



## **EXTRAORDINARY COUNCIL MEETING**

A meeting of WAVERLEY COUNCIL will be held at Waverley Council Chambers,  
Cnr Paul Street and Bondi Road, Bondi Junction at:

**9.30AM, SUNDAY 21 FEBRUARY 2016**

A handwritten signature in black ink, appearing to read 'Kyrton', is positioned to the left of the typed name.

Arthur Kyrton  
**General Manager**

Waverley Council  
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## AGENDA

### PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The Mayor will read the following Opening Prayer and Acknowledgement of Indigenous Heritage:

*“God, we pray for wisdom to govern with justice and equity. That we may see clearly and speak the truth and that we work together in harmony and mutual respect. May our actions demonstrate courage and leadership so that in all our works thy will be done. Amen.*

*Waverley Council respectfully acknowledges our Indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms our Local Government Area”.*

**1. Apologies/Leaves of Absence**

**2. Declarations of Pecuniary and Non-Pecuniary Interests**

**3. Addresses to Council by Members of the Public**

**4. Reports**

CM/4.1/16.02E Submission to the Local Government Reform Delegate .....2

**5. Closed Session**

Nil

**6. Meeting Closure**

**REPORT**  
**CM/4.1/16.02E****Subject:** Submission to the Local Government Reform Delegate**TRIM No.:** A16/0054**Author:** Arthur Kyron, General Manager**Director:** Arthur Kyron, General Manager

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**RECOMMENDATION:**

That Council's submission to the Local Government Reform Delegate includes:

1. The options for number of Councillors being:
  - (a) 5 wards of 3 Councillors;
  - (b) 7 wards of 3 Councillors, in the event of State Government legislative amendments to increase the number of Councillors.
2. A Council ward structure and a process of ward determination as set out in the section 'Wards' in this report.
3. A recommendation that the election of the Mayor be by Councillors.
4. A requirement to consult with the community of the new council area on naming the new entity before the local government election under part 'f' of the criteria.
5. An operating and governance structure for the new merged entity as set out in the section 'Interim Governance Model' in this report.
6. A recommendation that the Delegate include the options for Paddington in his report to the Minister for Local Government as set out in the section 'Paddington' in this report.

**1. Executive Summary**

As part of the NSW Government's Council Boundary Review process, Council has the opportunity to make a written submission responding to the NSW State Government proposal to merge Randwick City, Waverley and Woollahra Municipal Councils.

The State Government has requested that submissions be made verbally at a public hearing or in writing by 28 February 2016. Submissions are recommended to address a list of criteria under the NSW Local Government Act 1993 (S263). Most of the criteria have previously been addressed in the *Waverley and Randwick IPART submission*. Waverley's responses will be based upon the information previously submitted with the exception of Council's preference for ward structures, the process for naming the new entity and interim governance arrangements.

This report recommends Council agrees to a preferred ward structure, election of the Mayor, naming process and interim governance structure to be included as recommendations within the written submission.

## 2. Introduction/Background

On 18 December 2015, and following on from the NSW State Government Local Reform program, *Fit for the Future*, the NSW State Government released the *Randwick City, Waverley and Woollahra Municipal Councils Merger Proposal*. Under section 218F of the NSW Local Government Act 1993 (the Act), the Minister for Local Government referred the proposal to the Chief Executive of the Office of Local Government, who has delegated the examination and reporting function to the Local Government Delegate, Dr Robert Lang.

Dr Lang is responsible for examining and reporting on the proposal in accordance with the Act and must prepare a report to the Minister and to the Independent Boundaries Commission, which will then provide comments to the Minister. The Minister will then make a decision on whether or not to recommend the implementation of the proposal to the Governor of NSW. The Governor of NSW may then make a Proclamation, setting out the legal terms and conditions for a new Council entity to be created.

Under s263 (2A) and s218 (F2) a public inquiry into the *Randwick City, Waverley and Woollahra Municipal Councils Merger Proposal* is required. Submissions responding to the proposal should address s263(3) of the Act, being;

- a. the financial advantages or disadvantages of the proposal to the residents and ratepayers of the areas concerned;
- b. the community of interest and geographic cohesion in the existing areas and in any proposed new area;
- c. the existing historical and traditional values in the existing areas and the impact of change on them;
- d. the attitude of the residents and ratepayers of the areas concerned;
- e. the requirements of the area concerned in relation to elected representation for residents and ratepayers at the local level, the desirable and appropriate relationship between elected representatives and ratepayers and residents and such other matters as considered relevant in relation to the past and future patterns of elected representation for that area;
  - i. the impact of the proposal on the ability of the council to provide adequate, equitable and appropriate services and facilities;
  - ii. the impact of the proposal on the employment of the staff by the council;
  - iii. the impact of the proposal on any rural communities in the resulting area;
  - iv. the desirability (or otherwise) of dividing the resulting area or areas into wards
  - v. the need to ensure that the opinions of each of the diverse communities of the resulting area or areas are effectively represented; and
- f. any other factors relevant to the provision of efficient and effective local government in the existing and proposed new areas

Written submissions are due 28 February 2016.

Council has to date made a public submission and statement about a number of the criteria to be addressed.

At the Extraordinary Council Meeting of 10 June 2015, Council resolved to:

- A) Endorse the submission of a Council Merger Proposal, proposing a base case merger between Waverley and Randwick Councils, and
- i. Offer to submit an equal partner joint merger proposal on behalf of both Waverley and Randwick Councils; and
  - ii. Include within the 'Scale and Capacity' section of the submission proposal, Waverley's position that a merger of Waverley, Randwick and Woollahra Councils would provide increased potential benefit.

An outline of Waverley Council's response to the merger proposal was presented at the public hearing on 4 February by the General Manager, Arthur Kyron. The response covered all criteria, based on previously endorsed and publicly published reports, with the exception of:

*e (iv)- the desirability (or otherwise) of dividing the resulting area or areas into wards; and*

*f- any other factors relevant to the provision of efficient and effective local government in the existing and proposed new areas.*

Items that can be included in point *f- any other factors relevant to the provision of efficient and effective local government in the existing and proposed new areas* include:

- options for interim governance structures;
- preference for council and community involvement in the naming of a new entity; and
- the desirability of extending the border of the new council to include the whole of the suburb of Paddington

These points will be discussed in more detail later in this report.

Council has supported a positive approach to amalgamations and published various materials to that effect. The *Extraordinary Council Meeting of 10 June 2015* endorsed an equal partner joint merger proposal for Waverley and Randwick's 'Fit for the Future' public submission. Further, Council endorsed the joint proposal would include within the 'Scale and Capacity' section an analysis of a three way merger including Woollahra. Council noted that there would be 'increased potential benefits if a merger of Waverley, Randwick and Woollahra Councils proceeded'.

In December 2015, the NSW State Government announced its preference for a Randwick City, Waverley and Woollahra Municipal Councils Merger Proposal.

Waverley's long term position has been that a merger with our closest neighbours would be most advantageous and Waverley's submission to the delegate will continue this endorsed approach.

### 3. Relevant Council Resolutions

Council or Committee Meeting & Date	Minute No.	Decision
Extraordinary	CM/4.1/15.06E	See Attachment 1

Council 10 June 2015		
Council 16 December 2014	CM/7.6/14. 12	See Attachment 2
Council 14 October 2014	CM/8.1/14. 10	See Attachment 3
Council 16 September 2014	CRD.73/14	See Attachment 4
Extraordinary Council 24 March 2014	CRD.11/14	See Attachment 5
Council 18 June 2013	1306.12.5	See Attachment 6
Council 11 December 2012	1212.12.3	See Attachment 7
Council 11 December 2012	1212.6.3	See Attachment 8
Council 18 October 2011	1110.12.6	See Attachment 9

#### 4. Discussion

##### Number of Councillors

The Act legislates for a maximum of 15 Councillors per local government area (s224)

A present review of the Act is a component of Local Government Reform package; the review proposes there be an odd number of Councillors.

As part of Council's submission, there is opportunity to suggest an increase in number of Councillors for the interim/first term of the new Council.

The current level of representation is set out below:

Council	No. Councillors	No. Residents per Councillor
Waverley	12	5,981
Woollahra	15	3,908
Randwick	15	9,585

In total there are currently 42 Councillors across the 3 Councils. A reduction in representation to 15 (in line with present NSW Local Government Act) is significant and will result in 18,278 residents per Councillor. Although there are few Councils in Sydney with a greater number of residents per Councillor, the change to the ratio in the proposed Council would effectively double the residents to Councillor ratio in Randwick and multiply the representation of Woollahra residents by a factor of just under 5.

Waverley, Woollahra and Randwick have always operated under a 3 Councillor per ward system. It is therefore proposed that the 3 Councillor per ward system be retained.

Therefore Waverley Council's submission to the Delegate will include the following:

- 5 wards of 3 Councillors
- In the event of State Government legislative amendments to increase the number of Councillors, an option of 7 wards of 3 Councillors would be preferable for the case of the new 'Waverley, Woollahra, Randwick Council'.

### **The Position of Mayor**

35 of the 152 NSW Councils hold Mayoral elections by public vote.

Waverley, Woollahra and Randwick have always operated under a system where the Mayor is chosen by the elected Councillors. There is a choice to either have the Mayor elected by the electors or the Councillors. It is not proposed to change the approach; that is the Mayor being elected by Councillors.

### **Wards**

Amalgamation will necessitate the adjustment of or deletion of ward boundaries to represent the new Council community.

Section 210(7) of the NSW Local Government Act 1993 states that:

*'The division of a council's area into wards or a change to the boundaries of a ward must not result in a variation of more than 10 percent between the numbers of electors in each ward in the area'.*

As stated above, Waverley, Woollahra and Randwick have always operated under a 3 Councillor per ward system. It is therefore proposed that the ward system be retained.

Council have been informed that the Delegate is not resourced to deliver a recommendation, or opinion to the Minister, on ward boundaries should the ward systems be retained. However, the likely outcome of not providing the Minister with proposed ward boundaries is the Government could decide to recommend no ward boundary option and instead leave it to the new Council once elected in 2017, to decide wards and ward boundaries. This uncertainty can be mitigated by Council recommending a ward map as part of the submission to the delegate.

In determining ward boundaries the following principles have been adopted by Council officers:

- Where possible join contiguous existing wards
- Use as boundaries main roads or topographical features
- Align wards to ABS collator districts
- Where possible retain wards in their pre-amalgamation groupings to ensure that the community's relationship to its 'area' is retained.

Under the present legislated maximum number of Councillors, the wards could be made up of 3 Councillors per ward, making 15 Councillors in total. Should the Delegate and Minister for Local Government support a variation to the Legislation in the case of the new 'Waverley, Woollahra, Randwick Council' to be able to expand the number of Councillors from 15 to 21, it could result in a model of 7 wards of 3 Councillors, rather than 5 wards of 3 Councillors. Of course a model of 6 wards with 3 Councillor could be considered but that would result in an even number of Councillors i.e. 18, which may not be preferable in view of the discussion taking place in the review of the Local Government Act.

When assessing how Wards should be formulated, the community view should be considered. In the recent Local Government Delegate's public forum – residents wanted to be able to identify with the 'current' Council area. This would result in a philosophy of keeping as many wards in the current municipalities together and result in the existing Woollahra Wards being joined together as would the Waverley and

Randwick Wards except of course where they abut – particularly in the ‘middle’ ward where North Ward in Randwick, Lawson Ward in Waverley and Cooper Ward in Woollahra need to merge.

Should the new Council have to comply with the current legislation the preferred model would be 5 wards of 3 Councillors.

Ward options submitted to the Delegate will therefore be based on the following configurations:

<b>Option</b>	<b>Wards</b>	<b>Councillors</b>
<b>1</b>	5	3
<b>2</b>	7	3

### **Five Ward Option**

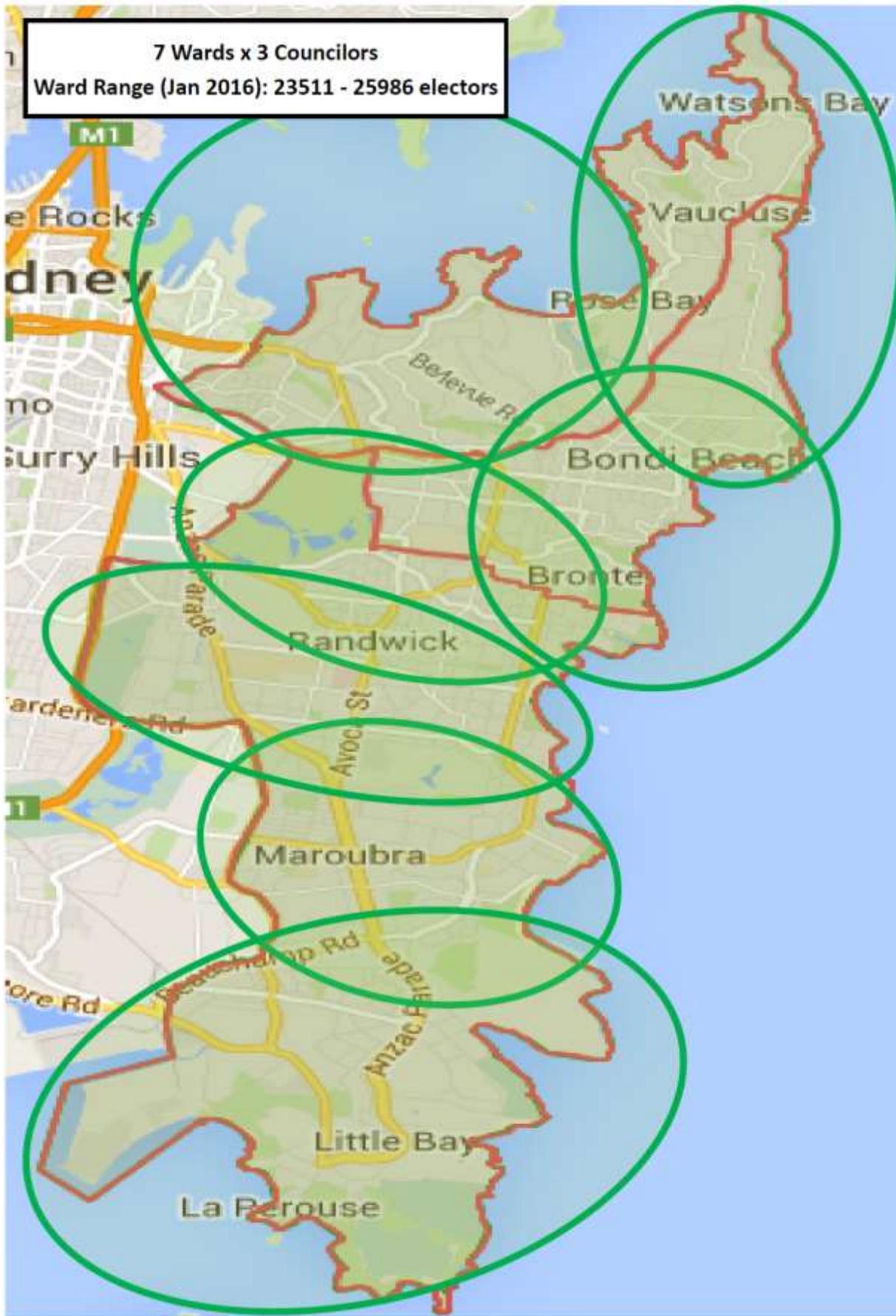
Based on the principles above the possible 5 wards could be created as follows:

- South and Central Wards in Randwick
- East and West Wards in Randwick
- North Ward in Randwick, Lawson Ward in Waverley and a portion of Cooper Ward in Woollahra
- Waverley, Bondi and Hunter Wards in Waverley
- Vaucluse, Bellevue Hill, Double Bay, Paddington and the balance of Cooper Ward in Woollahra



**7 ward option**

The same philosophy of keeping existing wards within existing Council areas together if possible also applies to the 7 ward Option. However, precise ward boundaries cannot be depicted on the associated map as a thorough quantitative analysis has not been possible. Note, the circles are indicative ward areas.



## **Paddington**

As a centrepiece of governance reform the Review Panel saw the need for an expanded City of Sydney that will anchor a metropolitan local government.

Relatively minor adjustments to current boundaries to enhance the potential for improved urban management can be suggested such as Paddington being joined with the City of Sydney. There was interest expressed at the recent public inquiry forum for all of Paddington to be reunited into Woollahra or the City of Sydney under any merger options.

Whilst the delegate, Dr Lang has no power to recommend significant variations to the Government merger proposal, the option of all of Paddington being reunited into Woollahra or the City of Sydney should be explored and discussed with the City of Sydney.

Comments made by speakers at the recent public forum related to residents relationships with their own area and protection of its heritage. This was particularly relevant with Paddington as it is already split between two Councils causing concern to residents and the business community alike. Reuniting Paddington would allow it to be addressed in a holistic way to the benefit of everyone.

In summary the question of Paddington's inclusion or exclusion requires consideration. The choice is that Paddington be united under the new Council comprising Waverley, Woollahra and Randwick or be reunited with the City of Sydney. The Paddington Ward has 8179 electors which is 4.72% of the total number of electors in the proposed new Council. The exclusion of Paddington from the proposed new Council is not a significant change and would fulfill the goal of uniting the suburb under one Council either the City of Sydney or if be retained within the proposed Waverley, Woollahra and Randwick Council model.

This would also align the north western boundary of the new Council with the State seat of Vaucluse.

## **Interim Governance Model**

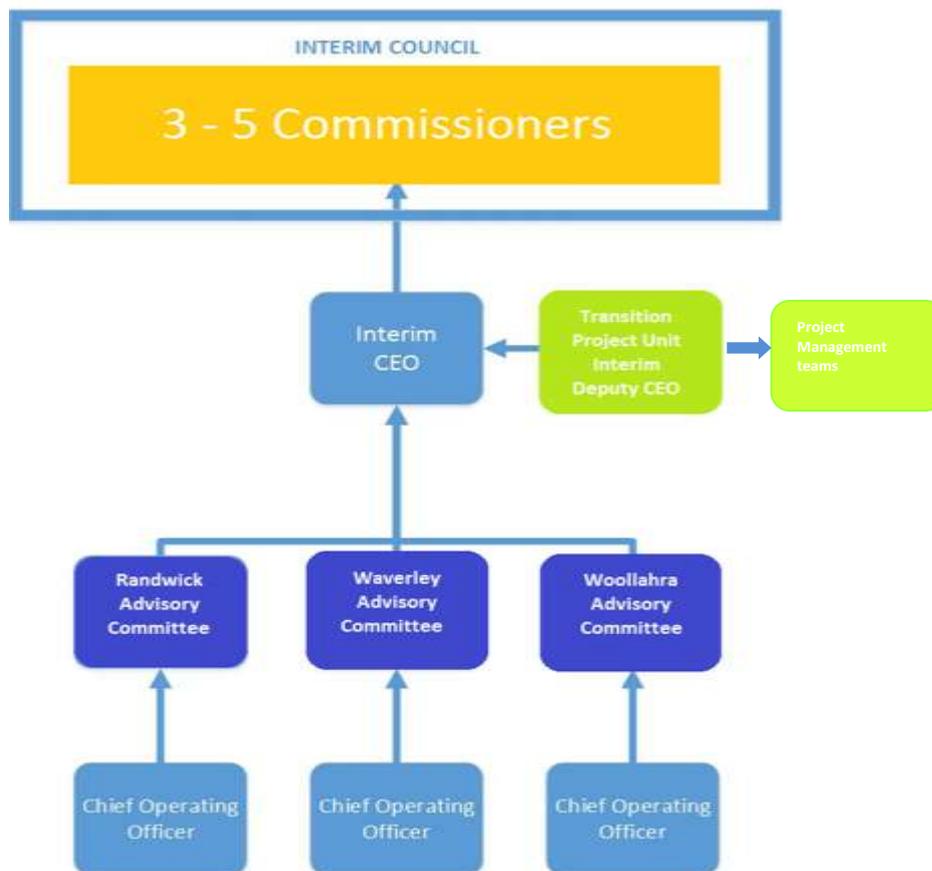
The NSW Government has said it will be announcing the new Councils in mid-2016. It is uncertain what form the interim Council will take until the new elected local Government takes over after the March 2017 Local Government elections.

As with the wards issue it is in our best interest to suggest to the Local Government Delegate an interim governance model. But, before this is done there is a need to set out some facts.

1. Local Government Councillors have been elected until September 2016.
2. There is a reasonable expectation that Waverley Councillors will see out their full term as a minimum or until the elected Council in March 2017.
3. Democratic representation is still necessary in that electors/residents will still require a conduit between themselves and the decision makers.
4. It is anticipated that the separate Council entities as they exist today will cease mid 2016 following proclamation, however the Government has indicated that no organisational structural changes should take place until the election in March 2017.
5. The business of running Councils will still require a senior leadership group and advisory roles/functions to the decision making level.
6. It is unlikely that Councils will retain the 42 elected Councillors of which three are mayors.

7. It is likely that the NSW Government will appoint Administrators/ Commissioners whose role will be to preside over the interim Council and conduct their governing role as if they were in all intent and purposes as a Council under the NSW Local Government Act.
8. That the period from mid-2016 to the March 2017 elections will be a period of transition to a fully-fledged and branded local government.

Having regard to the points above the following governance structure and roles are proposed:



**Roles**

**Administrators / Commissioners:**

It is proposed that the Administrators / Commissioners be appointed by the NSW Government. The appointments could draw from the existing Councillors or external people. The number of Administrators / Commissioners could be as few as 3 or up to 5. There should be an odd number so as to ensure decisions are made by majority vote without necessitating the use of a casting vote. The role of the Administrators / Commissioners will be governed by the NSW Local Government Act and the decisions made by the Administrators / Commissioners will be as if made by an elected Council.

**Advisory Committee**

Advisory Committees may be comprised of the current group of elected Councillors who would operate as a committee of the interim Council. In the case of the committees they could either operate as geographically focused committees (such as Waverley Committee, Woollahra Committee and Randwick Committee) or as functional committees (such as Planning and Development, Community Services, Corporate Services committees). The ultimate purpose of the committees can be determined by the

Interim Council. The role of the Advisory Committees is to recommend to the Interim Council matters for decisions; the Committees are not a decision making body.

**Interim CEO and Deputy CEO**

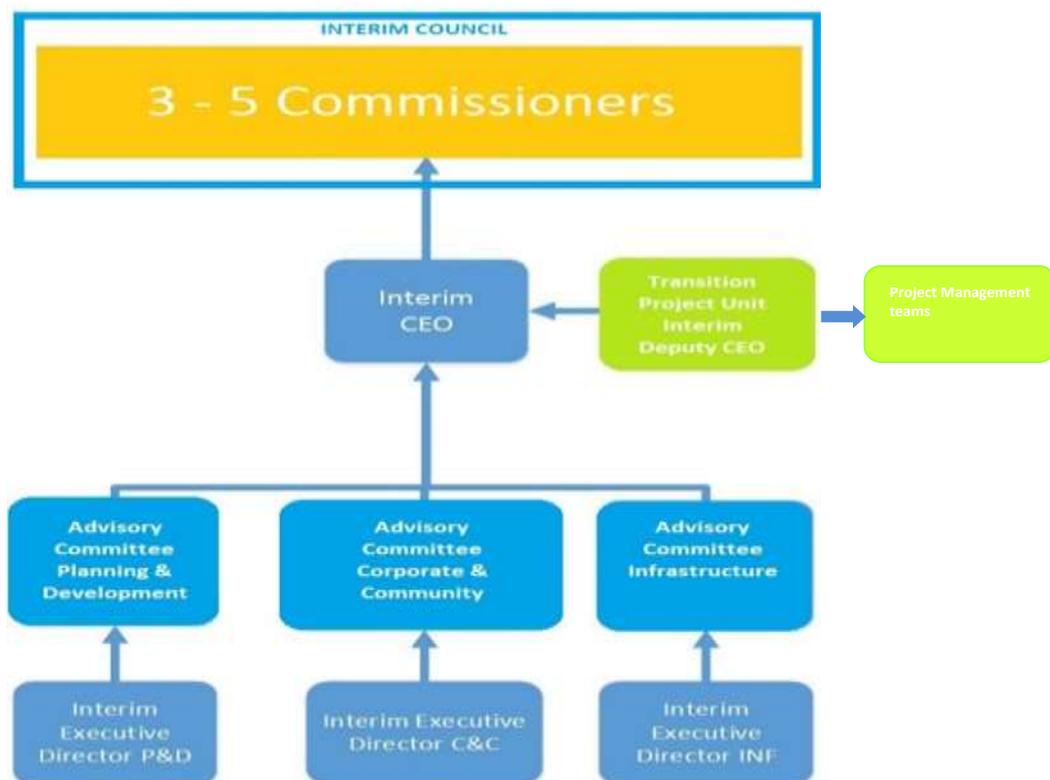
The interim CEO is responsible for the overall management of the transition to enable the election of Councillors to govern the new Council in March 2017. The interim CEO will advise the Administrator/ Commissioners and administer the interim Council under delegated authority as determined by the interim Council.

The Deputy CEO will lead the Transition Project Unit and support and advise the Interim CEO on transition matters. The Deputy CEO’s role will not extend to any other role than enabling the transition to the new entity. To achieve this the Deputy CEO will establish and oversee a series of Project Management Groups across programs areas such as HR and Change Management, Infrastructure, Corporate and Finance, Community, Planning and Development.

**Chief Operating Officer (COO)**

The COO is responsible for managing the day to day operations of their respective work forces. The Waverley, Woollahra and Randwick workforces, as of day one after proclamation, will still be in their respective locations, it is necessary to have a senior operations officer to guide the day to day business. The role of COO may be short lived depending on the execution of transition plans.

It is possible, subject to physical and HR constraints that like with like workforces could co-locate under the leadership of an **Executive Director**. This could mean, for example, an Executive Director Planning and Development, Executive Director Corporate and Community and Executive Director Infrastructure or other variations could be in place, as depicted in the following diagram:



It is quite likely that the decision of government will be to only appoint the Commissioners and Interim CEO and leave the remaining decisions - that is structures below the CEO, to be taken by the Interim Council. This has happened in other amalgamations in other states.

It will be recommended that the proposed governance structure/options as set out in this section be submitted to the Local Government Delegate

### **Name of the new Council**

Research into previous proclamations, indicates that the new entity will be named as part of proclamation. New councils do have the opportunity to change their name post proclamation, according to S207 of the Act and there is a precedent for name changes post proclamation in the NSW Council amalgamations undertaken since 2000.

It is recommended that the submission on behalf of Waverley include the preference to consult with the community of the new area on naming before the Local Government election, under part *f* of the criteria.

### **5. Relationship to Waverley Together 3 & Delivery Program 2013-17**

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction: G2 Our community is actively engaged in well-informed decision processes.  
Strategy: G2a Promote and require strategic directions that are inclusive and reflect the views of the community..  
Deliverable: A Community Strategic Plan that is inclusive.

### **6. Financial impact statement/Timeframe/Consultation**

N/A

### **7. Conclusion**

Council's written submission to the Local Government Delegate presents an opportunity to provide input to the biggest reform in NSW Local Government in 100 years. The submission enables us to have a stronger voice in influencing and impacting on the structure and efficacy of the new merged entity.

Waverley's recommendations in the submission on the points discussed will position the community to have strong representation through the reform process and allow the new organisation to have greater capacity to deliver services to our community.

### **8. Attachments:**

1. Council Resolution Extraordinary Council Meeting 10 June 2015
2. Council resolution 16 December 2014
3. Council Resolution Council Meeting 14 October 2014
4. Council resolution 16 September 2014
5. Council Resolution Extraordinary Council 24 March 2014
6. Council resolution 18 June 2013
7. Council resolution 11 December 2012
8. Council resolution 11 December 2012
9. Council Resolution 18 December 2011

## Attachment 1

## Council resolution Extraordinary Council Meeting 10 June 2015

Council or Committee Meeting & Date	Minute No.	Decision
Extraordinary Council 10 June 2015	CM/4.1/15.06E	<p>1. That Council informs the State Government that Waverley Council's preference is for the status quo. However, Council notes:</p> <p>A) The excellent progress toward achieving the Fit for the Future performance measures having moved from being 'unsustainable into the future' in 2007 to a much more sustainable footing currently, such that by financial year 2020 Waverley will achieve six of the seven benchmarks.</p> <p>B) That this sound progress, reinforced by the NSW Treasury Corporation's independent assessment of Waverley as having a positive financial sustainability outlook, is a result of focused planning, good management and political leadership over recent years in liaison with the Waverley community.</p> <p>C) The broad range of external awards that have been presented to Waverley Council as independent recognition of the Council's good performance across a range of areas including innovative planning, high quality and diverse community services, outstanding environmental leadership, excellent recreational facilities and strategic asset management.</p> <p>D) Waverley's demonstrated capability in partnering with the State Government and our high media presence to preserve and enhance Sydney's global image as we preserve and enhance our iconic beaches and tourist venues.</p> <p>E) That the option of Joint Organisations is not a current option in Metropolitan Sydney.</p> <p>F) The resolution of Council of 14 October 2014 that 'Council does not support amalgamation with any other council unless it can be demonstrated that there are sufficient benefits</p>

		<p>of a preferred amalgamation to Waverley, and this is supported by the Waverley community’.</p> <p>G) That the community engagement undertaken has demonstrated that:</p> <ul style="list-style-type: none"> <li>i. the Status Quo option, that is Waverley Council as a stand-alone entity, was the most preferred first preference option of the community across all consultation mediums, with between 35.4% and 38.7% support, and that</li> <li>ii. between 59.8% and 63.6% of the community’s first preferences are for some form of merger most frequently with Randwick and/or Woollahra.</li> </ul> <p>H) The community’s most preferred merger option that would meet the Fit for the Future scale and capacity requirements is a Waverley/Woollahra/Randwick amalgamation, then a Waverley/Randwick amalgamation.</p> <p>I) The Greater Sydney option, as the NSW Government’s default option for Waverley Council, is not preferred by the community and is not shown by independent analysis to be of most benefit to Waverley when compared to other options.</p> <p>J) The community clearly articulated that an amalgamation with Botany Bay/Randwick/Woollahra and the City of Sydney was the least preferable of all options.</p> <p>K) That based on the Fit for the Future criteria and the assessment methodology detailed by the Independent Pricing and Regulatory Tribunal, Waverley Council standing alone, whilst Council’s underlying preference, cannot meet the threshold requirement to demonstrate ‘as good as or better’ scale and capacity to the Independent Local Government Review Panel’s preferred merger (the Greater Sydney option of five councils consisting of City of Sydney, Woollahra, Waverley, Randwick and Botany Bay combined). This is articulated in the comparison of just three elements of strategic</p>
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		<p>capacity listed in Box 8 of the ILGRP report, being discretionary spending, undertaking new functions and resources to cope with unexpected change.</p> <p>L) The Fit for the Future guidance material states that Council Merger Proposals must be endorsed by all councils in the proposed group; but councils are advised to argue the case for inclusion of additional non-agreeing partners if it improves the case for sustainability.</p> <p>M) The resolution of Randwick Council of 26 May 2015 and the correspondence received proposing a base case merger with Waverley, and that the proposal may include other partners subject to the agreement of the base case merger partners.</p> <p>N) The correspondence received from the Mayor of Woollahra requesting that Waverley Council not support any merger with Woollahra.</p> <p>O) That Council’s population is significantly lower than the threshold criterion of scale and capacity according to Fit for the Future criteria, and hence the stand-alone option cannot be entertained. However, Waverley and Randwick contain the two largest populations of the eastern suburbs councils and, as noted by independent analysis, can achieve an appropriate minimum population to demonstrate scale and capacity as well as providing potential increased public benefit.</p> <p>P) That a Waverley, Woollahra, Randwick grouping would see a population of over 270,000 which independent analysis notes would demonstrate appropriate scale and capacity and provide further potential increased public benefit.</p> <p>2. That noting the above, and based on Council’s stated position that ‘Council does not support amalgamation with any other council unless it can be demonstrated that there are sufficient benefits of a preferred amalgamation to Waverley, and this is supported by</p>
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		<p>the Waverley community', and considering the results of the Independent Grant Thornton Report together with the results of the IRIS Report, Council resolves to:</p> <p>A) Endorse the submission of a Council Merger Proposal, proposing a base case merger between Waverley and Randwick Councils, and</p> <ul style="list-style-type: none"> <li>i. Offer to submit an equal partner joint merger proposal on behalf of both Waverley and Randwick Councils; and</li> <li>ii. Include within the 'Scale and Capacity' section of the submission proposal, Waverley's position that a merger of Waverley, Randwick and Woollahra Councils would provide increased potential benefit.</li> <li>iii. Confirm to the State Government that both the Council and the community strongly oppose the Global City option as it will not deliver a community of interest and could deliver a reduction of services to the residents of Waverley.</li> <li>iv. Note and inform the State Government that Waverley's support of a base case merger with Randwick is conditional upon the Government proceeding with its Fit for the Future program in a robustly fair and consistent manner across Metropolitan Sydney.</li> </ul> <p>B) Write to Randwick and Woollahra Councils advising of Council's resolution.</p> <p>C) Support the enhanced employment protections of five years contained within the proposed MOU between Waverley Council and the Unions.</p> <p>D) Delegate to the General Manager the authority to sign the MOU between Waverley Council and the Unions and to finalise the Fit for the Future submission with Randwick.</p>
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		<p>E) Endorse the Mayor writing to all households in Waverley clarifying the State Government’s position in relation to the Global City, and Waverley’s preferred option of a smaller ‘Community of Interest’ eastern coastal option for Waverley to ensure that Waverley has a seat at the table controlling its future, with local representation, rather than being forced into an amalgamation resulting in a Council of approximately 600,000 residents.</p>
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Attachment 2  
Council resolution 16 December 2014

<b>Council or Committee Meeting &amp; Date</b>	<b>Minute No.</b>	<b>Decision</b>
Council 16 December 2014	CM/7.6/14.12	That Council's community engagement strategy for the Fit for the Future process involves the following: <ol style="list-style-type: none"><li>1. A statistically valid deliberative poll.</li><li>2. An on-line survey.</li><li>3. Hard copy surveys at designated Council service points.</li><li>4. The targeting of young persons 10-18 years through social media, the library service, schools and youth group activities.</li><li>5. The use of an appropriate range of clear, jargon-free communications material.</li></ol>



Attachment 3  
Council Resolution 14 October 2014

<b>Council or Committee Meeting &amp; Date</b>	<b>Minute No.</b>	<b>Decision</b>
Council 14 October 2014	CM/8.1/14. 10	That Council does not support amalgamation with any other Council unless it can be demonstrated that there are sufficient benefits of a preferred amalgamation to Waverley, and this is supported by the Waverley community.

## Attachment 4

## Council resolution 16 September 2014

<b>Council or Committee Meeting &amp; Date</b>	<b>Minute No.</b>	<b>Decision</b>
Council 16 September 2014	CRD.73/14	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Council receives the Officer report, Local Government Reform - Fit for the Future.</li> <li>2. The General Manager prepares a process for Waverley Council to discuss and respond to the reform Package.</li> <li>3. The Mayor and General Manager meet with the Mayors and General Managers of Woollahra and Randwick Councils to discuss and determine the response to the reform package.</li> <li>4. Council believes that our current financial position does not justify Waverley Council's amalgamation with any other Council; on TCorp's assessment criteria Waverley is financially stable.</li> <li>5. The General Manager reports to Council in confidence (if required) on previous discussions with any General Managers on Local Government Reform.</li> <li>6. The General Manager provides periodic reports to Council about the progress of the above.</li> </ol>



## Attachment 5

## Council Resolution Extraordinary Council 24 March 2014

<b>Council or Committee Meeting &amp; Date</b>	<b>Minute No.</b>	<b>Decision</b>
Extraordinary Council 24 March 2014	CRD.11/14	<p>That Council endorse the amended submission on the final reports of the Independent Local Government Review Panel and the Local Government Acts Taskforce and forward this to the Minister by 4 April 2014, and that the overview letter be amended accordingly to reflect all the amendments made in the table.</p> <p>The submission can be found here:  <a href="http://www.waverley.nsw.gov.au/__data/assets/pdf_file/0007/67579/Extraordinary_Council_Agenda_-_24_March_2014.pdf">http://www.waverley.nsw.gov.au/__data/assets/pdf_file/0007/67579/Extraordinary_Council_Agenda_-_24_March_2014.pdf</a></p> <p>Main points taken from the Exec Summary: Waverley Council, along with its neighbouring councils, has openly expressed concern with proposals for a Global Sydney Council. Nevertheless, over the past year we have continued to participate in discussions with our two neighbouring councils, Randwick and Woollahra, to consider and develop a more informed view of the potential benefits and disadvantages of a smaller Eastern Sydney City Council potentially comprising Waverley, Woollahra and Randwick. These discussions have been conducted on an exploratory basis. As part of the effort to determine the benefits and disadvantages that may arise for the communities of these LGA from a merger, the three councils are in the process of developing a draft community survey. If this survey is undertaken the intent will be to ascertain the community's view of the merits of the Panel's proposal for a Global Sydney model, compared with the perceived merits of an Eastern Sydney model and no amalgamation at all. In this context, Waverley Council's submission generally supports and promotes voluntary mergers and recommends the encouragement of '...voluntary mergers of councils through measures to lower barriers and provide professional and financial support.' (p.78).</p>



## Attachment 6

Council resolution 18 June 2013

Council or Committee Meeting & Date	Minute No.	Decision
Council 18 June 2013	1306.12.5	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive and Note the 'Future Directions for NSW Local Government – Twenty Essential Steps' Options Paper from the Independent Local Government Review Panel and the 'A New Local Government Act for NSW' Discussion Paper by the Local Government Acts Taskforce.</li> <li>2. Endorse the attached submissions on the two papers and agree they be forwarded to the relevant agency by the close-off date of 28 June 2013, subject to the following amendments and additions to the Independent Local Government Review Panel – Future Directions for NSW Local Government Submission: <ol style="list-style-type: none"> <li>(a) Clause 2.3 – The need for Amalgamations – first paragraph to be amended to read as follows: 'Waverley Council accepts that the issue of amalgamations needs to be covered within any proposed reform within NSW. We are pleased to see the Panel acknowledge that 'amalgamations and boundary changes are not the panacea for local government's problems.' (p.9) Waverley Council does not accept that they are an essential element of reform, however there may be valid grounds for amalgamation of rural councils with small populations, but amalgamation will not necessarily remedy financial problems rural councils may be experiencing and further investment from State Government may be necessary. Waverley Council has been proactive in respect of this and is working with its neighbouring councils of Randwick and Woollahra to look at a possible amalgamation. We have entered this process in a positive way by looking at the benefits any amalgamation will accrue to our residents rather than taking a defensive stance to maintain the status quo.'</li> <li>(b) Table of proposals containing Council's Comments – 5. Structural Reform Waverley Council Comment column - The following comment to be added at the end of bullet point 5: 'Council does not necessarily support amalgamations voluntary or otherwise as we are concerned about loss of identity and in the maintenance of community of interest. However we do not oppose voluntary amalgamations Council cannot see the value of the amalgamation of councils if this then leads to the setting up of local boards, as this introduces another layer of governance – Federal, State, local and local boards.'</li> </ol> </li> </ol>



## Attachment 7

Council resolution 11 December 2012

<b>Council or Committee Meeting &amp; Date</b>	<b>Minute No.</b>	<b>Decision</b>
Council 11 December 2012	1212.12.3	That Council: 1. Receive and note the 'Case for Sustainable Change' report from the Independent Local Government Review Panel and the Australian Mayors – What can and should they do? Discussion paper. 2. Agree to develop a submission on the Case for Sustainable Change to be discussed at a Council Workshop in February 2013 prior to the submission close-off date of March 2013.

## Attachment 8

<b>Council or Committee Meeting &amp; Date</b>	<b>Minute No.</b>	<b>Decision</b>
Council 11 December 2012	1212.6.3	That Council: 1. Note the release of the Local Government Independent Review Panel's paper 'Case for Sustainable Change' and the emphasis on significant consolidation of Sydney Councils. 2. Resolve that Waverley should commence discussions with Woollahra and Randwick Councils regarding the local government reform process including possible resource sharing, joint tendering, and potential boundary adjustments, identifying benefits and drawbacks whilst ensuring that any changes that take place protect the integrity of Waverley's financial position and product delivery to its residents. 3. States clearly its opposition to forced amalgamations by this or any State Government without demonstrated benefits to the Waverley community that cannot otherwise be achieved in our current structure and size.

## Attachment 9

## Council Resolution 18 December 2011

<b>Council or Committee Meeting &amp; Date</b>	<b>Minute No.</b>	<b>Decision</b>
Council 18 October 2011	1110.12.6	That Council: 1. Council receive and note the report from the General Manager regarding the Destination 2036 Outcomes Report. 2. Council cannot fully support the Vision as expressed in the Destination 2036 Outcomes Report as it does not sufficiently align with Council's Vision as expressed by the Waverley Community in Waverley Together 2. 3. It be noted that Council does not support compulsory amalgamations. 4. A broader reference to adaption to Climate Change be included. 5. An increased reference to credible research be included. 6. Council supports measures that would provide greater financial assistance from the Federal and State Government. 7. A further submission be prepared which aligns more closely with Waverley Together 2 and encompasses concerns raised by Council.

**CLOSED SESSION**  
**CM/5/16.02**

**Subject:** Moving into Closed Session  
**Author:** Arthur Kyron, General Manager

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There are no Confidential Reports for consideration.

**Introduction/Background**

In accordance with section 10A(2) of the Act, a Council may close part of its meeting to deal with business of the following kind:

- (a) personnel matters concerning particular individuals.
- (b) personal hardship of any resident or ratepayer.
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
- (d) commercial information of a confidential nature that would, if disclosed:
  - i prejudice the commercial position of a person who supplied it: or
  - ii confer a commercial advantage on a competitor of Council;
  - iii reveal a trade secret.
- (e) information that would, if disclosed, prejudice the maintenance of law.
- (f) matters affecting the security of Council, Councillors, Council staff and Council property.
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.
- (i) alleged contraventions of any Code of Conduct requirements applicable under Section 440.

It is my opinion that the business listed in the recommendation is of a kind referred to in section 10A(2) of the Local Government Act 1993 and, under the provisions of the Act and the Local Government (General) Regulation 2005, should be dealt with in a part of the meeting that is closed to members of the public and the media.

Pursuant to section 10A(4) of the Act and clause 252 of the Local Government (General) Regulation, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.