecast for the Financial Year 2026/27

PROPOSED BUDGET	2026-27
Operating income	
Rates & Annual Charges	79,429,987
Investment Income	4,124,105
User Charges	65,988,135
Other Revenues	24,118,280
Grants Subsidies and Contributions	6,858,511
Total Operating Income	180,519,018
Operating Expenditure	
Employee Costs	(93,394,605)
Materials & Contracts	(34,890,729)
Borrowing Costs	(1,119,161)
Other Operating Expenses	(27,240,339)
Depreciation & Amortisation	(25,000,000)
Total Operating Expenditure	(181,644,834)
Operating Result Before Capital Income - Surplus/(Deficit)	(1,125,816)
Capital Income	
Grants Subsidies & Contributions	26,290,377
Sale of Assets	5,837,774
Total Capital Income	32,128,151
Operating Result - Surplus/(Deficit)	31,002,335
Capital Expenditure	
Other Capital Purchases	(11,374,335)
Capital Works Program	(54,282,748)
Total Capital Expenditure	(65,657,083)
Net Income/(Expense)	(34,654,748)
FINANCED BY:	
Borrowings	
External Loan	12,250,000
Less: Loan Repayments on External Loan	(962,748)
Net Borrowing	11,287,252
Reserve Movements	
Transfers to Reserves	(29,030,292)
Transfer from Reserves	27,397,788
Net Reserve Movements	(1,632,504)
Depreciation & Amortisation Expenses (Contra)	25,000,000
Net Budget Result - Surplus/(Deficit)	(0)

Detailed Budget

BUDGET	2026-27
Asset Management Services	
Expense	**(90,712,175)**
Capital Purchases	(65,081,783)
Borrowing Expenses	(1,117,625)
Employee Costs	(10,881,220)
Internal Charges	(4,380,885)
Materials & Contracts	(5,813,052)
Operating Expenses	(3,437,610)
Income	**35,036,712**
Net Gains from Disposal of Assets	5,837,774
Grants Subsidies & Contributions- Capital	9,308,955
Grants Subsidies & Contributions- Operational	1,975,199
Other Revenues	7,447,440
Rates & Annual Charges	(593,487)
User Charges	11,060,831
Loan	**11,410,658**
Loans Capital	12,250,000
Loan Repayments	(839,342)
Reserve	**16,825,657**
Transfers to Reserves	22,279,733
Transfer from Reserves	(5,454,076)
Total	(27,439,148)
Beach Services, Maintenance & Safety	
Expense	**(9,146,559)**
Employee Costs	(6,374,213)
Internal Charges	(1,636,273)
Materials & Contracts	(628,815)
Operating Expenses	(507,258)
Income	**1,216,512**
Other Revenues	300,000
Rates & Annual Charges	(35,768)
User Charges	952,280
Reserve	**(166,490)**
Transfer from Reserves	(93,278)
Transfers to Reserves	(73,212)
Total	(8,096,538)

BUDGET	2026-27
Cemetery Services	
Expense	**(1,781,564)**
Employee Costs	(1,060,044)
Internal Charges	(367,313)
Materials & Contracts	(257,800)
Operating Expenses	(96,407)
Income	**2,254,500**
User Charges	2,254,500
Reserve	**(472,936)**
Transfers to Reserves	(472,936)
Total	(0)
Child Care	
Expense	**(11,428,446)**
Employee Costs	(7,791,804)
Internal Charges	(2,535,262)
Materials & Contracts	(973,160)
Operating Expenses	(128,219)
Income	**10,915,016**
Grants Subsidies & Contributions- Operational	483,989
Other Revenues	10,000
Rates & Annual Charges	(65,384)
User Charges	10,486,411
Reserve	**(2,710)**
Transfers to Reserves	(2,710)
Total	(516,139)
Community Services	
Expense	**(3,244,766)**
Employee Costs	(1,665,661)
Internal Charges	(649,880)
Materials & Contracts	(425,400)
Operating Expenses	(503,825)
Income	**545,561**
Grants Subsidies & Contributions- Operational	447,820
Other Revenues	81,462
Rates & Annual Charges	(73,221)
User Charges	89,500
Reserve	**(2,761)**
Transfers to Reserves	(2,761)
Total	(2,701,966)
Corporate Support Services	

BUDGET	2026-27
Expense	**(7,330,774)**
Borrowing Expenses	(1,536)
Employee Costs	(13,998,918)
Internal Charges	18,453,412
Materials & Contracts	(9,782,429)
Operating Expenses	(2,001,303)
Income	**68,980,104**
Investment Income	2,998,746
Grants Subsidies & Contributions- Operational	2,047,591
Other Revenues	385,067
Rates & Annual Charges	58,375,328
User Charges	5,173,372
Loan	**(123,406)**
Loan Repayments	(123,406)
Reserve	**156,703**
Transfers to Reserves	853,746
Transfer from Reserves	(697,042)
Total	61,682,628
Cultural Services	
Expense	**(6,693,023)**
Employee Costs	(3,226,425)
Internal Charges	(1,097,590)
Materials & Contracts	(2,074,790)
Operating Expenses	(294,218)
Income	**754,580**
Grants Subsidies & Contributions- Operational	100,000
Other Revenues	64,380
User Charges	590,200
Reserve	**(1,476)**
Transfers to Reserves	(1,476)
Total	(5,939,919)
Customer Services & Communications	
Expense	**(920,260)**
Employee Costs	(1,821,608)
Internal Charges	1,000,097
Materials & Contracts	(57,750)
Operating Expenses	(41,000)
Income	**2,723,444**
User Charges	2,723,444
Total	1,803,184

BUDGET	2026-27
Development, Building & Health Services	
Expense	**(16,217,990)**
Employee Costs	(9,479,300)
Internal Charges	(2,208,506)
Materials & Contracts	(1,105,873)
Operating Expenses	(3,424,311)
Income	**26,636,251**
Investment Income	271,445
Grants Subsidies & Contributions- Capital	16,981,422
Other Revenues	1,219,423
User Charges	8,163,961
Reserve	**(17,203,923)**
Transfers to Reserves	(17,203,923)
Total	(6,785,661)
Emergency Management Services	
Expense	**(456,750)**
Internal Charges	(9,349)
Materials & Contracts	(26,950)
Operating Expenses	(420,451)
Income	**84,400**
Grants Subsidies & Contributions- Operational	105,000
Rates & Annual Charges	(20,600)
Total	(372,350)
Environmental Services	
Expense	**(3,593,955)**
Employee Costs	(1,885,492)
Internal Charges	(552,329)
Materials & Contracts	(694,700)
Operating Expenses	(461,435)
Income	**1,058,474**
Grants Subsidies & Contributions- Operational	523,474
User Charges	535,000
Reserve	**27,049**
Transfers to Reserves	30,000
Transfer from Reserves	(2,951)
Total	(2,508,432)
Governance, Integrated Planning & Community Engagement	
Expense	**(2,684,567)**

BUDGET	2026-27
Employee Costs	(4,973,450)
Internal Charges	5,286,207
Materials & Contracts	(951,090)
Operating Expenses	(2,046,233)
Income	**19,203**
Other Revenues	19,053
User Charges	150
Reserve	**(159,068)**
Transfer from Reserves	27,000
Transfers to Reserves	(186,068)
Total	(2,824,432)
Library Services	
Expense	**(7,198,796)**
Capital Purchases	(425,300)
Employee Costs	(3,797,524)
Internal Charges	(2,135,631)
Materials & Contracts	(628,500)
Operating Expenses	(211,842)
Income	**303,867**
Grants Subsidies & Contributions- Operational	265,267
Other Revenues	10,600
User Charges	28,000
Reserve	**(32,529)**
Transfer from Reserves	42,375
Transfers to Reserves	(74,904)
Total	(6,927,458)
Parking Services	
Expense	**(13,321,204)**
Employee Costs	(4,975,058)
Internal Charges	(2,119,995)
Materials & Contracts	(3,365,380)
Operating Expenses	(2,860,771)
Income	**31,327,496**
Grants Subsidies & Contributions- Operational	401,382
Other Revenues	12,717,089
Rates & Annual Charges	(10,563)
User Charges	18,219,588
Reserve	**(300,253)**
Transfers to Reserves	(300,253)
Total	17,706,040

BUDGET	2026-27
Parks Services & Maintenance	
Expense	**(6,617,021)**
Employee Costs	(4,064,638)
Internal Charges	(1,845,601)
Materials & Contracts	(383,114)
Operating Expenses	(323,667)
Income	**1,264,921**
Other Revenues	12,653
User Charges	1,252,268
Reserve	**(70,446)**
Transfers to Reserves	(70,446)
Total	(5,422,547)
Place Management	
Expense	**(1,495,107)**
Employee Costs	(118,000)
Internal Charges	(91,157)
Materials & Contracts	(1,129,850)
Operating Expenses	(156,100)
Income	**557,290**
Grants Subsidies & Contributions- Operational	212,060
Other Revenues	25,500
User Charges	319,730
Reserve	69,212
Transfer from Reserves	69,212
Total	(868,605)
Recreation Services	
Expense	**(320,332)**
Employee Costs	(916,035)
Internal Charges	762,191
Materials & Contracts	(102,570)
Operating Expenses	(63,918)
Income	**22,000**
Other Revenues	18,500
User Charges	3,500
Total	(298,332)
Regulatory Services	
Expense	(2,501,096)
Employee Costs	(1,710,746)
Internal Charges	(582,987)
Materials & Contracts	(147,850)
Operating Expenses	(59,513)

BUDGET	2026-27
Income	**548,800**
Other Revenues	384,000
User Charges	164,800
Reserve	**(13,681)**
Transfers to Reserves	(13,681)
Total	(1,965,977)
Social & Affordable Housing	
Expense	**(727,411)**
Employee Costs	(137,110)
Internal Charges	(93,509)
Materials & Contracts	(255,696)
Operating Expenses	(241,096)
Income	**1,229,747**
Other Revenues	1,283,951
User Charges	(54,204)
Reserve	**(502,336)**
Transfers to Reserves	(502,336)
Total	(0)
Sportsfields and Courts Management	
Expense	**(303,100)**
Materials & Contracts	(303,100)
Total	(303,100)
Traffic & Transport Services	
Expense	**(133,263)**
Internal Charges	(263)
Materials & Contracts	(90,000)
Operating Expenses	(43,000)
Income	**132,500**
Grants Subsidies & Contributions- Operational	110,000
Other Revenues	22,500
Total	(763)
Transport Planning and Infrastructure Provision	
Expense	(881,750)
Materials & Contracts	(881,750)
Income	110,000
Grants Subsidies & Contributions- Operational	110,000
Total	(771,750)

BUDGET	2026-27
Tree Permit Management	
Expense	(309,000)
Materials & Contracts	(309,000)
Total	(309,000)
Urban Open Space Maintenance & Accessibility	
Expense	**(7,540,556)**
Employee Costs	(5,632,602)
Internal Charges	(634,551)
Materials & Contracts	(413,110)
Operating Expenses	(860,293)
Income	**92,462**
Other Revenues	71,862
User Charges	20,600
Reserve	**(147,461)**
Transfers to Reserves	(147,461)
Total	(7,595,556)
Waste Services	
Expense	(26,742,452)
Capital Purchases	(150,000)
Employee Costs	(8,353,757)
Internal Charges	(4,560,825)
Materials & Contracts	(4,089,000)
Operating Expenses	(9,588,870)
Income	**26,833,329**
Investment Income	853,914
Grants Subsidies & Contributions- Operational	76,729
Other Revenues	44,800
Rates & Annual Charges	21,907,886
User Charges	3,950,000
Reserve	**364,944**
Transfers to Reserves	4,189,000
Transfer from Reserves	(3,824,056)
Total	455,822

The above excludes depreciation expense

Service Review Program

At Waverley, we have our customers at the heart of everything we do and believe that service reviews are a vital process to ensure the services we offer our community meet current and future community needs.

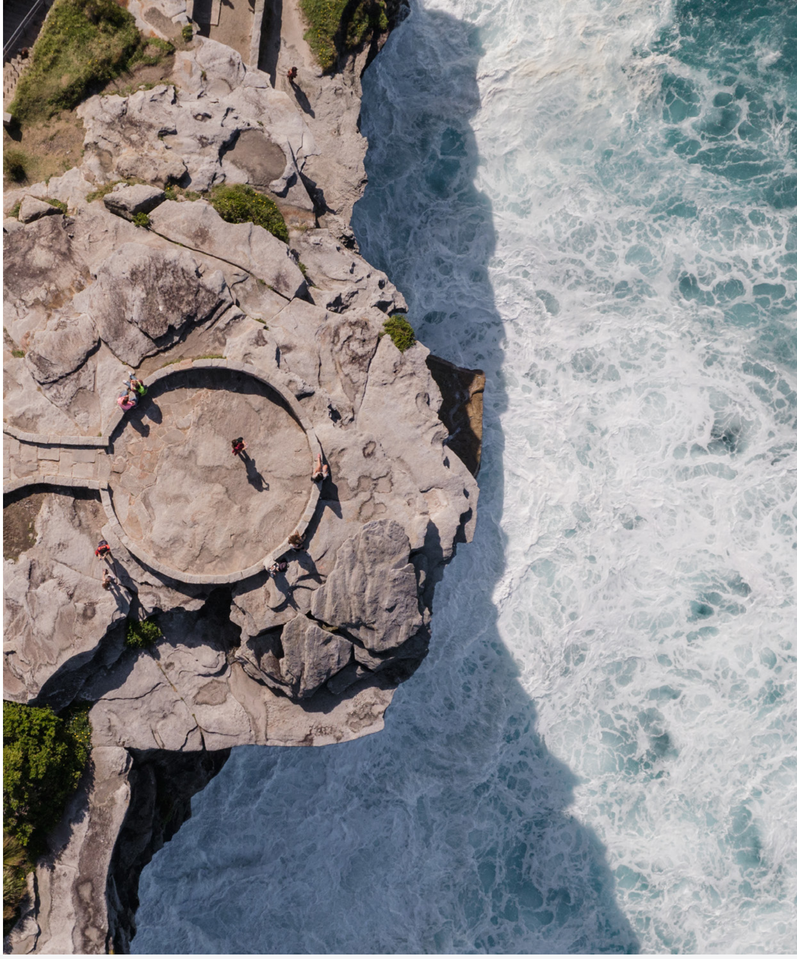
Council commissioned a Community Satisfaction Survey in 2024 to understand what matters most to our community. Value for money for the services and facilities offered by Council was identified as a key driver of community satisfaction in the LGA.

Service Reviews will build our organisational capacity and capability to improve the services we offer our community.

In 2026-27 we will undertake a minimum of two comprehensive service reviews. Details of these service reviews will be included in the Annual Report 2026–27.

Statement of Revenue Policy

Statement with respect to rate levy *(Section 404 (2) Local Government Act, 1993)*



1. Ordinary rates

1.1. Objective

The levying of rates and charges by Council will be in a manner that is transparent, fair and equitable to all ratepayers so as to provide a sustainable source of revenue that endows all members of the community with high quality services, infrastructure and facilities.

1.2. Rate pegging

The NSW Government introduced rate pegging in 1977. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified percentage.

In 2010, the State Government board, the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) was delegated responsibility for determining the allowable annual increase in general rates income.

IPART is the independent regulator that determines the maximum prices that can be charged for not only local government rates but also certain retail energy, water, and transport services in New South Wales.

IPART has set the rate peg for the 2026-27 financial year using their new rate peg methodology.

The components of the rate peg for 2026-27 are:

- The Base Cost Change (BCC) from labour, asset and other operating costs
- An annual population factor to adjust for the change in population of a council area.
- An Emergency Services Levy (ESL) factor to reflect annual changes in council ESL contributions that differ from the changes to the council's BCC. Council ESL contributions support the work of emergency services in NSW
- Additionally, a council-specific adjustment for the Dames Safety levy for some councils..

For the Waverley LGA, IPART has set the 2026-27 rate peg at 5.2%.

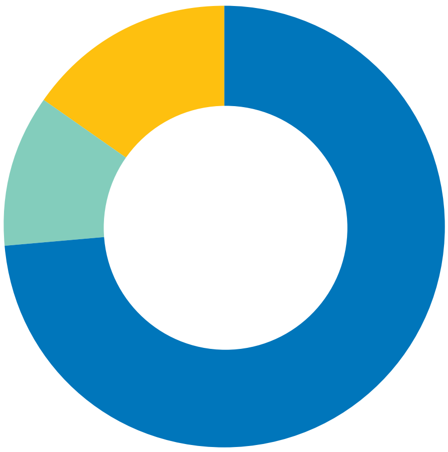
1.3. General principles

Rates are an important source of Council's operating revenue, contributing approximately 32% of the total operating income in 2025-26. Rates are used to provide essential infrastructure and services such as roads, footpaths, parks, sporting fields, playgrounds, stormwater drainage, swimming pools, community centres, cycle ways, public amenities and Waverley Library.

The distribution of the rate levy will be made in accordance with the principles of the financial capacity of the ratepayer and to ensure equitable level of services are provided to all ratepayers and residents.

However, the total rate revenue between the categories is at the discretion of Council.

The following graph details the proportion each category and sub category contributes to the total rates revenue received for the financial year 2025-26.



Residential	$40,588,945	74%
Business	$6,201,244	11%
Business- Bondi Junction	$8,331,253	15%

Rating income structure

1.3.1. Ordinary rates

As per Section 497 of the *Local Government Act 1993* Council has determined that its rates will be calculated on the basis of an ad valorem rate. Higher differential rating will apply to land used for business purposes reflecting the increased service levels required for this type of land use. The land determined to be subject to a residential category will be subject to a minimum rate in accordance with Section 548 (3) of the Act in accordance with the equity principle that a fair contribution is received from all ratepayers for the services and infrastructure supplied by Council.

A centre of activity sub category will apply to business land within the Bondi Junction defined area. The determination has been made that the increased structural costs required in maintaining and improving a central business district requires a higher contribution from those community members.

Rate sub categories will not be applied to land deemed to be categorised residential.

1.4. Land valuation

The rates for 2026-27 are calculated in accordance with the land value determined by the Valuer General's Office with a base date of 1 July 2025.

Supplementary valuations supplied after 1 July will only be used to calculate rate levies where a plan of subdivision or strata plan has been registered after this date in accordance with the amended land value supplied by the Valuer General of NSW.

The ordinary rates and charges will only be calculated on a pro-rata basis where the rateability status changes in accordance with section 555 of the *Local Government Act, 1993*.

1.5. Mixed development apportionment factor

Those properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the Valuer General's Office are rated Residential and Business on the basis of the apportionment percentage. The onus of application and proof is with the ratepayer.

1.6. Aggregation of land

Aggregation of ordinary rate levy in accordance with Section 548A will apply only in the following circumstances.

For all lots categorised as Residential or Business for rating purposes, separately titled car spaces and separately titled utility lots that are in the same ownership as the residential or business lot and are within the same building or strata plan.

All aggregations will only apply from the commencement of the quarter following the lodgement of the application with Council.

2. Rating structure

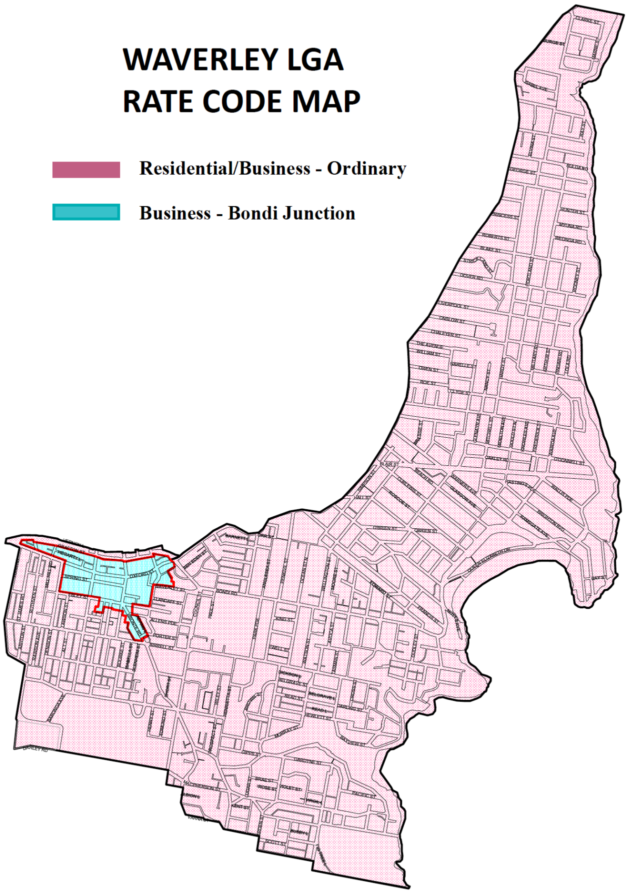
CATEGORY	SUB-CATEGORY	NUMBER OF ASSESSMENTS	ESTIMATED RATE (¢ IN $)	MINIMUM RATE	ESTIMATED RATES
2026-27 RATING STRUCTURE @ 5.2% - IPART rate peg					
Residential	Ordinary	30,162	0.068895000	815.00	42,710,765
Business	Ordinary	966	0.36376600		6,474,969
Business	Bondi Junction	876	0.85292000		8,952,639
Total					58,138,375

2.1. Policy – residential category

1. The Residential category will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the residential criteria of Section 516 of the *Local Government Act 1993.*

2.2. Policy – business category

1. The Business category, sub category Ordinary will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the business criteria of Section 518 of the *Local Government Act 1993* with the exception of rateable assessments deemed to be within the sub category, Bondi Junction.
2. The Business category, sub category Bondi Junction will apply to rateable assessments that satisfy the business criteria of Sections 518 and 529 (2) (d) of the *Local Government Act 1993* that satisfy the criteria of being within the centre of activity of Bondi Junction.



3. Interest charges

In accordance with Section 566(3) of the *Local Government Act 1993*, the Minister for Local Government has determined the maximum rate of interest payable on overdue rates and charges for the 2026-27 financial year at 9.5 per cent.Council will apply the maximum rate of interest in 2026-27 on all unpaid rates and annual charges.

Legal recovery action may be commenced in accordance with Council's Rates, Charges and Hardship Assistance policy for unpaid rates.

4. Section 611 charges – gas mains

Under Section 611 a local government authority may make an annual charge on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

For the purpose of gas supplies, a charge is equal to 0.75% of average sales for five years plus a main apportionment calculated according to the percentage of mains within the Waverley Local Government area.

This is assessed in accordance with the judgement by Justice Pike (AGL v. Glebe Municipal Council) and the charge to be calculated using the independent audited figures prepared for the Local Government Association of New South Wales (LGANSW) and the apportionment determined by the LGANSW.

Domestic Waste Management Charge – 2026-27

The annual Domestic Waste Management Charge is a fee to collect and manage residential waste. This is authorised under Section 496 of the *Local Government Act 1993.* This charge is mandatory and will apply uniformly to each separate residential occupancy of rateable land for which the service is available. Residential premises with self-contained units (non-shared bathroom and/ or kitchen) have one charge applied per unit. Residential properties with shared kitchen and bathroom facilities (e.g. boarding houses and co-living accommodation) have charges applied according to their bin allocation and service provision.

The 2026-27 domestic waste management charge for the standard service is $681. This is an increase of 5.2% for the 2026-27 financial year.

The charges will be billed on the annual rates and charges notice in accordance with Section 562 (3) of the *Local Government Act, 1993.*

The Domestic Waste Management Charge covers the cost for collection, processing and disposal of all domestic waste and recycling, bulky household waste, problem and hazardous waste, illegal dumping and compliance, provision of reuse and waste avoidance initiatives, recycling initiatives, education programs as well as strategic planning and advocacy that support a circular economy and maximise resource recovery.

The Domestic Waste Charge also includes costs incurred from the NSW Government Waste Levy. Under conditions of the NSW Waste Levy, Council is required to pay a contribution for each tonne of waste received at the facility. The Waste Levy is administered by the NSW State Government with the objective to reduce the amount of waste being landfilled and promote recycling and resource recovery.

Bin allocation

For Single Unit Dwellings (attached or detached houses) that do not share waste bins, the bin allocation includes one bin of 140L for each of the following: general waste, container recycling, paper recycling and garden organics.

For Multi Unit Dwellings (apartment buildings and townhouses) that share waste bins, including service apartments, the bin allocation is based on the waste generation rate of 120L of each waste stream for each unit.

The standard bin size for multi-unit dwellings is 240L (shared by two apartments) for each of the following: general waste, container recycling, paper recycling and garden organics (optional). Larger 660L bin sizes may be considered for Council approval for larger buildings. The standard rate of 120L per unit still applies.

Boarding houses, co-living residences and other properties with shared kitchen and bathroom facilities have a 60L allocation of general waste and recycling (30L container and 30L paper) per room.

Large domestic waste management charge

Property owners and authorised managing agents of properties with a 140L general waste bin have the option to upsize their bin to a 240L general waste bin. The large charge allocation includes one bin of 240L for each of the following: general waste, container recycling, paper recycling and garden organics. The large domestic waste management charge for 2026-27 is $860.

Additional domestic waste management charge

Residents who require additional waste services above their standard allocation can choose to add an additional domestic waste service. The Additional Domestic Waste Management Charge is a fee for any additional waste bin/s and associated servicing of those bins at a rateable property currently paying a Domestic Waste Management Charge. The Additional Domestic Waste Management Charge for 2026-27 for the standard service is $681 or $860 for the large service, and entitles residents to an additional full set of bins.

Availability/vacant land domestic waste management charge

This charge applies where a property is rated residential and is vacant (no dwelling has been established or a dwelling lawfully demolished).

This charge also applies to properties rated residential where the property is inaccessible to Council's waste collection vehicles, and the property owners arrange their own private contractor to collect waste and recycling.

This charge ensures that all ratepayers contribute to waste drop-off services and Clean Up collections provided by Council. The Availability/Vacant Land Charge for 2026-27 is $284.

Disputed domestic waste management charge

The annual rate notice that is issued by Council each year in July includes details of the Domestic Waste Management Charge attributed to each property, including any Additional Domestic Waste Charges.

Where the ratepayer believes they are being incorrectly charged and advises Council prior to the due date for payment of the first instalment, Council will verify the charge for the property and contact the ratepayer with the outcome. If the ratepayer was incorrectly charged, the charge will be amended on the next rates notice. Council does not refund domestic waste management charge retrospectively.

Please note: Recycling and waste bins are specifically allocated to each property and are not transferable between properties at any time.

Stormwater management service charge

The Stormwater 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 undertakes ongoing planning for, and assessment, construction and maintenance of stormwater assets, as well as stormwater education, to:

- Reduce the impact of localised flooding
- Reduce pollution reaching our waterways
- Use stormwater as a resource e.g. through collection, treatment and irrigation of playing fields
- Reduce erosion of waterways
- Upgrade the drainage system as pipes fail or become undersized for the amount of water they need to carry
- Ensure that residents and businesses are doing their bit to help manage stormwater.

Since 2006, Council has been able to levy a stormwater management charge (the levy) under the Local Government Amendment (Stormwater) Act 2005 No 70. However, Council levied this charge for the first time from 2019–20. The levy is capped in the legislation at $25 per property for residential properties and $12.50 for lots in a strata scheme. Commercial properties will be charged at $25 per 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 Council to cover costs to implement projects in relation to capacity and water quality as well as works arise from the Flood Risk Management Study and Plan. The expected annual revenue from the Stormwater Management Service Charge for 2026–27 is $536,160

Capital works

PROJECT	PROPOSED 2026/27
Building Infrastructure	
Building Major Projects	18,567,522
SAMP Building Renewal Program	2,700,000
Total	**21,267,522**
Living Infrastructure	
SAMP Planting- Landscaping	600,000
SAMP Management- Native Vegetation	130,000
SAMP Planting- Trees	550,000
Total	**1,280,000**
Public Domain Infrastructure	
SAMP Renewal & New- Electric Vehicle Infrastructure	17,400
SAMP Renewal- Street Furniture and Structures	604,995
SAMP Renewal- Street Lighting and Electrical	4,385,000
SAMP Renewal- Retaining Walls	200,000
Total	**5,207,395**
Recreational & Public Spaces Infrastructure	
SAMP Renewal and Upgrades- Cemetery Structures	8,745
SAMP Renewal & Upgrades- Recreational	4,124,936
SAMP Renewals & Upgrades- Public Art , Monuments, Sculptures	1,450,000
SAMP Renewal- Park Footpaths	1,540,000
SAMP Renewal- Park Furniture and Structures	1,945,000
SAMP Renewal- Park Lighting	1,667,500
SAMP Renewal- Sea Walls and Retaining Walls	300,000
SAMP Renewal & Upgrades- Sports Facilities	170,000
SAMP Renewal- Water Equipment	120,000
Parks Plan of Management	970,000
Rockfall/Cliff Remediation Program	250,000
Total	**12,546,181**

PROJECT	PROPOSED 2026/27
Road Infrastructure	
SAMP Renewal- Kerb and Gutter	1,000,000
SAMP Renewal- Parking Infrastructure	80,000
SAMP Renewal- Sealed Roads	4,455,000
SAMP Renewal- Street Footpaths	800,000
SAMP Renewal and Upgrades- Transport Infrastructure	431,500
Bike Plan Implementation	30,000
Walking Strategy Implementation	150,000
Commercial Centres & Streetscape Upgrades	2,933,825
Road Safety and Traffic Calming Program	825,000
Other Road Safety Projects	2,306,325
Total	**13,011,650**
Stormwater Drainage Infrastructure	
Stormwater Conduits & Pits Renewal	850,000
Stormwater Harvesting Renewal	40,000
Stormwater Drainage Improvement Program	80,000
Total	**970,000**
CAPITAL WORKS GRAND TOTAL	**54,282,748**

Capital Works Program Funding Sources

PROJECT	PROPOSED 2026/27
Grants/Contributions	10,411,154
New loans	12,250,000
Planning Agreement funds	2,332,363
S7.12 Contribution funds	4,505,304
Affordable Housing Contribution reserve	525,000
Stormwater Management Reserve	650,000
Investment Strategy Reserve	3,583,000
Car Parking reserve	708,050
Affordable Housing reserve	325,000
SAMP Cemetery Reserve	358,745
Cemetery Reserve	90,000
Plant Replacement Reserve	17,400
Neighbourhood Amenity Reserve	700,000
Council General Revenue	17,826,732
Total	**54,282,748**

Risk Appetite Statement

Definitions

Risk Appetite Statement:
What will we do?

Accept:
What can we tolerate?

Resist:
What do we have a low appetite for and will attempt to resist?

Avoid:
What will we not tolerate?

CATEGORY	RISK APPETITE STATEMENT
Financial	Council will seek strategic opportunities to strengthen financial sustainability and enable growth in order to achieve our strategic objectives, however will always maintain a prudent financial management approach.

ACCEPT	RESIST	AVOID	RISK TOLERANCE
• Calculated financial risks in order to implement and deliver Council's delivery program and continue improvement in service delivery • Minor unforeseen and/or unavoidable cost variation contingencies of a project and/or cost centre budget of up to 10% of project budget as a result of a need to meet community needs or pursue commercial and / or strategic opportunities for the benefit of Council • Potential consequences of investment decisions in line with Council's investment policy	• Deviations from adopted Council Policy and Plans including Community Strategic Plan, Delivery Program and Asset Management Plans and the objectives contained within. • Risks that will result in: - material unanticipated budget variances (understand macro environment may cause some of these) - the inefficient utilisation of Council assets - impacted service delivery to the community - detrimental impact to asset conditions - deferral of asset renewal investment	• Risks that cause inaccurate reporting or breaches of: - statutory deadlines - due diligence in statutory planning - legislative approval on assets - other relevant laws or regulations • Intentional breach and / or significant breach(es) of Council financial policies including Delegations of Authority • Maladministration, misuse or waste of Council funds or resources • Fraudulent financial activities • Risk which may have a significant negative impact on our long term financial sustainability and are highly speculative and are not in accordance with Council LTFP (without approval from Council)	Moderate

CATEGORY	RISK APPETITE STATEMENT
People (staff or public)	Council is committed to preventing events impacting on the health, safety and wellbeing of our people and the community. The nature of our services mean that we operate in some environments which are considered higher risk, however, this is required to provide and maintain essential services for the community. Therefore while we have an aspirational risk tolerance of Low, we understand unfortunately events will occur, however we will learn from these and also not tolerate any preventable events or events which occur due to non- compliance to Council's policies and procedures.

ACCEPT	RESIST	AVOID	RISK TOLERANCE
• Very minor and minor incidents or injuries/illnesses that occur in undertaking normal business activities despite best efforts to avoid or mitigate. These risks will be accepted provided we respond swiftly, learn from them and are able to demonstrate continuous improvement in a timely manner	• Complacency in undertaking normal business activities and slow forced, reactive or pressure-based decisions inlieu of appropriate work health and safety processes, controls and /or systems being followed	• Activities that result in reasonably foreseeable and preventable fatalities, harm, major or catastrophic injuries or illnesses to anyone under our duty of care • Preventable lost time injuries or notifiable incident / injury / illness • Significant breaches of legal obligations • Failure to respond quickly, assess and implement continuous improvement activities for any identified near-miss or incident • Inadequate training or provision of safe work practices to staff	Low

CATEGORY	RISK APPETITE STATEMENT
Environment	Council is committed to making decisions to ensure our operations and activities align with our strategic environmental targets for both Council and the broader community. Council is also committed to being a leader in the area of environmental sustainability. Council acknowledge there will be scenarios where there will be environmental impact that are forced by emergency, regulatory or legislative requirements

ACCEPT	RESIST	AVOID	RISK TOLERANCE
• Minor and /or shortterm environmental impact necessary in order to achieve key objectives • Minor environmental impacts (e.g. biological diversity and ecological integrity) from uncontrollable or unforeseen events • Risks to the environment where any potential or actual damage can be repaired, offset or restored	• Natural environment damage arising from normal business activities	• Activities which may have significant and / or long term negative environmental consequences • Activities and practices that knowingly compromise the environment • Misreporting or lack of transparent reporting of environmental impacts / damage caused by Council	Low

CATEGORY	RISK APPETITE STATEMENT
Reputation / Governance	Council is committed to making decisions that are in the best interests of the whole community and in line with our strategic objectives and accepts this may result in negative publicity or reputational damage as a consequence of competing stakeholder priorities and interests.

ACCEPT	RESIST	AVOID	RISK TOLERANCE
• Localised, short term negative publicity as a consequence of making decisions in the best interests of the broader community, in an environment where there are competing priorities and interests • Moderate level complaints associated with changes in Policy • Isolated minor incidents, concerns and complaints that can either be resolved by daytoday management, are assessed as not sufficiently damaging as to warrant the sustained efforts required to resolve them	• Entering into public debate on matters that are not areas of Council responsibilities and delegations (other than to clarify roles/responsibility) • Engaging in reactive communications, particularly on social media, where clear corporate communications are in place/been delivered, and there is limited possibility of resolving issue or perception	• Preventable or manageable negative publicity: - which is not objective/ impartial or accurate, and damages Council's reputation - which is the result of inadequate planning and consultation with key stakeholder(s) - which is the result of mismanagement of all other risks as outlined here (or noncompliance)	Moderate

CATEGORY	RISK APPETITE STATEMENT
Legal / Regulatory	Council will do all that is reasonably practical to meet/comply with legal and compliance obligations.

ACCEPT	RESIST	AVOID	RISK TOLERANCE
• Risks which may give rise to isolated breach events that are incidental despite best efforts to avoid or mitigate • Minor impact breaches that are unforeseen or may occur from timetotime, provided we respond swiftly learn from them and are able to demonstrate continuous improvement as a result in a timely manner	• Opting for litigation in favour of mediation/ dispute resolution regarding contractual/legal disputes, seeking a mutually beneficial outcome • Forced, reactive or pressurebased decisions inlieu of appropriate due diligence • Moderate breaches (aligned to risk management) of legal obligations or contractual arrangements that result in fines, penalties or significant reputational damage	• Acting/Failure to Act which results in initiation of legal proceedings against Council or indictable offences against Council • Fraudulent, unethical and corrupt conduct • Instances where Council Officials deliberately or recklessly break the law, fail to comply with legal obligations or deliberately or recklessly breach internal policies • Significant breaches of legal obligations or contractual arrangements that result in fines, penalties or significant reputational damage	Low

CATEGORY	RISK APPETITE STATEMENT
Service/ Project Delivery	Council is committed to ensuring consistent and robust service delivery with effective operations with a low tolerance for disruption due to foreseen or preventable matters, however recognise that some disruptions are unavoidable due to their macro-level nature.

ACCEPT	RESIST	AVOID	RISK TOLERANCE
• Minor disruptions to critical Council services or short-term disruption to less critical services within council's Business Impact Analysis • Business interruption in the short term where there is a demonstrable advantage in doing so • Deviation from the Councils operational plan with appropriate authorisation that will achieve benefit to Council	• Complacency in undertaking normal business activities and forced, reactive or pressure-based decisions in-lieu of appropriate due diligence	• Preventable risks that may severely disrupt Council's ability to conduct core daily activities/services • Risks that cause inaccurate reporting or breaches of Statutory deadlines or due diligence in Statutory planning and legislative approval on assets • Preventable risks that disrupt any Council critical services beyond 3 days and other less critical services as per Council established maximum tolerable outages per Council BCP	Moderate

Employee Training Plan

2026/27 Financial Year

The training plan supports the workforce capability development to enable Council to deliver safe, compliant, and high-quality services to the community. The Plan ensures employees and people leaders are equipped with the skills, knowledge, and behaviours required to meet current and emerging organisational, legislative, and community expectations.

The Plan directly supports workforce capability uplift in an environment of increasing regulatory scrutiny, workforce complexity, digital transformation, and heightened community expectations of local government.

The Plan has been developed in accordance with the *Local Government (State) Award 2023* and aligns with Council's Workforce Strategy 2025–2029, Operational Plan, and key legislative and policy obligations. It reflects consultation with employees, leaders, unions, and key internal stakeholders.

Training Categories

The Training Plan is structured around four focus categories. Each category includes defined capability outcomes to ensure training is outcome-driven and aligned to Council performance and risk objectives.:

●	**Capability**	Training that is not mandatory but builds skills, knowledge and capability development aligned to Council's strategic goals, priorities and workforce needs
■	**Compliance**	Training required by legislation or regulation for the person to perform their job
▲	**Mandatory**	Training identified by Council as essential to Council to manage organizational risk, meet other lawful obligations or ensure consistent standards of behaviour and practice
★	**Culture**	Training designed to embed Council's values, expected behaviours, service standards, and ways of working.

Employee Training Plan

2026/27 Financial Year

Focus Categories

The Training Plan is structured around four focus categories. Each category includes defined capability outcomes to ensure training is outcome-driven and aligned to Council performance and risk objectives.:

FOCUS CATEGORY	FOCUS CATEGORY	FOCUS CATEGORY	FOCUS CATEGORY
01	**02**	**03**	**04**
Leadership Development	**Professional Development**	**Workplace Health and Safety**	**Culture and Values**

Learning Approach

The Plan adopts a blended learning model incorporating:

- Face-to-face training
- Online learning and LinkedIn Learning
- On-the-job learning and coaching
- Targeted workshops and briefings

Evaluation and Reporting

Training effectiveness will be monitored through:

- Participation and completion rates
- Post-training feedback
- Select organisational indicators (e.g. conduct matters, WHS incidents, audit findings)

This ensures training investment remains targeted, effective, and aligned to Council priorities.

01 Leadership Development

Strategic Goal or Priority Alignment

Leadership and Culture — Living our values and building a high-performance culture.
Design and implement leadership programs to improve accountability and develop a results-driven culture.

Purpose

To strengthen leadership accountability, people management capability, talent building across Council and a results driven culture

Intended Capability Outcomes

- Improved quality and consistency of people leadership
- Stronger performance and conduct management
- Increased leadership confidence and decision-making capability
- Enhanced internal leadership talent readiness

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
●	**Leadership Development and Coaching**	Executive Leadership Team and Executive Manager level	✓	✓	✓	✓
●	**Leadership Development Catalogue**	Offering a suite of leadership development opportunities for people leaders	✓	✓	✓	✓
●	**Future Leaders Program**	Structured leadership program to empower and develop new and emerging leaders	✓	✓	✓	

CATEGORY KEY: ● Capability ■ Compliance ▲ Mandatory ★ Culture

02 Professional Development

Strategic Goal or Priority

Leadership and Culture — Living our values and building a high-performance culture.

Purpose

To support continuous learning, adaptability, and capability uplift across the workforce in response to evolving service, operational, and technological demands

Intended Capacity Outcomes

- Increased workforce adaptability and resilience to change
- Improved problem-solving, communication, and influencing skills
- Enhanced digital literacy and confidence
- Stronger individual performance and engagement

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
●	**Change Management**	Skills and strategies needed to effectively navigate and adapt to change		✓		✓
●	**Professional Development**	Support upskilling and development of employee capabilities through program of professional development initiatives.	✓	✓	✓	✓

CATEGORY KEY: ● Capability ■ Compliance ▲ Mandatory ★ Culture

03 Workplace Health and Safety

Strategic Goal or Priority

Providing a safe, respectful and healthy workplace and reducing lost time injuries.

Purpose

To meet Council's legislative obligations and proactively manage physical and psychosocial risk.

Intended Capacity Outcomes

- Improved WHS compliance and risk awareness
- Reduced workplace incidents and injuries
- Increased confidence in managing psychosocial hazards
- Safer service delivery to the community

Includes legislative training such as psychosocial safety training, first-aid, cardiopulmonary resuscitation (CPR), child-protection, Fire Warden, White Card, chemUse, de-escalation of aggressive behaviour (DAB), and dangerous dogs.

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
Compliance	**Role Specific Training**	Refer to "Essential Training Matrix" on the L&D Hub on the Junction	✓	✓	✓	✓
Compliance	**Lifeguard Resilience Training Program**	Lifeguards are 'First Responders' who may experience increased risk of psychological injury at work	✓			

Legislative requirement under Child-Safety Standards

Employees are equipped with the knowledge, skills and awareness to keep children safe through continual education and training.

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
Compliance	**Child Safety**	Awareness training to embed mandatory Child-Safety standards and policy, applicable for all employees	✓	✓	✓	✓

CATEGORY KEY: Capability Compliance Mandatory Culture

Mandatory Training

Identified by Council as mandatory to complete as onboarding requirements.

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
▲	**Mandatory Training**	• Anti Bullying and Harassment • Code of Conduct • Customer Experience • Cyber Security • Keeping Children Safe • Key Staff Policy • New Employee Orientation • Prevent and Report Corruption • Procurement Fundamentals • PID Awareness (for PID Officers) • Resolving Workplace Conflict • Record Keeping • Reportable Conduct Early Education (Children Services) • Responsible Person (Children Services) • Work Health and Safety • Cyber Security- SCAM 1:Fundamentals • Cyber Security- Business Email Compromise (BEC)	✓	✓	✓	✓
▲	**Mandatory Training for people leaders**	• Disability Confidence for Staff • Disability Confidence for People Leaders • PID Awareness for People Leaders • Record Keeping for People Leaders	✓	✓	✓	✓

Mandatory Training

To be adopted by Waverley in 2025 as an audit response with aim to report to NSW Audit Office.

CATEGORY	PROGRAM	Q1	Q2	Q3	Q4
▲	**Cyber Security - SCAM 2 Identification & Game**	✓	✓	✓	✓
▲	**Code of Conduct - Refresher**	✓	✓	✓	✓
▲	**Public Interest Disclosures (PIDs) - Refresher**				✓
▲	**New Leader Orientation**				✓

CATEGORY KEY: ● Capability ■ Compliance ▲ Mandatory ★ Culture

04 Culture and Values

Strategic Goal

Living our values and building a high-performance culture.

Purpose

To embed Council's values, ethical standards, and service behaviours across the organisation.

Intended Capacity Outcomes

- Consistent application of Council's values and Code of Conduct
- Improved customer experience and community trust
- Stronger inclusion, respect and ethical decision-making
- Reduced conduct and integrity risks

CATEGORY	PROGRAM	Q1	Q2	Q3	Q4
★	**Corporate Induction**	✓	✓	✓	✓
★	**Disability Awareness Training**	✓	✓	✓	✓
★	**Psychosocial Training**		✓		✓
★	**HSR Certification provided to HSR representatives**	✓	✓	✓	✓

CATEGORY KEY: ● Capability ■ Compliance ▲ Mandatory ★ Culture

04 Culture and Values

Strategic Goal

Sustainability — Sustainable practice is second nature in Waverley.

CATEGORY	PROGRAM	Q1	Q2	Q3	Q4
Culture	**Develop employee awareness and behaviours that support Council's commitment to sustainability, climate change, urban ecology and principles of circular economy**	✓	✓	✓	✓

Strategic Goal

Customer Experience — Putting the customer at the centre in all that we do.

CATEGORY	PROGRAM	Q1	Q2	Q3	Q4
Culture	**Deliver customer experience training that supports employees to provide great service and meet our service promise to care, listen and deliver**		✓		

CATEGORY KEY: Capability Compliance Mandatory Culture

WAVERLEY
COUNCIL

GET IN TOUCH

9083 8000
info@waverley.nsw.gov.au
waverley.nsw.gov.au

CUSTOMER SERVICE CENTRE

55 Spring St, Bondi Junction, NSW 2022