



W A V E R L E Y
COUNCIL

COUNCIL MEETING

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

6.30 PM TUESDAY, 15 MARCH 2016

A handwritten signature in black ink, appearing to read 'Kyron', with a stylized, flowing script.

Arthur Kyron
General Manager

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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. Confirmation and Adoption of Minutes

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Nil.

11. Meeting Closure

CONFIRMATION AND ADOPTION OF MINUTES CM/4.1/16.03



Subject: Confirmation of Minutes – Council Meeting – 16 February 2016

TRIM No.: A08/1053

Author: Richard Coelho, Acting Governance Manager

RECOMMENDATION:

That the Minutes of the Council Meeting held on 16 February 2016 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

Introduction/Background

The minutes of the Council meeting must be submitted to Council for confirmation, in accordance with section 375 of the *Local Government Act 1993*.

Attachments

1. Council Meeting Minutes – 16 February 2016.



**MINUTES OF THE WAVERLEY COUNCIL MEETING
HELD AT WAVERLEY COUNCIL CHAMBERS,
CNR PAUL STREET AND BONDI ROAD, BONDI JUNCTION
ON TUESDAY, 16 FEBRUARY 2016**

Present:

Councillor Sally Betts (Mayor) (Chair)	Hunter Ward
Councillor Tony Kay (Deputy Mayor)	Waverley Ward
Councillor Bill Mouroukas	Waverley Ward
Councillor Angela Burrill	Lawson Ward
Councillor Andrew Cusack	Lawson Ward
Councillor Paula Masselos	Lawson Ward
Councillor Leon Goltsman	Hunter Ward
Councillor Miriam Guttman-Jones	Hunter Ward
Councillor Joy Clayton	Bondi Ward
Councillor John Wakefield	Bondi Ward
Councillor Dominic Wy Kanak	Bondi Ward

Staff in attendance:

Arthur Kyron	General Manager
Cathy Henderson	Director, Waverley Life
Peter Monks	Director, Waverley Futures
Emily Scott	Acting Director, Waverley Renewal
Jane Worthy	Manager, Internal Ombudsman's Office

At the commencement of proceedings at 6.30PM those present were as listed above with the exception of Cr Wakefield who arrived at 6.52PM.

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The Mayor 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

Apologies were received and accepted from Cr Strewe.

2. Declarations of Pecuniary and Non-Pecuniary Interests

The Chair called for declarations of interest and none were received.

3. Addresses to Council by Members of the Public

- 3.1 R MacPhillamy (on behalf of Bondi Beach Precinct) – Item CM/7.6/16.02 – Petition – Save Bondi Pavilion We Need More Time.
- 3.2 N Mialaret – Item CM/8.2/16.02 – Review of Investment Policy.
- 3.3 N Greer – Item CM/8.4/16.02 – Public Submissions on Bondi Pavilion Concept Plan.

4. Confirmation and Adoption of Minutes

CM/4.1/16.02 Adoption of Minutes - Waverley Traffic Committee Meeting - 28 January 2016

MOTION / DECISION

Mover: Cr Kay
Seconder: Cr Mouroukas

That Part 1 of the Minutes of the Waverley Traffic Committee Meeting held on 28 January 2016 be received and noted, and that the recommendations contained therein be adopted.

Save and except the following:

Waverley Traffic Committee Meeting Minutes – 28 January 2016 – TC/L.01/16.01 – Mitchell Street, North Bondi – Extension of 'No Stopping' Zones

And that these items be dealt with separately below.

**CM/4.1.1/16.02 Waverley Traffic Committee Meeting Minutes – 28 January 2016 – TC/L.01/16.01
– Mitchell Street, North Bondi – Extension of ‘No Stopping’ Zones**

MOTION / DECISION

Mover: Cr Clayton

Seconder: Cr Kay

That Council defers this matter for a further report to the Waverley Traffic Committee that investigates realignment to the west of the double white lines in Mitchell Street, Bondi, to improve vehicle safety and traffic flow in connection with buses turning left from Murrivier Road.

5. Mayoral Minute

CM/5.1/16.02 Waverley Coastal Walk – Signage at Bronte Beach South

MOTION / UNANIMOUS DECISION

Mover: Cr Betts

That Council investigate placing new signage at the southern end of Bronte Beach to indicate the route of our Coastal Walk.

Background

Currently there is a constant procession of tourists walking the coastal path who miss the steps up into the cutting at the southern end of Bronte Beach and instead meet the dead end walk way above the pool. They reach the dead end, exclaim surprise, have a look and turn back. It happens nonstop all day every day.

CM/5.2/16.02 Protection and Conservation of Waverley Cemetery

MOTION

Mover: Cr Betts

That Council:

1. Congratulates staff and residents on their recent submissions for State and Federal Heritage listing for Waverley Cemetery.
2. Officers review the status of the draft Conservation Management Plan (2002) prepared by Allen Jack and Cottier.
3. Endorses the Draft Conservation Management Plan (2002) prepared by Allen, Jack and Cottier as a protection measure.
4. Reviews the Conservation Management Plan (2002) in light of the outcome of the applications submissions for State and Federal Heritage listing.

AMENDMENT

Mover: Cr Masselos

Seconder: Cr Wakefield

That as a matter of urgency that the Waverley Cemetery Plan of Management be reviewed in the light of the outcomes of the application for state and heritage listing.

THE AMENDMENT WAS THEN PUT AND DECLARED LOST.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.

Cr Wakefield and Cr Masselos were not present during the vote on the Motion.

Cr Wy Kanak requested that it be recorded in the minutes that he voted against the Motion.

Background

I was pleased that our application for State Heritage listing for Waverley Cemetery has been lodged but that we have also nominated for National listing. This reaffirms Councils vision to protect and conserve this important heritage site loved by locals and visitors from all over the world.

I was however, alarmed when I was made aware that the draft Conservation Management Plan prepared in 2002 by Allen Jack and Cottier was never finalized by Council staff or endorsed by Council.

Therefore the Conservation Management Plan that underpins our Plan of Management and vision for the site, has only ever been in draft form. Understanding the heritage significance of the site, I am concerned of the implications of this important document not being formally endorsed by Council. Particularly entering into a Council amalgamation scenario.

I understand that the State and Heritage listing, if successful, will require us to once again undertake a new Conservation Management Plan and Plan of Management for Waverley Cemetery. But I am really concerned that we cannot afford to wait.

I therefore ask Councillors to support my motion to correct the previous Council error in not endorsing the Conservation Management Plan and endorse it now as well as asking Council Officers to confirm the status of the existing Plan for Waverley Cemetery.

CM/5.3/16.02

Bondi Pavilion Upgrade & Conservation Project Consultation Deadline

MOTION

Mover: Cr Betts

That Council extend the deadline for submissions on the Bondi Pavilion Upgrade & Conservation Project by two weeks to 13 March 2016, and that in order to assist the consultation process the square metre break down of space be released to the public as soon as possible and the detail in this Mayoral Minutes be put on Council's website.

AMENDMENT 1

Mover: Cr Wakefield

Seconder: Cr Kanak

That the Motion be adopted subject to Council extending the deadline for submissions on the Bondi Pavilion Upgrade & Conservation Project to 30th May 2016.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division

For the Amendment: Crs Guttman-Jones, Masselos, Wakefield and Wy Kanak.

Against the Amendment: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

AMENDMENT 2

Mover: Cr Wakefield

Seconder: Cr Kanak

That the Motion be adopted subject to Council extending the deadline for submissions on the Bondi Pavilion Upgrade & Conservation Project to 30th April 2016.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division

For the Amendment: Crs Guttman-Jones, Masselos, Wakefield and Wy Kanak.

Against the Amendment: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

AMENDMENT 3

Mover: Cr Wakefield

Seconder: Cr Kanak

That the Motion be adopted subject to Council extending the deadline for submissions on the Bondi Pavilion Upgrade & Conservation Project to 31 March 2016.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division

For the Amendment: Crs Guttman-Jones, Masselos, Wakefield and Wy Kanak.

Against the Amendment: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

AMENDMENT 4

Mover: Cr Wakefield

Seconder: Cr Kanak

That the Motion be adopted subject to a public meeting being called with the architects before the close of submissions which would give a reasonable time for residents to finalise their own submissions.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division

For the Amendment: Crs Guttman-Jones, Masselos, Wakefield and Wy Kanak.

Against the Amendment: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

AMENDMENT 5

Mover: Cr Wakefield

Seconder:

That the Motion be adopted subject to the information on the website now include an itemised costing which justifies the projected budget of \$38 million and that itemised costing to include the discrete costs for the multifunctional theatre space.

THE AMENDMENT LAPSED DUE TO THE ABSENCE OF A SECONDER.

The Mover and Seconder of the Motion then accepted an amendment to the Motion such that it now reads as follows:

That Council:

1. Extends the deadline for submissions on the Bondi Pavilion Upgrade & Conservation Project by two weeks to 13 March 2016, and that in order to assist the consultation process the square metre breakdown of space be released to the public as soon as possible and the detail in this Mayoral Minutes be put on Council's website.
2. Officers distribute the costing study and the feasibility study to councillors under confidential cover.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.

Cr Wakefield and Cr Masselos were not present in the chamber for the vote on the Motion.

Cr Kanak requested that it be recorded in the minutes that he voted against the Motion.

Background

Additional submission time

Council formally released the Bondi Pavilion Upgrade & Conservation Project concept design at its meeting on 15 December 2015 and unanimously set a consultation deadline of 28 February. Many stakeholders including key precincts had received the plans on Friday 11 December. Additionally key stakeholders and Councillors were also given a special briefing on 11th December.

At the Meet the Mayor session held on 7 February a number of people said that the existing consultation deadline did not allow them sufficient time to prepare a submission. Many of their comments about putting in a submission related to their incorrect understanding of the project specifically relating to community space. With access to the correct information these concerns may not exist.

I am therefore proposing that the deadline be extended by two weeks and that the correct information be contained in the Mayoral Minute and posted on Council's website.

Key benefits of the project

This project is in the consultation phase and has not been finally approved by Council yet.

The project as proposed is absolutely transformational, restoring the building to its 1930s grandeur, and bringing it up to the standards you would expect of this beautiful heritage landmark. Features of the project include:

- Restoring the building to a true community facility with a pedestrianised grand entrance from Campbell Parade, and a spacious atrium and foyer
- Great new toilet facilities in a new location, with more toilets and showers
- A state-of-the-art, multipurpose theatre equipped for drama and music performances and film screenings, with green room, dressing room and stage
- Two natural amphitheatres
- A great range of cafes and restaurants
- Double the amount of exhibition and gallery space
- A celebration of heritage along with interpretation/education
- Community meeting rooms and function rooms
- Music, theatre and arts programs
- Conservation of the building's heritage fabric, restoration of heritage features and removal of

- intrusive modern additions.
- Beautiful courtyards and spaces for rest and relaxation

Concerns

A number of concerns have been expressed and I address these below in order to assist the community in the consultation process and in preparing their submissions.

A. Theatre

The Bondi Pavilion Theatre was opened in 1974 in the former Ballroom. It received some renovations in past decades, most recently a series of safety upgrades. The current project plans would see a new theatre built on the ground floor, with state of the art facilities for drama performances, music performances, film screenings, other art events, plus also dance classes and other recreation classes. The seating will be retractable and will be able to be placed in multiple configurations, allowing all kinds of cultural events to occur.

Our architects, Tonkin Zulaikha Greer are experienced in the design of theatres. Councillors and I visited two of their theatres last week – the flexible theatre spaces of Carriageworks, and the beautiful heritage adaptive re-use project of the Eternity Playhouse in Darlinghurst. Our theatre will be about the same size as the Eternity Playhouse but ours will have retractable seating. I am convinced that the new theatre at Bondi Pavilion will be a tremendous long-term asset to the Waverley community and will be a great stimulus to cultural life.

The current first floor theatre of course would not be demolished – the theatre equipment and modern additions would be removed in order to reveal the original structure of the Ballroom.

B. Commercialisation

Comments have been made about the commercialization of the Pavilion. But as part of its vibrant mix of uses, there are already commercial businesses operating at the Pavilion. This includes the food and beverage outlets, merchandise shop, and commercial recreation. So there is no change. Many of these businesses are much loved by the community and by visitors and many may choose to apply to trade out of the Pavilion in the new structure.

The hireable spaces at Bondi Pavilion are hireable by both not for profit community groups and by commercial businesses. Currently there are 23 hirers who have regular bookings at Bondi Pavilion – and only two of these are not-for-profit organisations. The remainder are businesses or fee-for-service commercial providers providing a terrific range of services to the community, such as dance, baby ballet, kid's arts and crafts, yoga, and meditation.

It is a good thing that Bondi Pavilion includes commercial activity. This is part of what makes the Pavilion a vibrant and lively hub for the community. Of course this needs to be balanced with Council programs and activities and not-for-profit activities as well.

The new Pavilion concept plans include reducing the existing food and beverage tenancy space on the ground floor, and potentially introducing significant new café, restaurant or hospitality tenancy space on the first floor. This would provide new and upgraded café and restaurant facilities. These would be enjoyed by the community and also provide a revenue stream to keep the Pavilion in great condition and to support community and cultural activities there.

C. Community space

Community space can be defined in many different ways.

Public amenities and facilities: The project will see new and better toilets, with a doubling in the number of women's toilets and increased numbers of lockers. There will be a new visitor information and welcome centre to assist our thousands of visitors every week.

Hireable spaces:

The classes and recreation activities at Bondi Pavilion for adults and children are much loved by the people that attend. It is important that a great range of children's and adults classes and activities continue in the Bondi Pavilion and in other venues in Waverley.

Currently, these are the multipurpose meeting room spaces available now, which have been bookable by community and commercial groups:

- High Tide Room
- Sea Gull Room
- Ocean Room
- Dolphin Room

In addition, the theatre was occasionally bookable through the residential theatre company but was often unavailable due to the theatre company's productions.

In the proposed plans, these are the multipurpose meeting room spaces which would be available in future, bookable by community and commercial groups:

- Community Meeting Space 1
- Community Meeting Space 2
- Gallery/Exhibition Space 1
- Gallery Exhibition Space 2 (depending on management approach taken)
- Theatre
- Theatre Foyer
- Plus there is the possibility of an upstairs meeting or function space, not yet determined.

I understand that some people are would like to be able to make comparisons of hireable area in square metres. To this end I am requesting that staff prepare this information for public release on our website as soon as possible.

New courtyard spaces

Currently, in the Pavilion if you want to sit down and relax most people would sit down in the foyer area, next to the toilets. This area is also used as change rooms if the toilets are busy. This is not currently a very pleasant area. The new plans propose that the courtyards would become garden spaces for seating and conversation, sheltered from the wind, and family friendly. The courtyard is effectively new useable space for the community that doesn't exist at the moment.

The courtyard spaces could be potentially used also for yoga classes and community markets at certain times as well.

Current hirers

When the Bondi Pavilion Upgrade and Conservation Project is under construction, Council will seek to temporarily relocate regular hirers to other Council venues. It may be that some of the regular commercial hirers will continue to operate at other venues after the construction project is finished. Some of these venues have advantages such as free parking and easier access. This will be negotiated directly with each hirer.

Music programs and studios

The project plans include facilities for music and music programs, but does not include single purpose music studios. The proposed theatre will have acoustic treatment, and community spaces could have such treatment also. This, along with other spaces in the Pavilion, would allow continuation of music programs including:

- Bondi Wave Youth Music training
- Bondi Wave Conference

- Primary School Rock Stars
- Seniors Choir
- Seniors Concerts
- Carols by the Sea.

Rehearsals could take place in the community meeting rooms. It is true that professional quality music recording would not be possible without an isolated control room, which is not currently included in the project plans. Bands which have used our music studios for rehearsal and recording in the past have been able to store their equipment for days at a time and this is more difficult with moving to higher-use flexible use spaces. Council could choose to include a purpose built recording studio in the plans for Bondi Pavilion. Alternatively Council could choose to build an up to date recording studio elsewhere in Waverley where parking, access and storage would be less problematic.

Lease arrangements

No new cost structure or new lease arrangements for the Pavilion have been decided by Council at this time. These discussions will take place once community feedback has been considered by Council and the concept plans amended for approval. It is likely these arrangements will be considered in the 2016-17 financial year.

D. Weather

There have been comments about the project not sufficiently taking into account the impact of weather and the seasons. Expert environmental consultants ARUP are part of the team to look at issues including high winds and the effect of the harsh marine environment. And importantly, we are seeking a five green star environmental rating for the building.

E. Car parking

One flyer has suggested the Bondi Pavilion Upgrade & Conservation Project includes a two storey underground car park. This is not the case. The Pavilion project is independent of any possible long term car park plans. If Council approves the Pavilion project this does not include approval of any underground carpark.

In summary, I hope this proposed extension and additional information will assist the consultation process. I encourage all interested members of the public to lodge a submission in relation to this project.

6. Obituaries

DAVE HANNAGAN

Council rose for a minute's silence for the souls of people generally who have died in our Local Government area.

7. Reports

CM/7.1/16.02 Investment Portfolio Report - November 2015

MOTION / DECISION

Mover: Cr Cusack
Seconder: Cr Burrill

That Council:

- 1 Receives the investment Portfolio Report – November 2015.

- 2 Notes that all investments have been made in accordance with the requirements of section 625 of the Local Government Act 1993 and directions from the Minister for Local Government, including Ministerial Investment Orders and Council's Investment Policy.

CM/7.2/16.02 Investment Portfolio Report - December 2015

MOTION / DECISION

Mover: Cr Cusack
Seconder: Cr Burrill

That Council:

- 1 Receives the investment Portfolio Report – December 2015.
- 2 Notes that all investments have been made in accordance with the requirements of section 625 of the Local Government Act 1993 and directions from the Minister for Local Government, including Ministerial Investment Orders and Council's Investment Policy.

CM/7.3/16.02 Loan Offer from NSW Treasury Corporation

MOTION / DECISION

Mover: Cr Betts
Seconder: Cr Goltsman

That Council:

1. Agree to accept the loan offer from NSW Treasury Corporation (TCorp) to fund Council's projects as follows:
 - Acquisition of 21-23 Niblick Street, North Bondi (Niblick Street Reserve), and
 - Upgrade of turf and lighting at Waverley Park Sport Field 2
2. Authorise the General Manager to sign all documents necessary to execute the loan.

Cr Cusack was not in the chamber for the vote on this item.

CM/7.4/16.02 Planning Agreement Associated with Approved Development at 6 Edward Street, Bondi

MOTION / DECISION

Mover: Cr Kay
Seconder: Cr Clayton

That Council:

1. Endorses the draft Planning Agreement attached to this report applying to the land at 6 Edward Street, Bondi which contributes \$137,500 to Council for the upgrade of Thomas Hogan Reserve.
2. Authorises the Mayor and General Manager to sign and execute the agreement and affix the Council Seal to the documentation.

CM/7.5/16.02**Review of Orders of Business for Council and Operations Committee****MOTION**

Mover: Cr Mouroukas

Seconder: Cr Kay

That Council formally adopts the Order of Business for Council and the Operations Committee as shown below:

Order of Business for Council

1. Apologies/Leaves of Absence
2. Declarations of Pecuniary and Non-Pecuniary Interests
3. Addresses to Council by Members of the Public
4. Confirmation and Adoption of Minutes
5. Mayoral Minutes
6. Obituaries
7. Reports
8. Notices of Motion
9. Urgent Business
10. Closed Session
11. Resuming in Open Session
12. Meeting Closure

Order of Business for the Operations Committee

1. Apologies/Leave of Absence
2. Declarations of Pecuniary and Non-Pecuniary Interests
3. Addresses to Council by Members of the Public
4. Confirmation of Minutes
5. Reports
6. Meeting Closure

AMENDMENT (Withdrawn)

Mover: Cr Wakefield

Seconder:

That Questions without Notice to the Mayor be inserted in the appropriate position in Council's Order of Business

AMENDMENT

Mover: Cr Wakefield

Seconder: Cr Masselos

That Questions with Notice be inserted in the appropriate position in Council's Order of Business.

THE AMENDMENT WAS PUT AND DECLARED LOST.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.

CM/7.6/16.02 Petition - Save Bondi Pavilion We Need More Time**MOTION**

Mover: Cr Kay
Seconder: Cr Clayton

That Council:

1. Receives and notes the electronic petition "Save Bondi Pavilion We Need More Time" as a 'one-off' exception to the Petitions Policy, noting:
 - (a) The feedback received from the 'Save Bondi Pavilion' community group.
 - (b) The Mayoral Minute previously resolved in this meeting to extend the deadline for submissions on the Bondi Pavilion Upgrade & Conservation Project.
2. Urgently updates the Petitions Policy, including acceptance procedures for electronic petitions, for the following reasons:
 - (a) Electronic petitions do not comply with Council's current Petitions Policy.
 - (b) Electronic petitions generally do not include address details for supporters of the petition as required by the Policy.
 - (c) It is difficult to verify the 'bona fides' and qualification for the supporters of an electronic petition that excludes address details.

AMENDMENT

Mover: Cr Kanak
Seconder: Cr Wakefield

That the Motion be adopted subject to Council noting that a second petition with over 400 signatures will be submitted on this matter.

THE AMENDMENT WAS PUT AND DECLARED LOST.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.

CM/7.7/16.02 Request for Leave of Absence - Cr Strewe**MOTION / DECISION**

Mover: Cr Wakefield
Seconder: Cr Masselos

That Council grants a leave of absence to Cr Strewe from 9 February 2016 until 8 March 2016.

8. Notices of Motion**CM/8.1/16.02 Improving the Sustainability and Visual Appearance of Residential Verges in Waverley****MOTION / UNANIMOUS DECISION**

Mover: Cr Kay
Seconded: Cr Burrill

That Council:

1. Under its 'Second Nature' program, investigates how to better promote and support sustainable, low maintenance residential street gardens.
2. Prepares a report on the outcomes of the above investigation for Council consideration, including funding impacts, priorities, a street garden promotion plan, and recommendations for new 'Street Garden Guidelines' and plans to implement them.
3. Undertakes an analysis of alternatives to grass verge planting when Council upgrades residential streetscapes (footpaths, kerb and gutter), and presents a report to Council for consideration.
4. When investigating the cost of implementing garden verges also do a comparative cost analysis of maintaining garden verges as opposed to providing the service of mowing grass verges once or twice a year.

CM/8.2/16.02 Review of Investment Policy**MOTION**

Mover: Cr Wy Kanak
Seconded: Cr Wakefield

That a report be drafted to consider how Council's investment policy should be amended to include an investment and risk management framework limiting Council's direct and indirect investment in fossil fuels, and putting Waverley in line with global best practice investment policy.

THE MOTION WAS PUT AND DECLARED LOST.

CM/8.3/16.02 Council Amalgamations**MOTION**

Mover: Cr Wy Kanak
Seconded: Cr Wakefield

That Waverley Council urgently join with the elected representatives of Woollahra and Randwick Councillors in a meeting convened to discuss the proposed benefits of amalgamation of the 3 Councils, and that the Minutes and Councillor vote on the amalgamation issue from such a meeting be made publicly available and be the basis of a joint Council Submission to the local Delegate, Dr Lang for consideration by the Boundaries Commission and the NSW Local Government Minister and Premier.

THE MOTION WAS PUT AND DECLARED LOST.

Division

For the Motion: Crs Guttman-Jones, Masselos, Wakefield and Wy Kanak.

Against the Motion: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

CM/8.4/16.02 Public Submissions on Bondi Pavilion Concept Plan**MOTION**

Mover: Cr Wy Kanak
Seconder: Cr Wakefield

That Council extend the period for receipt of submissions regarding the concept plan for the Bondi Beach Pavilion until May 2016.

THE MOTION WAS PUT AND DECLARED LOST.

Division

For the Motion: Crs Masselos, Wakefield and Wy Kanak.

Against the Motion: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

9. Urgent Business

There were no items of Urgent Business.

10. Closed Session

There were no items dealt with in Closed Session.

11. Meeting Closure

THE MEETING CLOSED AT 9.03PM.

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SIGNED AND CONFIRMED
MAYOR
15 MARCH 2016

CONFIRMATION AND ADOPTION OF MINUTES CM/4.2/16.03



Subject: Confirmation of Minutes – Extraordinary Council Meeting
– 21 February 2016

TRIM No.: A08/1053

Author: Richard Coelho, Acting Governance Manager

RECOMMENDATION:

That the Minutes of the Extraordinary Council Meeting held on 21 February 2016 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

Introduction/Background

The minutes of the Extraordinary Council meeting must be submitted to Council for confirmation, in accordance with section 375 of the *Local Government Act 1993*.

Attachments

1. Extraordinary Council Meeting Minutes – 21 February 2016.



**MINUTES OF THE EXTRAORDINARY COUNCIL MEETING
HELD AT WAVERLEY COUNCIL CHAMBERS
ON SUNDAY, 21 FEBRUARY 2016**

Present:

Councillor Sally Betts (Mayor) (Chair)	Hunter Ward
Councillor Tony Kay (Deputy Mayor)	Waverley Ward
Councillor Bill Mouroukas	Waverley Ward
Councillor Angela Burrill	Lawson Ward
Councillor Andrew Cusack	Lawson Ward
Councillor Paula Masselos	Lawson Ward
Councillor Leon Goltsman	Hunter Ward
Councillor Joy Clayton	Bondi Ward
Councillor John Wakefield	Bondi Ward
Councillor Dominic Wy Kanak	Bondi Ward

Staff in attendance:

Cathy Henderson	Acting General Manager
Jane Worthy	Manager, Internal Ombudsman's Office

At the commencement of proceedings at 9.30AM those present were as listed above.

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The Mayor 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

Council has previously granted Cr Strewe a leave of absence for this meeting.

Apologies were received and accepted from Cr Guttman-Jones.

2. Declarations of Pecuniary and Non-Pecuniary Interests

The Chair called for declarations of interest and none were received.

3. Addresses to Council by Members of the Public

There were no Addresses to Council by members of the public.

4. Reports**CM/4.1/16.02 Submission to the Local Government Reform Delegate****MOTION**

Mover: Cr Betts
Seconder: Cr Kay

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 determined 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 revised 'Interim Governance Model' document and Diagram 1, both tabled at the meeting and dated 21 February 2016.
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.

AMENDMENT 1

Mover: Cr Wakefield

Seconder: Cr Wy Kanak

That Council's submission to the Local Government Reform Delegate includes a requirement to hold a plebiscite to determine if a merger will occur.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division**For the Amendment:** Crs Masselos, Wakefield and Wy Kanak.**Against the Amendment:** Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.**AMENDMENT 2**

Mover: Cr Wy Kanak

Seconder: Cr Wakefield

That the Motion be adopted subject to Council's submission to the Local Government Reform Delegate includes submissions from councillors of the minority view.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division**For the Amendment:** Crs Masselos, Wakefield and Wy Kanak.**Against the Amendment:** Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.**AMENDMENT 3**

Mover: Cr Wakefield

Seconder: Cr Masselos

That the Motion be adopted subject to the addition of the following clause:

"A statement that the recommendations contained in the Motion have been considered by Waverley Council without the support of Woollahra Council and forms the view only of Waverley Council".

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division**For the Amendment:** Crs Masselos, Wakefield and Wy Kanak.**Against the Amendment:** Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

AMENDMENT 4

Mover: Cr Wakefield

Seconder: Cr Masselos

That the Motion be adopted subject to Council's submission to the Local Government Reform Delegate noting that Woollahra Council does not support a merger with Waverley and Randwick councils.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division**For the Amendment:** Crs Masselos, Wakefield and Wy Kanak.**Against the Amendment:** Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.**AMENDMENT 5**

Mover: Cr Masselos

Seconder: Cr Wakefield

That the Motion be adopted subject to the addition of the following clause:

"A statement that Council does not support the forced merger of Waverley, Woollahra and Randwick".

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division**For the Amendment:** Crs Masselos, Wakefield and Wy Kanak.**Against the Amendment:** Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

THE MOVER AND SECONDER OF THE MOTION THEN ACCEPTED THE ADDITION OF CLAUSE 1 (C).

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

DECISION:

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;
 - (c) 5 wards of 5 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 determined 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 revised 'Interim Governance Model' document and Diagram 1, both tabled at the meeting and dated 21 February

2016.

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.

Division

For the Motion: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

Against the Motion: Crs Masselos, Wakefield and Wy Kanak.

5. Closed Session

There were no items dealt with in Closed Session.

6. Meeting Closure

THE MEETING CLOSED AT 11.30AM.

.....
SIGNED AND CONFIRMED
MAYOR
15 MARCH 2016

CONFIRMATION AND ADOPTION OF MINUTES CM/4.3/16.03



Subject: Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2016

TRIM No.: SF16/158

Author: Al Johnston, Governance Officer

RECOMMENDATION:

That Part 1 of the Minutes of the Waverley Traffic Committee Meeting held on 25 February 2016 be received and noted, and that the recommendations contained therein be adopted.

Introduction/Background

The Waverley Traffic Committee (WTC) is not a committee of Council. The WTC operates under delegation from the Roads and Maritime Services (RMS), an agency of the NSW Government. It is advisory only and has no decision making powers.

The purpose of the WTC is to make recommendations and provide advice to Council on the technical aspects of proposals to regulate traffic on local roads in Waverley. The recommendations of the WTC must be adopted by Council before they can be implemented.

Part 1 of the minutes of Waverley Traffic Committee meetings must be submitted to Council for adoption in accordance with Section 18 of the Waverley Traffic Committee Charter.

Council has the opportunity to 'save and except' any of the recommendations listed in Part 1 of the minutes for further consideration in accordance with clause 18.1 of the Waverley Traffic Committee Charter.

Attachments

1. Part 1 – Traffic Committee Minutes – 25 February 2016.
2. TC/V.04/16.02 – Jaques Avenue and Hall Street, Bondi Beach – Alteration to Parking Restrictions – Revised Figure 3 tabled at the Traffic Committee Meeting on 25 February 2016.

**MINUTES OF THE WAVERLEY TRAFFIC
COMMITTEE MEETING HELD AT THE
WAVERLEY COUNCIL CHAMBERS ON
THURSDAY, 25 FEBRUARY 2016**



Voting Members Present:

Cr T Kay	Waverley Council (Chair)
Sgt L Barrett	NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr K Hind	Roads and Maritime Services – Traffic Management (South)
Mr J Morrison	Representing Gabrielle Upton, MP, Member for Vaucluse and Bruce Notley-Smith, MP, Member for Coogee

Also Present:

Cr B Mouroukas	Waverley Council (Deputy Chair)
Ms S Cassidy	Waverley Council – Acting Executive Manager, Creating Waverley
Mr G Garnsey	Waverley Council – Manager, Transport and Development
Mr K Wells	Waverley Council – Traffic Engineer
Mr C Handsaker	Waverley Council – Manager, Parking Operations
Mr H Holt	Waverley Council – Manager, Business Improvement
Ms R Schulz	Waverley Council – Governance Officer

At the commencement of proceedings at 10.02 am, those present were as listed above, with the exception of Cr T Kay, who arrived at 10.15 am, and Ms S Cassidy, who arrived at 10.45 am. Cr B Mouroukas chaired the meeting from 10.02 am to 10.15 am.

Apologies

Apologies were received and accepted from Mr D Joannides, Executive Manager, Creating Waverley.

Declarations of Pecuniary and Non-Pecuniary Interests

The Chair called for declarations of interest and none were received.

PART 1 – MATTERS PROPOSING THAT COUNCIL EXERCISE ITS DELEGATED FUNCTIONS

NOTE: *The matters listed under this part of the Agenda propose that Council either does or does not exercise the traffic related functions delegated to it by the RMS. The recommendations made by the Committee under this part of the Agenda will be submitted to Council for adoption.*

TC/C STATE ELECTORATE OF COOGEE**TC/C.01/16.02 Hewlett Street, Bronte – Alterations to School Pick Up and Set Down Area (A05/0908)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Removes the existing 6 m 'Disabled Parking only' zone located opposite 20–22 Hewlett Street.
2. Installs a new 5.5 m 'Disabled Parking only' on Hewlett Street immediately west of the westernmost driveway access of Bronte Public School.
3. Extends the existing 'No Parking 8.30 am–9.30 am, 3pm–4pm School Days Only' zone by 32 m to the west, to be a total of 50 m.
4. Notifies Bronte Public School of Council's decision.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted subject to the amendment of Clauses 3 and 4 and the addition of Clause 5, so that it reads as follows:

"That Council:

1. Removes the existing 6 m 'Disabled Parking only' zone located opposite 20–22 Hewlett Street.
2. Installs a new 5.5 m 'Disabled Parking only' on Hewlett Street immediately west of the westernmost driveway access of Bronte Public School.
3. Extends the existing 'No Parking 8.30 am–9.30 am, 3pm–4pm School Days Only' zone by 32 m to the west, to be a total of 50 m on a trial basis for 6 months
4. Notifies Bronte Public School and the residents of Hewlett Street, west of Murray Street, of Council's decision.
5. Reviews the operation of the extended school drop off and pick up zone after 6 months".

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/C.02/16.02 Church Street, Waverley – Alteration to Turn Restriction Signage (A03/0042-04)**COUNCIL OFFICER'S PROPOSAL:**

That Council replaces the existing 'All Traffic Left/Right' signage, with 'Left/Right turn only' on Church Street, Waverley.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/C.03/16.02 Bronte Road, Waverley – Installation of a Construction Zone (A03/2514-04)**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs a 10 m long, 'NO PARKING 7AM-3PM MON-FRI 8AM-3PM SAT COUNCIL AUTHORISED VEHICLES EXCEPTED' zone outside 224 Bronte Road, Waverley, for a period of 13 weeks.
2. Delegates authority to the Executive Manager, Creating Waverley, to extend the duration of the Construction Zone as necessary.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

J Brassington (applicant) addressed the meeting.

TC/C.04/16.02 Oxford Street, Bondi Junction – Partial Closure to Dismantle Tower Crane (DA-386/2012)**COUNCIL OFFICER'S PROPOSAL:**

That Council approves the partial closure of Oxford Street, Bondi Junction, between Bondi Road and Hollywood Avenue, from 6 am–6 pm on Tuesday, 31 May 2016, subject to the applicant:

1. Obtaining approval from NSW Police
2. Obtaining a road occupancy licence (ROL) from RMS.
3. Providing neighbouring properties, emergency services, STA and Council with seven days' notice of the closure.

4. Providing a revised TCP showing both lanes open at the intersection of Oxford Street and Hollywood Avenue, to the satisfaction of the Executive Manager, Creating Waverley, prior to any road closure.
5. Providing VMS boards two weeks' prior to the event to advise motorists of the proposed closure.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That Council approves the partial closure of Oxford Street, Bondi Junction, between Bondi Road and Hollywood Avenue, from 3 am–3 pm on a Sunday in 2016, with the approval of the Executive Manager, Creating Waverley, subject to the applicant:

1. Obtaining approval from NSW Police
2. Obtaining a road occupancy licence (ROL) from TMC.
3. Providing neighbouring properties, emergency services, STA and Council with seven days' notice of the closure.
4. Providing a revised TCP showing both lanes open at the intersection of Oxford Street and Hollywood Avenue, to the satisfaction of the Executive Manager, Creating Waverley, prior to any road closure.
5. Providing the location of VMS boards two weeks' prior to the event located as directed by the Executive Manager Creating Waverley to advise motorists of the proposed closure.
6. Obtaining approval from Sydney Buses.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

C Walters (Icon Co) addressed the meeting.

TC/V STATE ELECTORATE OF VAUCLUSE**TC/V.01/16.02 Chaleyer Street, Rose Bay – 'P Motor Bikes Only' Zone (A02/0637-02)****COUNCIL OFFICER'S PROPOSAL:**

That Council installs 3.5 m of 'P Motor Bikes Only' between the driveways of 74 and 72 Clayeyer Street, Rose Bay.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/V.02/16.02 Lyons Street, Dover Heights – Installation of No Stopping (A03/0042-04)**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs 12.5 m of No Stopping on the southern side of Lyons Street commencing at the intersection of Military Road.
2. Installs 12.5 m of No Stopping on the northern side of Lyons Street commencing at the intersection of Military Road.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That Council:

1. Installs 12.5 m of yellow edge markings on the southern side of Lyons Street commencing at the intersection of Military Road.
2. Installs 15 m of yellow edge markings on the northern side of Lyons Street commencing at the intersection of Military Road, retaining a single car space east of the driveway.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/V.03/16.02 Hardy Street, Dover Heights – Improved Delineation of Traffic Island (A03/0042-04)**COUNCIL OFFICER'S PROPOSAL:**

That Council installs supplementary delineation (lane dividers) within an existing traffic island adjacent to 37/37A Hardy Street, Dover Heights.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That Council installs supplementary delineation (lane dividers) within an existing traffic island adjacent to 37/37A Hardy Street, Dover Heights, and refers the incidence of illegal parking to Council's Parking Services division for their attention.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Deputy Chair).

A Greenfield addressed the meeting.

TC/V.04/16.02 Jaques Avenue and Hall Street, Bondi Beach – Alteration to Parking Restrictions (A14/0540)**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Implements a 12-month trial of 'P 10 minute' parking in the section of Jaques Avenue, Bondi Beach, adjacent to 20–24 Hall Street, between the 'P Motorbike Only' area and the driveway of 20–24 Hall Street in Jaques Avenue, including the following changes:
 - (a) Removes the two 'No Parking' signs in the section of Jaques Avenue, north of the driveway of 20–24 Hall Street in Jaques Avenue.
 - (b) Installs a new pole with sign displaying 'P10 MIN' (right arrow) and 'No Parking' (left arrow) 0.5 m north of the driveway of 20–24 Hall Street in Jaques Avenue.
 - (c) Installs a new pole with sign displaying 'P10 MIN' (left arrow) 3.1 m south of the existing motorbike-only parking adjacent to 20–24 Hall Street in Jaques Avenue.
 - (d) Installs a 'P10 MIN' (right arrow) on the pole with the 'No Stopping' sign outside 20–24 Hall Street.
 - (e) Installs a 'P10 MIN' (left arrow) on the light pole outside 20–24 Hall Street.
2. Extends the 'P Motorbike Only' parking area outside 27 Hall Street and adjacent to 20–24 Hall Street in Jaques Avenue, including the following changes:
 - (a) Install 'P Motorbike Only' sign on new pole 3.1 m south of current position adjacent to 20–24 Hall Street in Jaques Avenue.
 - (b) Relocates the pole and existing 'P Motorbike' only sign 2.2 m west of current position outside 27 Hall Street.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That Council:

1. Implements the following parking changes as part of a 12-month trial in Jaques Avenue and Hall Street, Bondi Beach:
 - (a) In the section of Jaques Avenue, Bondi Beach, adjacent to 20–24 Hall Street, change the existing 21 m of 'No Parking' and 5 m of motorbike parking to 5.5 m of 'No Parking', 12.4 m of P 10 min parking and 8.1 m of motorbike parking, with signage as per the concept plan detailed in the revised Figure 3 tabled at the meeting and attached to the file.
 - (b) On the southern side of Hall Street, outside 20–24 Hall Street, change the existing 13 m of 1P Ticket 8 am–6 pm, 3P Ticket 6 pm–9 pm to 13 m of P 10 min parking with signage as per the concept plan detailed in Figure 4.
 - (c) On the northern side of Hall Street, outside 27 Hall Street, extend the existing 5 m of motorbike parking by 2.2 m to the west, with signage as per the concept plan detailed in Figure 5.

2. Conducts the trial for a period of 12 months after which a further report be submitted to the Traffic Committee for consideration.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/V.05/16.02 Hall Street, Bondi Beach – Review of Area Parking Signage (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council:

1. Approves the 'area parking' signs on Hall Street, Bondi Beach, on a permanent basis.
2. Provide additional information on the loading zone and truck zone signage within the Hall Street parking area to read 'area parking restrictions apply at other times'.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That Council:

1. Approves the 'area parking' signs in Hall Street, Bondi Beach, on a permanent basis subject to the repeater signs being back-to-back and there being a further area entry sign on the northern side of Hall Street leading from Campbell Parade.
2. Provides additional information on the loading zone and truck zone signage within the Hall Street parking area to read 'Area parking restrictions apply at other times'.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/CV ELECTORATES OF COOGEE AND VAUCLUSE

TC/CV.01/16.02 Multiple Streets – 'P DISABILITY ONLY' Zones (A02/0273-02)

COUNCIL OFFICER'S PROPOSAL:

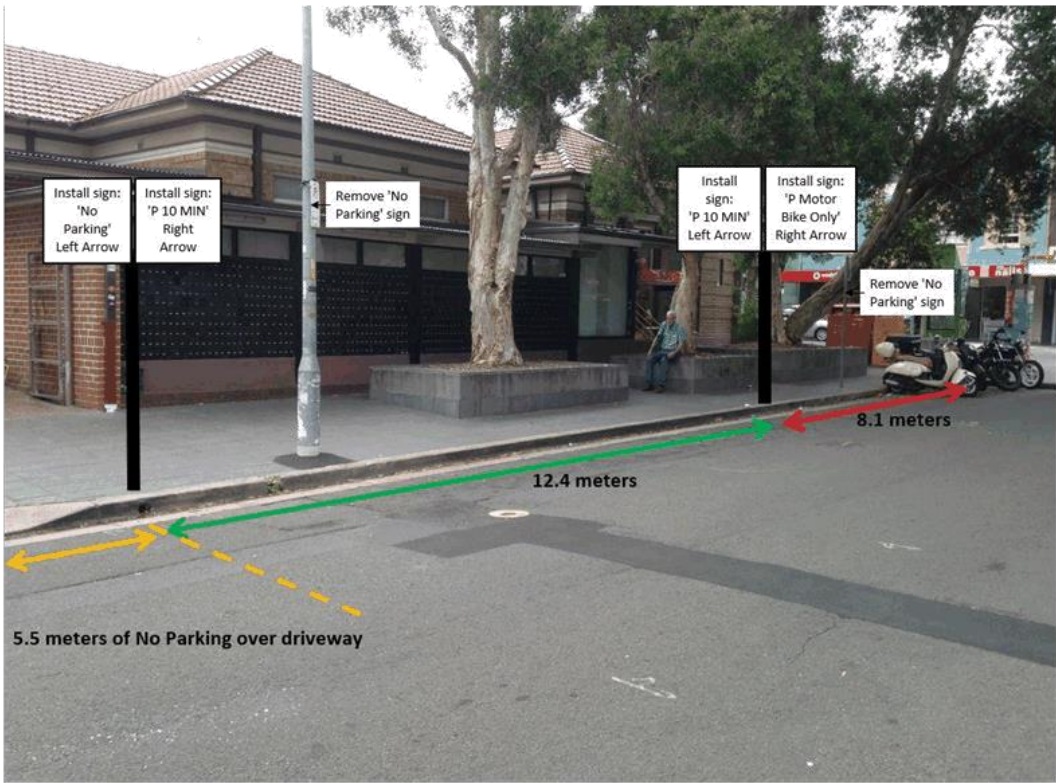
That Council:

1. Installs 6.5 m of 'P DISABILITY ONLY' parking outside 33 Bon Accord Avenue, Bondi Junction.
2. Removes the existing 'P DISABILITY ONLY' zone outside 23–25 Vicars Avenue, North Bondi.
3. Removes the existing 'P DISABILITY ONLY' zone outside 55 Philip Street, Tamarama.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: Representative of the Member for Coogee also representing the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).



Revised Figure 3

MAYORAL MINUTES CM/5/16.03

Subject: Mayoral Minutes
Author: Mayor of Waverley, Cr Sally Betts



Mayoral minutes are permissible at Waverley Council meetings under the provisions of the NSW Local Government (General) Regulation 2005 and Council's Code of Meeting Practice. Clause 243 of the Regulation and Section 9.1 of the Code state:

If the mayor is the chairperson at a meeting of Council, the chairperson is, by minute signed by the chairperson, entitled to put to the meeting without notice any matter or topic that is within the jurisdiction of Council or of which Council has official knowledge.

Such a minute, when put to the meeting, takes precedence over all business on Council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of the minute without the motion being seconded.

A recommendation made in a minute of the chairperson (being the mayor) or in a report made by a Council employee is, so far as adopted by Council, a resolution of Council.

As noted in Council's Code of Meeting Practice mayoral minutes should not be used to introduce, without notice, matters that are routine, not urgent, or need research or a lot of consideration by councillors before coming to a decision. These types of matters would be better placed on the agenda, with the usual period of notice given to the councillors.

OBITUARIES

CM/6/16.03

Subject: Obituaries

Author: Arthur Kyron, General Manager



Neville Warburton

The Mayor will ask councillors for any obituaries.

Council will rise for a minute's silence as a mark of respect for the deceased and for the souls of people generally who have died in our Local Government area

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REPORT
CM/7.1/16.03

Subject: Confirmation of Minutes – Council Meeting – 15 December 2015

TRIM No.: A08/1053

Author: Al Johnston, Governance Officer

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That the Minutes of the Council Meeting held on 15 December 2015 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

1. Executive Summary

The minutes of the Council meeting held on 15 December 2015 are submitted to Council for confirmation, in accordance with section 375 of the *Local Government Act 1993*.

2. Introduction/Background

The minutes of Council's last meeting are generally submitted to the next Council meeting for confirmation. Due to a technical issue associated with the commencement of the new electronic business paper management system (Infocouncil) for the February Council agenda, the report recommending confirmation of the December Council minutes was omitted. The report and minutes are now submitted to this meeting.

3. Relevant Council Resolutions

Nil.

4. Discussion

Nil.

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: G1 Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning.
Strategy: G1b Promote and embed good governance and corruption prevention practices in operational activities.
Deliverable: Regular ethics and Code of Conduct training provided for Councillors and staff.

6. Financial impact statement/Timeframe/Consultation

Nil.

7. Conclusion

It is recommended that the minutes of the December 2015 meeting of Council be confirmed at this meeting.

8. Attachments

1. Council Minutes – 15 December 2015.



**MINUTES OF THE ORDINARY COUNCIL MEETING OF WAVERLEY COUNCIL
HELD AT WAVERLEY COUNCIL CHAMBERS
ON TUESDAY, 15 DECEMBER 2015**

Present:

Councillor Sally Betts (Mayor) (Chair)	Hunter Ward
Councillor Tony Kay (Deputy Mayor)	Waverley Ward
Councillor Joy Clayton	Bondi Ward
Councillor Dominic Wy Kanak	Bondi Ward
Councillor John Wakefield	Bondi Ward
Councillor Leon Goltsman	Hunter Ward
Councillor Miriam Guttman-Jones	Hunter Ward
Councillor Angela Burrill	Lawson Ward
Councillor Paula Masselos	Lawson Ward
Councillor Bill Mouroukas	Waverley Ward
Councillor Ingrid Strewe	Waverley Ward

Staff in attendance:

Arthur Kyron	General Manager
Cathy Henderson	Director, Waverley Life
Peter Monks	Director, Waverley Futures
Emily Scott	Acting Director, Waverley Renewal
Jane Worthy	Internal Ombudsman

At the commencement of proceedings at 6.30 pm, those present were as listed above, with the exception of Cr Wakefield who arrived at 6.37pm.

Opening Prayer and Acknowledgement of Local Indigenous Heritage

The Mayor 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

Apologies were received and accepted from Cr Cusack.

2. Declarations of Pecuniary and Non-Pecuniary Interests

The Chair called for declarations of interest and none were received.

3. Addresses to Council by Members of the Public

- 3.1 K Lunoe – Item CM/7.1/15.12 – Waverley Local Environmental Plan 2012 – Planning Proposal for 194-204 Oxford Street & 2 Nelson Street, Bondi Junction (PP-1/2015)
- 3.2 S Swift (on behalf of Queens Park Precinct) – Item CM/7.1/15.12 – Waverley Local Environmental Plan 2012 – Planning Proposal for 194-204 Oxford Street & 2 Nelson Street, Bondi Junction (PP-1/2015)
- 3.3 S Smith – Item CM/7.1/15.12 – Waverley Local Environmental Plan 2012 – Planning Proposal for 194-204 Oxford Street & 2 Nelson Street, Bondi Junction (PP-1/2015)
- 3.4 L Kulakauskas – Item CM/7.4/15.12 – Bondi Pavilion Upgrade & Conservation Project Concept Design (A15/0272)
- 3.5 L Kulakauskas (on behalf of Bondi Beach Precinct) – Item CM/7.13/15.12 – Annual Report on Code of Conduct Matters (A06/0599-07)

4. Confirmation and Adoption of Minutes**CM/4.1/15.12 Council Meeting Minutes – 17 November 2015****MOTION / DECISION**

Mover: Cr Mouroukas

Seconder: Cr Goltsman

That the minutes of the Council Meeting held on 17 November 2015 be received and noted, and that the minutes be confirmed as a true record of the proceedings of that meeting.

CM/4.2/15.12 Waverley Traffic Committee Meeting Minutes – 26 November 2015**MOTION / DECISION**

Mover: Cr Kay

Seconder: Cr Mouroukas

That Part 1 of the Minutes of the Waverley Traffic Committee Meeting held on 26 November 2015 be received and noted, and that the recommendations contained therein be adopted save and except the following:

1. Waverley Traffic Committee Meeting Minutes – 26 November 2015 – TV.02/15.11 – Jaques Avenue and Hall Street, Bondi Beach – Alteration to Parking Restrictions (A14/0540)

And that this item be dealt with separately.

CM/4.2.1/15.12 Waverley Traffic Committee Meeting Minutes – 26 November 2015 – TV.02/15.11 – Jaques Avenue and Hall Street, Bondi Beach – Alteration to Parking Restrictions (A14/0540)

This matter was saved and excepted by Cr Clayton.

MOTION / DECISION

Mover: Cr Burrill

Seconder: Cr Kay

The matter be deferred pending an onsite meeting to be held in early 2016 with interested Councillors.

5. Mayoral Minutes

There were no Mayoral Minutes

6. Obituaries

Nick Ruygrok
Darville Malcolm Alexander

Council rose for a minute's silence as a mark of respect for the deceased and for the souls of people generally who have died in our Local Government area.

MOTION / DECISION

Mover: Cr Kay
Seconder: Cr Mouroukas

That a letter of sympathy be forwarded to the families of the deceased named, expressing the condolences of the Mayor, Councillors and staff in the bereavement they have experienced.

7. Reports**CM/7.1/15.12 Waverley Local Environmental Plan 2012 – Planning Proposal for 194-204 Oxford Street & 2 Nelson Street, Bondi Junction (PP-1/2015)**

At 7.30pm, during Council's consideration of this matter, the Chair adjourned the meeting. The meeting reconvened at 7.37pm.

MOTION

Mover: Cr Betts
Seconder: Cr Burrill

That Council does not support the planning proposal at 194-204 Oxford Street and 2 Nelson Street, Bondi Junction for the following reasons:

1. The proposed height will result in the overdevelopment of the site and present an unacceptable built form scale, particularly to Oxford Street, in an area that borders the Mill Hill Conservation area.
2. The proposal will result in unacceptable overshadowing of the public domain and Centennial Park.
3. The proposal may set a precedent for adjoining sites seeking additional height and floor space.
4. The proposal is not in the public interest of the West Oxford Street Precinct.
5. The proposal is in excess of the current LEP height limit of 15m and the FSR of 1.5:1

AMENDMENT

Mover: Cr Masselos
Seconder: Cr Wakefield

That the Motion be adopted subject to Council reaffirming its support for the 15m LEP height limit.

THE AMENDMENT WAS PUT AND DECLARED LOST.

DIVISION

For the Amendment: Crs Guttman-Jones, Kanak, Masselos, Strewe and Wakefield.
Against the Amendment: Crs Betts, Burrill, Clayton, Goltsman, Kay and Mouroukas.

THE MOTION WAS THEN PUT AND DECLARED CARRIED UNANIMOUSLY.

DIVISION

- For the Motion:** Crs Betts, Burrill, Clayton, Goltsman, Guttman-Jones, Kanak, Kay, Masselos, Mouroukas, Strewe and Wakefield.
- Against the Motion:** Nil.

CM/7.2/15.12 Proposed Bondi Junction Section 94A Levy Variation (A15/0472)

MOTION / UNANIMOUS DECISION

Mover: Cr Kay
Seconder: Cr Burrill

That:

1. Council endorses the principle of pursuing a submission to the Department of Planning and Environment to seek approval for increasing the legislated maximum Section 94A levy from 1% to 4% for specific developments with a value greater than \$250,000 in Bondi Junction. This will generate additional funding to pay for community infrastructure improvements in Bondi Junction.
2. Council notes councillors' issues have been addressed through:
 - (a) excepting dwelling houses, dual occupancies, attached dwellings, semi-attached dwellings, and secondary dwellings from the specific developments that will be applied the 4% levy variation.
 - (b) ensuring that the 4% levy will only apply to the portion of development value greater than \$250,000.
3. The draft submission to the Department of Planning and Environment at Attachment A to this report and the associated proposed amendments to the Waverley Council Development Contributions Plan 2006 be advertised for public comment for 28 days in February 2016.
4. The outcome of the public exhibition period be reported back to Council for consideration and adoption, prior to the submission being forwarded to the Department of Planning and Environment.
5. On page 123 of the paper under Table 1, the word "single" is inserted into the sentence so it now reads "the following types of single developments are not subject to the Bondi Junction S94 A Levy".

CM/7.3/15.12 Waverley Development Control Plan 2012 – Amendment No. 4 (A15/0330)

MOTION / DECISION

Mover: Cr Kay
Seconder: Cr Burrill

That Council adopts the Draft Waverley Development Control Plan 2012 (Amendment No. 4) in accordance with Section 21 of the Environmental Planning and Assessment Regulation 2000 subject to the following amendments:

1. 8.1 Parking Rates (page 178)

Note that parking rates and controls relating to dwelling house development are contained in WDCP Part C1 Dwelling House, Dual Occupancy, Secondary Dwelling, Semi-Detached Dwelling and Terrace Development.

2. 1.1.2 External Wall Height (page 185)
Controls
(a) For a building with a pitched roof the maximum wall height is 7m above existing ground level (refer to Figure 1), except as determined in Control (b) below.
3. 1.4 Streetscape and Visual Impact (page 193)
Controls
(b) New windows are to complement the style and proportions of the existing dwelling when viewed from the street.
4. 1.4 Streetscape and Visual Impact (page 193)
Controls
(c) New development as well as alterations and additions to existing dwellings are to maintain the established character of the building in terms of significant landscaping. Existing ground levels and significant landscaping is to be maintained ~~where possible~~.
5. 1.5 Dual Occupancy Development (page 195)
Controls
(d) A detached dual occupancy must provide a minimum 5.5m courtyard area between each dwelling (refer to Figure 5).
6. 1.14 Laneway Development (page 217)
1.7.1 General design provisions
(n) Single width garage doors ~~where possible~~ should incorporate an adjacent pass door for pedestrian usage (refer to Figure 8).
7. Figure 8 shall be amended to include an image of a pass door as referred to in Sub Section 1.14 Laneway Development, Clause 1.7.1 (n). (page 218)

DIVISION

For the Motion: Crs Betts, Burrill, Clayton, Goltsman, Guttman-Jones, Kanak, Kay, Masselos, Mouroukas and Strewe.

Against the Motion: Cr Wakefield.

CM/7.4/15.12 Bondi Pavilion Upgrade & Conservation Project Concept Design (A15/0272)

MOTION / UNANIMOUS DECISION

Mover: Cr Betts
Seconder: Cr Clayton

That Council:

1. Approves the concept design for the Bondi Pavilion Upgrade & Conservation Project for the purposes of community consultation.
2. Notes that community consultation will close 28 February 2016, with a report on consultation outcomes to come to Council in March 2016.

3. In the consultation process with the La Perouse Local Aboriginal Land Council and the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, include a discussion of recognizing prior and continuing Aboriginal connection to country in the Bondi Pavilion design, such as Aboriginal elements in the courtyard water feature, native gardens and courtyard designs which allow the capacity to undertake traditional underground cooking.

CM/7.5/15.12 Smoke-Free Trial (A04/0512)**MOTION / UNANIMOUS DECISION**

Mover: Cr Betts
Seconder: Cr Burrill

That:

1. Council prescribes Spring Street (between Bronte Road and Newland Street), Rowe Street and Oxford Street Mall (and the adjoining parts of Bronte Road and Newland Street) as a temporary smoke-free area from 7am – 9pm for a 6 month trial period under section 632 of the Local Government Act 1993, commencing on 1 February 2016.
2. Monitoring be undertaken within the smoke-free area following its implementation to assess the effects of the smoking ban.
3. A report reviewing the 6 month trial be submitted to Council at the conclusion of the trial on the results and outcomes.

CM/7.6/15.12 Public Art in the Private Domain Guidelines (A13/0280)**MOTION / UNANIMOUS DECISION**

Mover: Cr Burrill
Seconder: Cr Goltsman

That Council:

1. Adopts the updated Public Art in the Private Domain Guidelines.
2. Delegates to the General Manager the power to approve and amend the Public Art in the Private Domain Guidelines, as required from time to time.

CM/7.7/15.12 Gould and Roscoe Street Public Artwork (A13/0280)**MOTION / DECISION**

Mover: Cr Burrill
Seconder: Cr Goltsman

That Council:

1. Endorses the commissioning of a new public artwork, excluding the site concept design, at the Gould & Roscoe St site, *pH – People Here!* by artist Graham Chalcraft on the basis that:

- (a) the artwork be reduced in scale and impact with fewer uprights and cross bars;
 - (b) the site concept design be referred to Waverley Renewal for consideration in the Gould And Roscoe Street integrated plaza upgrade project.
2. Notes the following steps to take place in 2016:
- (a) Council's design team will work with the artist (once commissioned) to develop site concepts for the plaza upgrade that is sympathetic to the artwork
 - (b) The artist / streetscape designers will co-present concepts to the Public Art Committee for review, feedback and endorsement
 - (c) The plaza upgrade works will go to tender and Council will award the tender
 - (d) A Development Application will be lodged for the artwork and plaza upgrade
 - (e) The project team will prepare a Communications Strategy for community information.

DIVISION

For the Motion: Crs Betts, Burrill, Clayton, Goltsman, Guttman-Jones, Kay, Masselos, Mouroukas and Strewe.

Against the Motion: Crs Kanak and Wakefield.

CM/7.8/15.12 Draft Safe and Healthy Waverley Strategy 2016-2019 (A13/0280)

Cr Wakefield was not present for the vote on this item.

MOTION / UNANIMOUS DECISION

Mover: Cr Burrill
Seconder: Cr Mouroukas

That the matter be deferred for the following actions:

1. Officers consult about the draft Safe & Healthy Waverley Strategy with relevant agencies, including the Centre for Ageing and the South Eastern Sydney Local Health District.
2. Officers then review and amend the draft strategy to incorporate feedback from relevant agencies and interested Councillors, with amendments including: additional priority/focus areas and/or projects/outcomes related to healthy ageing; improved readability; inclusion of measurements and/or indicators.
3. A Councillor workshop be held on the amended draft Safe & Healthy Waverley Strategy in the first quarter of 2016.
4. Following the Councillor workshop, a further report come back to Council; with a view to releasing the amended draft Safe & Healthy Waverley Strategy for community consultation.

CM/7.9/15.12 Installation of part time Taxi Zone on Campbell Parade, Bondi Beach (A08/0077)**MOTION / DECISION**

Mover: Cr Kay
Seconder: Cr Mouroukas

That:

1. Council Installs parking restrictions on a three (3) months trial on the western side of Campbell Parade between Beach Road and Curlewis Street commencing immediately south of the existing 8m long disabled persons parking zone as follows:
 - 36m of "1/2P Ticket 8.00am- 6.00pm; Taxi Zone 6.00pm – 6.00am" followed by 21m of "1/2P Ticket 8.00am – 6.00pm; 3P Ticket 6.00pm – 9.00p.m."
2. A report be brought back to the Waverley Traffic Committee on the operation of the taxi zone following the trial period.

DIVISION

For the Motion: Crs Betts, Burrill, Clayton, Goltsman, Guttman-Jones, Kay and Mouroukas.

Against the Motion: Crs Kanak, Masselos, Strewe and Wakefield.

CM/7.10/15.12 Investment Portfolio Report – October 2015 (A03/2211)**MOTION / UNANIMOUS DECISION**

Mover: Cr Betts
Seconder: Cr Burrill

That Council:

1. Receives the Investment Portfolio Report – October 2015.
2. Notes that all investments have been made in accordance with the requirements of section 625 of the Local Government Act 1993 and directions from the Minister for Local Government, including Ministerial Investment Orders and Council's Investment Policy.

CM/7.11/15.12 Rejected Agenda Business (A09/1010)**MOTION / DECISION**

Mover: Cr Mouroukas
Seconder: Cr Kay

That Council receives and notes this report.

CM/7.12/15.12 Waverley Audit Committee Annual Report to Council (A09/1105)**MOTION / DECISION**

Mover: Cr Mouroukas

Seconder: Cr Kay

That Council receives and notes the Waverley Audit Committee Annual Report to Council from the Chairs of the Committee attached to this report.

CM/7.13/15.12 Annual Report on Code of Conduct Matters (A06/0599-07)**MOTION / DECISION**

Mover: Cr Goltsman

Seconder: Cr Mouroukas

That:

1. Council receives and notes the report by the Internal Ombudsman on the Annual Report on Code of Conduct matters.
2. The Code of Conduct is reviewed to give consideration to the recommendations contained in the Code of Conduct investigation reports.

8. Notices of Motion**CM/8.1/15.12 Shopping Trolley Management Policy (A09/1003)****MOTION / DECISION**

Mover: Cr Goltsman

Seconder: Cr Burrill

That Council:

1. Reviews the Shopping Trolley Management Policy and its implementation with a view to identifying further opportunities to reduce and eliminate unsafe and unsightly shopping trolleys on our streets.
2. Writes to the Mayors of Woollahra and Randwick informing them of Waverley Council's initiatives and requesting that their Councils contact the supermarkets in their Municipalities to keep shopping trolleys off the streets.

BACKGROUND

Abandoned trolleys have been an ongoing concern throughout the LGA and whilst Council adopted amendments to the policy in June 2014, the policy should be regularly reviewed. There are currently too many abandoned shopping trolleys and Council should investigate additional measures to address this.

CM/8.2/15.12 Ecologically Environmentally Sustainable Strategic Planning**MOTION**

Mover: Cr Kanak
Seconder: Cr Wakefield

That Waverley Council notes:

1. The award winning work done by the community and Council officers in ecologically environmentally sustainable strategic planning including innovative ways in reaching reduced Green House Gas emissions targets and supporting Waverley's residents and ratepayers in reducing our ecological footprint.
2. In the wake of International Paris climate change talks, that Council should write to the local Member for Wentworth, Prime Minister and the related Parliamentary portfolio colleagues requesting on behalf of the community that more be done to provide our community with a sustainable future.

THE MOTION WAS PUT AND DECLARED LOST.

DIVISION

For the Motion: Crs Kanak, Masselos, Strewe and Wakefield.

Against the Motion: Crs Betts, Burrill, Clayton, Goltsman, Guttman-Jones, Kay and Mouroukas.

9. Urgent Business**CM/9.1/15.12 Changes to the Emergency Services Levy (A08/0544)****MOTION / DECISION**

Mover: Cr Strewe
Seconder: Cr Wakefield

That the matter be dealt with as an item of urgent business.

MOTION / DECISION

Mover: Cr Strewe
Seconder: Cr Betts

That:

1. Waverley Council writes to Premier Baird requesting details regarding the proposed changes to the Emergency Services Levy including:
 - (a) Will the new levy application method include it being based on the valuation of the land, as Mr Baird proposed when state treasurer in 2012?
 - (b) Will Waverley residents be paying more than they are now and more than many other residents of NSW given the above average land valuations in the Waverley area?
 - (c) Will the levy be collected by councils to be remitted to the State Government or will the State Government set up an alternative method of collection?
2. The motion to be forward to Cr Rhoades President NSWLG.

BACKGROUND

The NSW state government is proposing changes to the Emergency Services Levy and the government is quoting an estimate of \$160 per household for the new levy based on average land value. The Minister's media release of 10 December also makes this clear: 'The new levy will be based on unimproved land values and will be collected by local government on behalf of the State'.

In 2012 Mike Baird, as NSW Treasurer, made a similar proposal. Treasury issued a discussion paper, still available at

<http://www.ocn.org.au/sites/default/files/documents/NSW%20Treasury%20-%20Emergency%20Services%20Levy%20Discussion%20Paper%20July%202012.pdf>

In this 2012 proposal, modelling based on rates ranging from 0.08% to 0.107% of the Valuer-General's land valuation was shown. This would mean that a \$2 million land value property would incur a levy of \$2000 per annum (based on 0.1%), well above the quoted average figure. Waverley Council would like clarification of the method of assessment and collection ASAP.

CM/9.2/15.12 West Oxford Street Design Charette (A13/0636)**MOTION / DECISION**

Mover: Cr Wakefield
Second: Cr Kanak

That the matter be dealt with as an item of urgent business.

MOTION / DECISION

Mover: Cr Wakefield
Second: Cr Kanak

That Council request officers to prepare a report to finalise the West Oxford Street Design Charette as soon as possible.

CM/9.3/15.12 Adverse Possession Primary Application on Tamarama Gully Land**MOTION (Lapsed due to absence of a seconder)**

Mover: Cr Kanak
Second:

That the matter be dealt with as an item of urgent business.

10. Closed Session

There were no matters dealt with in closed session.

11. Resuming in Open Session

There were no matters dealt with in closed session.

12. Meeting Closure

THE MEETING CLOSED AT 10.01 PM.

.....
SIGNED AND CONFIRMED
MAYOR
16 FEBRUARY 2016

**REPORT
CM/7.2/16.03**

Subject: 2nd Quarter 2015/16 Budget Review – December 2015

TRIM No.: A03/0346

Author: Frank Rombola, Executive Manager, Financial Waverley

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That Council adopts the variations to the Operating and Capital Works budgets in accordance with Attachments 1 and 2 of this report.

1. Executive Summary

Council commenced the 2015/16 financial year with a projected net budget surplus of \$59,366. As a result of this review, the projected net budget is to remain unchanged at \$59,366.

2. Introduction/Background

As part of the Integrated Planning and Reporting Framework for NSW Local Government, the Office of Local Government has a set of minimum reporting requirements for Councils. These reporting requirements have been put in place to assist Councils to facilitate progress reporting against the original and revised annual budgets and is required at the end of each quarter.

Collectively, these documents are known as the Quarterly Budget Review Statement (QBRs). Quarterly reports are required to be submitted to Council in accordance with the relevant legislation, Section 203 of the Local Government (General) Regulation 2005, which requires that at the end of each quarter, the responsible accounting officer of the Council prepare and submit to the Council a Budget Review Statement that indicates the latest estimates of income and expenditure for the current financial year.

The QBRs must include, or be accompanied by:

- a) A report as to whether or not the responsible accounting officer believes that the Statement indicates that the financial position of the Council is satisfactory, having regard to the original estimates of income and expenditure; and
- b) If that position is unsatisfactory, recommendations for remedial action.

3. Relevant Council Resolutions

Nil.

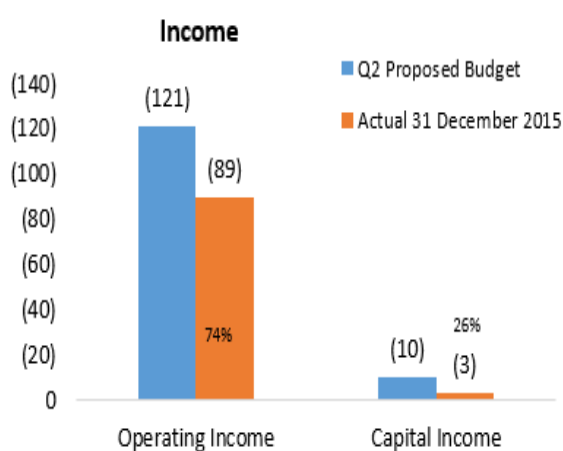
4. Discussion

The December 2015 Quarterly Budget Review forecasts a budget surplus of 59k as shown below:

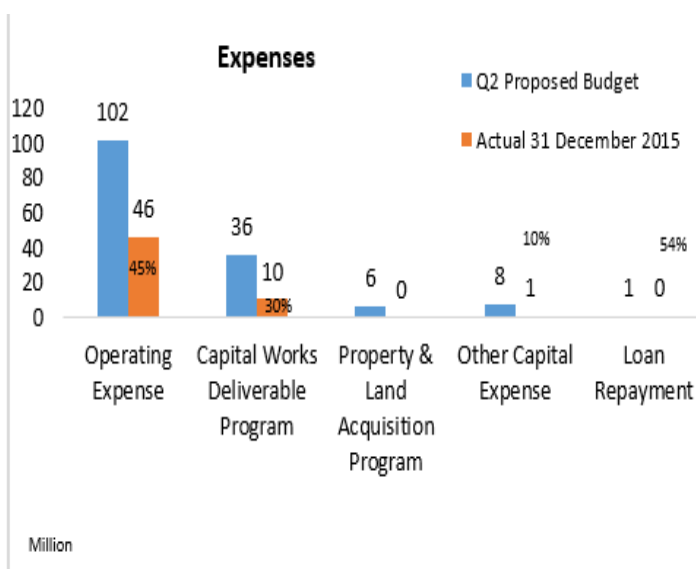
	Budget Result – (Surplus)/Deficit \$'000
Original 2015/16 Budget Surplus and Carry Overs	(59)
September 2015 Review Amendments (net)	0
December 2015 Review Amendments (net)	0
Forecast to 30 June 2016	(59)

Table 1 below provides a comparison of Council's forecast position between Current Budget and Proposed Q2 amended Budget

Table 1 - Q1 Proposed Budget \$'000	Current Budget	Q2 Amendments	Q2 Proposed Budget	Changes %
Income	(130,943)	(495)	(131,438)	0.38%
Operating Income	(119,192)	(2,139)	(121,331)	1.79%
Capital Income	(11,751)	1,644	(10,107)	-13.99%
Expenses	153,676	(1,119)	152,557	-0.73%
Operating Expense	101,220	614	101,834	0.61%
Capital Works Deliverable Program	37,923	(2,415)	35,508	-6.37%
Property & Land Acquisition Program	6,200	291	6,491	4.69%
Other Capital Expense	7,396	491	7,887	6.64%
Loan Repayment	936	(100)	836	-10.68%
New loans to be raised	(4,452)	0	(4,452)	0%
Reserve funds	(18,340)	1,614	(16,726)	-8.80%
Net Result - (Surplus)/Deficit)	(59)	0	(59)	0%



Million

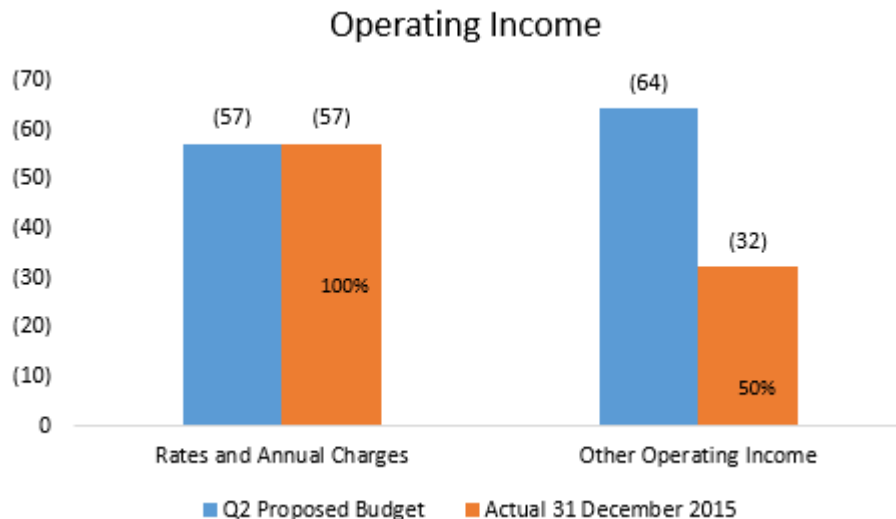


Million

In the Q2 budget review:

Income

- Operating income is increased by \$2.14m to \$121.33m, representing a 1.8% increase and is currently tracking at 74% of the proposed Q2 amended budget, as at 31 December 2015. The high percentage achieved in Q2 is because of the Council Rates and Annual Charges (Domestic Waste levy) have been fully levied in July 2015. Other operating income is tracking at 50% of the annual budget.



- Capital income is reduced by \$1.64m to \$10.11m, representing a 14% reduction from the current budget. It is currently tracking at 26% of the proposed Q2 amended budget, as at 31 December 2015.
- This represents a net increase of \$495k or 0.4% in income from the current budget of \$130.94m to the proposed Q2 amended budget figure of \$131.44m for 30 June 2016.

Expense

- Operating expense is increased by \$614k to \$101.83m, representing a 0.6% increase from the current budget of \$101.2m. It is currently tracking at 45% of the proposed Q2 amended budget, as at 31 December 2015.
- Capital Delivery Program expenses are reduced by \$2.42m or 6.4% to \$35.51m. It is tracking at 30% of the proposed Q2 amended budget, as at 31 December 2015.
- Property and Land Acquisition Program expenses are increased by \$291k (4.7%) to \$6.5m. No acquisition activity occurred in the first quarter.
- Other capital expenses are increased by \$491k (6.6%) to \$7.89m. It is tracking at 7% of the proposed Q2 amended budget, as at 31 December 2015.
- A net reduction of \$1.12m in expenses from the current budget of \$153.68m (including loan repayments) to \$152.56m for the year ending 30 June 2016.

The main contributors to these income and expense adjustments detailed at below Table 2:

Table 2 - Q2 Budget Amendments	Increase/(decrease) \$'000
Operating Income	
• Interest on Investments increased due to a lower than anticipated projects spending in the first half year	158
• Commercial Waste Charges increased	200
• Property rental income	103
• Crane and temporary truck zone permits increases due to building activities in LGA is higher than anticipated	136
• Hoarding & Construction Fee increases due to building activities in LGA is higher than anticipated	245
• Sundry income increased as a result of Carbon Refund payment (495K), and \$100k from Works & Health Safety (WHS) financial incentive from Statecover were not anticipated.	604
• Workers Compensation Rebate was not anticipated	294
• Contribution from other council to offset the AIF operating expense increase	325
• Various	74
Subtotal- changes in Operating Income	2,139
Capital Income	
• Housing Contribution increased to match the actual	329
• Proceeds from plant disposal and surplus land sale (\$30)	92
• Planning Agreement income is lower than anticipated	(2,000)
• Grant for EAP project C0035 BJ low carbon solutions study is not available	(65)
Subtotal- changes in Capital Income	(1,644)
Total changes in Income	495
Operating and non-capital works program expenses	
• Salaries and Wages reduced due to vacancies	(1,065)
• Agency temporary staff increase to fill vacant positions	873
• Contractors cost increased	450
• Consultants & Technical Assistance	207
• Interest payment on loan reduced due to new loans to be borrowed in a late date and the first repayment expects to due in next financial year,	(121)
• Credit Card and Bank charges increased to cover trend	155
• Cleaning cost increased	88
• Various	84
• IT capital expenses due to various new projects requested	575
• Plant replacement purchases schedule been reviewed and reduced replacement items	(142)
Total- changes in Operating and non-capital works program expenses	1,105
Capital Deliverable Program	
• Transport Access	(60)
• Bondi Park POM - Bondi Park	270
• Bondi Park POM - Bondi Pavillion	350

Table 2 - Q2 Budget Amendments	Increase/(decrease) \$'000
• Bronte Park POM	100
• Bronte POM	(55)
• Waverley Cemetery	(150)
• Complete Streets Program	68
• Alternative Water	(160)
• Street Lighting	(169)
• Energy efficiency	(18)
• Bondi Junction Green Infrastructure Master Plan	(85)
• Footpath Construction and Upgrades	(443)
• Building Upgrades	180
• New Buildings	172
• Kerb and Gutter works	80
• Local Village DCP Streetscape Improvements	(724)
• Street Sign	(101)
• Playgrounds Upgrades	(15)
• Eastgate Carpark Upgrade	(904)
• Park Upgrades	(798)
• Traffic Islands	(30)
• Rodney Reserve	10
• Traffic and Transport Projects	(324)
• Stormwater	491
• Street Trees	(15)
• Thomas Hogan Park POM	(85)
Subtotal - changes in capital deliverable program	(2,416)
Property and land acquisition Program	291
Total- changes in Capital Works Program	(2,125)

Capital Works Project Delivery Program Q2 Amendments

Table 3 provides the summary Q2 amendments to the Capital Works Projects Delivery Program and the program funding sources.

Table 3 – Q2 Capital Works Project Delivery Program	Amount \$'000
Current adopted budget	37,923
Q2 Projects Cost Deferrals	(3,901)
Cost savings identified	(46)
Transfer to operational budget	(101)
Projects cut/deletion	(410)
New Projects identified	293
Q2 Additional funding request for current projects	1,749
Proposed Q2 Capital Works Delivery Program	35,508
Funding Sources for the Delivery Program	
Grants Income	(1,813)

Table 3 – Q2 Capital Works Project Delivery Program	Amount \$'000
External Reserve Funds	(9,896)
Internal Reserve Funds	(18,134)
General Funds	(5,665)
Total Delivery Program Funding Sources	(35,508)

Table 4 provides the summary Q1 adjustment to the Property and Land Acquisition Program and the program funding sources.

Table 4 – Q1 Property and Land Acquisition Program	Amount
Current approved budget 2015-2016	6,200
Niblick Street	291
Proposed Q1 Property & Land Acquisition Program	6,491
Funding Sources for the Property & Land Acquisition Program	
Housing Stock Reserve	(4,000)
New Loan	(2,200)
General Funds	(291)
Total Property & Land Acquisition Program Funding Sources	(6,491)

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: G5 Waverley is financially sustainable with revenue and resources required to support implementation of the community's plans and to provide infrastructure performance and services our community needs.
- Strategy: G5a Promote and advocate the provision of financial reporting systems in an accurate, timely, transparent and honest manner to ensure sustainability of public assets and resources..
- Deliverable: Financial advice and coordination to ensure Council meets overall budget performance targets provided.

6. Financial impact statement/Timeframe/Consultation

Council is required under the Local Government (Financial Management) Regulations 1993, Part 2, Clause 9, to, not later than 2 months after the end of each quarter, prepare and submit a reviewed budget statement showing, by reference to the estimate of income and expenditure which is set out in the operational plan, a revised estimate of the income and expenditure. The December review statement is late in submitting to Council.

7. Conclusion

Council's Executive Manager, Financial Waverley, as the responsible accounting officer, advises that the projected financial position is satisfactory.

8. Attachments

1. Capital works program – December 2015.
2. Quarterly Budget Review Statements (QBRs) – December 2015.



Budget Review Expenditure Summary - Capital Works

As at Period 06

Financial Year Ending June 2016

Object Identifier	Project Identifier Description	Current Budget \$	Q2 Amendment \$	Q2 Proposed Budget \$	Actuals \$	Commitments \$	Total YTD \$	Total YTD on Q2 Budget %	Q2 Progress Commentary	Q2 Budget Commentary
000001	Transport Access	100,000	(60,000)	40,000	16,046	-	16,046	40.11%	Rowe St sale of land on hold.	Some funds to be moved to next year.
000002	Bondi Park POM - Bondi Park	7,304,988	270,000	7,574,988	2,201,178	4,608,811	6,809,988	89.90%	Proceeding well - expected completion end of March 2016.	Funds required to cover variations to contract.
000003	Bondi Park POM - Bondi Pavillion	2,500,000	350,000	2,850,000	1,030,950	2,780,003	3,810,953	133.72%	Concept plan approved by Council for the purposes of public consultation Dec 2015.	Increased design costs required in order to support detailed design of the concept plan.
000004	Bronte Park POM	100,000	100,000	200,000	47,494	26,874	74,368	37.18%	Issues to enable lifeguard design to progress are being actioned	Within budget.
000005	Bronte POM	196,004	(55,000)	141,004	41	19,705	19,746	14.00%	Southern entry design progressing, construction will be in 16/17	Funds to be moved to 16/17 for detailed design and construction.
000006	Waverley Cemetery	2,022,186	(150,000)	1,872,186	311,994	347,103	659,097	35.20%	Work on Retaining wall is on hold pending investigations and application to the state Heritage Register. Minor asset upgrades complete.	Program is underspent.
000009	Complete Streets Program	2,275,110	67,585	2,342,695	609,984	1,281,397	1,891,381	80.74%	Brisbane St Sq complete, Oxford St tree planting in progress. Design ongoing for other projects.	Agreed scope change to include stone kerb to be funded.
000010	Alternative Water	993,700	(160,448)	833,252	642,590	181,808	824,398	98.94%	Waverley Park Water feasibility study and Tamarama Water Recycling project complete. Tamarama Gross Pollutant Trap project on hold pending further investigation.	Within budget.
000012	Street Lighting	253,783	(168,520)	85,263	-	-	-	-	Street Lighting business case under review.	No spending against budget.
000014	Energy efficiency	120,975	(18,480)	102,495	5,975	8,375	14,350	14.00%	Report to Council April 19. Contract execution Starts May and to be completed in September 2016.	Within budget.
000015	Bondi Junction Green Infrastructure N	624,315	(85,000)	539,315	6,228	193,180	199,408	36.97%	Proceeding well.	Within budget.
000016	Urban Ecology Plan	615,200	-	615,200	68,311	445,541	513,852	83.53%	Proceeding well.	Within budget.
000017	WaSiP Program	24,000	448	24,448	-	24,448	24,448	100.00%	Complete.	
000018	Footpath Construction and Upgrades	2,967,143	(443,000)	2,524,143	1,911,238	612,782	2,524,020	100.00%	Works progressing well	Projects deferred to enable funding for increased costs of Campbell Pde project
000020	Building Upgrades	1,196,800	180,000	1,376,800	558,522	488,554	1,047,076	76.05%	Eastgate Façade Upgrade on hold. Spring St Carpark Exit Closure on hold. Marks Park Toilets complete but overbudget. South Bronte Toilet on hold.	Program within budget. Mark's Park Toilet complete but overbudget.
000021	New Buildings	1,440,211	171,516	1,611,727	373,503	1,090,389	1,463,892	90.83%	Works progressing well	
000022	Kerb and Gutter works	1,016,572	80,000	1,096,572	594,378	248,706	843,084	76.88%	Works progressing well	Additional funding to cover increased costs for St Mary's Ave in line with Waverley POM.
000023	Local Village DCP Streetscape Improvements	1,433,239	(723,912)	709,327	306,407	204,806	511,213	72.07%	Bondi Rd complete, design in progress for Bronte beach and Military/Blake.	Construction funding for Bronte beach deferred.
000024	Street Sign	386,507	(100,857)	285,650	20,533	15,118	35,651	12.48%	Greenlinks progressing well.	Street signage deferred.
000025	Playgrounds Upgrades	543,000	(14,983)	528,017	155,222	188,465	343,688	65.09%	Proceeding well - Dudley Page Park and Macpherson Park completed. O'Donnell Reserve to be completed in June 2016.	Within budget.
000026	Eastgate Carpark Upgrade	1,986,156	(904,110)	1,082,046	16,240	-	16,240	1.50%	Delayed release of the Tender means that not all works will be completed within the 15/16 Financial Year	Well under budget - funds to be moved into 16/17.
000027	Park Upgrades	2,757,422	(798,087)	1,959,335	332,812	278,883	611,694	31.22%	Edward St, Brighton Blvd complete. Other parks are in design phase, to be completed by June 2016.	Some projects to be deferred to 16/17.
000028	Public Art	100,000	-	100,000	-	9,426	9,426	9.43%	Public Art at Roscoe Street underway but requires extensive streetscape improvements.	Within budget.
000029	Roads Construction	642,813	-	642,813	341,770	129,501	471,271	73.31%	Progressing well	Within budget.
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Budget Review Expenditure Summary - Capital Works

As at Period 06

Financial Year Ending June 2016

Project Identifier	Project Identifier Description	Current Budget \$	Q2 Amendment \$	Q2 Proposed Budget \$	Actuals \$	Commitments \$	Total YTD \$	Total YTD on Q2 Budget %	Q2 Progress Commentary	Q2 Budget Commentary
000031	Roads to Recovery	402,094	-	402,094	261,179	43,730	304,909	75.83%	Progressing well	Within budget.
000032	CONC Roads - Various Sections	250,000	-	250,000	19,800	111,840	131,640	52.66%	Progressing well	Within budget.
000033	Lanes	200,000	-	200,000	199,256	24,537	223,793	111.90%	Progressing well	Funding to be balanced between roads projects in Q3
000034	Traffic Islands	60,000	(30,000)	30,000	-	-	-	-	No projects implemented to date.	100% funding deferred.
000035	Rodney Reserve	50,000	10,000	60,000	-	29,666	29,666	49.44%	Request for tender to architects for concept designs currently underway.	Additional costs of technical investigation - project still within budget.
000036	General Upgrades	-	-	-	-	2,595	2,595	-		
000037	Traffic and Transport Projects	1,655,373	(323,700)	1,331,673	69,666	578,269	647,934	48.66%	Projects that have not commenced in 15/16 have been deferred to 16/17.	Projects not commenced deferred.
000038	Stormwater	-	491,418	491,418	112,094	87,207	199,301	40.56%	Funds spent on upgrading stormwater system in 7 priority areas to date.	
000039	Street Trees	129,171	(15,000)	114,171	6,300	23,975	30,275	26.52%	Design in progress for up to 10 additional sites.	Some funding moved to 16/17.
000041	Accessibility	20,000	-	20,000	-	-	-	-	Most tree planting expected in March.	No budget adjustment sought.
000042	Tamarama Park POM	239,665	-	239,665	21,765	90,070	111,835	46.66%	No projects implemented to date.	Within budget.
000043	Thomas Hogan Park POM	315,000	(85,000)	230,000	17,574	31,700	49,274	21.42%	Action plan in place for outstanding works.	Balance of construction budget deferred.
000044	Waverley Park POM	2,802,000	-	2,802,000	126,635	2,677,002	2,803,636	100.06%	Design complete, works scheduled to commence in April/May.	Within budget.
000045	CCTV	150,000	-	150,000	-	-	-	-	Artificial Sports Field construction progressing well. Expected completion early May.	No budget spent.
Deliverable Program		37,923,427	(2,415,130)	35,508,297	10,483,993	16,884,464	27,368,457	77.08%		
000011	Property and land acquisition	6,200,000	291,000	6,491,000	-	-	-	-	Submitted an application for the NSW Community Safety Grant 2015-16 through the Chamber of Commerce to the DoJ. Councils cannot directly apply for funding therefore we have partnered with the Chamber of Commerce as a joint venture. We have applied for Funding of \$250k and will hear back from the DoJ in March 2016.	Cost of site remediation is expected to be higher than original estimates.
Property and Land Acquisition Program		6,200,000	291,000	6,491,000	-	-	-	-		
Total capital works program		44,123,427	(2,124,130)	41,999,297	10,483,993	16,884,464	27,368,457	65.16%		

Waverley Council

Quarterly Budget Review Statement
for the period 01/10/15 to 31/12/15

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Waverley Council

Quarterly Budget Review Statement
for the period 01/10/15 to 31/12/15**Report by Responsible Accounting Officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Waverley Council for the quarter ended 31/12/15 indicates that Council's projected financial position at 30/6/16 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____**date: 29 February 2016**

Francesco Rombola
Responsible Accounting Officer

Waverley Council

Quarterly Budget Review Statement

for the period 01/10/15 to 31/12/15

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2015

Income & Expenses - Council Consolidated

('\$000's)	Original Budget 2015/16	Approved Changes				Revised Budget 2015/16	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Sep QBRS	Dec QBRS	Mar QBRS					
Income										
Rates and Annual Charges	57,135		(12)			57,123			57,123	57,165
User Charges and Fees	33,899		511			34,410	653	1	35,063	18,665
Interest and Investment Revenues	3,099		238			3,337	158	2	3,495	1,989
Other Revenues	15,621		1,181			16,802	1,001	3	17,803	7,828
Grants & Contributions - Operating	7,355		166			7,521	325	4	7,846	3,678
Grants & Contributions - Capital	13,563		(2,880)			10,683	(1,736)	5	8,947	2,674
Net gain from disposal of assets	4,333	235	(3,500)			1,068	92	6	1,160	-
Share of Interests in Joint Ventures						-			-	-
Total Income from Continuing Operations	135,005	235	(4,296)	-	-	130,944	493		131,437	91,999
Expenses										
Employee Costs	57,853	48	236			58,137	(1,100)	7	57,037	26,540
Borrowing Costs	248		(44)			204	(121)	8	83	42
Materials & Contracts	15,576	326	452			16,354	1,541	9	17,895	7,819
Depreciation	17,769		-			17,769			17,769	-
Legal Costs	1,128		221			1,349	(7)	10	1,342	609
Consultants	1,789		86			1,875	277	11	2,152	824
Other Expenses	22,768	210	323			23,301	24	12	23,325	9,922
Interest & Investment Losses						-			-	-
Net Loss from disposal of assets						-			-	-
Share of interests in Joint Ventures						-			-	-
Total Expenses from Continuing Operations	117,131	584	1,274	-	-	118,989	614		119,603	45,756
Net Operating Result from Continuing Operations	17,874	(349)	(5,571)	-	-	11,954	(121)		11,833	46,243
Discontinued Operations - Surplus/(Deficit)						-			-	
Net Operating Result from All Operations	17,874	(349)	(5,571)	-	-	11,954	(121)		11,833	46,243
Net Operating Result before Capital Items	4,311	(349)	(2,691)	-	-	1,272	1,615		2,887	43,569

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

Waverley Council

Quarterly Budget Review Statement
 for the period 01/10/15 to 31/12/15

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	The increase largely due to the commercial waste income is higher than anticipated by \$200k, crane, temporary truck zone permits and hoarding & construction fee are increased by \$380k as a result of higher than anticipated building activities in the LGA.
2	Interest income is expected to be higher than the Q1 adopted budget due to capital works spending is lower than anticipated.
3	Sundry income increased as a result of Carbon Refund payment (495K), and \$100k from Works & Health Safety (WHS) financial incentive from Statecover and Workers Compensation rebate \$294k were not anticipated.
4	The increase is related to the AIF depot operational cost sharing arrangement, as result of the AIF operational cost increase.
5	Capital grant & contribution income reduction largely due to Planning Agreement (PA) income by \$2m as the timing of these PA money is likely to be in the future years. And housing contrubitions increased to match actual receipts by \$328k
6	Proceeds from asset disposal increased as a result of a small surplus drainage reserve land sale of \$30k and amendment to the fleet items replacement disposal increased by \$62k.
7	Reduction in direct employment cost due to vacancies, where this is to offset the increase in temporary agency staff and contractor.
8	Reduction in borrowing costs due to the new loans take up will be in a late date than anticipated.
9	Increase in Materials & Contracts are largely due to the increase in agency temporary staff and contractors to fill position vacancies; and increase in AIF depot operational cost.
10	Minor decrease in legal cost.
11	Increase in Consultant budget for various activities undertaking, for the bronte house and condition report; lighting design; contract management system; and the legal advice needs at the internal ombudsman unit.
12	Minor increase in other operating expense.

Waverley Council

Quarterly Budget Review Statement

for the period 01/10/15 to 31/12/15

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2015

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2015/16	Approved Changes					Revised Budget 2015/16	Variations for this Dec Qtr		Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS						
Capital Expenditure												
New Assets												
- Plant & Equipment	2,949	1,457					4,406	(142)	1		4,264	535
- Land & Buildings	6,554	756		385			7,695	231	2		7,926	178
- Other	3,304	267		(14)			3,557	496	3		4,053	798
Renewal Assets (Replacement)												
- Plant & Equipment							-				-	
- Land & Buildings	10,292	2,561		(1,828)			11,025	105	4		11,130	3,203
- Roads, Bridges, Footpaths	15,519	2,435		(7,213)			10,741	(982)	5		9,759	4,530
- Other	9,934	2,925		1,235			14,094	(1,341)	6		12,753	1,992
Loan Repayments (Principal)							-				-	
Total Capital Expenditure	48,553	10,400	-	(7,435)	-	-	51,519	(1,633)			49,886	11,236
Capital Funding												
Rates & Other Untied Funding	8,532			287			8,819	1,151			9,970	3,689
Capital Grants & Contributions	4,636			(2,756)			1,880	(65)			1,815	527
Reserves:												
- External Resrtictions/Reserves	14,455	3,479		(3,078)			14,856	269			15,125	3,037
- Internal Restrictions/Reserves	17,397	6,327		(3,282)			20,442	(3,049)			17,393	3,983
New Loans	1,200	358		2,894			4,452				4,452	-
Receipts from Sale of Assets												
- Plant & Equipment	833	236					1,069	61			1,130	-
- Land & Buildings	1,500			(1,500)			-	-			-	
Total Capital Funding	48,553	10,400	-	(7,435)	-	-	51,518	(1,633)			49,885	11,236
Net Capital Funding - Surplus/(Deficit)	0	(0)	-	-	-	-	(0)	-			(0)	-

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

Waverley Council

Quarterly Budget Review Statement
for the period 01/10/15 to 31/12/15**Capital Budget Review Statement**
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Reduction in plant replacements.
2	Increase largely due to the cost of remediation work expects to increase for a new reserve land acquisition.
3	Increase largely due to the IT strategic projects
4	The movements are represented a cost increase of \$1.01m for four projects, and deferred two projects spending to 2016/17 by \$1.02m
5	The movements are represented a cost increase of \$1.05m for seven projects; and 19 projects spending is lower than anticipated and will be deferred to 2016/17.
6	The movements are represented a cost increase of \$345k for 11 projects; and 12 projects defers its spending to future year.

Waverley Council

Quarterly Budget Review Statement

for the period 01/10/15 to 31/12/15

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2015

Cash & Investments - Council Consolidated

(\$000's)	Original Budget 2015/16	Approved Changes					Revised Budget 2015/16	Variations for this Dec Qtr	Notes	Projected Year End Result
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS				
Externally Restricted ⁽¹⁾										
Developer Contributions	6,855	(3,056)		3,426			7,225	(260)		6,965
Domestic Waste Reserve	4,827						4,827	(1,034)		3,793
Unexpended Grant/Subsidy	1,069	(410)		(300)			359	-		359
Total Externally Restricted	12,751	(3,466)	-	3,126	-	-	12,411	(1,294)		11,117
Internally Restricted ⁽²⁾										
Affordable Housing Program	1,336			(7)			1,329	(339)		990
Cemetery	1,949	(350)		(747)			852	150		1,002
Centralised - Other	4,108	(1,870)		1,192			3,430	1,948		5,378
Deposits & Bonds	7,691			-			7,691			7,691
Election	293			-			293			293
Employees Leave Entitlements	3,542			-			3,542			3,542
Investment Strategy	64,324	(896)		2,774			66,202	432		66,634
IT Equipment & Upgrade	574			-			574	(574)		-
Other Internal Restricted	2,954			(2,000)			954	480		1,434
Parking - Car Park	226	(38)		-			188			188
Parking - Meter	2,268			-			2,268			2,268
Plant & Vehicles Replacement	2,745	(1,220)		-			1,525	1,470		2,995
SAMP Infrastructure	8,389			(501)			7,888	(658)		7,230
Social Housing	583	(350)		(13)			220			220
Unexpended Loans	(951)			951			-			-
Total Internally Restricted	100,031	(4,724)	-	1,649	-	-	96,956	2,909		99,865
Unrestricted (ie. available after the above Restrictic	2,564	8,190	-	(4,775)	-	-	5,979	(1,615)		4,364
Total Cash & Investments	115,346	-					115,346	-		115,346

(1) Funds that must be spent for a specific purpose

(2) Funds that Council has earmarked for a specific purpose

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

Waverley Council

Quarterly Budget Review Statement
for the period 01/10/15 to 31/12/15

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2015

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)
Nattra Pty Ltd	Commercial Lease	\$ 58,000	1/10/2015	5 years	Y
Rainbow Business Services Pty Ltd	Retail Lease	\$ 55,750	1/10/2015	5 years	Y
Regal Innovations	Bondi Park Stage 1A - Landscape	\$ 863,539	1/10/2015	5 months	Y
Regal Innovations	Bondi Park Stage 1A - Landscape	\$ 863,539	9/10/2015	6 months	Y
SJB Architecture (NSW) Pty Ltd t/a SJB Architects	BJ Civic Heart Stage 2 Contract Background Studies and Dev Option	\$ 255,744	14/10/2015		Y
Aecom	Low Carbon and Energy Efficiency Solutions Study	\$ 185,989	15/10/2015	9 months	Y
Aecom	Water Solutions Study	\$ 147,016	15/10/2015	9 months	Y
TZG	Bondi Works Yard	\$ 156,400	1/11/2015		Y
		\$ 794,153			Y
Glascott Landscape & Civil Pty Ltd	Oxford Street Tree Planting		3/11/2015		
Glascotts	Oxford St Tree Planting	\$ 721,957	9/11/2015	6 months	Y
Toolijooa	Bronte Ecological Restoration Action Plan	\$ 60,000	11/11/2015		Y
	Maintenance of Waverley Sporting Fields & Waverley Park	\$ 114,660	12/11/2015		Y
Green Options Pty Ltd					
Wesley van der Gardenr and Anna van der Gardner	Commercial Lease	\$ 104,000	16/11/2015	5 years	Y
CSR	Waste Solutions Study	\$ 100,375	28/11/2015	6 months	Y
PolyTan	Waverley Park Synthetic Sports Field	\$ 2,195,480	12/12/2015	6 months	Y

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

Waverley Council

Quarterly Budget Review Statement
 for the period 01/10/15 to 31/12/15

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	1,889,370	Y
Legal Fees	612,654	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

Expense	Current Approved Budget (Actual Budget)	Projected Budget 2nd Quarter (Actual Budget)	2015/16 YTD Actuals (Actual Dollars)	Included in Approved Budget (Y/N)
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Consultants & Technical Assistance

12002. IT Operations	35,000	35,000	25,646	Y
12003. IT Project	-	-	53,540	N
12100. Digital Waverley - Projects	-	-	39,165	N
13001. Financial Services	15,000	15,000	11,212	Y
13002. Asset Management	250,000	250,000	-	Y
13016. Rates Collection	1,500	1,500	149	Y
14001. People and Culture	53,000	103,000	73,740	Y
14005. Insurance/Indemnity	10,000	10,000	-	Y
14006. Risk Management	40,000	40,000	9,361	Y
14007. Health & Well Being Program	24,500	24,500	15,303	Y
14008. Consultation	10,000	10,000	-	Y
15001. General Managers Office and Administration	60,000	86,000	-	Y
15003. Communications & Engagement	2,000	2,000	99	Y
15007. Fit for the Future	-	-	2,500	N
21003. Mill Hill Administration	-	-	1,250	N
21005. Gardiner Early Education Centre	1,000	1,000	-	Y
21016. Community Planning	10,500	10,500	1,274	Y
21020. Civic Pride	6,000	6,000	4,249	Y
21027. WCLP ADHC Program	4,000	4,000	-	Y
21028. Access Committee	500	500	-	Y
21031. Affordable Housing Administration	15,000	15,000	2,200	Y
22001. Customer Service Centre	39,200	59,200	17,800	Y
22002. On-Street Parking	25,000	25,000	11,625	Y

Expense	Current Approved Budget (Actual Budget)	Projected Budget 2nd Quarter (Actual Budget)	2015/16 YTD Actuals (Actual Dollars)	Included in Approved Budget (Y/N)
22004. Eastgate Car Park	6,500	6,500	5,525	Y
23001. Waverley Life Directorate	10,000	10,000	-	Y
24001. Outdoor and Flagship Events	15,000	15,000	5,012	Y
24014. Visual Arts - Pavilion Gallery	-	-	218	N
24024. Bondi Winter Magic	-	-	180	N
24034. Waverley Oval Pavillion	-	-	1,440	N
24035. Library Administration	10,000	10,000	-	Y
24043. Literary Award	20,000	30,000	21,800	Y
24044. Local Priority Project	-	-	450	N
24047. Waverley Facilities Administration	30,000	45,000	38,444	Y
24049. Lvl6, 55 Grafton St Staff Office	-	-	1,500	N
24073. 27-29 Spring Street	-	-	1,710	N
24077. Bronte House	-	-	13,116	N
25003. Bondi Beach Life Guards	2,000	2,000	-	Y
25010. Community Safety	5,000	2,500	-	Y
25011. Sport & Recreation	13,000	13,000	-	Y
25012. Community Education	4,000	3,880	-	Y
25014. Health Services	15,000	15,000	165	Y
31016. Fleet Operation	10,000	10,000	-	Y
31024. Parks Operations	15,000	15,000	-	Y
31039. 67A Bourke St Depot Cleaning and Maintenance	-	36,115	34,115	N
31041. Waverley Cemetery	-	-	3,750	N
32001. Creating Waverley	20,000	70,000	29,920	Y
34100. Project Construction Admin - Projects	-	-	2,400	N
41001. Administration	5,000	5,000	-	Y
41002. Building	5,000	5,000	851	Y
41004. Development Assessment	130,000	130,000	31,520	Y
41005. WDAP	182,000	182,000	53,514	Y
43003. Investment Strategy	50,000	50,000	-	Y
43004. EDS Consultants	88,500	38,500	34,219	Y
43005. Strategic Town Planning	100,000	100,000	30,568	Y
43007. West Oxford Street	115,000	165,000	-	Y
43010. Campbell Parade	50,000	50,000	-	Y
43011. 3D Model	32,450	32,450	-	Y
43013. Planning Agreements	25,000	25,000	2,600	Y
44001. EAP Reporting	25,000	25,000	-	Y
44003. Sustainable Water	10,000	10,000	-	Y
44004. Sustainable Energy	10,000	10,000	3,580	Y
44009. Coastal Infrastructure	20,000	20,000	-	Y
44010. EAP Administration	-	-	25,000	N
44013. Regional Environment Program Coordination	43,351	43,351	3,036	Y
44016. Regional Strategy Implementation	-	-	13,650	N
44018. EPA Bin Trim Program	5,500	5,500	5,500	Y
44020. EAP Communications	-	-	290	N
44021. Internal Engagement Program	-	-	14,110	N
44025. Sustainable Communities - External Engagement	-	-	80	N
44027. Strategic Waste Projects - Residential	40,000	40,000	13,031	Y
44035. Bushcare Program	2,000	5,000	5,000	Y
Consultant - Legal				
11015. Governance	-	-	3,000	N
11020. Internal Ombudsman	-	60,000	14,940	N
13014. Procurement & Purchasing	15,000	15,000	-	Y
14001. People and Culture	30,250	30,250	10,131	Y

Expense	Current Approved Budget (Actual Budget)	Projected Budget 2nd Quarter (Actual Budget)	2015/16 YTD Actuals (Actual Dollars)	Included in Approved Budget (Y/N)
32001. Creating Waverley	-	10,000	9,880	N
41004. Development Assessment	150,000	150,000	129,506	Y

Total - Consultancies Operational	1,911,751	2,189,246	832,864	Y
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Consultancies Capital

Capital Works Projects			1,056,506	Y
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Total - Consultancies Capital	-	-	1,056,506	Y
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Total - Consultancies	1,911,751	2,189,246	1,889,370	Y
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Legal Fees Operational

11015. Governance	13,940	13,940	17,675	Y
13001. Financial Services	92,200	32,200	-	Y
13014. Procurement & Purchasing	-	-	-	N
13016. Rates Collection	34,400	34,400	17,130	Y
14001. People and Culture	15,000	15,000	-	Y
14005. Insurance/Indemnity	60,000	110,000	57,966	Y
14006. Risk Management	20,000	20,000	4,543	Y
15001. General Managers Office and Administration	2,560	2,560	2,558	Y
21031. Affordable Housing Administration	30,000	30,000	1,500	Y
23001. Waverley Life Directorate	-	-	-	N
24001. Outdoor and Flagship Events	10,000	10,000	253	Y
24003. Cultural Activities Admin.	2,500	2,500	-	Y
24047. Waverley Facilities Administration	150,000	150,000	81,641	Y
25014. Health Services	10,000	10,000	18,253	Y
25015. Health - 19 Boonara Ave	100,000	100,000	71,286	Y
25017. Regulatory Control	60,000	60,000	1,756	Y
31006. Commercial Waste Service	3,000	3,000	-	Y
31008. Waste Services Administration	8,000	5,000	-	Y
31030. Tamarama Beach & Park	-	-	2,446	N
31039. 67A Bourke St Depot Cleaning and Maintenance	-	4,000	1,319	N
31049. S & G Syd Einfield Car Park	-	1,878	-	N
33001. Waverley Renewal Administration	11,750	11,750	7,133	Y
41002. Building	150,000	150,000	95,987	Y
41004. Development Assessment	530,500	530,500	221,133	Y
43005. Strategic Town Planning	30,000	30,000	6,331	Y
43013. Planning Agreements	15,000	15,000	243	Y

Total - Legal Cost Operational	1,348,850	1,341,728	609,154	Y
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Legal Cost Capital

Capital Works Projects			3,500	Y
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Total - Legal Cost Capital	-	-	3,500	
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Total - Legal Cost	1,348,850	1,341,728	612,654	Y
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**REPORT
CM/7.3/16.03**

Subject: Investment Portfolio Report – January 2016

TRIM No.: A03/2211

Author: Frank Rombola, Executive Manager, Financial Waverley

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That Council:

1. Receives the investment Portfolio Report – January 2016.
2. Notes that all investments have been made in accordance with the requirements of section 625 of the *Local Government Act 1993* and directions from the Minister for Local Government, including Ministerial Investment Orders and Council's Investment Policy.

1. Executive Summary

For January 2016, Council's investment portfolio generated \$157,381 of interest. For the financial year to date Council's investment portfolio generated \$2,126,352.

The interest on investment budget for the 2015 / 2016 Financial Year was adopted by Council at the June 17th 2015 Council meeting and was set at \$3,099,340 for the 2015/2016 Financial year. At the Council meeting of November 17 2015, as part of the First quarter review the budgeted amount increase to 3,337,110, an increase of \$237,770 or 7.67%.

The interest income for the month of January 2016 of \$157,381 is 4.72% of the amended forecast of \$3,337,110, while the year to date figure of \$2,126,352 is tracking at 63.72%.

These figures show that Council's investment portfolio is tracking well, and that Council is on track to meet its budget.

2. Introduction/Background

Clause 212 of the Local Government (General) Regulation requires that Council be provided with a written report setting out details of all money that the Council has invested under section 625 of the Local Government Act 1993 and certifying that these investments have been made in accordance with the Act, regulations, Ministerial Investment Orders and Council's Investment Policy.

The following table below illustrates the monthly interest income received by Council and how this tracks against the original budget and the budget following this first quarter adjustment.

	Original Budget (\$,000)	Actual Monthly (\$,000)	Actual YTD (\$)	Tracking YTD Original Budget %	Tracking Q1 Amended Budget %
July	3,099,340	276,211	276,211	8.91	
Aug	3,099,340	313,683	598,894	19.03	
Sep	3,099,340	417,072	1,006,966	32.49	
Q1 adjustment	237,770				
Oct	3,337,110	307,813	1,314,779	42.42	39.40
Nov	3,337,110	343,527	1,658,306	53.51	49.69
Dec	3,337,110	310,665	1,968,971	63.53	59.00
Jan	3,337,110	157,381	2,126,352	68.61	63.72

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Council Meeting 15 February 2016	CM/7.2/16.02	That Council: <ol style="list-style-type: none"> 1. Receives the Investment Portfolio Report – December 2015. 2. Notes that all investments have been made in accordance with the requirements of section 625 of the <i>Local Government Act 1993</i> and directions from the Minister for Local Government, including Ministerial Investment Orders and Council's Investment Policy.
Council Meeting 15 September 2015	CM/7.3/15.09	That Council: <ol style="list-style-type: none"> 1. Adopts the Investment Policy 2015, as attached to this report. 2. Seeks advice from its independent financial advisers on more sustainable investment options.

4. Discussion

For the month of January 2016 Council's cash investment portfolio generated interest earnings of \$157,381 or 4.72% of the full year Quarter One amended budget of \$3,337,110.

Council's investment portfolio posted a Marked-to-Market return in January of 3.27% pa versus the AusBond Bank Bill Index benchmark return of 2.39% pa. Based on the 'yield only' calculation (Weighted Return of Investments) the portfolio posted a return of 3.01% pa.

The 3.27% Marked-to-Market return is a calculated figure supplied by our external independent investment advisors. It is derived by discounting future cash flows by the bank bill swap rate (adjusted for the bank's credit rating), to gain a net present value of the investments and in turn an annual rate of return. In the instance of the interest rate being higher than the adjusted swap rate, the annual rate of return is skewed by investments made within that period, as the margin produces an inflated net present value which

unwinds as the investment advances to maturity. This therefore adversely affects the performance calculation in later months despite no impact on actual interest earned.

For the financial year to date, Council's investment portfolio has exceeded the AusBond bank bill index benchmark by 1.10% pa (3.38% vs 2.28% pa)

Portfolio Value

Council's investment portfolio, as at 31 January 2016, has a current market value of \$144,250,966 which represents a premium of \$2,399,745 above the \$141,851,220 face value of the portfolio with the portfolio generating a 3.01% average purchase yield. The table below provides a summary by investment (asset) type.

Asset Group	Face Value	Current Market Value	\$ Gain/(Loss)	Average Purchase Yield
Fixed Rate Bonds	\$1,500,000	\$1,593,198	\$93,198	6.00%
Cash Accounts	\$7,612,752	\$7,612,752	\$0	1.70%
Floating Rate Notes	\$12,500,000	\$12,591,909	\$91,909	3.44%
Managed Funds	\$8,438,467	\$8,438,467	\$0	2.31%
Term Deposits	\$111,800,000	\$114,014,638	\$2,214,638	3.07%
	\$141,851,220	\$144,250,966	\$2,399,745	3.01%

Analysis

Attached to this report is the Waverley Council – Summary of Investment Portfolio, as prepared by Council's independent financial advisor, Prudential Investment Services Corp, for the period ending 31 January 2016.

Included in that report is a table showing that Council's investment portfolio, over the last twelve months has exceeded the AusBond bank bill index benchmark by 1.10% pa (3.38% vs 2.28% pa). The Portfolio achieved the stated benchmark measure 'Rate of return on cash exceeds AusBond Bank Bill Index' as illustrated in the table below:

Month	Portfolio Last 12 months %	Benchmark Last 12 months %	Variance %
Jan-15	3.85	3.00	0.85
Feb-15	3.77	2.76	1.01
Mar-15	11.32	2.44	8.88
Apr-15	1.32	2.21	-0.88
May-15	3.41	2.38	1.02
Jun-15	1.96	2.16	-0.21
Jul - 15	2.96	2.14	0.81
Aug-15	3.50	2.15	1.35
Sep-15	2.10	2.16	-0.07
Oct-15	3.09	2.25	0.84
Nov 15	1.67	2.05	-0.38
Dec-15	2.38	2.28	0.10
Jan-16	3.27	2.39	0.88
Average % return Over the last 12 months	3.38	2.28	1.10

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: G5 Waverley is financially sustainable with revenue and resources required to support implementation of the community's plans and to provide infrastructure performance and services our community needs.
- Strategy: G5a Promote and advocate the provision of financial reporting systems in an accurate, timely, transparent and honest manner to ensure sustainability of public assets and resources..
- Deliverable: Financial advice and coordination to ensure Council meets overall budget performance targets provided.

6. Financial impact statement/Timeframe/Consultation

As at 31 January 2016, Council is on track to achieve budget for the 2015/2016 year.

This report has been prepared in consultation with Council's Management and Systems Accountant, Revenue Accountant and Council's independent financial advisers, Prudential Investment Services Corp.

7. Conclusion

Council's investment portfolio has achieved \$157,381 in interest receipts for the month of January 2016, and \$2,126,352 for the financial year to date. Council is on track to achieve the amended Q1 adopted budget amount of \$3,337,110 for the 2015 / 2016 financial year.

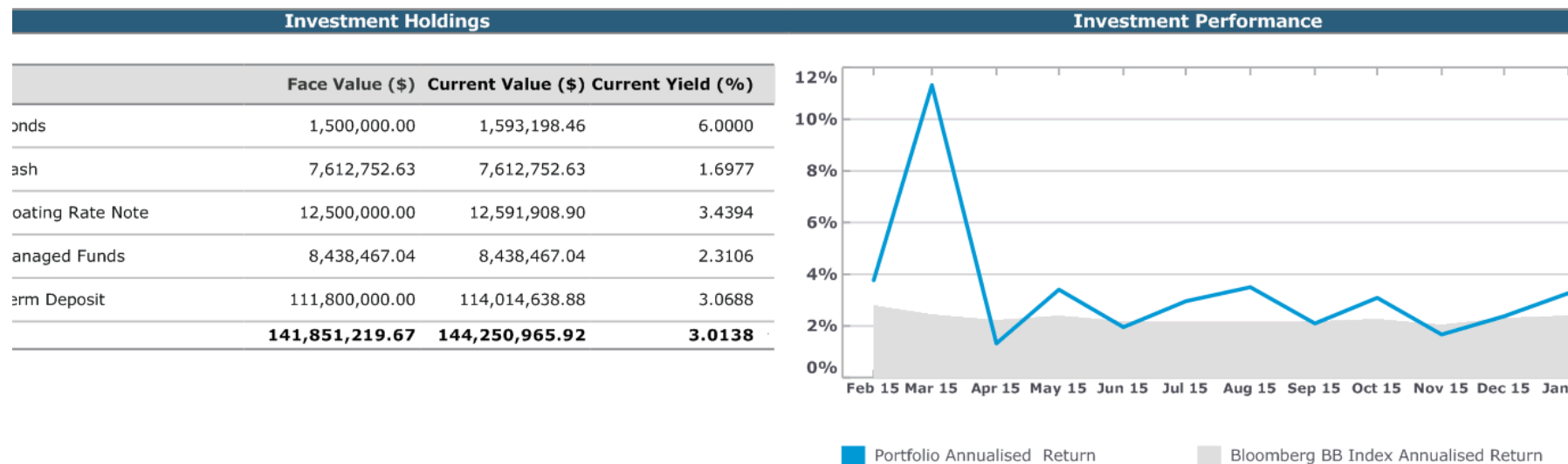
8. Attachments

1. Waverley Council – Summary of Investment Portfolio – January 2016.



Investment Summary Report January 2016

Executive Summary



Investment Holdings Report



Cash Accounts

Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
4,300,000.00	1.8500%	Commonwealth Bank of Australia	A-1+	4,300,000.00	120789	24hr Ca
322,593.29	1.5000%	Commonwealth Bank of Australia	A-1+	322,593.29	120794	General Func
20,664.58	1.5000%	Commonwealth Bank of Australia	A-1+	20,664.58	120795	Trust Func
1,816,748.01	1.5000%	Commonwealth Bank of Australia	A-1+	1,816,748.01	120796	Cemetery Func
1,105,467.00	1.5000%	Commonwealth Bank of Australia	A-1+	1,105,467.00	120797	Depositor Func
8,915.68	1.5000%	Commonwealth Bank of Australia	A-1+	8,915.68	120799	Denison St C
14,208.92	1.5000%	Commonwealth Bank of Australia	A-1+	14,208.92	120800	Eastgate C
8,067.79	1.5000%	Commonwealth Bank of Australia	A-1+	8,067.79	120801	Hollywood Av C
16,087.36	1.5000%	Commonwealth Bank of Australia	A-1+	16,087.36	370151	Library Gi
7,612,752.63	1.6977%			7,612,752.63		

Managed Funds

Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
2,333,686.53	2.1472%	New South Wales T-Corp	MF	Strategic Cash Facility	2,333,686.53	411310	Builder Depos
6,104,780.51	2.3731%	New South Wales T-Corp	MF	Cash Facility	6,104,780.51	505262	
8,438,467.04	2.3106%				8,438,467.04		

Term Deposits

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
-Feb-16	3,000,000.00	2.9000%	Bankwest	A-1+	3,000,000.00	30-Jul-15	3,044,303.55	507301	44,334.25	AtMaturity	
-Feb-16	2,000,000.00	2.9000%	National Australia Bank	A-1+	2,000,000.00	13-Aug-15	2,027,634.70	508131	27,331.51	AtMaturity	
-Feb-16	2,000,000.00	3.0500%	Commonwealth Bank of Australia	A-1+	2,000,000.00	19-Mar-15	2,054,150.26	503185	53,312.33	AtMaturity	
-Feb-16	1,500,000.00	3.0000%	Bankwest	A-1+	1,500,000.00	24-Nov-15	1,509,327.60	511241	8,506.85	AtMaturity	
-Mar-16	1,500,000.00	2.9000%	ME Bank	A-2	1,500,000.00	11-Nov-15	1,509,864.07	511122	9,772.60	AtMaturity	
-Mar-16	1,500,000.00	2.9000%	National Australia Bank	A-1+	1,500,000.00	5-Aug-15	1,522,526.60	508054	21,452.05	AtMaturity	
-Mar-16	3,000,000.00	3.0500%	Bankwest	A-1+	3,000,000.00	16-Dec-15	3,014,803.83	533005	11,782.19	AtMaturity	

Investment Holdings Report



Term Deposits											
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
17-Mar-16	2,500,000.00	3.0800%	National Australia Bank	A-1+	2,500,000.00	17-Mar-15	2,570,212.30	503171	67,717.81	AtMaturity	
19-Mar-16	3,000,000.00	3.3000%	Westpac Group	A-1+	3,000,000.00	19-Mar-15	3,090,574.54	503194	86,523.29	AtMaturity	
20-Mar-16	9,000,000.00	3.3000%	Westpac Group	A-1+	9,000,000.00	20-Mar-15	9,270,912.36	503204	258,756.16	Annually	
24-Mar-16	3,000,000.00	3.3000%	Westpac Group	A-1+	3,000,000.00	24-Mar-15	3,089,847.08	503246	85,167.12	Annually	
09-Oct-16	2,500,000.00	3.0000%	Bank of Queensland	A-2	2,500,000.00	09-Oct-15	2,524,663.67	510091	23,630.14	AtMaturity	
13-Jan-16	2,500,000.00	3.0700%	National Australia Bank	A-1+	2,500,000.00	13-Jan-16	2,507,872.55	533077	3,995.21	AtMaturity	
19-Aug-16	2,500,000.00	2.8700%	National Australia Bank	A-1+	2,500,000.00	19-Aug-15	2,535,633.01	508191	32,631.51	AtMaturity	
21-Dec-16	3,000,000.00	3.0200%	Commonwealth Bank of Australia	A-1+	3,000,000.00	21-Dec-15	3,015,515.09	533010	10,425.21	AtMaturity	
08-Sep-16	2,500,000.00	2.8500%	National Australia Bank	A-1+	2,500,000.00	08-Sep-15	2,532,018.79	509083	28,500.00	AtMaturity	
21-May-16	1,800,000.00	3.9500%	Bank of Queensland	A-2	1,800,000.00	21-May-14	1,855,761.20	452102	49,867.40	Annually	
23-May-16	3,000,000.00	4.5500%	Westpac Group	A-1+	3,000,000.00	23-May-13	3,114,677.82	389922	94,989.04	Annually	
25-Aug-16	4,000,000.00	2.8000%	Bank of Queensland	A-2	4,000,000.00	25-Aug-15	4,049,196.53	508256	49,095.89	AtMaturity	
16-Jun-16	2,000,000.00	2.9500%	National Australia Bank	A-1+	2,000,000.00	16-Jun-15	2,041,245.56	506165	37,178.08	AtMaturity	
20-Mar-16	9,000,000.00	3.0600%	Commonwealth Bank of Australia	A-1+	9,000,000.00	20-Mar-15	9,124,304.62	503205	100,351.23	SemiAnnually	
25-Aug-16	4,000,000.00	2.7800%	National Australia Bank	A-1+	4,000,000.00	25-Aug-15	4,054,731.58	508257	48,745.21	AtMaturity	
24-Mar-16	3,000,000.00	3.0100%	National Australia Bank	A-1+	3,000,000.00	24-Mar-15	3,085,312.84	503242	77,682.74	Annually	
12-Jan-16	2,500,000.00	3.1000%	Bank of Queensland	A-2	2,500,000.00	12-Jan-16	2,507,935.81	533073	4,246.58	AtMaturity	
17-Aug-16	3,500,000.00	2.8500%	Commonwealth Bank of Australia	A-1+	3,500,000.00	17-Aug-15	3,552,728.46	508171	45,912.33	AtMaturity	
04-Nov-16	2,500,000.00	2.8500%	National Australia Bank	A-1+	2,500,000.00	04-Nov-15	2,522,803.10	511042	17,373.29	AtMaturity	
25-May-16	4,000,000.00	2.9500%	National Australia Bank	A-1+	4,000,000.00	25-May-15	4,094,791.73	505252	81,468.49	Annually	
25-Aug-16	4,000,000.00	2.7500%	Bendigo and Adelaide Bank	A-2	4,000,000.00	25-Aug-15	4,044,016.45	508258	48,219.18	AtMaturity	
20-Mar-16	9,000,000.00	3.0500%	National Australia Bank	A-1+	9,000,000.00	20-Mar-15	9,283,752.75	503202	239,153.42	Annually	
24-Mar-16	3,000,000.00	3.0100%	National Australia Bank	A-1+	3,000,000.00	24-Mar-15	3,092,634.68	503243	77,682.74	Annually	
20-Nov-16	2,500,000.00	2.9300%	Commonwealth Bank of Australia	A-1+	2,500,000.00	20-Nov-15	2,527,388.18	511203	14,650.00	AtMaturity	
20-Mar-16	4,500,000.00	3.0500%	National Australia Bank	A-1+	4,500,000.00	20-Mar-15	4,656,563.41	503203	119,576.71	Annually	
20-Mar-16	4,500,000.00	3.0400%	Commonwealth Bank of Australia	A-1+	4,500,000.00	20-Mar-15	4,586,934.16	503206	49,847.67	SemiAnnually	

Investment Holdings Report



Term Deposits

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
	111,800,000.00	3.0688%			111,800,000.00		114,014,638.88		1,929,878.22		

Floating Rate Notes

Maturity Date	Face Value (\$)	Current Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
Nov-16	2,000,000.00	3.5200%	ME Bank Snr FRN (Nov16) BBSW+1.25%	A-2	2,000,000.00	28-Nov-13	2,019,211.23	402974	12,151.23	29-Feb-16	
May-17	3,000,000.00	3.4300%	BEN Snr FRN (May17) BBSW+1.20%	A-	3,007,948.76	12-Sep-13	3,036,425.75	398449	21,425.75	17-Feb-16	
Oct-18	2,500,000.00	3.0650%	CBA Snr FRN (Oct18) BBSW+0.78%	AA-	2,500,000.00	19-Oct-15	2,500,129.11	510101	2,729.11	19-Apr-16	
Nov-18	2,000,000.00	3.4900%	BEN Snr FRN (Nov18) BBSW+1.27%	A-	2,004,260.00	5-Feb-14	2,028,444.93	420520	14,724.93	15-Feb-16	
Apr-20	3,000,000.00	3.6733%	NPBS Snr FRN (Apr20) BBSW+1.35%	BBB+	3,000,000.00	7-Apr-15	3,007,697.88	504013	7,547.88	7-Apr-16	
	12,500,000.00	3.4394%			12,512,208.76		12,591,908.90		58,578.90		

Fixed Rate Bonds

Maturity Date	Face Value (\$)	Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Purchase Yield	Reference
Feb-17	1,500,000.00	6.0000%	NAB Snr Bond (Feb17) 6.00%	AA-	1,483,470.00	15-Feb-12	1,593,198.46	336188	41,538.46	6.2601%	
	1,500,000.00				1,483,470.00		1,593,198.46		41,538.46	6.2601%	

Accrued Interest Report



Accrued Interest Report

Asset Type	Deal Number	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days Accrued	Interest Accrued (\$)	Percentage Return
Bonds								
B Snr Bond (Feb17) 6.00%	336188	1,500,000.00	15-Feb-12	15-Feb-17	0.00	31	7,664.84	6.00%
					0.00		7,664.84	6.00%
Shares								
Commonwealth Bank of Australia	120789	4,300,000.00	1-Jan-16	1-Feb-16		31		
Commonwealth Bank of Australia	120794	322,593.29	1-Jan-16	1-Feb-16		31		
Commonwealth Bank of Australia	120795	20,664.58	1-Jan-16	1-Feb-16		31		
Commonwealth Bank of Australia	120796	1,816,748.01	1-Jan-16	1-Feb-16		31		
Commonwealth Bank of Australia	120797	1,105,467.00	1-Jan-16	1-Feb-16		31		
Commonwealth Bank of Australia	120799	8,915.68	1-Jan-16	1-Feb-16		31		
Commonwealth Bank of Australia	120800	14,208.92	1-Jan-16	1-Feb-16		31		
Commonwealth Bank of Australia	120801	8,067.79	1-Jan-16	1-Feb-16		31		
Commonwealth Bank of Australia	370151	16,087.36	1-Jan-16	1-Feb-16		31		
Floating Rate Note								
Bank Snr FRN (Nov16) BBSW+1.25%	402974	2,000,000.00	28-Nov-13	28-Nov-16	0.00	31	5,979.18	3.52%
V Snr FRN (May17) BBSW+1.20%	398449	3,000,000.00	17-Sep-13	17-May-17	0.00	31	8,739.45	3.43%
A Snr FRN (Oct18) BBSW+0.78%	510101	2,500,000.00	19-Oct-15	19-Oct-18	18,368.49	31	6,322.95	2.98%
V Snr FRN (Nov18) BBSW+1.27%	420520	2,000,000.00	10-Feb-14	14-Nov-18	0.00	31	5,928.22	3.49%
BS Snr FRN (Apr20) BBSW+1.35%	504013	3,000,000.00	7-Apr-15	7-Apr-20	26,629.84	31	9,284.61	3.64%
					44,998.33		36,254.40	3.41%
Managed Funds								
W South Wales T-Corp	411310	2,333,686.53	1-Nov-15	1-Feb-16	0.00	31	4,206.95	2.15%
W South Wales T-Corp	505262	6,104,780.51	1-Nov-15	1-Feb-16	0.00	31	12,148.41	2.37%

Accrued Interest Report



Accrued Interest Report

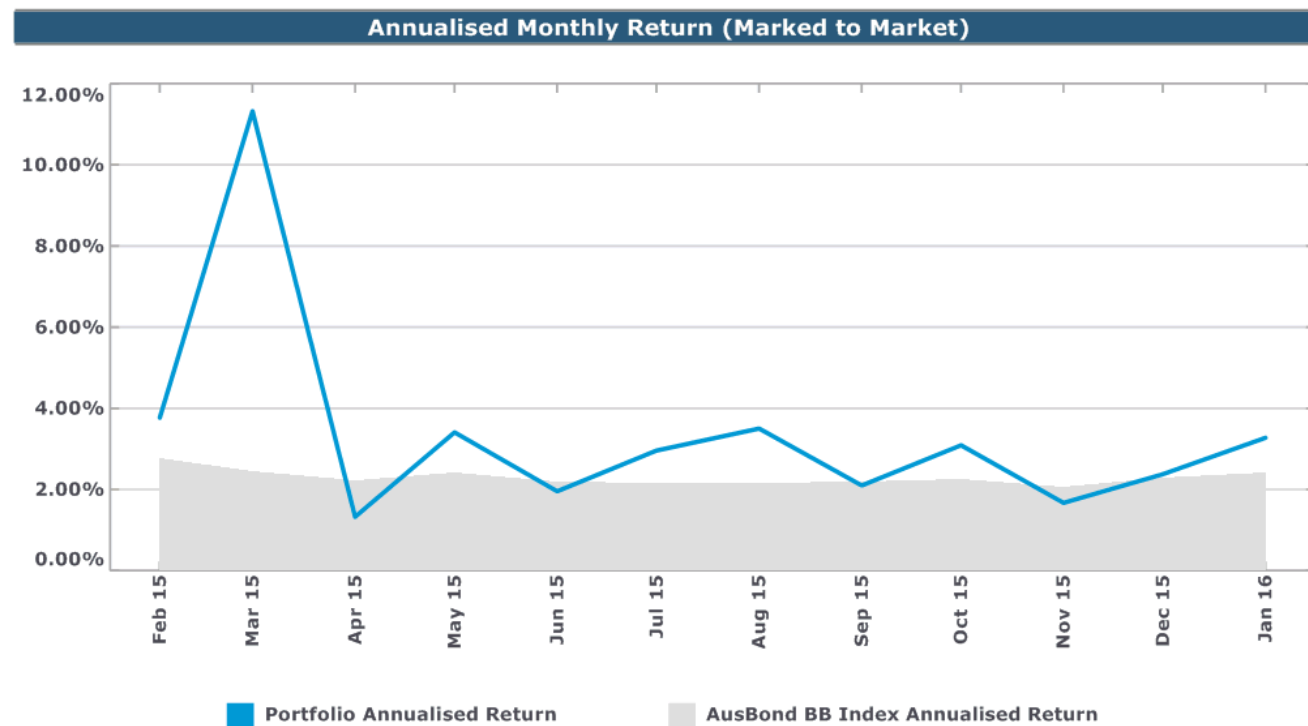
Asset Type	Deal Number	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days Accrued	Interest Accrued (\$)	Percentage Return
					0.00		16,355.36	2.31%
Term Deposit								
Bankwest	511035	2,500,000.00	3-Nov-15	12-Jan-16	13,184.93	11	2,071.92	2.75%
National Australia Bank	509301	2,500,000.00	30-Sep-15	13-Jan-16	21,431.51	12	2,449.32	2.98%
Commonwealth Bank of Australia	503184	2,000,000.00	19-Mar-15	19-Jan-16	51,307.40	18	3,018.08	3.06%
National Australia Bank	509302	2,500,000.00	30-Sep-15	27-Jan-16	24,289.04	26	5,306.85	2.98%
Bankwest	507301	3,000,000.00	30-Jul-15	3-Feb-16	0.00	31	7,389.04	2.90%
National Australia Bank	508131	2,000,000.00	13-Aug-15	10-Feb-16	0.00	31	4,926.03	2.90%
Commonwealth Bank of Australia	503185	2,000,000.00	19-Mar-15	19-Feb-16	0.00	31	5,180.82	3.05%
Bankwest	511241	1,500,000.00	24-Nov-15	24-Feb-16	0.00	31	3,821.92	3.00%
Bank	511122	1,500,000.00	11-Nov-15	2-Mar-16	0.00	31	3,694.52	2.90%
National Australia Bank	508054	1,500,000.00	5-Aug-15	9-Mar-16	0.00	31	3,694.52	2.90%
Bankwest	533005	3,000,000.00	16-Dec-15	16-Mar-16	0.00	31	7,771.23	3.05%
National Australia Bank	503171	2,500,000.00	17-Mar-15	17-Mar-16	0.00	31	6,539.73	3.08%
stpac Group	503194	3,000,000.00	19-Mar-15	21-Mar-16	0.00	31	8,408.22	3.30%
stpac Group	503204	9,000,000.00	20-Mar-15	21-Mar-16	0.00	31	25,224.66	3.30%
stpac Group	503246	3,000,000.00	24-Mar-15	30-Mar-16	0.00	31	8,408.22	3.30%
Bank of Queensland	510091	2,500,000.00	9-Oct-15	13-Apr-16	0.00	31	6,369.86	3.00%
National Australia Bank	533077	2,500,000.00	13-Jan-16	13-Apr-16	0.00	19	3,995.21	3.07%
National Australia Bank	508191	2,500,000.00	19-Aug-15	20-Apr-16	0.00	31	6,093.84	2.87%
Commonwealth Bank of Australia	533010	3,000,000.00	21-Dec-15	27-Apr-16	0.00	31	7,694.79	3.02%
National Australia Bank	509083	2,500,000.00	8-Sep-15	11-May-16	0.00	31	6,051.37	2.85%
Bank of Queensland	452102	1,800,000.00	21-May-14	19-May-16	0.00	31	6,038.63	3.95%
stpac Group	389922	3,000,000.00	23-May-13	23-May-16	0.00	31	11,593.15	4.55%

Accrued Interest Report



Accrued Interest Report								
Asset Type	Deal Number	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days Accrued	Interest Accrued (\$)	Percentage Return
Bank of Queensland	508256	4,000,000.00	25-Aug-15	23-May-16	0.00	31	9,512.33	2.80%
National Australia Bank	506165	2,000,000.00	16-Jun-15	15-Jun-16	0.00	31	5,010.96	2.95%
Commonwealth Bank of Australia	503205	9,000,000.00	20-Mar-15	20-Jun-16	0.00	31	23,390.14	3.06%
National Australia Bank	508257	4,000,000.00	25-Aug-15	20-Jun-16	0.00	31	9,444.38	2.78%
National Australia Bank	503242	3,000,000.00	24-Mar-15	29-Jun-16	0.00	31	7,669.32	3.01%
Bank of Queensland	533073	2,500,000.00	12-Jan-16	13-Jul-16	0.00	20	4,246.58	3.10%
Commonwealth Bank of Australia	508171	3,500,000.00	17-Aug-15	20-Jul-16	0.00	31	8,471.92	2.85%
National Australia Bank	511042	2,500,000.00	4-Nov-15	3-Aug-16	0.00	31	6,051.37	2.85%
National Australia Bank	505252	4,000,000.00	25-May-15	23-Aug-16	0.00	31	10,021.92	2.95%
Indigo and Adelaide Bank	508258	4,000,000.00	25-Aug-15	24-Aug-16	0.00	31	9,342.47	2.75%
National Australia Bank	503202	9,000,000.00	20-Mar-15	20-Sep-16	0.00	31	23,313.70	3.05%
National Australia Bank	503243	3,000,000.00	24-Mar-15	28-Sep-16	0.00	31	7,669.32	3.01%
Commonwealth Bank of Australia	511203	2,500,000.00	20-Nov-15	19-Oct-16	0.00	31	6,221.23	2.93%
National Australia Bank	503203	4,500,000.00	20-Mar-15	20-Dec-16	0.00	31	11,656.85	3.05%
Commonwealth Bank of Australia	503206	4,500,000.00	20-Mar-15	20-Dec-16	0.00	31	11,618.63	3.04%
					110,212.88		299,383.01	3.06%
Grand Totals					155,211.21		359,657.61	3.08%

Investment Performance Report



Historical Performance Summary			
	Portfolio	AusBond BB Index	Outperformance
Jan 2016	3.27%	2.39%	0.88%
Last 3 Months	2.45%	2.24%	0.20%
Last 6 Months	2.67%	2.22%	0.46%
Financial Year to Date	2.72%	2.20%	0.51%
Last 12 months	3.38%	2.28%	1.10%

Investment Policy Compliance Report



	Credit Rating	Face Value (\$)	Policy Max
Short Term	A-1+	103,112,753	
Short Term	MF	8,438,467	
Long Term	AA	4,000,000	
		115,551,220	81% 100% ✓
Short Term	A-2	18,300,000	
Long Term	A	5,000,000	
		23,300,000	16% 30% ✓
Long Term	BBB	3,000,000	
		3,000,000	2% 20% ✓
		141,851,220	100%

✓ = compliant
X = non-compliant

	% used vs Investment Policy Limit
National Australia Bank (A-1+, AA-)	83% ✓
Commonwealth Bank of Australia (A-1+, AA-)	74% ✓
Bank of Queensland (A-2, A-)	51% ✓
Bendigo and Adelaide Bank (A-2, A-)	42% ✓
Westpac Group (A-1+, AA-)	32% ✓
Newcastle Permanent Building Society (A-2,	21% ✓
Members Equity Bank (A-2, BBB+)	16% ✓
New South Wales T-Corp (MF)	6% ✓

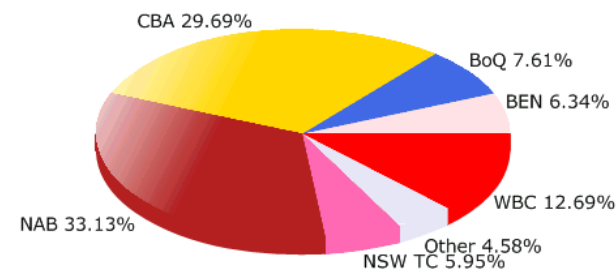
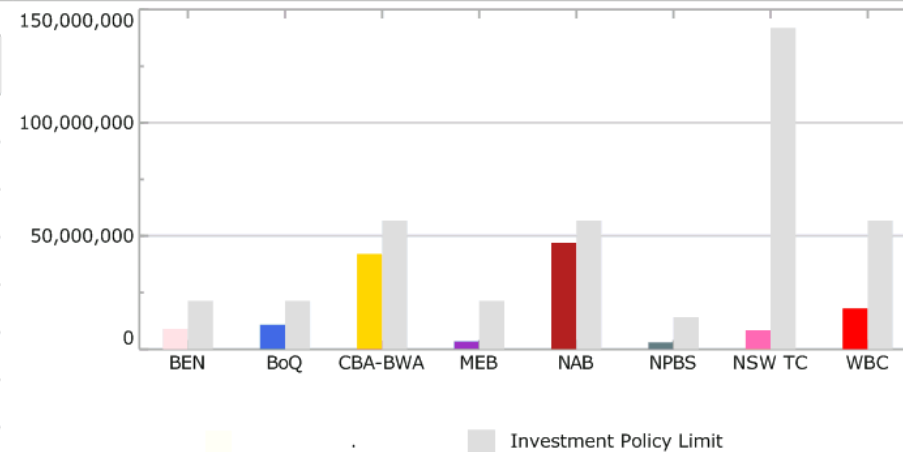
	Face Value (\$)	Policy Max
Between 0 and 1 Year	129,851,220	92% 100%
Between 1 and 3 Years	9,000,000	6% 50%
Between 3 and 10 Years	3,000,000	2% 30%
	141,851,220	

Detailed Maturity Profile	Face Value (\$)
01. Less Than 30 Days	24,551,220 17%
02. Between 30 Days and 60 Days	23,500,000 17%
03. Between 60 Days and 90 Days	10,500,000 7%
04. Between 90 Days and 180 Days	35,300,000 25%
05. Between 180 Days and 365 Days	36,000,000 25%
06. Between 365 Days and 3 Years	9,000,000 6%
07. Between 3 Years and 5 Years	3,000,000 2%
	141,851,220

Individual Institutional Exposures Report



Individual Institutional Exposures				Individual Institutional Exposure Charts	
Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)		
Bank of Queensland	A-2, A-	10,800,000	21,277,683		
Endigo and Adelaide Bank	A-2, A-	9,000,000	21,277,683		
Commonwealth Bank of Australia	A-1+, AA-	42,112,753	56,740,488		
Members Equity Bank	A-2, BBB+	3,500,000	21,277,683		
National Australia Bank	A-1+, AA-	47,000,000	56,740,488		
New South Wales T-Corp	MF	8,438,467	141,851,220		
Newcastle Permanent Building Society	A-2, BBB+	3,000,000	14,185,122		
Westpac Group	A-1+, AA-	18,000,000	56,740,488		
		141,851,220			



Cash Flows Report



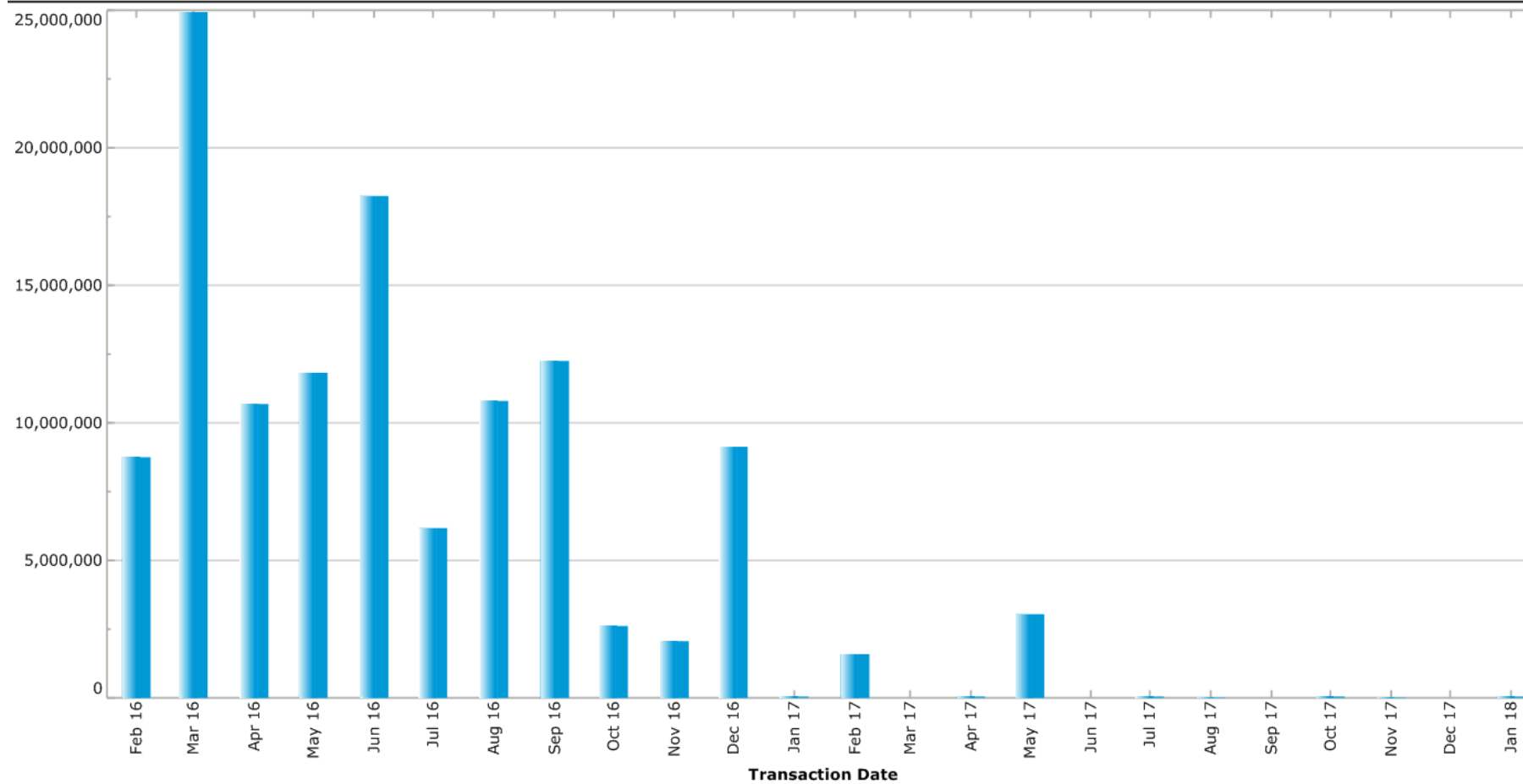
Current Month Cashflows					
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
7-Jan-16	504013	Newcastle Permanent Building Society	Floating Rate Note	Coupon - Received	26,629.84
				<u>Deal Total</u>	<u>26,629.84</u>
				Day Total	26,629.84
12-Jan-16	511035	Bankwest	Term Deposits	Interest - Received	13,184.93
		Bankwest	Term Deposits	Maturity Face Value - Received	2,500,000.00
				<u>Deal Total</u>	<u>2,513,184.93</u>
	533073	Bank of Queensland	Term Deposits	Settlement Face Value - Paid	-2,500,000.00
				<u>Deal Total</u>	<u>-2,500,000.00</u>
				Day Total	13,184.93
13-Jan-16	509301	National Australia Bank	Term Deposits	Interest - Received	21,431.51
		National Australia Bank	Term Deposits	Maturity Face Value - Received	2,500,000.00
				<u>Deal Total</u>	<u>2,521,431.51</u>
	533077	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-2,500,000.00
				<u>Deal Total</u>	<u>-2,500,000.00</u>
				Day Total	21,431.51
19-Jan-16	503184	Commonwealth Bank of Australia	Term Deposits	Interest - Received	51,307.40
		Commonwealth Bank of Australia	Term Deposits	Maturity Face Value - Received	2,000,000.00
				<u>Deal Total</u>	<u>2,051,307.40</u>
	510101	Commonwealth Bank of Australia	Floating Rate Note	Coupon - Received	18,368.49
				<u>Deal Total</u>	<u>18,368.49</u>
				Day Total	2,069,675.89
27-Jan-16	509302	National Australia Bank	Term Deposits	Interest - Received	24,289.04
		National Australia Bank	Term Deposits	Maturity Face Value - Received	2,500,000.00
				<u>Deal Total</u>	<u>2,524,289.04</u>
				Day Total	2,524,289.04
				Net Cash Movement for Period	4,655,211.21

Cash Flows Report



Next Month Cashflows					
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
3-Feb-16	507301	Bankwest	Term Deposit	Interest - Received	44,810.96
		Bankwest	Term Deposit	Maturity Face Value - Received	3,000,000.00
				<u>Deal Total</u>	<u>3,044,810.96</u>
				Day Total	3,044,810.96
10-Feb-16	508131	National Australia Bank	Term Deposit	Interest - Received	28,761.64
		National Australia Bank	Term Deposit	Maturity Face Value - Received	2,000,000.00
				<u>Deal Total</u>	<u>2,028,761.64</u>
				Day Total	2,028,761.64
15-Feb-16	336188	National Australia Bank	Bonds	Coupon - Received	45,000.00
				<u>Deal Total</u>	<u>45,000.00</u>
	420520	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	17,402.19
				<u>Deal Total</u>	<u>17,402.19</u>
				Day Total	62,402.19
17-Feb-16	398449	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	25,936.44
				<u>Deal Total</u>	<u>25,936.44</u>
				Day Total	25,936.44
19-Feb-16	503185	Commonwealth Bank of Australia	Term Deposit	Interest - Received	56,320.55
		Commonwealth Bank of Australia	Term Deposit	Maturity Face Value - Received	2,000,000.00
				<u>Deal Total</u>	<u>2,056,320.55</u>
				Day Total	2,056,320.55
24-Feb-16	511241	Bankwest	Term Deposit	Interest - Received	11,342.47
		Bankwest	Term Deposit	Maturity Face Value - Received	1,500,000.00
				<u>Deal Total</u>	<u>1,511,342.47</u>
				Day Total	1,511,342.47
29-Feb-16	402974	ME Bank	Floating Rate Note	Coupon - Received	17,551.78
				<u>Deal Total</u>	<u>17,551.78</u>
				Day Total	17,551.78
Net Cash Movement for Period					8,747,126.03

ash Flows Report



**REPORT
CM/7.4/16.03**

Subject: Customer Experience Action Plan

TRIM No.: A15/0282

Author: Rachel Jenkin, Executive Manager, Customer First
Tanya Potts, Manager, Customer Service

Director: Cathy Henderson, Director, Waverley Life

RECOMMENDATION:

That Council:

1. Adopts the Customer Experience Action Plan as set out in Attachment 1.
2. Refers the required 2015/16 budget amendments as outlined in section 6 of this report to the 2015/16 Second Quarter (Q2) Budget Review.

1. Executive Summary

In 2015, Waverley Council commenced a review of the customer experience with a view to identifying future actions and strategy. The review included:

- Engagement of a consultant, Votar Partners, to complete a review of the existing customer experience and to provide recommendations for improvement based on key customer and stakeholder feedback.
- A Customer Service Survey completed in October 2015, with surveys received from 316 customers.
- Feedback invited from Councillors.

The Customer Service Survey showed a 79% satisfaction rating from Waverley Council customers. The feedback from the survey highlighted several key opportunities for improvement including wait times, Customer Service Centre opening hours and improvements to online payment and application processes.

The consultant prepared a series of recommendations and these were reviewed by Council officers. As a result, a number of key short-term activities to improve customer satisfaction were identified. These activities have been formalised into the Customer Experience Action Plan (Attachment 1).

This report recommends the adoption of the Customer Experience Action Plan and the relevant budget amendments.

2. Introduction/Background*Previous Strategies & Customer Charter*

Council implemented its first Customer Service Strategy in 2005 which covered a four year period up until 2009. During this time significant outcomes were achieved including the relocation of the Customer Service Centre to Bondi Junction and the implementation of a customer relationship management (CRM) system.

Council did not however perform as well as expected in the 2009 Waverley Community Survey with 27% of respondents dissatisfied with the response time of Council.

The objective of the 2010 -2014 Customer Service Strategy was to *'create and maintain a service culture...supported by efficient business processes and infrastructure...attuned to the needs and expectations of its customers and stakeholders.'* One of the key actions from the 2010-2014 Strategy was the revised Customer Service Charter, which was adopted in 2010. This documented the standards for responding to external enquiries from customers and outlining a comprehensive set of conduct standards for Customer Service.

Customer Expectations

Our community is changing and our customers' expectations are rapidly evolving in terms of the level of service they expect to receive from Council. Council's customers do not easily have the option to switch to a competitor if they are dissatisfied and many now expect to receive the same level of customer service as they do at other major service providers. The recent changes at Service NSW are a clear example of an organisation without competitors that has made huge improvements to the customer experience in the last 12 – 18 months.

Council needs to meet these expectations through a dynamic organisational culture that delivers customer centric service from the customer's perspective. We must design our responses from the customer viewpoint, based on our knowledge and understanding of our customers and their expectations of superior service delivery. Council must also embrace the new digital communication channels, which customers also expect to use to request services, answer questions and become informed of events and activities. The new digital channels of communication are not included in the Customer Service Charter, making it no longer relevant as a guideline for customer interaction.

Our customers are telling us there are some very specific improvements Council needs to make. The immediate focus for Council administration should be on listening to our customers, asking them for feedback on a frequent basis and implementing the changes as quickly as possible.

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Operations Committee December 2015	OC/5.1/15.12	That Council: ... 6. Includes actions and performance measures to promote responsive and helpful information and referral services for older people in the Waverley Customer Service Strategy (which is currently being prepared). ...

4. Discussion

4.1 Stakeholder Research

Votar Partners held consultations and workshops with Council's senior management team and a wide range of front-line customer facing staff from August to December 2015.

A Customer Service Survey was available online and in hardcopy at key Council locations throughout October 2015. To increase participation rates intercept surveys were conducted at Bondi Beach, Oxford Street Mall, the Library and Council's Customer Service Centre during October 2015. A total of 316 surveys were submitted.

A further workshop was held in December 2015 with Precinct Co-Ordinators who were able to provide feedback from the perspective of "frequent users".

Councillor feedback was sought throughout the project and as well as Councillor Surveys and meetings with the consultant, the draft Customer Experience Action Plan was presented at a Councillor Workshop in February 2016. Councillors provided key feedback on a number of items in the draft Action Plan. In particular, Councillors highlighted the need for additional customer service support for older people who may be less inclined to utilise the new digital communication channels. This feedback has been incorporated into the final Action Plan.

4.2 Customer Service Survey Results

The full consultant report and recommendations, including the results of the Customer Service Survey, is provided in Attachment 2. Key findings from the Customer Service Survey are outlined below.

Q - How satisfied are you with the services provided by Council overall?

The average satisfaction score of 79.4% suggests that customers are quite satisfied with the overall service, however Council needs to focus on improving the number of customers who are very satisfied.

Q - How easy is it to do business with Council?

The average score of 78.9% indicates that the majority of customers find it quite easy to do business with Council, however there is room for improvement.

Q - If you noticed something that needed Council's attention, what would stop you from contacting Council?

The survey revealed that wait times and opening hours are the biggest barriers to customers contacting us followed by the types of communication channels offered and the perception of poor service.

Q - What's one thing Council could do better?

The majority of customers surveyed would like Council to improve wait times and offer more convenient opening hours as well as online services.

Q - Where do you get great service and what is great about it?

Customers mentioned the Apple Store, Westfield, Go Get Car Share and Service NSW as places that offer a great customer experience. Reasons cited were friendly and personal service, online services, a quick response and a concierge service.

4.3 Key Recommended Initiatives

The external consultant identified several key recommendations from the Customer Service Survey results as well as the Councillor, staff and precinct consultations. The recommendations are that Council:

- Embed a customer driven service culture
- Revise service response levels
- Improve measurement and reporting
- Increase personal service
- Enhance the Customer Service Centre
- Move to more proactive service delivery model
- Implement operational improvements to systems, processes and tools

4.4 Customer Experience Action Plan

The Customer Service Survey results and the consultant's recommendations were reviewed by Council's Customer Experience Steering Group and a number of key short-term activities to improve customer satisfaction were identified. The identified activities were formalised into Council's Customer Experience Action Plan with a focus on short term, achievable goals to be implemented within the next six to twelve months.

The Customer Experience Action Plan is designed to inform our customers and staff about the key activities taking place in the next six to twelve months to drive customer centric service delivery and is divided into three areas – Service Culture, Service Tools and Support and Customer Insight. The full Customer Experience Action Plan is available in Attachment 1, with the key actions listed below.

A. Implementing internal processes that will embed a culture of customer centric Experience across the organisation (Service Culture)

Mandatory Customer Service training for all staff

A key finding in the consultant report is that '*customer service is variable across the organisation, not all areas see themselves as responsible and are not engaged with customer service activities*'. The implementation of Council wide training in identifying and delivering an excellent customer experience, driven by People, Culture and Learning, would assist in fostering a customer centric culture across the organisation. Specialist training, for example, tools for positive customer interactions and assisting the elderly and less able would be provided to front-line staff.

Identifying and establishing Customer Service buddies in each sub-program

The consultant report identified that '*internal customer service is lower standard*' and recommended that Customer Service buddies be appointed in each Council area to drive innovation in service delivery and to establish effective internal communication across Council. This would include mentoring new staff in the tools, systems and procedures for effective internal and external customer interaction.

Knowledge Database for customer queries

A key finding of the consultant report is Council's '*reliance on individual vs organisational knowledge*' which identifies the need for a centralised knowledge database with each business unit responsible for verifying and maintaining the information for their subject area. In this way customers receive a consistent response from Council and all staff have the ability to assist customers in the first instance without the need to refer them to another area. Digital Waverley is currently investigate systems available in the marketplace that would suit Council's requirements.

B. Improving the way that customers can interact with Council (Service Tools & Support)

Online parking permit application and payment

The ability to apply and pay online for parking permits was identified in the Customer Service Survey as a priority for customers. One of the key pillars of Council's Digital Strategy is '*to improve service delivery through online transactions*' and the aim is to facilitate an online permit application and payment portal via the Council website.

Concierge at the Customer Service Centre during peak periods

In the Customer Service Survey participants were asked where they received great service and what made it great. The provision of a concierge service for friendly and fast transactions was cited as a primary reason

by many customers for choosing a particular company. The objective is to have a concierge at the Customer Service Centre during peak periods who can greet customers, assist them with more simple queries or direct them to the counter after checking documents and eligibility for services. This role would be particularly helpful for older people and for people with disabilities.

Information pack for seniors

Council currently provides many services and concessions for seniors, including a discount on rates, a special grass mowing service, discounted rates for parking permits and a carer's parking permit. The aim is to consolidate all of the application forms and other paper-based information into an attractive and colourful pack that will be available at key customer-facing locations or can be mailed out to customers. This will increase awareness of the Council services available for older people as well as make it simpler for customers to access the information.

Trial of extended Customer Service Centre opening hours on Thursdays

Extended opening hours was identified as a top priority for participants in the Customer Service Survey, many of whom responded that they wanted the Customer Service Centre to be open later on Thursday evenings in line with late night shopping in Bondi Junction. The extended hours would allow working customers to visit the centre to obtain parking permits and to conduct other face to face transactions.

The trial will run for twelve months from the fourth quarter of 2015-16 and will see the Customer Service Centre Front Counter open until 7pm every Thursday night.

C. Establishing a framework for customer consultation and continuous review (Customer Insight)

Surveys for ongoing customer feedback via phone, CRM and ticketing system

Ongoing and current feedback from customers is crucial to Council's ability to identify and implement service improvements. A coordinated program of transactional surveys, after a phone call, visit or a request for service, would allow Council to report on the levels of customer satisfaction and to identify unresolved issues before they are escalated. The review and monitoring of customer feedback on a regular basis will allow Council to be more proactive in ongoing improvement of the customer experience. Utilising existing tools to capture this feedback is also more cost effective than expensive external surveys or mystery shopper programs.

Trial of customer workflow for older people

Older people constitute a significant proportion of Council's customers and they are frequently directed to external agencies and services without further follow up from Council. The aim of this activity is to improve the 'whole of customer journey' by tracking these interactions with the aim of identifying areas for potential service delivery improvement and by taking a more involved interest in our older residents.

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:	G3 Services are accessible and provided in a professional, friendly and timely manner.
Strategy:	G3a Promote and advocate systems and procedures that support efficient and effective service delivery which meets or exceeds customer satisfaction goals.

6. Financial impact statement/Timeframe/Consultation

Financial impact statement

An additional budget of approximately \$60,000 per annum is required to provide 1 x additional FTE for the Customer Service Centre. The additional headcount will be utilised to provide a concierge during peak periods and the trial of extended opening hours.

Timeframe

The Action Plan provides a timeline for each of the specific activities listed.

Going forward, customer feedback will be monitored and reviewed on a regular basis with a new Action Plan developed annually to address the issues highlighted.

Consultation

Extensive consultation with key stakeholders has taken place in the development of the Customer Experience Action Plan as outlined above.

7. Conclusion

Council has adopted a continuous improvement approach to customer service provision to ensure it can provide:

- More efficient and effective service throughout the organisation in response to customer needs.
- Better access for customer interaction with Council through multiple channels including online and mobile applications.
- A system for measuring customer satisfaction against goals.
- Service to the community that aligns with Council's Vision, Mission and Values.

Council aims to deliver this through the Customer Experience Action Plan, bringing together initiatives and recommendations identified in the Customer Service Survey and the facilitated workshops as presented in the consultant's report.

8. Attachments

1. Customer Experience Action Plan – 2016/17.
2. Customer Experience Review Report and Recommendations – Votar Partners.

Customer Experience Action Plan – 2016/17

A. Service Culture – Implementing internal processes that will embed a culture of customer centric service across the organisation				
Actions	Recommendation	Impact & Benefits	Implementation	Timeline
Mandatory Customer Service training for all staff	Embed a customer-driven service culture	<ul style="list-style-type: none"> - Identifying and delivering excellent Customer Service - all staff - Developing tools for positive customer interaction –front-line - Focused training on assisting elderly and less able –front-line - Fosters a culture of positive customer interaction - Staff are given the tools to handle customer queries - Staff interact in a way that promotes a positive Council image - Values aligned Customer Service 	Driven by People, Culture & Learning Existing L&D budget (core competency)	Continuous Roll Out
Identifying and establishing Customer Service Buddies in each sub-program	Embed a customer-driven service culture Move to a more proactive service delivery model	<ul style="list-style-type: none"> - Staff are buddied with new starters to mentor them in all aspects of customer service and to educate on Customer Service tools, systems and processes - Staff are encouraged to drive innovation in customer service delivery in their area and across Council - Staff interact with the Manager, Customer Service and partners in their area to establish effective two way communication - Staff are a valued part of the cultural change - Service delivery improvements are proactive not reactive - Good habits are fostered from day one 	Existing staff Driven by Executive Managers	Late 2016
Knowledge Database for customer queries	Operational Improvements	<ul style="list-style-type: none"> - All staff have access to a Centralised Knowledge Database enabling them to assist customers with information about all areas of Council - Teams are responsible for updating information on their area with a focus on customer communication - Customers receive a consistent response regardless of who they contact 	Included in Digital Roadmap Driven by Executive Managers	Roll Out in Q4

B. Service Tools and Support - Improving the way that customers interact with Council				
Actions	Recommendation	Impact & Benefits	Implementation	Timeline
Online parking permit application and payment	Operational Improvements – flexible online payment options	<ul style="list-style-type: none"> - Customers able to upload documents and make payments for permits via Council website - Reduced wait times in centre - Ease of use from home - High priority for customers based on survey results 	Staff training Included in Digital Strategy	Late 2016 / Early 2017
Concierge at Customer Service Centre during peak periods	Increase personal Service Enhance Customer Service Centre	<ul style="list-style-type: none"> - Customers greeted on arrival and assisted at first point of contact - Simple queries resolved instead of waiting to be served at the Front Counter - Customer' applications reviewed for eligibility and required documentation prior to waiting for counter service - Online credit card payments processed without waiting - Focus on providing assistance to elderly and less able customers 	Additional staffing required – Q2 budget amendment Multi-skilled Customer Service staff member	Available in Customer Service Centre from Q4 2015/16
Information Pack for Seniors	Increase personal Service Enhance Customer Service Centre	<ul style="list-style-type: none"> - Customised information pack highlighting all of Council's Services available to older customers e.g. Grass Mowing Application Form, Carer's Parking Permit, Pensioner Concession Form for Rate Payers - Information pack available at Customer Service Centre, Seniors Centre, Library and other key locations - Proactive provision of information in a suitable format 	Partner with Caring Waverley and Positioning Waverley	Roll out in Seniors Week 2016
Trial of extended trading hours on Thursdays	Enhance Customer Service Centre	<ul style="list-style-type: none"> - Extended hours in line with late night shopping - Working customers have the ability to visit the centre outside of normal business hours - Reduction in ongoing email communication and delays in response - High priority for customers based on survey results 	Additional staffing required – Q2 budget amendment Systems / Infrastructure in place	Available from Q4 2015/16

C. Customer Insight - Establishing a framework for customer consultation and continuous review				
Actions	Recommendation	Impact & Benefits	Implementation	Timeline
Surveys for Ongoing Customer feedback via phone, CRM and ticket system	Improve measurement and reporting Operational improvements	<ul style="list-style-type: none"> - Customers able to leave simple and easy feedback at the end of their transaction <ul style="list-style-type: none"> - end of call survey - link to online survey via CRM/email - instant survey at ticket system - Feedback from customers is immediate and issue specific - Unresolved issues can be identified prior to escalation - Customers become a valued part of the cultural change - Provides ongoing real-time data and reporting to drive customer-driven improvements 	Minimal upgrade to systems No additional budget required	Online survey linked to CRM / email rolled out in Q4 Other options to be implemented late 2016 / early 2017
Trial of new Customer Workflow for Older People	Increase personal Service Improve measurement and reporting Operational improvements	<ul style="list-style-type: none"> - Continuous monitoring and follow up of services provided to older people by Council and external agencies - Creation of new process map to improve whole of customer journey for older people - Identify key areas to improve customer experience - Highlight potential opportunities for additional service provision 	Minimal upgrade to systems No additional budget required Caring Waverley and Customer First to review and roll out	Roll Out Q4 2015/16



W A V E R L E Y
C O U N C I L

Customer Experience Review

Report and Recommendations

This report presents the outcomes of a review of the current Customer Experience at Waverley, based on customer and stakeholder feedback, and presents recommendations to improve the Experience

VOTAR PARTNERS
BUSINESS CONSULTING SERVICES



FS 614929



Document Version History

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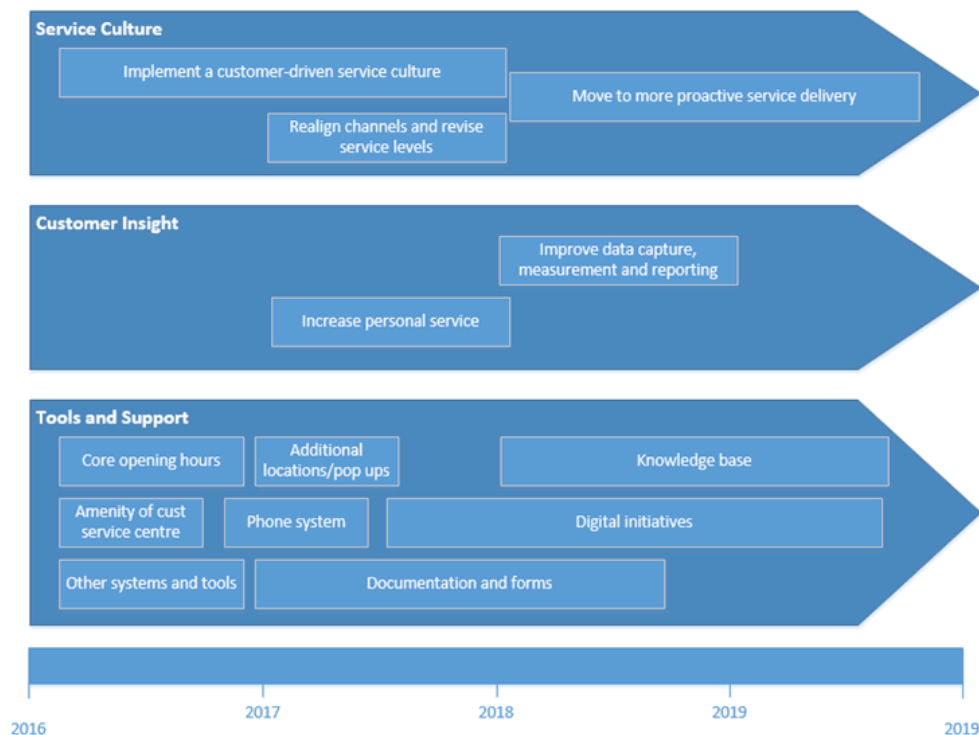
Executive Summary

The Waverley Council Customer Experience Review is intended to provide guidance to Waverley on the current state of the Customer Experience, and a direction for improvements that will move Council toward the desired future state.

In conducting this review we found that the current state of the Customer Experience is satisfactory, with good outcomes from the Customer Survey. However, our findings also suggest that there is room for improvement in many aspects of delivering an optimum Customer Experience that reflects the desired future state.

The diagram below presents:

- A high level summary of the proposed initiatives
- Summarised into three key objectives of service culture, customer insight and tools and support
- Mapped against a proposed timeline for implementation





1. Introduction

1.1 Purpose and Objectives

The purpose of this report is to articulate Waverley's vision for the Customer Experience, and its strategic approach to continuous improvement in meeting the needs of customers. This report endeavours to achieve a common understanding across the organisation as to what constitutes 'the Waverley Customer Experience'.

This report aims to ensure that Waverley is Customer Driven. It aims to improve the quality of the Customer Experience in Waverley.

The report is intended to be a "whole of organisation" approach. Irrespective of where in Council people work, a common set of principles and behaviours should apply. The intention is to achieve a common commitment and understanding across the entire organisation, leading to consistency in the Customer Experience moving forward.

To aid interpretation of this report, a glossary of definitions and acronyms is presented in Appendix 1.

1.2 Customer Experience Trends

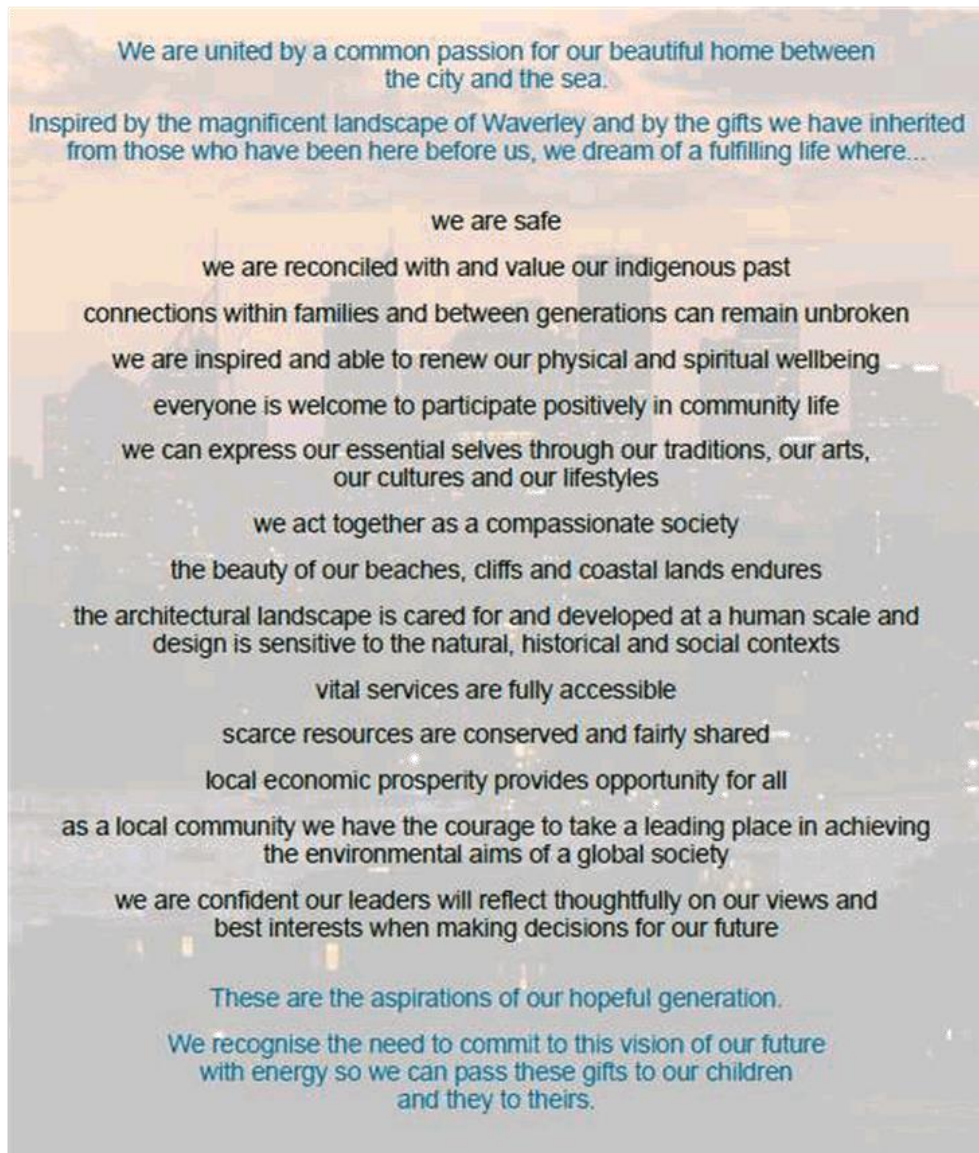
The following diagram presents the trends that are currently impacting the customer service/customer experience industry globally, and the key influencing factors for each. These trends provide context to discussions later in this report.





1.3 Waverley's Community Vision

The community vision for Waverley¹ is:



¹ Waverley Together 3 – Our community's strategic plan for 2013-25, Waverley Council, 2013



1.4 Organisational Mission, Vision and Values

The 2015-16 Operational Plan introduced a new mission, vision and values for Waverley.

The General Manager's statement in the Operational Plan embraced a strong focus on Customer Service:

...there are several changes we have already made, which will make a difference to the way the plan is delivered.

- We have pledged to be an 'easy to do business with' Council*
- We want to be an enabling Council*
- And we want a strong focus on customer service*

... It is not what's in the plan that matters the most – it is how we deliver it that counts. We want people to be amazed at the services we deliver and by the customer service experience along the way

The plan included 3 key priorities for 2015/16; one of which was to implement a range of 'easy to do business with Council' initiatives.

Our Organisational Vision

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

Our Mission

Wow! This is Waverley

Our Values

- Together
- Responsible
- Engaging
- Creative

1.5 Waverley Structure

Waverley, like all Councils, is a complex organisation providing a range of services, advice, and support to the community. It comprises 4 program areas, each with a number of sub-program areas responsible for delivering particular services. Waverley's customers have a diversity of needs for these services.

It is important to note that Waverley's structure is not important to customers who are trying to access services, rather their concern is with the ease of accessibility, and the quality and speed of response. An excellent Customer Experience involves the organisational structure being invisible to the customer.



1.6 Methodology

Waverley engaged Votar Partners to assist in developing this report and recommended initiatives.

In preparing the report we:

- Undertook extensive consultation with internal stakeholders
- Conducted a customer survey, with a statistically significant number of responses, to gather information on customer expectations, experiences and satisfaction
- Facilitated a customer focus group for a more detailed customer perspective

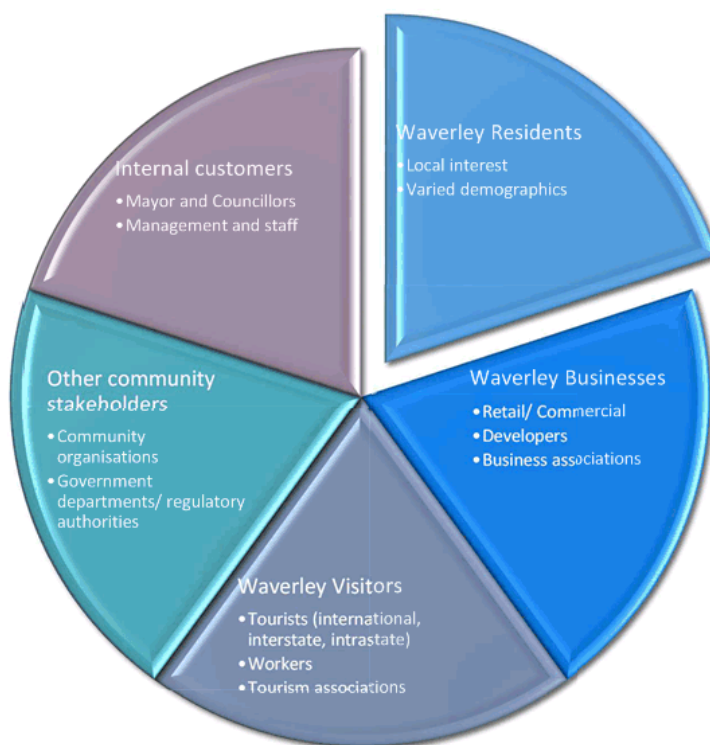


2. Waverley's Customers

2.1 Who are our Customers?

A customer is anyone who has a direct relationship with, or is directly affected by Waverley; and who receives, uses, or relies on one or more of the services we provide.

Waverley has a broad range of customers, which may be represented by the following diagram:



In delivering an amazing Customer Experience, it is necessary for all Waverley staff to have a deeper appreciation of the diversity of customers. To facilitate this we have included, in Appendix 2, a series of Customer Personas. These personas are representations of the types of customers that should be considered in everything we do at Waverley.

We cannot be considered to be providing an excellent Customer Experience unless each of these personas have been considered and would be satisfied with the experience. As such, all written customer-facing material and processes should be viewed through the 'lens' of the various personas to assess their suitability, identify opportunities for improvement, and to evaluate, understand the impact of any proposed changes and adopt strategies that will minimise negativity and disruption.



2.2 Empirical data – Customer survey

In October 2015, we undertook a customer survey to understand customer expectations and satisfaction levels.

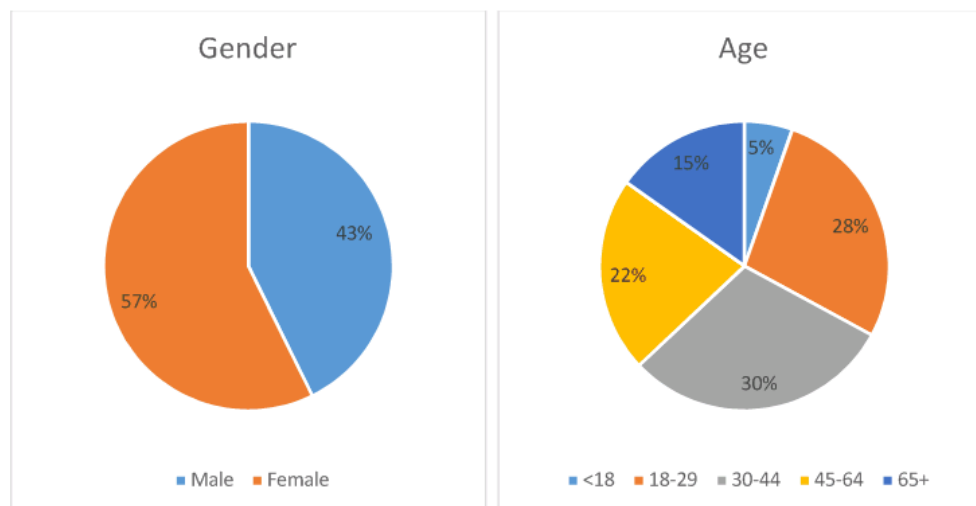
The survey was conducted via:

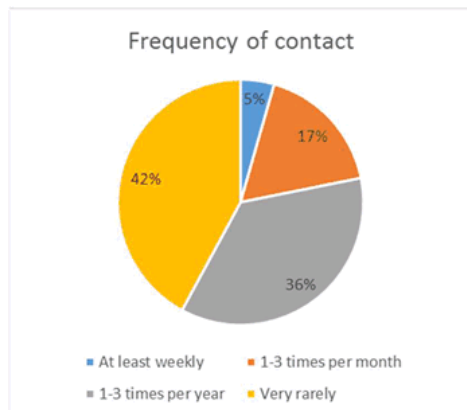
- An online survey via the Have Your Say Waverley website
- Hardcopy surveys which were available at key customer interaction points, such as the Customer Service Centre, Bondi Pavilion, Mill Hill Centre, and Waverley Library
- Intercept surveys, in which Council staff approached passers-by to request them to participate in the survey, and ran through the questions on the spot, were conducted at key locations around the Local Government Area throughout October

A total of 316 responses were received. For statistical purposes, this is considered to be a representative sample size. This sample size, based on the population size, provides a confidence interval (margin for error) of 5.51% at the 95% confidence level (certainty). What this means is that we can be 95% certain that the percentages reported in the survey outcomes differ by no more than 5.51% from the actual, whole population responses.

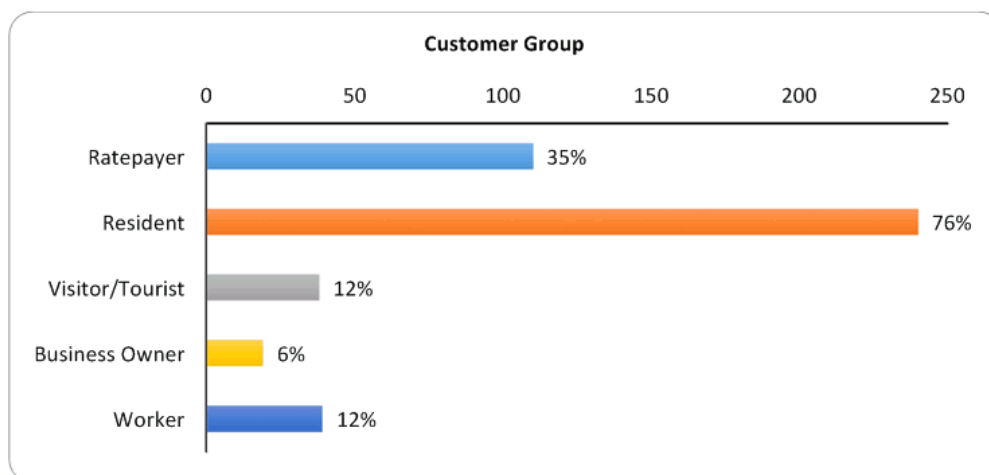
2.2.1 Demographics

The following graphs present the demographic data of the survey participants. Demographically, the customers surveyed appear to be fairly representative; perhaps weighted slightly towards females. Customers covered a good cross-section of ages, from youths to seniors. The frequency of contact appears to be representative, noting that a large percentage of customers contact Council very rarely.





Various customer types were represented, as outlined in the graph below. Note that customers could be in more than one of these categories, so the total is more than 100%.



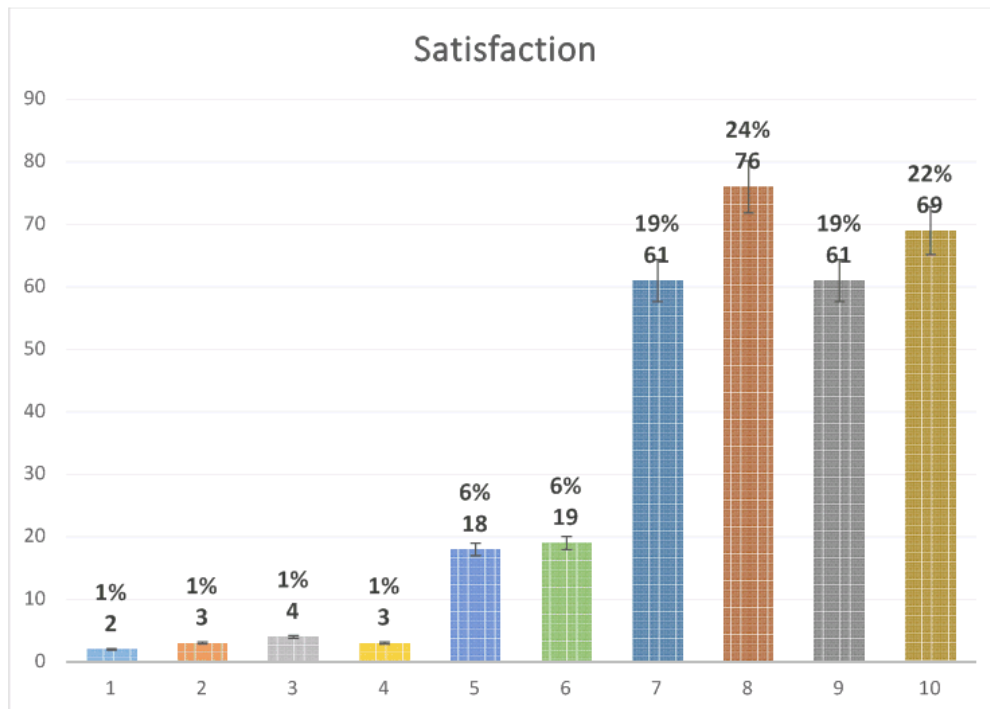
2.3 Current satisfaction levels

2.3.1 Overall

We asked customers 'how satisfied are you with the services provided by us, overall?', where 1 was very dissatisfied and 10 was very satisfied.

The overall average satisfaction score was a pleasing 7.94 (out of 10), suggesting that customers are quite satisfied with the overall service provided. However, there is some room for improvement in moving a larger proportion of customers to 'very satisfied'.

The responses are analysed in the following graph:



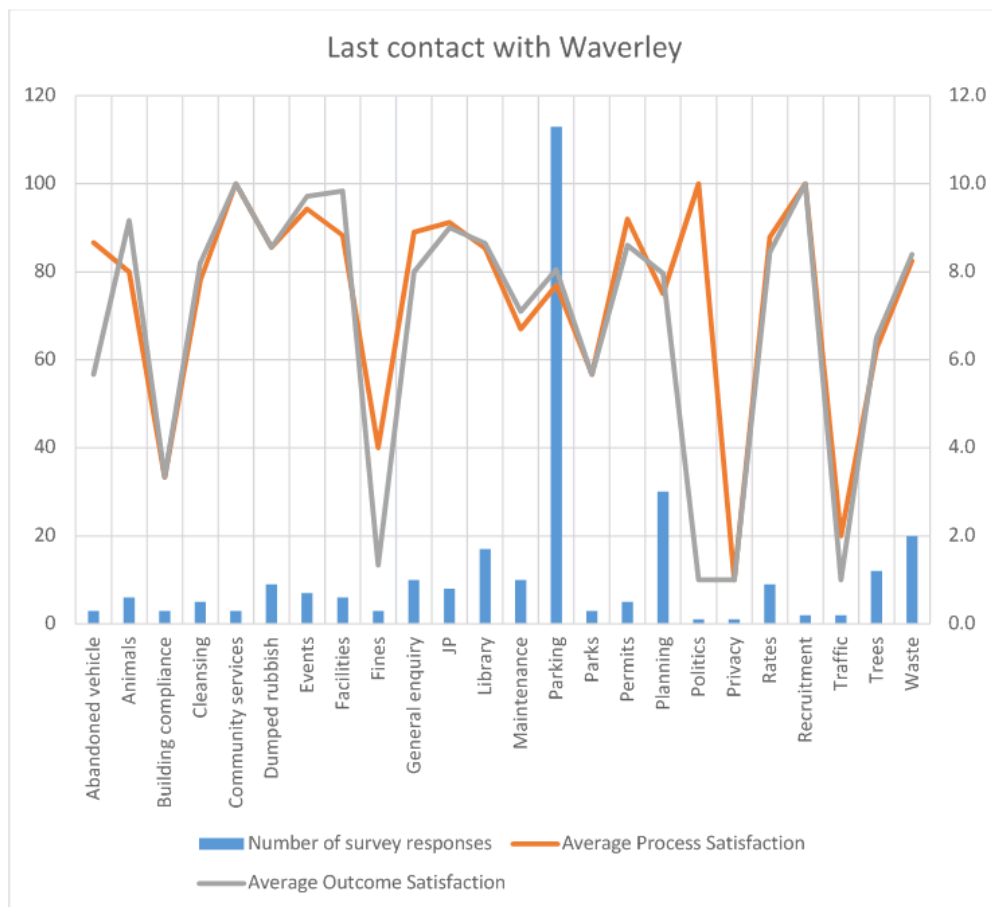
In the above graph, the statistical margin for error is represented by the lines at the top of each bar, which indicate the range of possible results at the 95% confidence interval.

2.3.2 Transactional satisfaction

We then examined the transactional satisfaction, asking 'Thinking about the last time you contacted us, what was it about, and how happy were you with the process and outcome?'

The customers who were unable to answer these questions because they have not made contact with Council recently, were omitted from this analysis. It should be noted that the accuracy of these results is limited by elapsed time since contact was made.

The satisfaction levels vary widely based on the nature of the contact, with some areas scoring very high satisfaction, and others very low, as illustrated in the graph below.



This graph reveals that the vast majority of contacts were regarding parking matters, followed by planning, waste, library and trees. This matches the anecdotal evidence provided by Customer Service.

It can be seen that the process satisfaction sometimes differed widely from the outcome satisfaction. This occurred primarily in enforcement (fines) and 'politically based' transactions (for example those that were a commentary on current Councillors). Interestingly, abandoned vehicles also fell into this category. Anecdotally, this appears to be due to dissatisfaction with the timeframes involved in removing these vehicles. These results illustrate the point that it is possible for a customer to be satisfied with the way Council handled their request, even when they are not happy with how it turned out.

It is also evident that some areas scored poorly on both satisfaction with the process and the outcome; these are more concerning, as they illustrate that perhaps the customer is not being communicated with appropriately, or kept informed throughout the process.

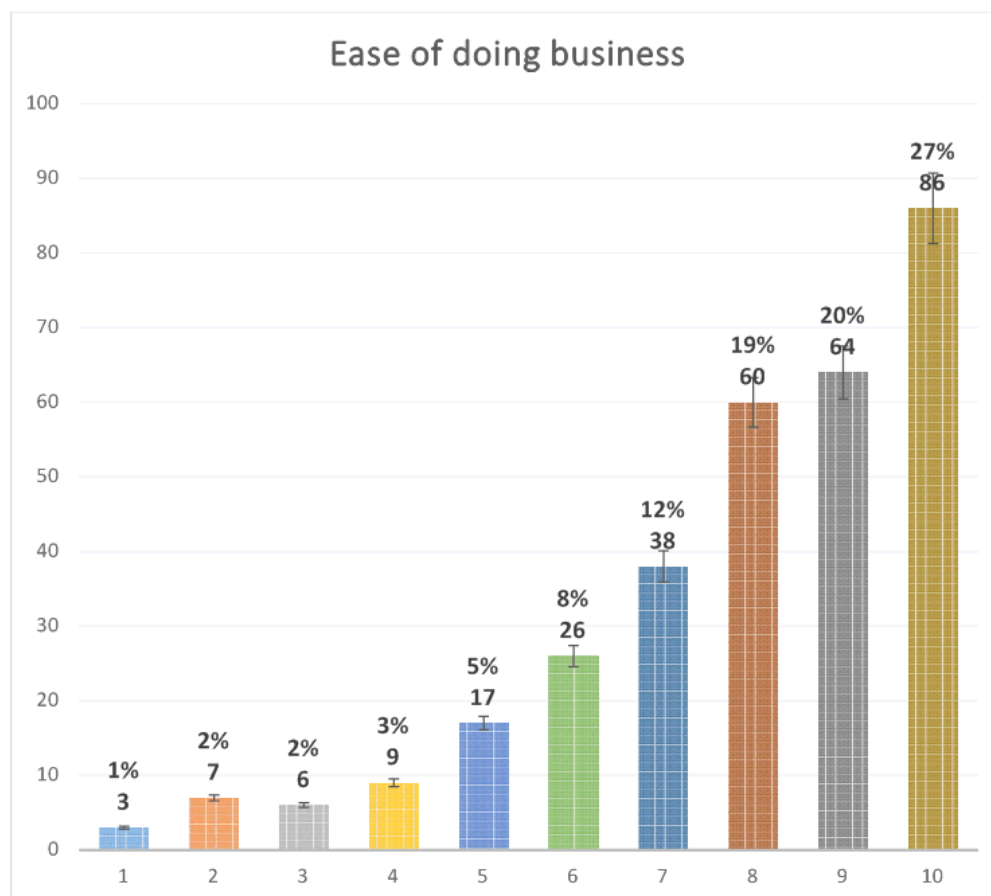


2.4 Ease of doing business

We asked customers 'how easy is it to do business with us?', where 1 was very difficult and 10 was very easy.

The overall average score was a pleasing 7.89 (out of 10), suggesting that customers in general find it quite easy to do business with Waverley. However, again there is room for increasing the number of customers who find it 'very easy'.

The responses are analysed in the following graph:



Once again, the statistical margin for error is represented by the lines at the top of each bar, which indicate the range of possible results at the 95% confidence interval.

2.5 Customer preferences

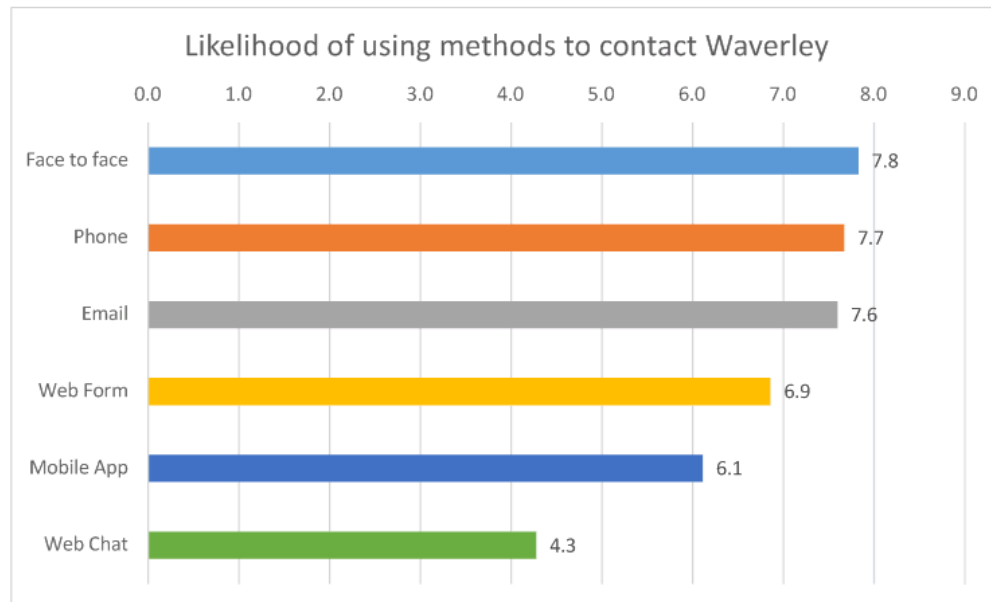
2.5.1 Channel preferences – initial contact

We asked customers: 'If all of these options for contacting us were available, how likely would you be to use them?', where 1 is very unlikely and 10 is very likely.



The results show that the traditional channels are still very popular amongst the Customer base, with face to face, phone and email having the highest scores.

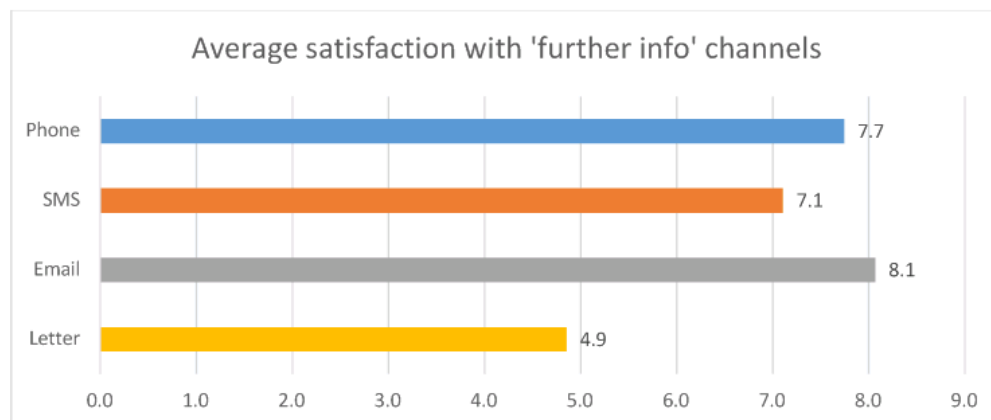
However, web forms and a mobile app are highly desirable, while web chat is an emerging channel.



2.5.2 Channel preferences – further information

We asked customers 'If council needs to contact you to ask for some more details about a service request, how happy are you with us using each of the following methods?'

The results show that there is a slight preference for Council to email rather than calling the customer for further information; however any channel that provides for timely communication is acceptable. Surprisingly (as it is the default mechanism for many areas of Council), a formal letter was the least preferred channel.



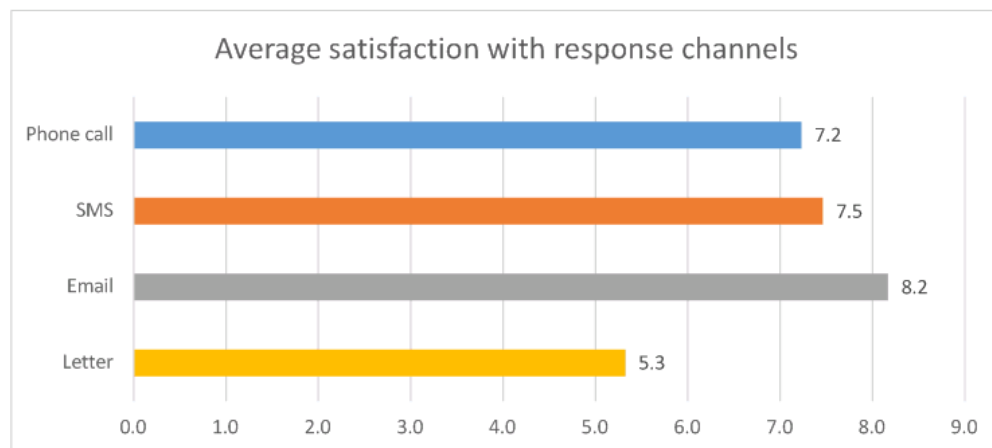


2.5.3 Channel preferences – response

We asked customers: ‘What about to tell you that we’ve completed the work?’

The (possibly surprising) results here show a slight preference for a channel that does not require any interaction (ie email or SMS). The current default is to phone the customer, and while this scores reasonably highly, Council should consider email or SMS to be an equal or better mechanism, where available.

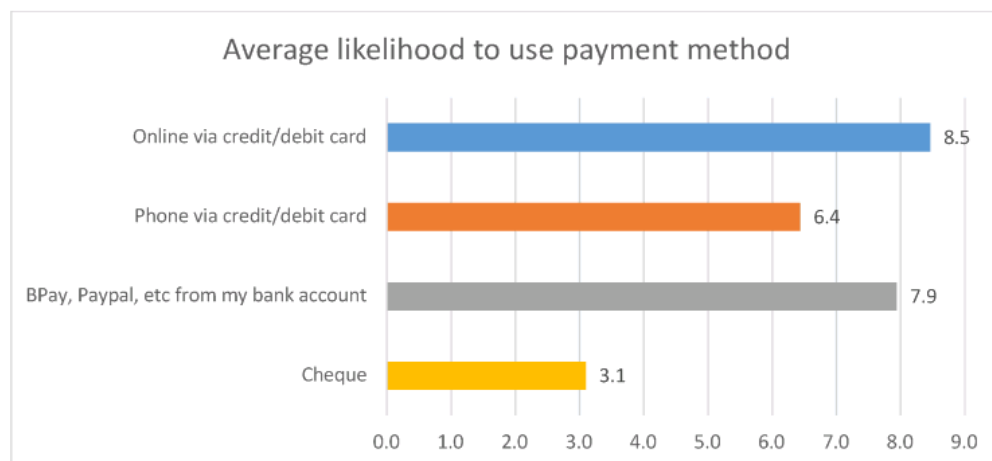
Once again, it is possibly surprising that a formal letter scored an average satisfaction score. It is clear this should no longer be the default response channel.



2.5.4 Payment methods

We asked ‘If all the following payment methods were available, how likely would you be to use each of them?’

The responses, shown in the graph below, confirm that customers are seeking a simple, online payment method, which must apply to all Council payments (not just rates). Cheques are a disappearing payment method.





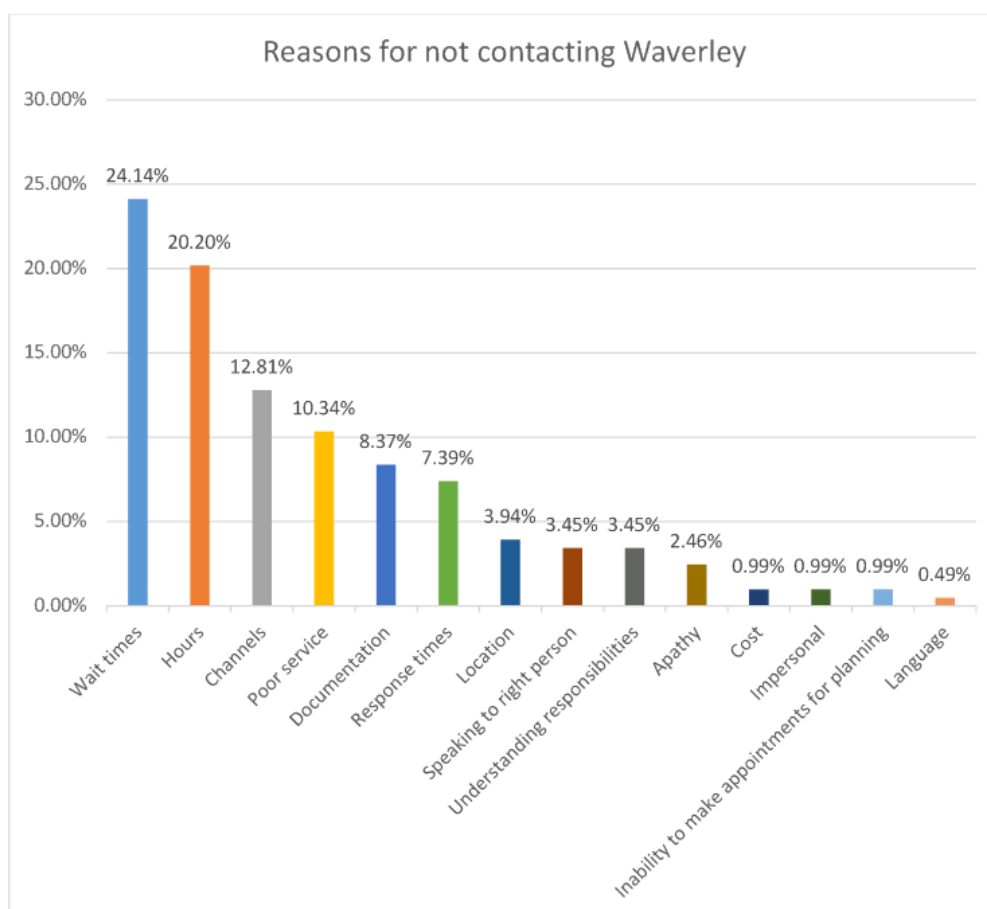
2.6 Customer expectations

2.6.1 What would stop Customers contacting us?

We asked "If you noticed something that needed our attention, what would STOP you from contacting us?"

The responses to this question uncovered some key areas of frustration with the current service offering.

In particular the wait times, opening hours, available channels and documentation requirements are barriers. An alarming percentage of customers cited perceptions of poor service and slow response times.



2.6.2 What could Waverley do better?

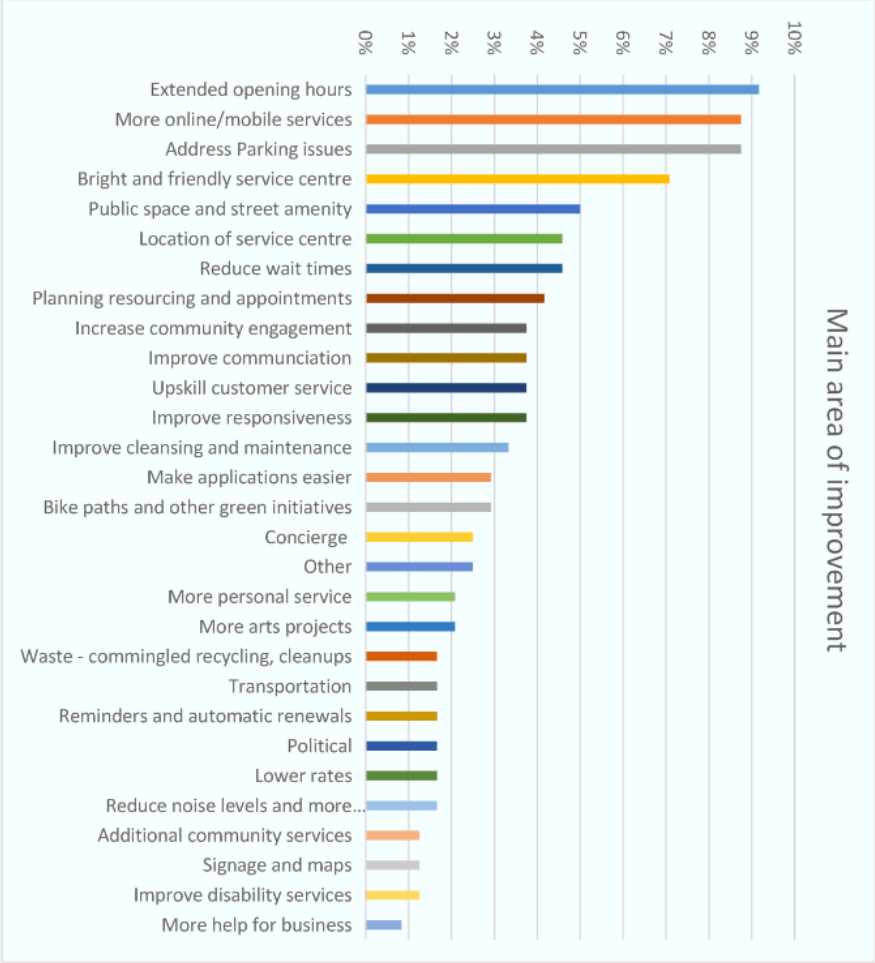
We asked 'What's one thing we could do better?'

Again this reveals some of the key concerns with the current service levels.

From a Customer Service viewpoint, opening hours; online/mobile services; wait times and the location and 'vibe' of the service centre featured prominently.



In addition, parking and public space/street amenity are key concerns of customers.



2.6.3 Great service

We asked customers 'Where do you get great service, and what's great about it?'

Customers mentioned organisations such as:

- Apple
- Westfield
- Service NSW
- Waverley Library
- Go Get

Citing reasons such as:

- Personal service
- Concierge
- Friendly service
- Online services
- Quick response

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3. Future State

3.1 Customer Value Proposition

The customer value proposition (CVP) is a foundation for the provision of service moving forward. The CVP reflects an engaging vision which provides a sense of direction, purpose, value and meaning. It is designed to communicate to customers 'who we are', and what you can expect when you deal with us.

We are all Council. Be the person you'd like to engage with today.

The CVP is aligned with Council's mission, vision and values. In particular it is noted that the value of Engaging relates directly to the Customer Experience.

The CVP was developed in collaboration with the Steering Group and the Communications team and is influenced by the feedback from the customer survey. It is our promise to our customers of consistently great customer service over the whole organisation, at the same time it is a motivating statement to enable staff to feel empowered to deliver quality customer service.

The Waverley Customer Experience should be consistent and predictable across Council. The attitude and tone of all staff must reflect the CVP and the values. Staff should be easily identifiable via a consistent image, which may include uniforms for customer facing staff, name tags, etc.

3.2 The Services offered by Waverley

Waverley offers a broad range of services to its customers, and all of these contribute to the Customer Experience. It is important to distinguish between these service types and to use the terms consistently. These service types are referred to throughout this report:

- Reactive/transactional services – where the customer contacts Waverley (or an officer thereof); it could be a:
 - Simple enquiry – an enquiry that is (or should be) able to be answered from information available in knowledge bases
 - Complex enquiry – an enquiry that is sufficiently complex or technical to require reference to a specialist or expert
 - Request for service – a standard 'first request' for service that is referred to a business unit for action (includes submission of an application form)
 - Complaint – an issue about the Quality of Service, a Policy or Procedure or the Behaviour of Staff
 - Compliment – a comment regarding a matter that has been handled in a way that exceeds expectations
 - Offered opinion or comment – where the customer makes a general comment about the way Waverley should conduct itself, or provides unsolicited input to decision making, etc.
- Proactive services – where service is delivered routinely, not in response to a particular request, which may be a:
 - Regular or planned service
 - Project



- Information published
- Consultation/community engagement – where we work with the community to engage them in Waverley's decision making. This may range from informing to consulting to active participation in decision making

3.3 Principles of an Amazing Customer Experience

The following principles and techniques should form part of the new Customer Experience:

3.3.1 Principles for delivering a great experience

Delivering a great Customer Experience is about creating an experience that builds a connection with a customer, by demonstrating:

- Appreciation/empathy for the customer
- An understanding of their issues
- A willingness to help, take care of the customer, and take ownership of their issue
- Responsiveness, ensuring that the loop is closed on all customer contacts

This report is about embedding a customer driven culture at Waverley. It is a culture that builds relationship and connection, and includes a willingness and genuine desire to:

- Understand customers and their needs, and to see the world from their perspective
- Meet customers where they are, for example by using terminology that is familiar to customers rather than expecting them to understand Council jargon
- Deal with the person (emotions) rather than just the facts
- Deliver more than the customer expects
- Improve the overall Customer Experience
- Take responsibility and be accountable for what we say and do
- Respond promptly to customers
- Provide options and seek the best solutions for customers
- Provide personalised service experiences

The customer driven approach puts the customer at the heart of the organisation, implying that:

- We think like our customers
- We know customers are the reason we exist
- We do things that work for our customers
- We always consider customers before decisions are made

To do this we must build structures and processes around the customer (considering a range of customer types by running the structures and processes through the 'lens' of the Customer Personas), rather than expecting the customer to fit in around Waverley's structures and processes.

The overall aspiration is to provide an amazing Customer Experience, with the culture embedded throughout the organisation, and for Waverley to be viewed as an industry leader in Customer Experience.



3.3.2 Principles for managing customer expectations

Underpromise and Overdeliver

It is a customer service principle that customers will be more satisfied if a service is delivered in a manner that exceeds expectations

- Interestingly, this phenomenon is experienced even when the organisation sets an expectation that is well beyond their initial expectations
- The classic example of this is Disneyland, where on busy days the queues are extremely long. Staff were getting a lot of negative feedback once customers reached the front of the queue, so management decide to put signs along the queue announcing 'the wait is x minutes/hours long from this point'. But they made sure the wait time was overestimated, so if customers joined the queue thinking they wait time was 90 minutes, they would actually be at the front within 75 minutes, and be delighted!
- So any promised outcome or timeframe should be set at an easily achievable level, and where possible we should look to exceed the expectations set. When we can do this the customer will be satisfied, even delighted, even when their initial expectation was higher
- The opposite, overpromising and underdelivering, is almost certain to result in unhappy customers, even if we deliver more than the customer originally expected
- Note that the customer will regard any undertaking, including 'I will try' or 'I might', as a promise
- Therefore, every time we indicate that we can or 'might be able to' assist with a matter, we raise the customer's expectations
- Customer education is key to managing expectations

Service levels

It is critical for to be clear, across all the service lines, as to what level of service is practicable to provide. This includes:

- 'Ownership/boundary issues'
 - What services/physical areas does Council own or take responsibility for?
 - How far do we go with issues that do not 'belong' to Waverley?
- What service level (timeframe/outcome) is possible with available resourcing and powers?

Other promises

Where promises (outside of normal service levels) are made:

- The resource implications must be considered
- It is necessary to record them and track progress
 - Where a customer is given an undertaking in relation to a current matter (eg I will get back to you within 1 week), this should be recorded and a reminder set up
 - Where a customer is given an undertaking regarding additional services to be delivered (eg increased frequency of maintenance, redevelopment of a park) this must be recorded with a due date in the future for tracking purposes



Responding to customers

Appropriate responses

The tone and content of responses is critical to the Customer Experience:

- It is important to avoid reliance on policy and bureaucracy. That is, customers want to know the 'why' behind the policy, not simply be given the answer that 'this falls outside our policy'
- Customers do not like feeling that their individual circumstances have not been considered
- However, it is necessary to get the balance right in order to provide an adequate explanation for a decision or course of action without overwhelming the customer with 'too much information'
- Where a customer has a series of questions, the best Customer Experience comes from getting a single consolidated response rather than a series of responses that leave them wondering whether their other queries will be answered.

Knowing How to Say No

- Being a regulatory agency, the 'golden rule' that 'the customer is always right' does not always apply
- There is often a need to apply a limit, or to balance the needs of competing customers/customer groups
- When it is not possible to give the customer what they would like, it is still possible for a customer to feel that he or she has been heard and has been treated fairly
- A number of techniques may be used to convey concern and understanding:
 - Give the customer the best explanation you can
 - Be open and honest with customers concerning laws and policies of the organisation, where possible providing the *reasons behind* the law or policy (eg if we gave everyone in your position an extra parking permit there would not be enough places to park)
 - Use empathy. It's OK to say 'I can see this is really difficult/frustrating for you'
 - Use feel, felt, found; 'I know how you feel, I felt the same way when XXX happened to me, but what I found was...'
- Being professional and considerate of a customer's viewpoint enhances their view of the organisation; even when the customer may be disappointed with the outcome

Complaints and Escalations

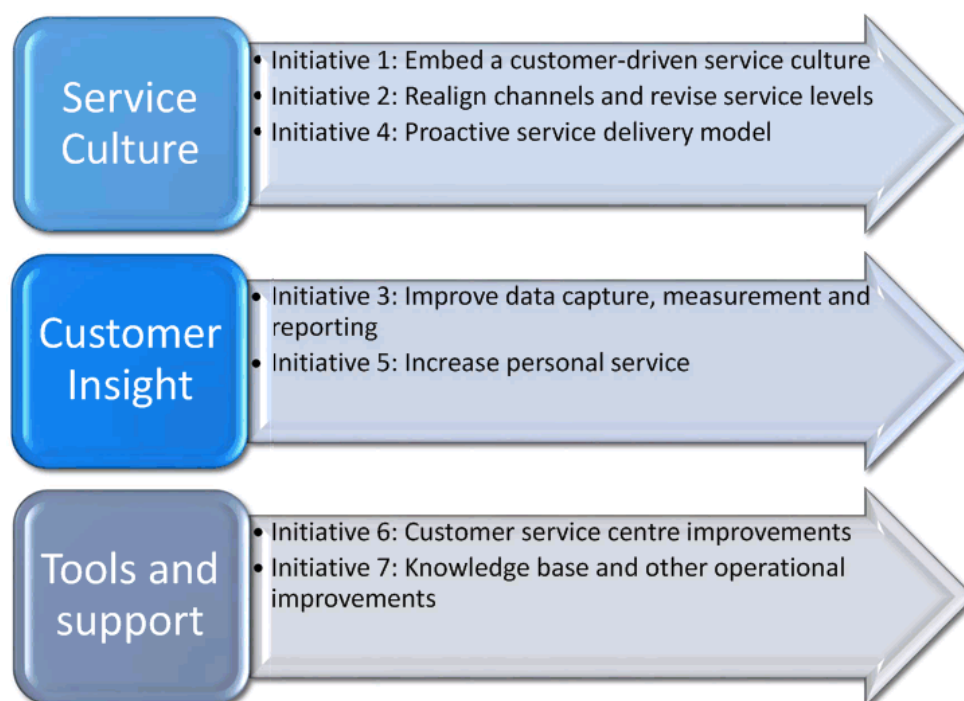
- Council has a responsibility to provide adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively. Therefore we must balance the demands of some against the general requirement not to misuse resources.
- Policies must be framed in light of the actions that Council is prepared to enforce. If Council is aware of special considerations that would result in exceptions, these must be included in the policy. Where discretion is allowed, guidelines on the use of discretion must be available.
- Ideally, where staff follow the above principles, customers will not be aggrieved about decisions made.



- However, it is inevitable that some customers will still lodge a complaint or appeal a decision; particularly where they are used to being able to make a fuss to 'get their own way'.
- In these cases, in order to ensure consistency, the decision should be reviewed against the policy.
- Where proper processes have been followed by staff in determining a matter (including use of discretion and noting of any special considerations), the decision should be supported upon escalation.
- Reversals of decisions should be reserved for instances where proper process has not been followed, or there are extra considerations raised.
- Where management decides to overturn a decision, the reasons for this direction must be conveyed to the business unit in order that guidelines and processes can be amended for future reference.

3.4 Key Objectives

We have identified 3 key objectives for optimising the Customer Experience, and these are facilitated by the initiatives indicated in the graphic below:





4. Initiatives

The following initiatives will move Waverley toward the desired future state.

The Background presented in each Initiative is based on the findings gathered via the Customer Experience Survey and consultation. The Discussion presents our analysis and other considerations. Recommendations to address the findings are then presented.

4.1 Initiative 1: Embed a Customer-driven Service Culture

4.1.1 Background

The following are perceptions relating to the current service culture:

- The service provided to customers, and the resulting experience, is variable across the organisation
- Not all areas of Council see themselves as responsible for the Customer Experience; it is commonly seen as 'the work of Customer Service Staff'
- Some business units are not engaged with customer service activities
- There is not a corporate strategy or approach to the Customer Experience delivered by the whole organisation
- There is not a clear shared definition of what customer service means; it tends to be variable dependent upon the business unit, and focused totally on *their* interface with the customer
- There is also no clear shared vision within Council of what 'good service' looks like
- Training, in particular Customer Service training, has been a lower priority in recent years

4.1.2 Discussion

The following barriers to embedding a customer-driven service culture have been identified

- The lack of clear, universally understood defined service types – this can be addressed by embedding the service types outlined in s3.2
- The lack of understanding of the breadth of different customer types – this can be addressed by embedding the information provided in s2.1 and the customer personas in Appendix 2
- Inability to empathise with customers – also to be addressed via the customer personas
- Competing priorities and lack of available resource bandwidth – to be carefully managed via the action plan, and ongoingly via prioritisation
- Lack of executive sponsorship and perceived priority at a strategic level – see Leadership and Governance below



4.1.3 Recommendations

Culture

- Embed a customer-driven service culture, with the following core principles, throughout the entire organisation
 - The Customer Experience is the responsibility of every Council employee or representative (eg Contractor)
 - Every contact with a customer reflects on the organisation
 - Customers can expect a consistent level of service regardless of who at Council they deal with
 - Every employee or representative understands their role in and contribution to the Customer Experience
 - The most important thing is to 'do the right thing' by the customer
 - Field-based staff act as 'customer service ambassadors' who are happy to assist customers they encounter in the field
 - At a minimum this includes being friendly and pointing customers in the direction of a suitable channel
 - When suitably empowered with tools and training, this may include responding to enquiries or even logging requests
 - Employees take ownership of issues, either resolving them or ensuring that they are passed to someone who is able to resolve them (i.e. taking ownership of the handoff)
- Work with the Cultural Optimisation Group (COG) and Senior Leadership Team (SLT) to embed this culture throughout the organisation. Opportunities include:
 - Develop a 'Customer Experience Bootcamp' – an ongoing program of formal and informal training for all staff; both new starters during induction, and rolling refreshers for all staff
 - Formal modules would include the items outlined in s3
 - Informal sessions would include 'bootcamp' spending time with a customer service officer in the call centre, and with customer facing staff in the field
 - Ongoing use of the Customer Personas and Journey Maps to build empathy
 - All new programs and customer facing materials should be run through the 'lens' of the various customer personas to assess the impact and ensure the communications are appropriate
 - Journey maps can be compiled for any service or transaction; these should again be considered from the perspective of a range of personas
- Encourage innovation
 - Staff should be encouraged and rewarded for delivering innovations in customer service delivery

Communication

- Implement the measures outline in s3.3 to improve communication with the customer
- Provide for enhanced communication for the higher maintenance customers by implementing the measures in s4.5



- Internal communications
 - Facilitate better internal communications to reduce duplication of effort.
 - Culturally, staff should be encouraged to think about what other parts of the organisation might have a stake in their project, task or activity, and to involve those stakeholders appropriately
 - Tools such as a chat service and teleconferences would greatly facilitate this, given the geographical distribution of the organisation.

Leadership and Governance

- Embedding the Customer Experience culture throughout the organisation will be supported by implementing a Customer Experience governance structure. This will include:
 - Leadership
 - Leadership will be the major influencer of the success of this review, in particular of this initiative
 - Directors and Executives to make a commitment to service excellence in their own roles, knowing how to both 'talk the talk' (via frequent and visible communication) and 'walk the walk' (via effective role modelling)
 - Customer Experience Steering Group
 - Responsible for ownership of the implementation of the recommended initiatives
 - Customer Experience Champions or Buddies
 - Should be appointed throughout the organisation to assist in implementing the initiatives, embedding of organisational change, and ongoing continuous improvement
 - Must have a thorough understanding of, and the ability to influence, the sub-program area/s they represent
 - Each new starter will be buddied with a mentor to supplement formal training with on the job training and mentoring on Customer Experience principles, tools, systems and processes.
- In addition, more rigorous processes should apply to the embedding of Customer Experience responsibilities throughout the organisation. This would include:
 - Each sub-program area embedding customer service elements in their business plans
 - Who are your customers?
 - How will you consult?
 - How will you deliver customer service?
 - How will you measure outcomes?
 - Including responsibilities in job descriptions and performance plans (cascading from business plans)
 - Discuss and assessing Customer Experience responsibilities and capabilities during all recruitment processes

Training

- Customer experience training should be consistent across the organisation, and must include agency and temporary staff



- Training must be thorough and ongoing (both to new starters at induction, and ongoing refreshers for existing staff) in order to maintain consistency
- A training program to be developed with 'mandatory courses' for all staff to form part of their individual training plans
- Training may be delivered by a combination of face-to-face and online courses
- Face-to-face training should be delivered by a trainer skilled in 'soft skills' type training, such as communication, service, negotiation and behaviour
- Types of training
 - Principles and fundamentals of amazing service
 - The Customer Experience
 - Empathy
 - Relating to people
 - Active listening
 - Communication skills – verbal and written
 - Other principles
 - Achieving service excellence
 - Customer empathy – understanding the Customer Personas and Customer Journeys, and how to use them
 - The Customer Value Proposition – how we do things at Waverley
 - Familiarisation with the customer service tools – phone systems, customer request system, intranet or knowledge base, website, etc.
- Ongoingly the outcomes measurement data should be used to suggest where training should be focused

4.1.4 Benefits and implementation difficulty

Benefits

- Provides a foundation for all other initiatives
- Develops skills in Customer Experience across the organisation
- Drives cultural change through the organisation
- Provides sponsorship and clear governance

Difficulty/costs

- This is a very far reaching initiative, and will involve staff and management at all levels of Council
- Expect the training to be driven by People, Culture and Learning; the cultural change to be driven by the Cultural Optimisation Group; and the whole program to have Executive sponsorship
- Costs to be borne by the L&D budget, as Customer Service is a core competency

Benefits to Waverley:	Very High
Implementation Difficulty:	Very High
Priority:	Critical (foundation)



4.2 Initiative 2: Realign Channels and Revise Service Levels

4.2.1 Background

- The channels currently available to customers to request reactive service are as follows:
 - Phone call to Council's main line
 - During working hours (8.30am - 5.00pm Monday to Friday) these are all first answered by the call centre
 - After hours a recorded message provides a series of phone numbers for different after hours services; after hours numbers are also provided on the website
 - Face to face at counter
 - Open 8.30am - 5.00pm Monday to Friday
 - In writing
 - Via regular mail, email to main council email, or fax
 - Online via website
 - Waverley's website currently provides an online service request function that links directly to Council's CRM system
 - Mobile
 - Some customers use the Snap Send Solve or My Council Services apps as a mobile solution. However, these requests come in as an email that needs to be reviewed and translated into Council's system, and is then handled as a written request.
 - Direct to an officer via any channel – while not promoted channels, customers may
 - Call an officer directly
 - Email an officer directly
 - Approach an officer in the field
 - Social media – Council has a Facebook page, Twitter account, LinkedIn page and YouTube channel. These are promoted as information channels; however customers do sporadically use them to submit requests where they want to raise awareness or cause a fuss.

Customers may use Facebook Messenger to contact Council. The Facebook page does not allow posts by 'likers'; however people get around this by posting on an unrelated thread or even in the 'reviews' section. There does not appear to be a formal process for ensuring these interactions are acknowledged and actioned, see example to the right. As Social Media is a very public and rapidly growing channel, this is important to consider.





- The service response levels published in the now outdated Customer Charter are based on the channel used by the customer:
 - Phone calls
 - Answer within 60 seconds (CSC) or 7 rings (officer)
 - Return voicemails by the next morning
 - Counter – ‘minimise wait’
 - In writing – 10 days where possible
 - There is no provision in the Charter for digital channels, so it is assumed they fall into the ‘in writing’ service level. Informally the aim is for a 2 business day maximum.
- Current service levels make no distinction between matters of varying priority

The following table illustrates the current ‘reactive service level matrix’:

Channel Service Type	Phone – Call centre	Counter	In writing	Direct to officer	Social Media
Simple enquiry	Immediate response by CS		Rare through regular channels, more likely via website/ app. Charter allows up to 10 days response time	Generally immediate response but no way of knowing	Process is to review comments, and if a response is required will be forwarded to relevant Council officer for response. Aim for a 2 business day max.
Complex enquiry	CS transfer to business unit. Where available may receive immediate response. Otherwise not tracked.		Charter allows up to 10 days response time	Not formally tracked. No way of knowing how these are handled.	
Service request	Log in CRM. Resolution time/ service level varies by request type				
Complaint	Logged in CRM. Max response time 30 days				
Compliment	Logged in CRM				
Opinion/comment	Logged in CRM as Customer Feedback. Response time 5 days if required.				



4.2.2 Discussion

From the above matrix there are clearly inconsistencies in the way that service types are handled dependent upon the channel the customer uses. For example

- A complex enquiry via phone could be answered immediately; could be much longer (or even require the customer to follow up) if the responsible officer is not available; or could be responded to in 2 weeks if submitted in writing
- A simple enquiry submitted via the Web or a mobile app would go through a complex process and likely not receive a response for over 24 hours

From a customer perspective, the current service levels and processes do not appear to match their expectations. A customer thinks first of what they need from Council and then makes contact via the most convenient means available to them. They expect the response time to depend primarily on what service they are asking for.

This is particularly relevant in the increasingly digital world. Customers expect to be able to interact with Council on their own terms and timeframe. This means for example that if they are

Digitally savvy customers

Sophisticated connectivity is no longer just the domain of younger generations, with smartphone usage reaching saturation levels across all age groups. Businesses will need to transition the full suite of their products, services and channel experiences to match the mindset of the digitally empowered, 'always on' customer. This will be critical as the digital native generation becomes the dominant demographic over the next decade.

PwC Australia, September 2014, 'Deciding with data: How data-driven innovation is fuelling Australia's economic growth.'

working on 'household matters' in the middle of the night, they want to send an email or web enquiry; if they are out and about and notice a problem they want to report using their mobile. And in the digital world they expect a (near) instant response.

Customer expectations can be realigned by advising the customer of the anticipated timeframe; and either meeting (or exceeding) that timeframe, or keeping the customer informed when delays ensue.

4.2.3 Recommendations

Realign the reactive service levels to align with the desired Customer Experience, as shown in the proposed matrix below. This involves:

- Service levels based primarily on the service type, and as independent as possible from the channel
- Channels influencing the process to be followed internally
- Defining or confirming the appropriate level of response to each service type – for example, an 'opinion' should really require no response beyond 'thank you for your feedback'



Channel Service Type	CS – Phone or Counter	In writing	Social Media	Via Website	Direct to officer	Via Mobile App
Simple enquiry	Immediate response by CS. Capture details.	Log and provide quick response.	Capture details, refer to CS to post immediate response	Provide self-service options, inc Live Chat	Capture details and respond	Council to develop an app or partner/ integrate with existing provider to facilitate similar service to website
Complex enquiry	If duty officer, contact for immediate response. Otherwise log SR, action to responsible officer	Log SR, action to responsible officer	Log SR, immediately acknowledge, advising that an officer will make contact. Request direct contact details	SR to be auto created and allocated to responsible officer		
Service request	Log SR. Advise customer of expected resolution time	Log SR, acknowledge to advise request no and expected resolution time			Log SR. Advise customer of expected resolution time	
Application	Phone –send form Counter – lodge application form, accept payment	Lodge form, accept payment			Provide link to form	
Complaint	Log in a way that is clearly identifiable as a complaint, action to manager and provide written response within SLA. Implement formal review and approval processes for all complaint responses		Advise that Council investigating. Log, allocate to manager. Request direct contact details	SR to be auto created and allocated to responsible manager	Log and allocate to responsible manager	
Compliment	Log SR within ‘compliment’ category, action as appropriate and thank for feedback					
Opinion/ comment	Log SR within ‘opinion’ category, action as appropriate and thank for feedback			Consider providing online forum	Record if relevant. Thank for feedback.	



To support this recommendation Council should:

- Confirm and embed the definition of each of the service types (see s3.2)
- Ensure *all* contacts are logged/captured
 - For complex enquiries, the recommendation is that unless there is a duty officer, the call is logged. This will avoid phone tag issues, reduce impact of misdirected enquiries, and allow tracking to ensure all customers receive a response. A process is also required to ensure calls transferred to a duty officer are captured
 - Compliments, complaints and opinions to be separately identifiable
 - See also s4.3.3
- Review service levels to ensure they are achievable and meet customer expectations (note, may be variable depending on urgency/priority) for:
 - Complex enquiries and complaints
 - Each service request type
 - Each application type

Challenge the established timeframes; especially where they do not align with customer expectations (for example licence applications)

- Ensure that where service levels will not be met, the customer is contacted proactively to advise of the delay and keep the customer informed
- Update the Customer Service Charter in line with these recommendations
- Work toward making each channel as effective as possible, for example:
 - Integrated online service request forms
 - Live chat integrated into the website
 - Integrated mobile app
- Take measures to gently direct customers to in future use the most effective channel for each service type, from the perspective of the customer (speed of response) and Council (efficiency of process)
 - Note however, that other channels should continue to be available
 - The most efficient are:
 - Simple enquiries
 - Self service via website
 - Phone or live chat
 - Complex enquiries
 - All channels are fairly equal
 - Service requests
 - Integrated online SR forms/mobile app if available
 - Otherwise via CSC
 - Complaints
 - Any channel that allows the maximum amount of information to be captured accurately
 - Compliments
 - However they come!
 - Opinions/comments
 - Formal consultation channels



- Note that Social Media is not the most effective channel for any service type as it does not facilitate a detailed response. It should be discouraged by requesting direct contact details for all complex matters and 'taking offline'.

4.2.4 Benefits and implementation difficulty

Benefits

- Reduces inconsistency in the way service types are handled via different channels
- Improves the Customer Experience
- Guides customers toward more effective and efficient channels

Difficulty/costs

- This is a very far reaching initiative, and will involve staff and management at all levels of Council
- All business units will need to review their service levels and be prepared to commit to the new charter
- Capturing all contacts is a significant change to both process and culture

Benefits to Waverley:	High
Implementation Difficulty:	Very High
Priority:	High

4.3 Initiative 3: Improve Data Capture, Measurement and Reporting

4.3.1 Background

KPIs

- The key KPIs currently are:
 - Aim to answer calls within 60 seconds
 - Call back within 48 hours for unresolved enquiries
 - Acknowledge and respond wherever possible within 10 working days.
- Note that these are all quantitative, and are aligned with the channel, not the service types

Data Capture

- Council does not capture all the information that is received regarding customers and their interactions, either formally or informally, to facilitate data mining for management and decision making
- The following details are noted about the data currently captured for reporting purposes:
 - Front counter statistics are captured via ticket machine, however during quiet periods, not all customers would take a ticket, instead proceeding directly to the counter



- Calls handled/resolved by the Call Centre are captured using basic wrap up codes that identify the subject of the call
- Complaints received by any channel are captured in the CRM for follow up by a manager
- Compliments and complaints are tracked in the CRM system
- Not all contacts that require follow up are logged or tracked to ensure completion – in particular, complex enquiries transferred to officer
- Different contact channels are captured differently, often in different systems
- In addition call resolution/completion data is not routinely entered by the actioning officer
 - Calls are often closed by actioning officer with a simple comment (eg 'done' or 'closed'), rather than details of what has actually been done, or what the customer has been advised
 - This provides no useful information to anyone who wants to enquire on the resolution of the matter
 - It is often not possible for an officer to identify what a customer has been previously advised in respect of a query or issue, allowing customers to 'opinion shop'

4.3.2 Discussion

Reporting

- Current reporting does not fully meet the needs of the organisation in being able to adequately manage the customer service function
- There is not a culture of internally escalating exceptions, issues and concerns to management – their main information source is complaints
 - Outstanding requests do not appear to be routinely escalated or followed up in a coordinated manner
 - Calls can remain open for extended timeframes, particularly in business units where lengthy investigations and/or enforcements are undertaken
 - This is not in line with best practice, which suggests that unresolved enquiries should be escalated to the executive team on a weekly basis, allowing them to remain informed and take appropriate action
- Therefore, there is currently minimal opportunity to manage customer service performance in a proactive way; it tends to be a reactive response to complaints, which may not be representative of an overall picture

KPIs

Overall

- Current KPIs completely ignore the quality element
- KPIs instruct staff what is most important to Council
- In this regard a focus on timeliness may be counterproductive, as it can (very understandably) lead to taking shortcuts with the customer who is currently being served, or in documenting the enquiry or request, in order to quickly move to the next customer in the queue



- Often this will manifest as a tension between the call centre and the business units, who feel that the call centre did not take the time to fully understand or document a request before logging it, and therefore making it difficult for the BU to resolve the matter without further contact with the customer
- In instances where this occurs, it represents both poor customer service and a poor use of Council resources due to the duplication of effort.
- Note, this comment is made as a 'theoretical' position only, based on our experience; it was not reported as a significant problem at Waverley

Customer satisfaction and service quality measures

- The community satisfaction survey data is limited by elapsed time since contact made
- Speaking to a sample of customers after their call has been closed (transactional surveys) would provide:
 - An accurate view of the customer's satisfaction (while they still remember details of the contact)
 - An opportunity to immediately address any service gaps that may be noted (for example if the customer says they are not satisfied that the issue has been resolved, it can be referred back to the business unit for completion)
- It is noted that the idea of commissioning mystery shopper assessments has been considered. From our experience with other councils we do not believe the mystery shopper program represents good value for money. Our clients have found:
 - Unrealistic scenarios can 'make it easy to pick' a mystery shopper
 - Sample size is generally too small for meaningful conclusions to be drawn
 - The service quality expectations that councils are assessed against have not necessarily been embraced by Council
 - The budget can be more effective when redirected to measures such as transactional surveys

'Effectiveness'

- The % of calls resolved by customer service staff is often used as an approximation of the effectiveness of the CSC.
 - However it should be noted that this statistic actually reports the 'transfer rate'.
 - This is calculated based on the number of calls that are transferred to another business unit – these may include a 'reception' type call, where a customer has asked to speak to a particular officer, or where the call is a 'complex enquiry'
- A call is considered to have been 'completed at first contact' where it is not transferred, but answered by the CSO or logged as a SR
- In reality, the 'transfer rate' is not within the direct control of the CSC – while staff can continue to learn and develop their ability to handle a range of enquiries, there will always be enquiries that must be referred to an expert, and customers who ask to speak to a particular officer
- Further, the transfer rate is unlikely to have a large impact on the Customer Experience
- If the recommendation regarding logging of complex enquiries is adopted, the transfer rate will drop dramatically, capturing only reception calls and those where calls are transferred to a duty officer



- A more effective measure of customer service effectiveness is how often the customer contacts Council before the issue is resolved
 - The objective would be to provide 'one call resolution', meaning the customer only has to make one call for their matter to be resolved
 - If a customer has to call to follow up, this should be recorded in a way that can be reported as a failure to provide one call resolution
 - Ideally, the CSC should take ownership of these follow ups to ensure the customer receives a response without having to call a third time

Data Capture

Customer interactions

As a principle, Council should seek to capture all customer interactions to:

- Provide data to enhance decision making and proactive services, eg what subjects or issues are of interest to the community at present? What additional information could we provide proactively?
- Enhance the ability to profile customers and understand the Customer Experience
- Provide an overview of the customer's interactions with Council
- Aid tracking and accountability to ensure that all enquiries are responded to

Call wrap data

Better detail on the exact nature of each call (particularly for enquiries) would allow CSC to provide recommendations to the organisation on ways that 'common queries' could be reduced or avoided. Some simple root cause analysis can be undertaken to enhance the website information, customer communications, etc.

4.3.3 Recommendations

Performance reporting and management

- Develop 'dashboard' style executive reporting which focuses on exceptions and areas requiring attention
 - This would include overdue outstanding items along with the KPI data
- Develop skills in analysing and interpreting the information provided in reports, in order to avoid drawing false conclusions from the data
- Ownership and accountability are critical – all staff MUST be accountable for the actions that are allocated to them
 - If allocated in error, must reassign in a timely manner
 - Otherwise, must take ownership of ensuring a timely resolution
- Encourage a culture of proactively reporting/escalating issues and concerns 'as they arise'
 - View as continuous improvement opportunities, analyse to understand the root causes of issues, and address them accordingly
 - Escalation should be as much as required based on the potential for the issue to 'blow up' – for example for a highly political issue, worthwhile escalating to the GM and/or Mayor before the customer self-escalates



- Ensure appropriate management of exceptions and issues reported or identified (this does not necessarily mean commencing 'performance management' of the responsible officer). Analysis of the root cause of the issues identified may suggest:
 - Additional resourcing is required to support the team in meeting SLAs
 - Additional training or mentoring is required to improve quality
 - Process changes (eg quality reviews) are required
 - Higher level involvement is required to facilitate a resolution

Performance measures

Overall

- Review KPIs to better align them with objectives
 - Ensure all KPIs support the overall objective of service excellence, by focusing staff behaviour in the right areas
 - KPIs/service levels for timeliness should be set by service type, not channel
 - Within the service request type, each service request should have its own achievable service levels/KPIs
 - Interim step KPIs may also be established, depending on the service type and channel (eg acknowledgement) – where possible automated processes should be set up to facilitate
 - Replace 'calls resolved by customer service staff' with 'first call resolution' KPI
 - Additional KPIs focused on service quality should be introduced – this will involve capturing quality information (see below)
- Internal and external KPIs must align, and should cascade to all relevant stakeholders, so that if a process involves 3 stakeholders, the individual KPIs should not exceed the overall KPI to the customer.
- Use the revised KPIs to support cultural change from a focus on timeliness toward a focus on quality at all stages of customer service delivery

Timeliness

- All staff to be accountable for ensuring that service levels are met, or where a response cannot be provided within the service level, proactively notifying the customer of the delay, the current status, and the new target resolution date.
- Significant issues and delays should be proactively escalated, where this will either assist in resolving the issue, or mitigate the potential for issues caused by dissatisfied customers self-escalating

Customer satisfaction and service quality

- Commence a coordinated program of transactional satisfaction surveys
 - Ideally this involves proactively contacting customers once their call has been 'closed' in order to determine their level of satisfaction with the handling of their call (both within the CSC and by the responsible BU where relevant)
 - Could employ different survey mechanisms depending on the channel the customer used or requested contact via, including:
 - Phone survey
 - Email survey



- SMS 'quick survey'
- Feedback form included with written responses
- CSC should 'own' this program, which could be conducted in-house or outsourced
- Processes to be implemented for capture and referral of issues that have not been satisfactorily resolved
- The outcomes of the surveys should be recorded and analysed for continuous improvement of customer service quality
- Identify issues that create customer dissatisfaction and look for ways to improve processes, reset expectations or otherwise mitigate the dissatisfaction
- Implement a system to administer and report on surveys

Data Capture

- Log details of all contacts/transactions, broken down by service type, for data mining and tracking purposes
- Require a detailed explanation of the call resolution to be entered prior to closure; this includes what has been done, and what the customer has been told
- Use all available data to seek to better understand customer expectations
 - Treat complaints as 'free information' about customer expectations and experiences. Undertake root cause analysis and consider continuous improvement opportunities
 - Record details of any comments customers make in response to the service level they are advised of, as input to the acceptability of the service levels

4.3.4 Benefits and implementation difficulty

Benefits

- Provides quality data for decision making
- Focuses staff in the appropriate areas
- Facilitates performance management and continuous improvement
- Allows for issues to be addressed before they become a major problem

Difficulty/costs

- This is a very far reaching initiative, and will involve staff and management at all levels of Council
- Embedding new performance measures throughout the organisation will be a significant undertaking
- Competent resources will need to be engaged to develop reports
- Transactional surveys will require resourcing to administer and analyse outcomes

Benefits to Waverley:	Moderate
Implementation Difficulty:	High
Priority:	Moderate



4.4 Initiative 4: Move to More Proactive Service Delivery Model

4.4.1 Background

- The current model of service delivery is highly reactive; largely 'interaction based'
- There is a feeling that so much time is spent responding to requests from internal and external customers that not enough time and energy is available for proactive tasks, even in units that have a significant proactive service delivery responsibility
- While some services are delivered proactively, as a general rule, getting information from Waverley or asking them to do something, involves making contact with us (through one of the available channels), for example:
 - If I have received a development consent, and want to find out what's next, it can involve numerous phone calls, discussions, and application forms
 - If I think the park next door looks a little overgrown, I have to contact Waverley to report it, I can't easily find out when the next scheduled maintenance is
- While some units have a culture of reporting issues they notice in the field, this is not consistently practiced throughout Waverley
- Customers reported items such as public space and street amenity as being critically important to their perception of the service delivered by Council.

4.4.2 Discussion

- A high degree of responsiveness is highly resource intensive; moving to a more proactive model is designed to reduce the need for customers to contact us, and therefore for us to respond. The ultimate outcome is that Waverley is more efficient and effective.
- Information is power, and giving the customer access to that information can save a lot of time and effort in follow-ups
 - For example, customers expect that if they report an abandoned vehicle it will be removed immediately. However, legislatively there is a process to follow which involves waiting a set period of time.
- Need to be innovative in how that information is conveyed, for example:
 - Being able to provide a website link or brochure
 - Providing an overview of process and expected timeframe at time of logging the issue
 - Placing signage at the site of the issue to make customers aware of the status
 - In the abandoned vehicle example, a sticker on the car window can be used to convey information about when it will be removed.
 - This could also apply to things such as:
 - A temporary footpath patch; with a nearby sign advising that this is temporary and we expect to return on x date to do permanent repair
 - Signage on the road indicating that Roadworks will be taking place from X to Y, no parking after Y date/time (to avoid having to tow cars to allow the roadworks)



4.4.3 Recommendations

As technology allows, move toward a more 'information based' model of customer service, in which:

- Easily accessible information is available for customers to self-serve
 - Council's website is the obvious repository for this information
 - Must be well organised, with a flexible search tool, so information is easily locatable
 - Must be written/delivered in a way that a customer can easily understand
 - Presentation options such as multimedia, and visual cues such as graphs and flowcharts, should be explored to aid explanation and break up large passages of text
 - Should allow drill down from high level introductory information on FAQs and topics of interest to more detail on specialist areas
 - Where possible could also include proactive service schedules (eg street sweeping, road maintenance)
 - Could also prepare fact sheets on frequently asked questions – eg 'what do I need to do to open a wine bar'
- Calls are handled as enquiries rather than service requests where possible, for example:
 - A customer reports a pothole, the CSO may be able to say "we're aware of that, it has been scheduled for maintenance tomorrow"
 - A customer requests their street be swept, the CSO may be able to say "I can see that it is scheduled to be done tonight"
- Information is 'pushed' to customers in a targeted manner, for example
 - There are opportunities to inform customers about the next step in a process they are currently working through, such as sending information with a Development Consent to outline 'what now', in terms of the permits and approvals required
 - It may be useful to proactively inform customers when service standards are not met, such as sending a message to local residents to advise that 'we were unable to maintain parks to our normal schedule this month due to the inclement weather'
 - Note that increasing the 'conversation' with customers in this way relies on improving the customer database with contact details and preferred communication methods
 - While social media may reach some parts of the community, it may be necessary to extend beyond this to achieve the aim
 - This may include, for example, placing informational signage at the site of issues
 - Care must be taken not to bombard customers with information
- Build a proactive culture of anticipating customers' needs
 - On one level this relates to a culture of identifying and rectifying problems before customers need to report them. For example, if Waverley staff notice potholes, graffiti, park maintenance issues, etc, they should log in Merit



- On another level this involves using the available data to predict trends and identify additional services or changes to existing services that will meet a customer demand
- Embrace a continuous improvement culture in which there is a focus on 'getting things right the first time'
 - Use tracking tools, exception reporting and establish feedback loops to identify performance gaps and implement measures to reduce the risk of their recurrence. This may include training, mentoring, process changes to include quality reviews, etc.

4.4.4 Benefits and implementation difficulty

Benefits

- Provides quality data for decision making
- Focuses staff in the appropriate areas
- Facilitates performance management and continuous improvement
- Allows for issues to be addressed before they become a major problem

Difficulty/costs

- This is a very far reaching initiative, and will involve staff and management at all levels of Council
- Embedding new performance measures throughout the organisation will be a significant undertaking
- Competent resources will need to be engaged to develop reports
- Transactional surveys will require resourcing to administer and analyse outcomes

Benefits to Waverley:	High
Implementation Difficulty:	Very High
Priority:	High

4.5 Initiative 5: Increase Personal Service

4.5.1 Background

- While digital channels will become more predominant, customers will still require ongoing communication, and seek their physical interactions to be more personal.
- Regular/consistent callers take up an inordinate amount of time. These customers may engage in 'opinion shopping' or trying various people until they get the answer they are looking for
- There is no consistent approach to dealing with the 'difficult customers'; they tend to sap a lot of time from various staff across Council.
- Some 'complex' requests are received which comprise a range of different queries and issues. In this case the customer expects a single consolidated response, but where the



queries span business units they will often receive a series of responses that they are left to piece together and ensure all their matters have been addressed.

- Other complex requests require 'whole of problem thinking' and will take cross-council collaboration to resolve – currently this generally only happens after an issue has been escalated (eg via a complaint or to a Councillor)
- Currently customers feel they are 'passed around'
- Appears that many customers are seeking the 'tone' to be less formal, more friendly and welcoming

4.5.2 Recommendations

- As technology allows, establish tools that provide the officer with more information about the customer, to personalise the service. For example:
 - Integration of the phone system with the customer relationship management system so that callers whose number exists in the database may be identified at pickup
 - Access to a 'single view of the customer' where all relevant information can be easily accessed from a single location, allowing the officer to more readily gain a complete picture of the customer's roles and interactions with the whole of Council.
- Establish processes for dealing with regular customers and those who require a higher level of support
 - Eg allocate 'account manager' or 'resolutions officer' to be main point of contact
 - Encourage customers to use this channel rather than relying on Councillors
- Responsibility for 'closing the loop'
 - No calls to be closed without proper advice to the customer
 - Noting that customers are largely happy with email or text message rather than a phone call
 - Customer service team to monitor and follow up overdue calls
 - Provide assistance in making the 'hard' calls (not all staff have these skills)
- Allow customers to make an appointment (ideally online) to see a specialist (eg Planner)
- Where customer is advised a matter is closed but they believe it has not been completed satisfactorily, there must be a simple mechanism for them to reopen the call – eg replying to the email.

4.5.3 Benefits and implementation difficulty

Benefits

- Significantly improve the service provided to 'regular' customers
- Improve customer satisfaction
- Reduce workload on Councillors and Senior Management



Difficulty/costs

- There is a reasonably significant resource implication to this proposal
- There is also a cultural change for business unit staff

Benefits to Waverley:	High
Implementation Difficulty:	Very High
Priority:	Moderate

4.6 Initiative 6: Customer Service Centre Improvements

4.6.1 Core Opening Hours

Background

Currently, the Counter is open from 8.30am to 5.00pm Monday – Friday.

- There is demand for extended opening hours for people to do Council business outside of business hours
- Note that as more services (in particular online forms lodgement) become available online, the demand for counter services is likely to continue to decrease (but not completely disappear)

Recommendation

- Core Hours of operation to be revised:
 - Trial opening one night (eg Thursdays) until 7pm
 - Consider the pros and cons of staying open until 5.30pm on other weeknights
- Monitor the outcomes of trials, tracking customer numbers in ½ hour timeframes

4.6.2 Additional Locations or 'Pop-Ups'

Background

A significant proportion of customers raised the issue of the difficult location of the Bondi Junction service centre. There was some demand for alternate locations or 'pop-ups'.

Recommendation

- Consider trialling 'pop-ups' in key locations
- Track the demand for this service, and weigh up costs and benefits

4.6.3 Amenity of the Customer Service Centre

Background

- The following observations can be made about the service centre:
 - The first impression can be a little confusing/overwhelming, due to the number and location of the various counters, information stands, signage, and ticket machine



- Customers have commented on the lack of colour and music
- The ticketing machine is considered to be impersonal, and can be difficult for elderly or ESL customers (a large proportion of the counter demographic) to use. Also as mentioned earlier, when the counter is not busy customers may bypass the ticket machine, thereby reducing its usefulness at data collection

Recommendations

- Trial a Concierge role, which:
 - Would represent a significant improvement in the Customer Experience, providing an excellent first impression
 - Effectively 'triages' the counter service, ensuring the quickest possible service
 - Simple enquires can be handled by the concierge, removing the requirement to queue
 - Couriers and deliveries can be handled by concierge
 - Appointments, meetings, etc can be effectively handled without queuing
 - Others can be asked to wait and then called by next available officer to the main counter
 - Additional resources are required until there is a significant reduction in queries requiring counter assistance
 - Can monitor the queue length, and call for assistance where considered necessary
 - However, due to the triage being undertaken, it is less likely that queue build-ups will occur
- Consider measures to brighten up the appearance and improve the atmosphere of the centre

4.7 Initiative 7: Knowledge Base and Other Operational Improvements

4.7.1 Knowledge Base

Background

The customer service centre must add value, or there is no point having one. The primary barrier to adding value is the lack of knowledge transfer from the remainder of the organisation.

Currently, the corporate knowledge is held in a very decentralised manner, and primarily informally (ie individual knowledge, emails, and other personal storage locations). Information flows between the business units and customer service are often ad-hoc; staff are often not advised of changes, finding out from customers and then having to investigate to get more details.

There is a knowledge base, but it is incomplete and not well maintained.

- To facilitate this, must take the time to upskill the team on:
 - What's happening
 - Changes and projects
 - Who is responsible for what



Recommendation

- It is important first of all to impress upon all staff the need to keep Customer Service informed about:
 - What's happening
 - Changes and projects
 - Changes in responsibility
- To provide optimal service, and ensure that correct information/responses are given to customers, CSC require:
 - The detailed information required to answer customer enquiries
 - To be updated on changes to this information as early as possible, ideally before the change is implemented
 - A repository for maintaining this information which is fast, flexible, searchable and user friendly
- This can initially be done by building on the existing knowledge base
- Longer term, an ideal solution is an intranet-based knowledge base which shares data with the website, but allows additional 'non-public' information to accompany the website 'published information' for each subject area
- Work toward a self-learning knowledge management approach, which would involve:
 - Implementing a business rule whereby:
 - CSC should answer, as a 'simple enquiry', any question where the answer is available in the database
 - CSC should refer, as a 'complex enquiry' any question where the answer is NOT available in the database (where they are confident they know the correct answer, the customer may be provided the answer, but a 'complex enquiry' logged to prompt the business unit to update the information in the knowledge base
 - The outcome of this approach is that:
 - Council can be confident that customers are being provided correct information
 - Customer service have no obligation to track down answers to questions for which they have no information
 - Where the correct business owner is uncertain, the 'bouncing around' can occur without impact on the customer
 - Business units are not being distracted by constant interruptions, but can instead deal with the enquiries at their own convenience (within the service guarantee)
 - Adopting an ownership model which makes the business unit responsible for each subject area the 'information owner'. This includes
 - Providing or verifying the initial information for the knowledge base and website info for
 - Currency
 - Readability (avoid large screeds of text, instead using headings; adopting a Q&A approach where appropriate; think of the audience when writing; etc)



- Relevance to the customer
- Ongoing maintenance of this information including
 - Proactively updating when any change occurs
 - Reviewing on the scheduled review date (to be set based on the usual frequency of change in the particular area, but no longer than 12 months in any case)
 - Expanding the answers, adding extra information, Q&As, etc as indicated by the types of questions being logged as 'complex enquiries'
- Ensure that whatever system is implemented, the customer service staff are alerted to any changes in the knowledge base
 - When the 'first refresh' is done, all customer service staff should be allocated time to read through the entire knowledge base. They will provide a form of quality assurance over the information, as they can query areas that appear deficient or incorrect.
 - Ongoing, they can be expected to rely on what they have already read unless specifically advised of a change

4.7.2 Other Operational Improvements

The following opportunities have been identified to improve systems, processes and tools:

Digital initiatives

Pursue implementation of the following (as per the Digital Strategy):

- Online services
- Mobile app

Other systems and tools

Other systems initiatives to be factored into the ICT Strategy roadmap include:

- Ability to obtain a single view of the customer across all relevant databases
- Deployment of adequate tools, including:
 - Handhelds for field based staff (once underlying systems are in place)
 - Kiosk facilities
- Implementation of flexible payment methods (involves technical implementation and coordination with banks)

Documentation and forms

The following initiatives should be considered by Council:

- Complete review of all forms to ensure they are simple, clear and plain English (some are currently considered to be complex, and there is a high rate of non-conformance)
- All documentation to be progressively reviewed on the same basis
- Create an information pack for older residents



Phone system

The following improvement should be considered:

- After hours voicemail
 - The outgoing message is very unwieldy – callers should firstly be referred to the website for After Hours phone numbers or to stay on the line for them to be listed.



5. Action Plan

This action plan is compiled at an initiative level for the 'major' initiatives, and broken down for the operational initiatives. We recognise that the actions within each initiative are separable, and may be completed independently rather than tackling a whole initiative in one go. However, in our view the prioritisation and timings should apply across the whole initiative (that is, while particular elements may be brought forward for implementation, none of the elements should be removed entirely).

Brief Description	Key elements	Benefits	Impl difficulty	Priority	Timing
Initiative 1: Embed a customer-driven service culture	<ul style="list-style-type: none"> Core principles Embed culture Improve communication Governance structure Training 	Very high	Very high	Critical – foundation	2016-2017
Initiative 2: Realign channels and revise service levels	<ul style="list-style-type: none"> Embed service type definitions Align with expectations based on service type 	High	Very high	High	2017
Initiative 3: Improve data capture, measurement and reporting	<ul style="list-style-type: none"> Dashboard style executive reporting Proactive escalation Align KPIs with objectives Transactional surveys 	Moderate	High	Moderate	2018
Initiative 4: Move to more proactive service delivery	<ul style="list-style-type: none"> Enhance self-service information on website Provide schedule information where possible vs logging call Push information 	High	Very high	Moderate	2018-2019
Initiative 5: Increase personal service	<ul style="list-style-type: none"> Processes for dealing with regular customers 	Very high	High	Very high	2017



Brief Description	Key elements	Benefits	Impl difficulty	Priority	Timing
	<ul style="list-style-type: none"> Allocate 'resolutions officer' 				
Initiative 6.1: Core opening hours	<ul style="list-style-type: none"> Extended hours 	Moderate	Low	Very high	2016
Initiative 6.2: Additional locations or 'pop ups'	<ul style="list-style-type: none"> Trial locations 	Moderate	Moderate	High	2017
Initiative 6.3: Amenity of customer service centre	<ul style="list-style-type: none"> Trial a concierge for triage Introduce some colour and music 	High	Moderate	Very high	2016
Initiative 7.1: Knowledge base	<ul style="list-style-type: none"> Ownership model Update and regularly maintain 	High	Very high	Moderate	2018-2019
Initiative 7.2a: Digital initiatives	<ul style="list-style-type: none"> Online services Mobile app 	Very high	Exceptional	High	2017-2019 ²
Initiative 7.2b: Other systems and tools	<ul style="list-style-type: none"> Single view of the customer Handhelds for field staff Kiosk facilities 	Very high	High	Very high	2016
Initiative 7.2c: Documentation and forms	<ul style="list-style-type: none"> Review all forms and documentation Information pack for older Waverley customers 	High	Very high	Moderate	2017-2018
Initiative 7.2d: Phone system	<ul style="list-style-type: none"> After hours voicemail 	Moderate	Moderate	High	2017

² From the Digital Waverley Strategic Plan



Appendix 1 Definitions and Acronyms

Term	Definition
BU	Business unit
CSC	Customer service centre
CSO	Customer service officer
DA	Development application
ESL	English as a second language
GIPA	Government Information (Public Access)
KPI	Key performance indicator
SLA	Service level agreement
SR	Service request



Appendix 2 Customer Personas

"Professional and Mum"



"I'm using more Council services now than ever, but I really don't have time to spend chasing around and talking to a lot of people, I just want things to be done right the first time"

Goals

- Work out what I need to do to put an extension on my house
- Arrange extra garbage services
- Find out about community facilities and services
- Let someone know when there's an issue at the local park

Needs

- To feel connected to my community
- To be able to access information and services at odd times (eg the middle of the night while up feeding)
- For things to be done right the first time

Pain points

- Being disrespected
- Having to repeat the story; answer the same questions twice

Emily Parker

Age: 29

Family status: Married, mother of 1

Occupation: Lawyer, currently on leave

Education level: Postgraduate degree

Location: Bronte

About Emily:

Emily is a busy stay-at-home mum to a lovely 9-month old girl, who plans to return part-time to her job as a solicitor when her baby is 12 months old.

Emily runs the household, and while she is on maternity leave she is also planning extensions to accommodate their growing family.

Emily regularly uses local facilities and community services, and is often seeking information about additional facilities and services.

Technology attitude

Emily has a desktop computer, an iPad and an iPhone. She uses all 3 regularly.

She spends a lot of time online and on social media, especially Facebook and Pinterest, as this has become a key way for her to connect.

Interaction and engagement prefs

Emily would prefer to find the information she needs online, but finds it difficult.

She would prefer to lodge most requests and enquiries online or via email.

When she contacts Council she does not expect to hear back until there is something material to report. She dislikes incoming calls because they often wake the baby.



"Business Owner"



"I live in Waverley, and I run my business here. I want it to be a nice area, for my family and for my clients. The area seems to be getting more and more run down, and don't get me started on parking."

Goals

- Ample parking for me and my clients
- To have the whole area look nice

Needs

- To have as little need to interact with Council as possible
- To be able to access information and services as easily as possible
- To not have to follow up

Pain points

- When I have to call Council to ask for things to be done that should be routine
- When I have to follow up to find out where things are up to
- When I am told that something has been done but it hasn't, or it's been half-done

David Brown

Age: 55

Family status: Married, grown children

Occupation: Own accounting firm

Education level: Postgraduate

Location: Bondi Junction

About David:

David is a Bondi resident who also runs a busy Accounting firm in Bondi Junction.

His kids are grown and have left home, his wife works in the City, commuting each day.

David gets very frustrated with the parking situation as he travels to clients or his clients come to him; it's beginning to have an impact on his business.

David also gets frustrated as he travels around by the state of the area – graffiti, overgrown verges, and dirty streets are not befitting of the area.

Technology attitude

David is on his computer and his smartphone a lot. They are vital tools of his business.

However, he takes a while to learn new things – if they're not straightforward he needs people to explain them to him.

He doesn't do any social media.

Interaction and engagement prefs

David likes to talk, so he's happy to call someone when he wants something done.

He might consider digital channels if they were really easy to use.

He gets frustrated if things aren't done within the timeframe he is expecting, so he'd like to be told if there's a delay.



"Busy Executive"



"I don't need a lot from Council but when I do need something, I need it to be simple, fast, effective and efficient."

Goals

- For our friends to be able to park somewhere nearby when they visit
- To be able to access the Council services I need without having to go anywhere near a service centre. I simply can't get there during business hours.

Needs

- Services to be simple, fast and effective
- To ask for something and have it be done without any fuss – I don't need to hear back unless there's a problem

Pain points

- I'm never available during business hours to come to a service centre, and hard to make time to make phone calls
- I need to do things quickly, when I think of them – often this is late at night or on weekends

Susanna Molloy

Age: 38

Family status: Married, no children

Occupation: CIO of a public company

Education level: Bachelor's degree

Location: Vaucluse

About Susanna:

Susanna is a driven professional, currently CIO of a large public company, based in the City.

She lives in Vaucluse with her husband who is also a corporate executive; they have no children. Both travel a lot for work. When they are at home they like to entertain.

Her needs are quite simple, but she has extremely high expectations of the service she will receive in fulfilling those needs.

Technology attitude

Susanna is very tech-savvy, being a CIO.

She is 'always connected' via her smartphone, is a heavy user of apps and websites, and relies on her calendar to run her life.

She spends a lot of time on Twitter.

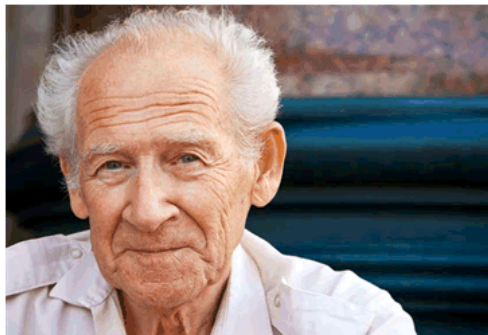
Interaction and engagement prefs

Susanna would prefer everything to be done online. She doesn't really have time to wait on a queue, and she's often doing things at odd times.

She'd prefer to have any updates via email or SMS, so she can respond in her own time.



"Elderly resident"



"I think Council probably has some services I could use, but I don't really know what they are. I should probably talk to someone to find out more about it. Everyone seems so busy these days."

Goals

- To be able to do things 'the old fashioned way' – pay rates over the counter and talk to a real person
- To find out what Council services he could be accessing
- To get help in navigating the busy world

Needs

- To feel connected to my community
- To feel safe and be able to get around easily

Pain points

- When people don't take the time to talk to me and explain what they are doing, or don't have time to have a chat
- When organisations expect me to do things myself using computers

Daniel Filler

Age: 80

Family status: Widower

Occupation: Retired

Education level: High school

Location: Bondi Junction

About Daniel:

Daniel has lived in the same house in Bondi Junction for over 50 years. His wife died 5 years ago and his children have long moved away. He has a few friends nearby, but he spends a lot of time alone.

He is starting to notice he needs a bit of help to get out and about and do the things that need to be done, but he wants to remain independent.

Technology attitude

Daniel is very confused by technology. His family have set him up with a computer and email so they can stay in touch but it bewilders him, and he rarely turns it on unless he knows they have sent him something.

He has an 'old fashioned' mobile phone and just uses it to make calls. Even composing text messages can make him frustrated.

Interaction and engagement prefs

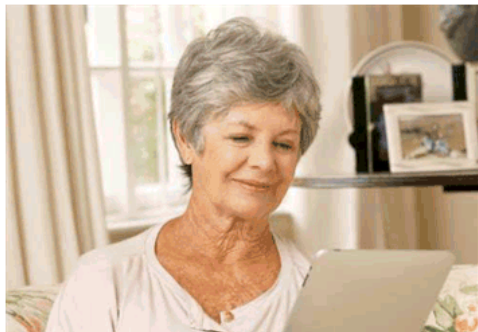
Daniel would prefer if everything could be done face to face. He prefers having someone to have a chat with, and who can walk him through the whole process.

He doesn't mind phone calls but is a bit hard of hearing so he can sometimes miss or misinterpret things he's told.

He's happy to read text messages.



"Vibrant Retiree"



"I'm keen to get involved in the local community and volunteering, but I don't really know where to start."

Goals

- Find out what community facilities and services are available, and how I can volunteer to help people
- Let someone know when there's an issue around the area
- To have the bigger issues around parking, dumped rubbish, street cleanliness resolved once and for all

Needs

- To get involved in my community
- To have someone help me with my 'bigger picture' issues, nobody ever seems to take ownership of these

Pain points

- Being 'fobbed off' and 'bounced around'
- Feeling like I haven't been heard – nobody listens or takes any ownership of the issues

Anne Harper

Age: 64

Family status: Married, grown children

Occupation: Retired

Education level: High school

Location: Dover Heights

About Anne:

Anne is a recent retiree who is beginning to get more involved in her local community. She's actively looking for ways to be more involved, including opportunities to volunteer her time and offer her wisdom to for the benefit of the community.

She lives in Dover Heights with her husband who is also retired. They are very active, with lots of sports and social commitments.

Technology attitude

Anne has a tablet and a smartphone, and is a competent user. She keeps in touch with her children and grandchildren via Skype and messenger. She is also on Facebook mainly to see and share photos of the grandkids.

She is happy to research things online but often finds it quicker and easier to just talk to someone.

Interaction and engagement prefs

Anne would prefer to have a phone conversation with someone than go back and forth via email.

Once an issue has been logged she'd quite like to be able to check on its progress online. She's happy to take follow up calls, and would like to be notified when an issue is resolved or completed – she doesn't really mind what channel is used.



“Personal Trainer”



“I need to get a permit ASAP so I can start building my business. Parking is an issue as I need to park nearby and unload equipment, and my clients also need to park.”

Goals

- Work out what’s involved in getting a permit, and arrange the permit
- Work out what is possible in terms of parking permits
- To be able to report issues for speedy resolution

Needs

- To have my permits issued quickly
- To have the area I am using well maintained
- To have someone stop trainers without a permit encroaching on my space
- To have any issues fixed ASAP

Pain points

- The training area being overgrown or littered
- Having other trainers (especially those with no permit) encroaching on my sessions

Kye Matthews

Age: 25

Family status: Single

Occupation: Personal trainer

Education level: Certificate IV

Location: Bondi

About Kye:

Kye is a personal trainer, who wants to build a business training clients outdoors, around the Bondi area, where he lives.

Kye needs to make sure he has the relevant permits for his business, and parking permits are also vital for him.

Technology attitude

Kye is on the go most of the time, but he uses his smartphone for everything. He expects there to be an app for everything, or at the very least a website that is optimised for mobile devices.

He’s active on social media for both personal reasons and for his business.

Interaction and engagement prefs

Key’s default ‘first port of call’ for research is online, and only if he can’t find what he needs will he call someone.

When Kye sees a problem he wants to report it as quickly as possible – no matter what time it is. He often has issues very early in the morning, or in the evening, outside business hours. He’d be happy to report these using an app/website.

However, he would also like to have someone who knows him and his business to call when he wants to discuss major issues.

Kye is busy training people most of the time, and often can’t answer the phone. He’d be happy to be updated on routine matters via the app/website.



"Café Owner"



"Council is important to me in regulating what I'm allowed to do in my business, and regularly inspecting the premises. I'm happy to do what I can to comply, but I appreciate them being as unobtrusive as possible"

Goals

- Always be appropriately licenced
- Excellent food safety rating and reputation
- Get permission to put some seating on the footpath
- In the next few years I'll be doing a new fit-out

Needs

- For all the 'regulation stuff' to be as simple and efficient as possible
- For regulation and inspections not to impact on my day-to-day business

Pain points

- Inspectors demanding my time, taking me away from serving customers
- Not knowing what I am supposed to do
- Forms that are confusing and hard to complete

Marcia de la Roux

Age: 31

Family status: Single

Occupation: Café owner

Education level: High school

Location: Bronte

About Marcia:

Marcia owns a popular café in Bronte. She works long hours and loves serving the community.

Marcia lives outside of the Waverley LGA.

Her business relies on a mix of local residents and visitors, as such, local parking and local amenity is vital to her.

Technology attitude

Marcia has a laptop which travels between the café and home to allow her to do her admin, and a smartphone that she uses in small moments of down time.

The café has a social media presence but she doesn't spend much time on social media other than managing the pages.

Interaction and engagement prefs

As it's hard to find blocks of time to make phone calls Marcia prefers to do simple things online where possible, as she can do this on her own time.

She loves talking to people, and would like to have a single contact person who knows her and her business, who could then quickly answer her more complex questions without having to get a lot of background information.



"Student"



"I want to help make the world a better place. I believe Local Government is the grass-roots, which is where we need to start to effect change."

Goals

- Get involved at a grass roots level
- Lobby Council to fund Arts programs; promote climate change initiatives; offer refugee assistance; etc

Needs

- To feel a sense of involvement in the community, a sense of place
- To be proud of her Council's stance on social justice matters
- To have activities that interest her in the local area

Pain points

- Being dismissed or ignored
- Not being able to get any traction for or feedback on my ideas

Alice Liu

Age: 18

Family status: Single

Occupation: Student, part-time retail

Education level: Undergraduate

Location: Tamarama

About Alice:

Alice is an International Studies student at UNSW who has just moved into share accommodation with friends in Tamarama.

She has a part-time job in a boutique in Westfield.

She has a strong sense of social justice and desire to get involved in local issues.

Technology attitude

Alice is a digital native. She is completely comfortable with all forms of technology, and very active on social media.

She expects everything to be digitally enabled, and for social media to be a key communication channel.

Interaction and engagement prefs

Alice expects to be able to do everything online.

She expects to be able to easily find all the information she needs about her local area; to be constantly updated on current events via social media; and to be able to engage in online forums where someone is paying attention.

She's also happy to meet people face to face, particularly in groups, which she finds very powerful for effecting change.



"Less Able Office Worker"



"I need things to be accessible to me in my wheelchair."

Goals

- To be able to do everything my family does, and go where they go, without issues

Needs

- Footpaths in good order, appropriate road crossing points, ramps, wide doorways, counters that can be reached while seated

Pain points

- Being disrespected
- Having to go a long way around because of a footpath being dug up, or a crossing point obstructed.
- Not being able to reach or easily read things from the chair

Kevin James

Age: 35

Family status: Married, 1 child

Occupation: Property management officer

Education level: Bachelor degree

Location: Bondi Junction

About Kevin:

Kevin lives with his wife and 9 year old son in Bondi Junction, and works in the City.

Kevin and his family regularly use local facilities and community services, and accessibility is critical to him.

Technology attitude

Kevin finds technology enabling, and he is quite a competent user. He uses a PC at work, and a tablet and smartphone at home.

He has a Facebook account but is not very active.

Interaction and engagement prefs

Kevin is comfortable with all communication channels. He simply expects the 'best practice' channel to be available and used for each interaction type.



"Non-English speaker"



"English is my second language and I am not a very confident speaker."

Goals

- To be able to do what I need to do without good English

Needs

- To feel connected to my community
- Sometimes I need a translation service
- Other times I am OK if I have time to think and respond
- To minimise the interaction required to get things done

Pain points

- When people get impatient with me
- Not understanding broad Australian accents

Lilya Yevseyeva

Age: 43

Family status: Divorced, adult children

Occupation: Clerk at Russian Embassy

Education level: Bachelor degree

Location: Bondi Junction

About Lilya:

Lilya is a Russian immigrant, working at the Russian embassy. She is divorced, and her adult children are no longer living with her.

English is her second language, and she is still not confident speaking it. She works and socialises mostly with Russian speakers and has little opportunity to practice her English.

Technology attitude

Lilya is reasonably competent with technology, however whenever possible she uses apps and websites in Russian.

She finds online translation tools somewhat helpful, but they do create ambiguity and confusion from time to time.

Interaction and engagement prefs

Lilya relies on patient staff with very careful pronunciation, or sometimes even translation services, to speak to Council officers.

When she receives written material it may take some time for her to translate, digest, and respond.

REPORT
CM/7.5/16.03

Subject: Preparation of Bronte Park Plan of Management

TRIM No.: A16/0168

Author: Bianca Simpson, Open Space Planning Manager

Director: Emily Scott, Director, Waverley Renewal

RECOMMENDATION:

That Council endorses the preparation of a new Bronte Park Plan of Management in accordance with the proposed program.

1. Executive Summary

A new Bronte Park Plan of Management (PoM) is proposed to supersede the Bronte Park Plan of Management (2005) edition. The Plan of Management will be written in consultation with Council, key stakeholders and the community.

2. Introduction/Background

Bronte Park is a major Sydney attraction, comprising headlands, beach, foreshores, baths, parkland and bush. It is highly regarded for its natural and cultural values and broad range of recreational opportunities for all.

A plan of management was prepared for Bronte Park and adopted by Council in August 2004, subject to various amendments completed in 2005. Many projects identified in the Plan of Management have now been actioned. The new plan of management will supersede this earlier edition.

Typically a plan of management outlines the vision, values, purpose and management practices for the sustainable use and development of land. Bronte Park comprises Reserved Crown land managed under the Crown Lands Act and Council-owned community land managed under the Local Government Act.

3. Relevant Council Resolutions

Nil.

4. Discussion

The current plan of management is over ten years old, many of the projects and actions identified by this plan have been; completed, investigated and not found viable, are underway or are ongoing maintenance and management items. Projects identified in the plan which were not actioned need to be reviewed and reprioritized.

Furthermore the existing Plan of Management does not include a Master Plan. A Master Plan provides an overall design direction and layout for a place. The absence of a Master Plan can result in ad-hoc planning and development. As many of Bronte's building assets are due for, or in the process of being renewed, the

development of a Master Plan will be critical in guiding these works. Therefore it is proposed that Bronte's new Plan of Management will include a Master Plan to ensure a clear design direction which reflects Bronte's shared values and vision.

The proposed program of works to develop the Plan of Management will span over nine months. The first stage will focus on information gathering, including mapping and research to understand current issues and opportunities for the site. Specialist studies such as a survey, heritage review and access audits will also be necessary.

To clarify the vision, values and the design direction for Bronte over the next decade, it is essential to understand how locals and visitors value and use Bronte and its recreational facilities. To assist this process, a user survey and consultation will be undertaken with Council, stakeholders and the community.

From this basis, the Plan of Management and Master Plan will be drafted. The draft plan will outline what future works will take place, their priority and key steps for delivery. On approval from Crown Lands the draft Plan of Management will then undergo a second round of consultation, formally notified as a Public Exhibition. Following exhibition, on Councils and Crown Lands approval the Plan of Management can finally be adopted.

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:	C7 Health and quality of life are improved through a range of recreation and leisure opportunities.
Strategy:	C7a Retain, protect and improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts..
Deliverable:	Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces.

6. Financial impact statement/Timeframe/Consultation

If approved, the Q2 adjustment to the 2015-16 budget allows for \$100,000 towards the completion of the Plan of Management. This budget will be utilised for background information and specialist studies such as topographic and user surveys, access reports, a Heritage Review, media/communications and other necessary expenditure associated with the development of the Plan of Management.

The overall development, writing and project management of the Plan of Management would be delivered in-house. This arrangement allows Council to have a strong ownership and control over the process and outcomes. On adoption of the Plan of Management, budget allocations in subsequent years will be canvassed and subsequently included in the Long Term Financial Plan.

Council officers will begin work on the Bronte Park Plan of Management in March 2016. A draft plan and action plan is anticipated to be submitted in August – September 2016 for a statutory Public Exhibition period.

The Bronte Park Plan of Management will involve consultation with a range of stakeholders throughout the project, both internally and externally. While no formal notification has yet been made, officers of the Department of Primary Industries, Catchments and Lands have met with Council officers to discuss the preparation of a new Bronte Plan of Management.

7. Conclusion

The updated Bronte Park Plan of Management will be drafted to reflect Council and the communities' current vision and values for this important place. A master plan will accompany the Plan of Management, providing clear design direction for the site.

Council and the community will be consulted throughout the process of drafting the plan. The Plan of Management will take approximately nine months to complete, a draft plan is expected to be formally exhibited in August – September 2016.

8. Attachments

Nil.

**REPORT
CM/7.6/16.03**

Subject: Dickson Park Upgrade – Evaluation of Tender

TRIM No.: A15/0399

Author: Robert Sabato, Project Manager
Terry Dodds, Executive Manager, Project Waverley

Director: Emily Scott, Director, Waverley Renewal

RECOMMENDATION:

That:

1. The Evaluation of Findings report attached to Council's file be treated as confidential as it contains information of a kind referred to in section 10A(2)(c) of the *Local Government Act 1993*.
2. Council enters into a contract under clause 178 of the *Local Government (General) Regulation 2005* with Regal Innovations Pty Ltd for Principal Landscape Contractor Services for the Dickson Park Upgrade.
3. Unsuccessful tenderers be notified of the decision.

1. Executive Summary

The purpose of this report is to seek Council's approval for the appointment of the Preferred Landscape Contractor (PLC) tenderer for the upgrade of Dickson Park as recommended by the Tender Evaluation Committee (TEC).

The Dickson Park upgrade project includes replacement of existing playground equipment, playground softfall and new seating. Further works include a half court and rejuvenation of the playing field turf. The park includes new garden beds/trees, bin enclosures and bubblers.

2. Introduction/Background

The upgrade of Dickson Park has been identified within the Capital Works Program for 2015. The project included significant community consultation and consideration of long term actions with a number of improvements to the playground.

Council has resolved to approve the calling for Expression of Interest (EOI) and the Request For Tender (RFT).

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Council Meeting 18 November 2014	CM/7.8/14.11	That Council: 1. Receives and notes this report. 2. Receives and notes the community consultation results from the exhibition period of the draft play Space Strategy.

4. Discussion

Tenderers Assessment

Tenders were evaluated strictly in accordance with Council's Purchasing Policy, Procedures and Evaluation Plan. Compliance with the provisions of the Local Government Act 1993 and Tendering Regulation 2005 were also strictly adhered to.

The Tender Evaluation criteria were developed and approved by the TEC prior to the tender being issued. The roles and responsibilities of the TEC members and Council are outlined in a signed conflict of interest and deed of non-disclosure declaration.

Tenderers Received

The Tenders received by the advertised closing date of 5.00 pm, 15 January 2015 were as follows:

- Court Craft.
- Regal Innovations Pty Ltd.
- Glenn Simpson Landscapes.
- Citywide/Sterling.

Conforming Tenders

All tenders met the compliance requirements

Evaluation Criteria and Process

The objective of the evaluation was to select the tenderer offering the best value for money in a rational and defensible way that is fair to all tenderers. The evaluation criteria and criteria weightings were agreed to by all TEC members and detailed in the Evaluation Plan prior to the tender close date and time.

It was proposed that one tenderer be selected. The evaluation was conducted in 6 chronological stages:

Stage 1: Initial Cull

Opening and recording of all submissions received and noting any late submissions.

Stage 2: Compliance Criteria (Conforming)

Ensuring each Respondent's response to the compliance criteria as specified in the Tender Schedules ('Yes' or 'No');

Stage 3: Non-price Criteria (Qualitative)

Evaluating of all submissions against the evaluation criteria (Design Excellence, Methodology & Approach and Capacity & Program) as specified in the Tender Schedules. The scoring criteria included a 0-5 rating (Appendix E).

Stage 4: Price (Quantitative)

Comparing the Respondents price through a Normalised price model.

A ratio of Price 40% and Non-price 60% was applied to the formula.

Stage 5: Financial Details

The TEC could have requested financial details from the preferred tenderer or indeed the top two tenderers in order to test the company's financial standing. However, the TEC agreed that this stage of the evaluation process was not necessary given the standing of the preferred tenderer.

Tender Evaluation Committee (TEC)

- Robert Sabato, Project Manager, Project Waverley.
- Scott Spiers, Senior Landscape Architect, Open Space Planning.
- Andrew Chau, Landscape Architect, Open Space Planning.

Summary of Recommended Contractors

Request for Tender (RFT) were issued to a select list of contractors. This shortlist was a result of assessing the submissions from the publicly advertised EOI for the Dickson Park Upgrade project. The four companies all provided a submission as detailed above.

Evaluation Results

All tenderers were assessed and scored against the advertised evaluation criteria listed in the tender document and weightings agreed to by the TEC. The confidential tender assessment scoring summary attached to Council's file details the TEC agreed scores and resulting ranking of Respondents.

Tender Evaluation Committee Endorsement

Tenders were evaluated strictly in accordance with Council's Purchasing Policy and Procedures and the Local Government Act 1993 and General Regulations 2005.

Following a rigorous evaluation process of all submitted tenders, the Tender Evaluation Committee is confident in its recommendation that the services offered by the recommended tenderer conform to Council's requirements.

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: C7 Health and quality of life are improved through a range of recreation and leisure opportunities.
- Strategy: C7a Retain, protect and improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts..
- Deliverable: Sustainable, well maintained and well used recreation facilities

6. Financial impact statement/Timeframe/Consultation

Financial impact

The tendered price is \$226,030.65 (excl GST) for Dickson Park. The funding has been fully allocated under the 2015/16 budget.

Timeframe

- Construction tender awarded: March 2016
- Construction commences: April 2016

7. Conclusion

The TEC agreed that the tender process has enabled the Committee to recommend Regal Innovations (RE) Pty Ltd as Principal Landscape Contractor of the Dickson Park Upgrade.

RE scored well in all criteria of Stage 3 non-price and were the number 1 ranked for this stage. RE has completed a number of construction projects of similar scope and of equal or greater value and are a well-established company with excellent experience.

RE's work demonstrates a high level of innovation and has attracted an impressive list of design awards. Projects have included:

- Prince Alfred Park for Sydney City Council.
- Echo Point Crown Reserve – Katoomba.
- Eden Gardens – Ryde.

The TEC has formed the view that this company, taking into consideration all of the information provided, are the most suitable company to recommend for the PLC of Dickson Park upgrade.

8. Attachments

Nil.

**REPORT
CM/7.7/16.03**

Subject: O'Donnell Street Reserve Upgrade – Evaluation of Tender

TRIM No.: A15/0575

Author: Robert Sabato, Project Manager
Terry Dodds, Executive Manager, Project Waverley

Director: Emily Scott, Director, Waverley Renewal

RECOMMENDATION:

That:

1. The Evaluation of Findings report attached to Council's file be treated as confidential as it contains information of the kind referred to in section 10A(2)(c) of the *Local Government Act 1993*.
2. Council enters into a contract under clause 178 of the *Local Government (General) Regulation 2005* with Regal Innovations Pty Ltd for Principal Landscape Contractor services for the O'Donnell Street Reserve Upgrade.
3. Unsuccessful tenderers be notified of the decision.

1. Executive Summary

The purpose of this report is to seek Council's approval for the appointment of the Preferred Landscape Contractor (PLC) tenderer for the upgrade of O'Donnell Street Reserve as recommended by the Tender Evaluation Committee (TEC).

The O'Donnell Street Reserve upgrade project includes the replacement of existing playground equipment, installation of shade structures, playground softfall and new seating. Further works include new garden beds/trees, bin enclosures and a bubbler.

2. Introduction/Background

The upgrade of O'Donnell Street Reserve has been identified within the Capital Works Program for the 2015-2016 financial year. The project included significant community consultation and consideration of long term actions with a number of improvements to the playground.

Council has resolved to approve the calling for Expression of Interest (EOI) and the Request For Tender (RFT).

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Council Meeting 18 November 2014	CM/7.8/14.11	That Council: 1. Receives and notes this report. 2. Receives and notes the community consultation results from the exhibition period of the draft Play Space Strategy.

4. Discussion

Tenderers Assessment

Tenders were evaluated strictly in accordance with Council's Purchasing Policy, Procedures and Evaluation Plan. Compliance with the provisions of the Local Government Act 1993 and Tendering Regulation 2005 were also strictly adhered to.

The Tender Evaluation criteria were developed and approved by the TEC prior to the tender being issued. The roles and responsibilities of the TEC members and Council are outlined in a signed conflict of interest and deed of non-disclosure declaration.

Tenderers Received

The Tenders received by the advertised closing date of 5.00 pm, 15 January 2015 were as follows:

- Court Craft.
- Regal Innovations Pty Ltd.
- Glenn Simpson Landscapes.
- Citywide/Sterling.

Conforming Tenders

All tenders met the compliance requirements.

Evaluation Criteria and Process

The objective of the evaluation was to select the tenderer offering the best value for money in a rational and defensible way that is fair to all tenderers. The evaluation criteria and criteria weightings were agreed to by all TEC members and detailed in the Evaluation Plan prior to the tender close date and time.

It was proposed that one tenderer be selected. The evaluation was conducted in 6 chronological stages:

Stage 1: Initial Cull

Opening and recording of all submissions received and noting any late submissions.

Stage 2: Compliance Criteria (Conforming)

Ensuring each Respondent's response to the compliance criteria as specified in the Tender Schedules ('Yes' or 'No');

Stage 3: Non-price Criteria (Qualitative)

Evaluating of all submissions against the evaluation criteria (Design Excellence, Methodology & Approach and Capacity & Program) as specified in the Tender Schedules. The scoring criteria included a 0-5 rating (Appendix E).

Stage 4: Price (Quantitative)

Comparing the Respondents price through a Normalised price model.

A ratio of Price 40% and Non-price 60% was applied to the formula.

Stage 5: Financial Details

The TEC could have requested financial details from the preferred tenderer or indeed the top two tenderers in order to test the company's financial standing. However, the TEC agreed that this stage of the evaluation process was not necessary given the standing of the preferred tenderer.

Tender Evaluation Committee (TEC)

- Robert Sabato, Project Manager, Project Waverley.
- Scott Spiers, Senior Landscape Architect, Open Space Planning.
- Andrew Chau, Landscape Architect, Open Space Planning.

Summary of Recommended Contractors

Request for Tender (RFT) were issued to a select list of contractors. This shortlist was a result of assessing the submissions from the publicly advertised EOI for the O'Donnell Street Reserve Upgrade project. The four companies all provided a submission as detailed above.

Evaluation Results

All tenderers were assessed and scored against the advertised evaluation criteria listed in the tender document and weightings agreed to by the TEC. The confidential tender assessment scoring summary attached to Council's file details the TEC agreed scores and resulting ranking of Respondents.

Tender Evaluation Committee Endorsement

Tenders were evaluated strictly in accordance with Council's Purchasing Policy and Procedures and the Local Government Act 1993 and General Regulations 2005.

Following a rigorous evaluation process of all submitted tenders, the Tender Evaluation Committee is confident in its recommendation that the services offered by the recommended tenderer conform to Council's requirements.

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: C7 Health and quality of life are improved through a range of recreation and leisure opportunities.

Strategy: C7a Retain, protect and improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts.

Deliverable: Sustainable, well maintained and well used recreation facilities

6. Financial impact statement/Timeframe/Consultation

Financial impact

The tendered price is \$159,298.75 exc. GST for O'Donnell Street Reserve. The funding has been fully allocated under the 2015/16 budget.

Timeframe

- Construction tender awarded: March 2016
- Construction commences: April 2016

7. Conclusion

The TEC agreed that the tender process has enabled the Committee to recommend Regal Innovations (RE) Pty Ltd as Principal Landscape Contractor of the O'Donnell Street Reserve Upgrade.

RE scored well in all criteria of Stage 3 non-price and were the number 1 ranked for this stage. RE has completed a number of construction projects of similar scope and of equal or greater value and are a well-established company with excellent experience.

RE's work demonstrates a high level of innovation and has attracted an impressive list of design awards. Projects have included:

- Prince Alfred Park for Sydney City Council.
- Echo Point Crown Reserve – Katoomba.
- Eden Gardens – Ryde.

The TEC has formed the view that this company, taking into consideration all of the information provided, are the most suitable company to recommend for the Principal Landscape Contractor of the O'Donnell Street Reserve upgrade.

8. Attachments

Nil.

**REPORT
CM/7.8/16.03**

Subject: Petition – Boat and Trailer Parking in Young Street, Vaucluse

TRIM No.: A14/0127

Author: Richard Coelho, Acting Governance Manager

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That the petition requesting the restriction of boat and trailer parking in Young Street, Vaucluse, be received and noted, and forwarded to the Executive Manager, Creating Waverley, for appropriate action.

1. Executive Summary

Council has received a petition containing 124 signatures from residents regarding boat and trailer parking in Young Street, Vaucluse.

The petition reads as follows:

'We the undersigned residents are concerned at the large number of boats and trailers parked long-term in Young Street, Vaucluse.

The width of these boats/trailers makes driving dangerous and occupies valuable parking space.

We request action to be taken by Waverley Council to restrict the parking of boats and trailers in Young Street. We suggest a 4 hour No Parking restriction be imposed one day per week.'

2. Introduction/Background

Council accepts written petitions from persons who have a direct interest in the Waverley Local Government Area as residents, landowners, business people or in some other capacity. Petitions must concern matters that Council is authorised to determine.

3. Relevant Council Resolutions

Nil.

4. Discussion

Nil.

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

Nil.

7. Conclusion

Council is advised to refer the petition to the Executive Manager, Creating Waverley, for action.

8. Attachments

Nil.

**NOTICE OF MOTION
CM/8.1/16.03****Subject:** Precincts and Council Amalgamations**TRIM No.:** A12/0619**Submitted by:** Councillor Masselos**MOTION:**

That Council recommends the following for consideration by any new interim body managing the Council amalgamation process and by the newly amalgamated Council in the Eastern Suburbs:

1. Supports the concept of participatory democracy as a key tenet of local government.
2. Supports the direct participation of residents at the local government level.
3. Endorses the role of precinct committees as a conduit for two way communication between council and residents.
4. Continues with the present precinct system.
5. Reviews the present precinct boundaries with the view to harmonising precincts with the new amalgamated council wards once announced.

Background

The precincts system has played a major role in proving a two way communication conduit between council and the residents. As a highly democratic process where residents can attend of their own volition, the precinct system is a prime example of participatory democracy which has worked exceptionally well since its inception.

NOTICE OF MOTION CM/8.2/16.03



Subject: Short-Term Rentals

TRIM No.: A12/0190

Submitted by: Councillor Kay
Councillor Betts

MOTION:

That Council:

1. Notes that the NSW Department of Finance, Services and Innovation has conducted a study to investigate issues arising from accommodation services in NSW that involve Airbnb. This study informs an inquiry currently being conducted by the Legislative Assembly's Environment and Planning Committee into the adequacy of the regulation of short-term holiday letting in New South Wales.
2. Conducts a councillor workshop to discuss Waverley's situation on short-term rentals, the gaps in Council's current position, and the regulatory and enforcement issues on amenity concerns (principally noise) arising from such uses.
3. Sends a submission to the Environment and Planning Committee Inquiry on issues relating to short-term accommodation, including Airbnb, and Waverley's suggested ideas and planned actions to address these issues.
4. In the submission, advises the Inquiry Committee that considering Waverley has one of the highest concentrations of short-term accommodation in NSW, that it be considered a key stakeholder for the purposes of the Department's development of future policy for the collaborative economy and testing of any regulatory solutions.
5. Distributes the submission to the following people: the NSW Premier the Hon Mike Baird MP; the NSW Minister for Innovation & Better Regulation the Hon Victor Dominello MP; the Federal Minister for Industry, Innovation and Science the Hon Christopher Pyne MP; the Federal Minister for Tourism & International Education Senator the Hon Richard Colbeck; the Federal Assistant Minister for Innovation the Hon Wyatt Roy MP; and the local NSW state members of Coogee and Vaucluse.

Background

Waverley Council and other councils in NSW are experiencing the rise in 'disruptive' businesses like Airbnb which offer opportunities for owners to rent out their properties on a short-term basis (even days), but currently not legal in NSW if the lease term is less than 3 months.

This 'collaborative economy' is now said to be contributing millions of dollars to the NSW economy each year, with an estimated 45,000 people in NSW earning income from these ventures in the past year.

The down side for our residents is that with short-term rentals come the potential for undue amenity impacts, such as noise and illegal dumping. Owners living in residential flat buildings have even experienced damage to infrastructure from short-term lessees, damage that the owners have to pay for.

The NSW Government is currently developing a framework for regulation of the 'collaborative economy' which they say will include customer protection, and community safety and amenity standards.

Waverley only enforces its own Local Environment Plan when complaints are made. Owners generally do not apply to Council for permission to rent out their dwelling on a short-term basis, presumably because short-term rentals are prohibited in residential zones.

The rise in popularity of Airbnb and other digitally based businesses has led to a much greater number of short-term rentals. Our community has started to become concerned about the potential intensification of these activities, and the undue impact that these uses could have on their amenity.

It is also important to acknowledge the investment in tourist accommodation by existing businesses (e.g. serviced apartments), and how they might be impacted. On the one hand, operations like Airbnb may take away customers from existing businesses, yet it is likely that short-term letting will become a significant driver of local tourism for all businesses, with tourism in Waverley trending higher each year and tourist demographics changing.

We now need to make a submission to the NSW Government to ensure that our voice is heard on behalf of the Waverley community, owners, residents and businesses, and so that all issues may be addressed in a fair and balanced manner, and the legislation can provide more certainty on the permissibility and regulation of short-term rentals.

NOTICE OF MOTION CM/8.3/16.03



Subject: Annual Chemical Waste Collection Service

TRIM No.: A16/0227

Submitted by: Councillor Kay
Councillor Goltsman

MOTION:

That Council investigates a system that provides residents with an annual chemical waste collection service, with a report to come back to Council for consideration.

Background

It is not straightforward to dispose of chemical waste products like paint, motor and cooking oils, pool chemicals, and household cleaners, none of which are to be placed in the waste or recycling bins.

Waverley Council does not provide a collection service, and does not pick up household chemical waste during on-call clean-ups and annual ward-based clean-ups. It is left to the NSW Environment Protection Authority (EPA) or another authority to organise household chemical clean-out events at collection depots, usually annually. The next one is scheduled to be hosted by Randwick Council in Clovelly on Saturday 30 April.

People have to transport their household chemical waste to these depots for collection.

It is important that Waverley make it easier and more accessible for its residents to dispose of household chemical waste. This would especially apply to those who:

1. For religious reasons are unable to avail themselves of the opportunity to visit the waste disposal depot on the clean-out day.
2. Find it difficult to travel to places outside the Waverley LGA on the chemical collection day for the Eastern Suburbs.
3. Are elderly or disabled, and would be unable or find it challenging to transport chemical waste items safely in their vehicle.
4. Would find difficulty or impossible to attend the depot on the clean-out day identified, e.g. being out of Sydney.

Issues that need to be considered include cost, feasibility, partnering with Randwick and Woollahra, frequency of collection, and how this collection would take place.

NOTICE OF MOTION CM/8.4/16.03



Subject: Waverley Development Control Plan – Living Design Guidelines

TRIM No.: A15/0395

Submitted by: Councillor Kay
Councillor Betts

MOTION:

That Council:

1. Investigates the integration of Living Design Guidelines into the Waverley Development Control Plan (WDCP) as one response to Council's 'Living Local, Staying Connected' Forum held on Friday 4 March 2016.
2. Conducts a councillor workshop in the next two months on this initiative.
3. Prepares a progress report to come back to Council by June 2016.

Background

On Friday, 4 March 2016, Council conducted an interactive Forum around improving housing choices for people as they age, focusing mainly on the design of residential flat buildings.

The presentations and discussions were excellent, and led to an understanding of the current barriers to accessible, adaptable and affordable housing. A workshop produced ideas in how Council might lead change for the steadily increasing number and percentage of older people in Waverley to have more 'ageing in place' options as they get older.

Two Council officers from Banyule Council, Victoria, indicated in their presentation that they had already completed a project to integrate a subset of Liveable Housing Design Guidelines into their planning requirements for residential flat buildings. These guidelines provide assurance that a home is easier to access, navigate and live in, as well as more cost effective to adapt when life's circumstances change, so that 'ageing in place' is a real option for many more people.

To inform our own investigation, it would be interesting to understand their philosophy for what they have done, how it has worked in practice, and the way that other councils are helping plan dwellings for older people.

NOTICE OF MOTION CM/8.5/16.03



Subject: Councillor Training and Accreditation

TRIM No.: A03/2680-02

Submitted by: Councillor Wy Kanak

MOTION:

That Council uses Registered Training Organisations to ensure interested Councillors are assisted to obtain training and education for accreditation with formal qualifications related to local government experience before, and if arrangeable after, the event of any NSW local government amalgamation scenario that would cut short the expected current Councillor term.

Background

If Council amalgamation goes ahead, even though I don't think it should without an electors' poll/plebiscite/local referendum, I believe Councillors should be given assistance from Waverley Council to gain a formal accreditation for the time and experience that Councillors have gained in local government as a transitional measure for Councillors to move on with a 'piece of paper' that may gain them engagement in other local government related industry pursuits should they so wish.

Even without the threat of amalgamation, Councillors should be supported by Waverley Council with councillor development type training in gaining formal qualifications as a recognition of councillors' time and experience in NSW local government. TAFE courses exist that could provide the basis of a Certificate IV in local government industry related subjects. Recently, NSW TAFE, Local Government NSW, the University of Technology (Centre for Local Government), and the Australian Centre for Excellence in Local Government recently produced a course called Executive Certificate for Elected Members that may also be a suitable course for formalising Councillor qualifications.

NOTICE OF MOTION CM/8.6/16.03



Subject: Increasing Native Species Planting

TRIM No.: A14/0270

Submitted by: Councillor Wy Kanak

MOTION:

That Council:

1. Plants more native species of plants in the public domain and Council landscaping works.
2. Takes any opportunity for landscape works in the public domain to include native plant species, and that native trees giving canopy cover and shade to Waverley's streets should be planted whenever possible.

Background

Brisbane Street closure and St Thomas Street, Bronte, traffic control devices are examples of where native planting is possible, and where appropriate native trees could be planted. In December 2015, the Federal Minister for the Environment, Greg Hunt, announced the National Landcare Program of planting 20 million trees in local communities. Waverley should be using these types of initiatives to maximise its native species planting in local infrastructure and streetscaping.

URGENT BUSINESS
CM/9/16.03**Subject:** Urgent Business**Author:** Arthur Kyron, General Manager

In accordance with clause 241 of the *Local Government (General) Regulation 2005* and section 3.5 of Council's Code of Meeting Practice, business may be transacted at a meeting of Council even though due notice of the business has not been given to Councillors. However, this can happen only if:

1. the business proposed to be brought forward is ruled by the chairperson to be of great urgency; and
2. a motion is passed to have the business transacted at the meeting.

Such a motion can be moved without notice.

Only the mover of a motion can speak to the motion before it is put. A motion to have urgent business transacted at the meeting requires a seconder.

For business to be considered urgent it must be of a kind:

1. that requires immediate action or attention, and
2. that cannot be dealt with as a Mayoral Minute or Notice of Motion at a later meeting or by any other means.

The mover of the motion must, when speaking to the motion, explain why he or she believes the business to be of great urgency.

CLOSED SESSION
CM/10/16.03

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



There are no confidential reports for consideration.