COUNCIL MEETING

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

6.30PM, TUESDAY 19 APRIL 2016



Arthur Kyron
General Manager

Waverley Council
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AGENDA

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

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

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

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

1. Apologies/Leaves of Absence

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CONFIRMATION AND ADOPTION OF MINUTES CM/4.1/16.04

Subject: **Confirmation of Minutes - Extraordinary Council Meeting - 1 March 2016**

TRIM No.: SF16/406

Author: Al Johnston, Governance Officer

RECOMMENDATION:

That the Minutes of the Extraordinary Council Meeting held on 1 March 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. Extraordinary Council Meeting Minutes - 1 March 2016

MINUTES OF THE WAVERLEY EXTRAORDINARY COUNCIL MEETING
HELD AT WAVERLEY COUNCIL CHAMBERS
ON TUESDAY, 1 MARCH 2016

Present:

Councillor Sally Betts (Mayor) (Chair)	Hunter Ward
Councillor Tony Kay (Deputy Mayor)	Waverley Ward
Councillor Joy Clayton	Bondi Ward
Councillor John Wakefield	Bondi Ward
Councillor Dominic Wy Kanak	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

Staff in attendance:

Arthur Kyron	General Manager
Cathy Henderson	Director, Waverley Life
Peter Monks	Director, Waverley Futures
Emily Scott	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 6.51 pm.

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 Cusack.

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

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.

4. Notices of Motion

CM/4.1/16.03E Clarifying Waverley Council's Position on Waverley Cemetery (A02/0658-06)

MOTION / UNANIMOUS DECISION Mover: Cr Betts
Seconder: Cr Kay

That Council:

1. Reaffirms that it will not proceed with building a crematorium, pavilion and Centennial Park style perimeter fence at Waverley Cemetery, as referenced in the Conservation Management Plan 2003 and Plan of Management.

2. Will not propose a crematorium, pavilion or Centennial Park style fencing in any future Waverley Cemetery Conservation Management Plan or Plan of Management.

5. Closed Session

CM/5/16.03E Closed Session

Before the motion to close the meeting was put, the Chair provided an opportunity for members of the public to make representations as to whether this part of the meeting should be closed. None were received.

MOTION / DECISION Mover: Cr Mouroukas
Seconder: Cr Goltsman

1. Council moves into closed session to deal with the matters listed below, which are classified as confidential under the provisions of section 10A(2) of the *Local Government Act 1993* for the reasons specified:

   CM/5.1/16.03E CONFIDENTIAL REPORT – Prospective Property Purchase for Affordable Housing

   This matter is considered to be confidential in accordance with section 10A(2)(c) of the *Local Government Act*, and the Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

2. Pursuant to section 10A(1), 10(2) and 10A(3) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) of the *Local Government Act 1993*.

3. The correspondence and reports relevant to the subject business be withheld from the media and public as provided by section 11(2) of the *Local Government Act 1993*.

At 6.55 pm, Council moved into closed session.

CM/5.1/16.03E CONFIDENTIAL REPORT – Prospective Property Purchase for Affordable Housing (A14/0349)

MOTION / DECISION Mover: Cr Betts
Seconder: Cr Kay

That:

1. Council treats this report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as it relates to a matter specified in section 10A(2)(c) of the *Local Government Act 1993*. The report contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

2. Council endorses expansion of the property search area into the Woollahra Local Government Area.

3. Council resolves to purchase, as tenants in common with Bridge Housing Limited, the property known as 46 Old South Head Road, Vaucluse, on the following terms:

   (a) To the maximum sum as set out in clause 7 of this resolution.

(b) On the terms set out in the Memorandum of Understanding (MOU) authorised by Council at the Operations Committee Meeting held on 6 October 2015.

(c) The due diligence reports identified in the MOU are to the satisfaction of the General Manager and Mayor.

4. Council authorises the General Manager to negotiate the purchase with Bridge Housing Limited by private treaty of the property known as 46 Old South Head Road, Vaucluse, up to the maximum sum set out in clause 7 of this resolution prior to the auction or in the event that the property is not put to auction.

5. Should the property proceed to auction, Council authorises the General Manager or delegate to attend the auction of the property and to execute the contract for sale of the property known as 46 Old South Head Road, Vaucluse, on Council's behalf as purchaser as tenants in common with Bridge Housing Limited.

6. Should the property proceed to auction, Council authorises the Bridge Housing Limited Development Director to bid on Council's behalf and on behalf of Bridge Housing Limited up to the maximum sum set out in clause 7 of this resolution.

7. The maximum sum, offer or bid to purchase 46 Old South Head Road, Vaucluse, be the sum referred to in the confidential report in section 7, option 1, but amended to replace '5%' with '10%'.

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

6. Resuming in Open Session

CM/6/16.03E Resuming in Open Session

MOTION / DECISION Mover: Cr Goltsman
Seconder: Cr Mouroukas

That Council resumes in open session.

At 7.13 pm, Council resumed in open session.

Resolutions from Closed Session made public

In accordance with clause 253 of the Local Government (General) Regulation 2005, when the meeting resumed in open session, the Chair announced the resolutions made by Council, including the names of the movers and seconders, while the meeting was closed to members of the public and the media.

7. Meeting Closure

THE MEETING CLOSED AT 7.14 PM.

……
SIGNED AND CONFIRMED
MAYOR
19 APRIL 2016

CONFIRMATION AND ADOPTION OF MINUTES CM/4.2/16.04

Subject: **Confirmation of Minutes - Council Meeting - 15 March 2016**

TRIM No.: SF16/406

Author: Al Johnston, Governance Officer

RECOMMENDATION:

That the Minutes of the Council Meeting held on 15 March 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 - 15 March 2016

MINUTES OF THE WAVERLEY COUNCIL MEETING
HELD AT WAVERLEY COUNCIL CHAMBERS
ON TUESDAY, 15 MARCH 2016

Present:

Councillor Sally Betts (Mayor) (Chair)	Hunter Ward
Councillor Tony Kay (Deputy Mayor)	Waverley Ward
Councillor Joy Clayton	Bondi Ward
Councillor John Wakefield	Bondi Ward
Councillor Dominic Wy Kanak	Bondi Ward
Councillor Leon Goltsman	Hunter Ward
Councillor Miriam Guttman-Jones	Hunter Ward
Councillor Angela Burrill	Lawson Ward
Councillor Andrew Cusack	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	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 6.37 pm.

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

There were no apologies.

2. Declarations of Pecuniary and Non-Pecuniary Interests

The Chair called for declarations of interest and the following were received:

2.1 Cr Burrill declared a pecuniary interest in Item CM/8.2/16.03 – Short-Term Rentals, and informed the meeting that a close family member does short-term holiday letting. Cr Burrill advised that she will leave the Chamber for the debate and not participate in the decision.

2.2 Cr Clayton declared a less than significant non-pecuniary interest in Item CM/7.7/16.03 – O'Donnell Street Reserve Upgrade – Evaluation of Tender, and informed the meeting that she lives close by.

3. Addresses to Council by Members of the Public

3.1 J McAlpin (on behalf of Charing Cross Precinct) – Item CM/8.1/16.03 – Precincts and Council Amalgamations.

4. Confirmation and Adoption of Minutes

CM/4.1/16.03 Confirmation of Minutes – Council Meeting – 16 February 2016 (SF16/406)

MOTION / UNANIMOUS DECISION Mover: Cr Clayton
Seconder: Cr Mouroukas

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.

CM/4.2/16.03 Confirmation of Minutes – Extraordinary Council Meeting – 21 February 2016 (SF16/406)

MOTION / DECISION

Mover: Cr Goltsman
Seconder: Cr Mouroukas

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.

CM/4.3/16.03 Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2016 (SF16/158)

MOTION / DECISION

Mover: Cr Kay
Seconder: Cr Mouroukas

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.

5. Mayoral Minutes

There were no mayoral minutes.

6. Obituaries

Jocelyn Elizabeth Strewe
Joy Dutton
Neville Warburton
Des O'Reily

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

7. Reports

CM/7.1/16.03 Confirmation of Minutes – Council Meeting – 15 December 2015 (SF15/5)

MOTION / DECISION

Mover: Cr Burrill
Seconder: Cr Mouroukas

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.

CM/7.2/16.03 2nd Quarter 2015/16 Budget Review – December 2015 (A03/0346)

MOTION / DECISION Mover: Cr Cusack
Seconder: Cr Burrill

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

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

CM/7.3/16.03 Investment Portfolio Report – January 2016 (A03/2211)

MOTION / UNANIMOUS DECISION Mover: Cr Cusack
Seconder: Cr Burrill

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.

CM/7.4/16.03 Customer Experience Action Plan (A15/0282)

MOTION / UNANIMOUS DECISION Mover: Cr Kay
Seconder: Cr Cusack

That Council:

1. Adopts the Customer Experience Action Plan as set out in Attachment 1, subject to the following:

   (a) Add a new action, and related table elements, to the appropriate section of the Plan, that has the following intent with exact wording to be determined by Council officers: 'Trial extension of monitoring customer requests within Council to encompass "whole of life" of each request before it is closed, especially where Council refers the request to outside agencies.'

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.

CM/7.5/16.03 Preparation of Bronte Park Plan of Management (A16/0168)

MOTION / UNANIMOUS DECISION Mover: Cr Burrill
Seconder: Cr Mouroukas

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

CM/7.6/16.03 Dickson Park Upgrade – Evaluation of Tender (A15/0399)

MOTION / UNANIMOUS DECISION

Mover: Cr Mouroukas
Seconder: Cr Kay

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.

CM/7.7/16.03 O'Donnell Street Reserve Upgrade – Evaluation of Tender (A15/0575)

Cr Clayton declared a less than significant non-pecuniary interest in this item, and informed the meeting that she lives close by.

MOTION / UNANIMOUS DECISION

Mover: Cr Clayton
Seconder: Cr Goltsman

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.

CM/7.8/16.03 Petition – Boat and Trailer Parking in Young Street, Vaucluse (A14/0127)

MOTION / UNANIMOUS DECISION

Mover: Cr Goltsman
Seconder: Cr Mouroukas

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.

CM/7.9/16.03 Council's Submission on the Local Government Act Review – Phase 1 Amendments (A12/0619)

MOTION Mover: Cr Burrill
Seconder: Cr Kay

That Council endorses the draft 'Waverley Council Submission on the Local Government Act Review – Phase 1 Amendments' attached to the report, subject to the following amendments, and forwards the submission to the Office of Local Government:

1. That the section 'Comment on Process' be amended to read as follows:

Comment on Phase 1 Process

Waverley Council has the following comments on the Phase 1 amendments process:
- The short timeline during the amalgamation boundaries commission process has not been ideal.
- The release of an exposure draft would be preferable to provide an opportunity for Councils to provide feedback on the final amendment wording.
- There are concerns about the use of additional mandatory guidelines rather than incorporation into the Act as changes can be made without consultation with LGNSW and Councils.

Following are Waverley Council's comments on proposed amendments to the Local Government Act 1993 as set out in the paper issued by the Office of Local Government titled 'Towards New Local Government Legislation Explanation Paper: proposed Phase 1 amendments'.

2. That section 1.1 'Purposes of the Local Government Act' be amended to read as follows:

- Waverley Council supports this amendment in principle.
- Councils must balance financial sustainability with Community outcomes therefore the words "maximizes value for money" may not be the ideal words to use as this could drive everything to the cheapest option without consideration of longevity or quality.

3. That section 1.2 'Role of local government' be amended to read as follows:

- Waverley Council supports this amendment in principle.
- Question whether the existing words, as a Charter, has more weight than the proposed Provisions.
- Councils must balance financial sustainability with Community outcomes therefore the words 'the best possible value for money' may not be the ideal words to use as this could drive everything to the cheapest option without consideration of longevity or quality.

4. That section 1.3 'The guiding principles of local government' be amended to read as follows:

- Waverley Council supports this amendment in principle.
- Question whether the existing words, as a Charter, has more weight than the proposed Provisions.

5. That section 2.1 'The role of the governing body' be amended to read as follows:

- Waverley Council supports this amendment in principle.

6. That section 2.2 'The number of councillors' be amended to read as follows:

- Waverley Council supports this amendment in principle.
- Propose to increase the number of Councillors to a maximum of 25 in alignment with our recent submission to the Boundaries Commission.

7. That section 2.3 ‘Rural councils’ be amended to read as follows:

- As a non-rural Council we prefer not to comment.

8. That section 3.1 ‘The role of the mayor’ be amended to read as follows:

- Waverley Council supports this amendment in principle.
- Bullet point 6 be amended to add the words ‘in conjunction with the General Manager’.

9. That section 3.2 ‘The mayor’s term of office’ be amended to read as follows:

- Waverley Council supports:
    - A minimum 2 year term for mayor, deputy mayor and committee chairs.

- Waverley Council does not support:
    - The proposal for compulsory voting in the mayoral election.
    - Proxy voting in any form; this could lead to a lack of quorum in the meeting, and there are no proposed legislation changes to cover this eventuality.
    - Drawing lots to determine who should leave the Chamber in the situation where there are the same number of voters at the Mayoral Election in support of different candidates; the present system of drawing the name of the Mayor and Deputy Mayor from a hat is simpler.

10. That section 3.3 ‘The role of councillors’ be amended to read as follows:

- Waverley Council does not support the following statements:
    - To represent the collective interests of residents, ratepayers and the wider community of the local government area.
    - To be accountable to the community for the local government’s performance.
    - To uphold and represent accurately the policies and decisions of the governing body.
- Councillors are not directors on a board and therefore are not held joint and severally liable. These statements do not reflect the political nature of a council.

11. That section 3.4 ‘Councillor’s term of office’ be amended to read as follows:

- Waverley Council does not support popularly elected mayors as stated in our submission to the Boundaries Commission.

12. That section 3.5 ‘Oath or affirmation of office’ be amended to read as follows:

- Waverley Council supports this amendment.

13. That section 3.6 ‘Councillor’s expenses and facilities’ be amended to read as follows:

- Waverley Council supports this amendment.

14. That section 3.7 ‘Mayor/councillor professional development’ be amended to read as follows:

- Waverley Council supports this amendment.

15. That section 3.8 ‘Role and function of administrators’ be amended to read as follows:

- Waverley Council supports this amendment.

16. That section 3.9 ‘Financial controllers’ be amended to read as follows:

- A financial controller and an administrator must be two different people.
- If an administrator is appointed they should have the power to determine whether a financial controller is appointed, and their responsibilities and authority.
- A financial controller in itself is unlikely to change the root issues behind poor performance. Therefore it may be critical to also review organisational development, restructuring of the council or replacement of the General Manager.

17. That section 3.10 ‘Meetings’ be amended to read as follows:

- Waverley Council supports this amendment.

18. That section 3.11 ‘Delegation of functions’ be amended to read as follows:

- Waverley Council supports this amendment.

19. That section 4.1 ‘Extension of the option of universal postal voting to all councils’ be amended to read as follows:

- Waverley Council supports this amendment.

20. That section 5.1 ‘Determination of the organisations structure’ be amended to read as follows:

- Waverley Council supports this amendment.

21. That section 5.2 ‘The role of general managers’ be amended to read as follows:

- Waverley Council supports this amendment.

22. That section 5.3 ‘The requirement to report annually to the council on senior staff contractual conditions’ be amended to read as follows:

- Waverley Council supports this amendment.

23. That section 6.1 ‘Consolidation of the prescription of ethical standards’ be amended to read as follows:

- Waverley Council supports this amendment.

24. That section 6.2 ‘Investigation of pecuniary interest breaches’ be amended to read as follows:

- Waverley Council supports this amendment.

25. That section 7.1 ‘Integrated planning and reporting principles’ be amended to read as follows:

- Waverley Council supports this amendment as we have been at the forefront of integrated planning and reporting principles.

26. That section 7.2 ‘Streamlining the existing integrated planning and reporting provisions’ be amended to read as follows:

- Waverley Council supports this amendment in principle.

27. That section 7.3 ‘Council’s integrated planning and reporting to reflect regional priorities’ be amended to read as follows:

- Waverley Council supports this amendment.

28. That section 7.4 ‘Expanded scope of delivery programs’ be amended to read as follows:

- Waverley Council supports this amendment.

29. That section 7.5 ‘Fiscal sustainability’ be amended to read as follows:

- Waverley Council supports this amendment.

30. That section 7.6 ‘Expanded scope of council’s community engagement strategies’ be amended to read as follows:

- Waverley Council supports this amendment.
- The minimum prescribed requirement for a community engagement strategy be consultation with the Local Aboriginal Land Council Network as well as native title claimant registrants, where appropriate.

31. That section 8.1 ‘Annual reports’ be amended to read as follows:

- Waverley Council supports this amendment as we already have an internal audit committee.

32. That section 8.2 ‘State of the environment reports’ be amended to read as follows:

- Waverley Council supports this amendment.

33. That section 8.3 ‘Performance measurement’ be amended to read as follows:

- Waverley Council supports this amendment.

34. That section 8.4 ‘Internal audit’ be amended to read as follows:

- Waverley Council supports this amendment as we already have an internal audit committee.

35. That section 8.5 ‘Sector-wide performance audits by the Auditor-General’ be amended to read as follows:

- Waverley Council supports this amendment.

36. That section 8.6 ‘Financial management’ be amended to read as follows:

- Waverley Council supports this amendment.

37. That section 8.7 ‘Financial reporting’ be amended to read as follows:

- There are concerns about the use of additional mandatory guidelines rather than incorporation into the Act as changes can be made without consultation with LGNSW and Councils.

38. That section 8.8 ‘External Audit’ be amended to read as follows:

- Waverley Council supports this amendment.

AMENDMENT 1

Mover: Cr Wakefield
Seconder: Cr Masselos

That the Motion be adopted subject to section 3.2 'The mayor's term of office' being amended to read as follows:

'No change is made to the current one-year term for mayors.'

THE AMENDMENT WAS PUT AND DECLARED LOST.

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

AMENDMENT 2

Mover: Cr Wakefield
Seconder: Cr Masselos

That the Motion be adopted subject to an additional point under section 3.2 'The mayor's term of office' that reads as follows:

'That a clause be introduced into the Act that enables Council to "spill" the positions of Mayor, Deputy Mayor and/or Chairs of committees.'

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division
For the Amendment: Crs Guttman-Jones, Masselos, Strewe, 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 submission including a statement that Waverley Council believes that the reform of local government should be accompanied by the abolition of state government.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Cr Guttman-Jones was not present for the vote on this amendment.

AMENDMENT 4

Mover: Cr Wy Kanak
Seconder: Cr Wakefield

That the Motion be adopted subject to an additional point under section 2.1 'The role of the governing body' that reads as follows:

'That the role of councils in a new Local Government Act be a mechanism for recognising a regime of co-management strategies incorporating a recognition of traditional Aboriginal land custodianship.'

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.

Cr Strewe was not present for the vote on this amendment.

THE MOTION WAS THEN PUT AND DECLARED CARRIED ON THE CASTING VOTE OF THE CHAIR.

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

DECISION: That the Motion be adopted.

8. Notices of Motion

CM/8.1/16.03 Precincts and Council Amalgamations (A12/0619)

Amended Notice of Motion submitted by Cr Masselos.

MOTION / UNANIMOUS DECISION Mover: Cr Masselos
Seconder: Cr Mouroukas

That Council recommends the following for consideration by any new interim body managing the Council amalgamation process:

1. Supports the concept of participatory democracy as a key tenet of local government.

2. Supports the direct participation of the community at the local government level.

3. Recognises the role of the precinct committees.

4. Continues with the present precinct system during the transition period.

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.

CM/8.2/16.03 Short-Term Rentals (A12/0190)

Cr Burrill declared a pecuniary interest in this item, and informed the meeting that a close family member does short-term holiday letting. Cr Burrill was not present at the meeting for the consideration and vote on the item.

Amended Notice of Motion submitted by Crs Kay and Betts.

MOTION / DECISION

Mover: Cr Kay
Seconder: Cr Betts

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, the regulatory and enforcement issues on amenity concerns (principally noise) arising from such uses, required resources for increasing operational unit compliance, and officers provide examples of the economics of Airbnb listings within Waverley.

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.

CM/8.3/16.03 Annual Chemical Waste Collection Service (A16/0227)

Notice of Motion submitted by Crs Kay and Goltsman.

MOTION / UNANIMOUS DECISION

Mover: Cr Kay
Seconder: Cr Goltsman

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.

CM/8.4/16.03 Waverley Development Control Plan – Living Design Guidelines (A15/0395)

Notice of Motion submitted by Crs Kay and Betts.

MOTION / UNANIMOUS DECISION

Mover: Cr Kay
Seconder: Cr Burrill

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.

CM/8.5/16.03 Councillor Training and Accreditation (A03/2680-02)

Notice of Motion submitted by Cr Wy Kanak.

MOTION Mover: Cr Wy Kanak
Seconder:

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.

THE MOTION LAPSED DUE TO THE ABSENCE OF A SECONDER.

CM/8.6/16.03 Increasing Native Species Planting (A14/0270)

Amended Notice of Motion submitted by Cr Wy Kanak.

MOTION / DECISION Mover: Cr Wy Kanak
Seconder: Cr Masselos

That Council acknowledges that Sustainable Waverley is currently implementing a number of programmes to increase native plantings that are further improving the condition of our remnant vegetation and habitat connectivity including:

1. Planting more native species of plants in the public domain and Council landscaping works.

2. Taking 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 are 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.

9. Urgent Business

CM/9.1/16.03 Legal Challenge to Council Amalgamations (A16/0248)

Council agreed to deal with this matter as an item of urgent business.

MOTION Mover: Cr Wy Kanak
Seconder: Cr Masselos

That:

1. Council authorises the Mayor and General Manager to obtain urgent legal advice on the prospects of success of council joining in, or mirroring, the two legal challenges presented by Woollahra Council to the State government's forced amalgamation proposal.

2. If the prospects advice is positive, Council authorises the Mayor and General Manager to engage in a legal challenge to the forced amalgamation of Randwick, Waverley and Woollahra Councils.

BACKGROUND

In summary, the advice says that, even assuming the government has chosen the correct part of the *Local Government Act* under which to try and force council amalgamations, the delegate has:

1. Failed to give reasonable notice of public meeting for the inquiry

This is an almost universal complaint. In Woollahra's case the first public notice of the meeting was on 20 January 2016 and the public meeting was on 4 February 2016. The *Local Government Act* requires 'reasonable notice'. Given the hundreds of pages of reports, the partial and inadequate financial material then available and the complexity of the issues, this cannot be described as 'reasonable notice'.

2. Failed to hold an inquiry

The public meeting undertaken was a session where the delegate sat passively and listened to submissions and in which the delegate took no active part. An 'inquiry' requires the person holding any such meeting to ensure someone is in attendance at the meeting who is informed on the proposal and has an ability to explain the issues and answer questions relating to the proposal. It also requires the person undertaking the inquiry to more than sit passively and receive submissions. This procedure was largely consistent across the State.

3. Failed to observe procedural fairness

The failure to give adequate notice and failure to hold an inquiry as specified in the *Local Government Act*, taken together, amount to a failure to provide residents with procedural fairness.

4. Failed to seek the views of electors

Section 218F(3) requires every 'joint proposal of 2 or more councils for the amalgamations of two or more areas' to seek the views of electors by either formal polls (here meaning plebiscites) or by a combination of public meetings, public submissions and postal surveys sent to every elector with reply paid questionnaires. This provision is mandatory for each and every one of the 35 forced amalgamations proposals, and has not

been complied with in any one.

THE MOTION WAS PUT AND DECLARED LOST.

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

DECISION: That the Motion not be adopted.

CM/9.2/16.03 Bondi Pavilion Upgrade (A15/0272)

MOTION Mover: Cr Wy Kanak
Seconder: Cr Masselos

That this matter be dealt with as a matter of urgency.

THE MOTION WAS PUT AND DECLARED LOST.

DECISION: That the Motion not be adopted.

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

10. Closed Session

There were no items dealt with in closed session.

11. Meeting Closure

THE MEETING CLOSED AT 9.58 PM.

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SIGNED AND CONFIRMED
MAYOR
19 APRIL 2016

CONFIRMATION AND ADOPTION OF MINUTES CM/4.3/16.04

Subject: **Confirmation of Minutes - Extraordinary Council Meeting - 29 March 2016**

TRIM No.: SF16/406

Author: Al Johnston, Governance Officer

RECOMMENDATION:

That the Minutes of the Extraordinary Council Meeting held on 29 March 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. Extraordinary Council Meeting Minutes - 29 March 2016

MINUTES OF THE EXTRAORDINARY COUNCIL MEETING
HELD AT WAVERLEY COUNCIL CHAMBERS
ON TUESDAY, 29 MARCH 2016

Present:

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

Staff in attendance:

Arthur Kyron	General Manager
Cathy Henderson	Director, Waverley Life

At the commencement of proceedings at 6.30 pm, those present were as listed above, with the exception of Cr Wakefield, who arrived at 6.45 pm.

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 Crs Clayton and Masselos.

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.

4. Closed Session

CM/4/16.03E2 Closed Session

Before the motion to close the meeting was put, the Chair provided an opportunity for members of the public to make representations as to whether this part of the meeting should be closed. None were received.

MOTION / DECISION Mover: Cr Betts
Seconder: Cr Kay

That:

4. Council moves into closed session to deal with the matters listed below, which are classified as confidential under the provisions of section 10A (2) of the *Local Government Act 1993* for the reasons specified:

   CM/4.1/16.03E2 CONFIDENTIAL REPORT – Prospect for Affordable Housing Purchase

   This matter is considered to be confidential in accordance with section 10A(2)(c) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or

proposes to conduct) business.

5. Pursuant to section 10A(1), 10(2) and 10A(3) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) of the *Local Government Act 1993*.

6. The correspondence and reports relevant to the subject business be withheld from the media and public as provided by section 11(2) of the *Local Government Act 1993*.

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

At 6.31 pm, Council moved into closed session.

CM/4.1/16.03E2 CONFIDENTIAL REPORT – Prospect for Affordable Housing Purchase (A14/0349)

MOTION / DECISION Mover: Cr Kay
Seconder: Cr Betts

That Council:

1. Treats this report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as it relates to a matter specified in section 10A(2)(c) of the *Local Government Act 1993*. The report contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

2. Commits to an extension of the Memorandum of Understanding with Bridge Housing until 31 April 2016 to facilitate the joint purchase of the property mentioned in section 3 of the confidential report.

3. Authorises the General Manager to complete all necessary arrangements to purchase as tenants in common with Bridge Housing Limited the property mentioned in section 3 of the confidential report, provided that:

   (a) The maximum sum, offer or bid to purchase the property mentioned in section 3 of the confidential report be the sum referred to in section 6 of the confidential report but amended to replace 10 per cent with 15 per cent.

   (b) Due diligence reports, including legal advice, are acceptable to the General Manager and Mayor.

   (c) The purchase agreement complies with the Memorandum of Understanding.

   (d) Bridge Housing Limited has agreed to the purchase.

4. Authorises the Bridge Housing Development Director to bid and/or make an offer on behalf of Council as joint purchaser of the property up to an amount agreed between Bridge Housing, the General Manager and the Mayor which is no higher than the amount referred to in clause 3 above, and that the General Manager provides the necessary documentation to the agent to facilitate this.

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

5. Resuming in Open Session

CM/5/16.03E2 Resuming in Open Session

MOTION / DECISION

Mover: Cr Betts
Seconder: Cr Kay

That Council resumes in open session.

At 6.54 pm, Council resumed in open session.

Resolutions from closed session made public

In accordance with clause 253 of the Local Government (General) Regulation 2005, when the meeting resumed in open session the Chair announced the resolutions made by Council, including the names of the movers and seconders, while the meeting was closed to members of the public and the media.

6. Meeting Closure

THE MEETING CLOSED AT 6.56 PM.

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SIGNED AND CONFIRMED
MAYOR
19 APRIL 2016

CONFIRMATION AND ADOPTION OF MINUTES CM/4.4/16.04

Subject: **Adoption of Minutes - Waverley Traffic Committee Meeting - 24 March 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 24 March 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. Waverley Traffic Committee Minutes - 24 March 2016

MINUTES OF THE WAVERLEY TRAFFIC COMMITTEE MEETING HELD AT WAVERLEY COUNCIL CHAMBERS, CNR PAUL STREET AND BONDI ROAD, BONDI JUNCTION ON THURSDAY, 24 MARCH 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:

Ms S Cassidy	Waverley Council – Project Manager Bondi Junction Infrastructure Implementation
Mr G Garnsey	Waverley Council – Manager, Transport and Development
Mr S Samadian	Professional Engineer
Mr K Wells	Waverley Council – Traffic Engineer

At the commencement of proceedings at 10.10am, those present were as listed above, with the exception of Ms Cassidy who arrived at 11.03am.

Apologies

Apologies were received and accepted from Cr B Mouroukas (Deputy Chair) and Mr E Graham representative of Sydney Buses.

Declarations of Pecuniary and Non-Pecuniary Interests

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

Adoption of previous Minutes by Council - 25 February 2016

The recommendations contained in Part 1 - Matters Proposing That Council Execise Its Delegated Functions - of the Minutes of the Waverley Traffic Committee meeting held on 25 February 2016 were adopted by Council at its meeting on 15 March 2016.

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.01/16.03 Evans Street, Bronte – P Motorbikes only zone (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council installs a 1.8m Motorcycle only parking zone on the western side of Evans Street, Bronte between the driveways of No.373 Bronte Road.

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.02/16.03 Alexander Street, Tamarama – Guidance and Delineation (A03/0042-04)

COUNCIL OFFICER'S PROPOSAL:

That Council approves the guidance and delineation measures identified on Figure 1.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted subject to the addition of the following words to the end of the clause:

"subject to a 'Stop' line and sign being installed for westbound traffic in Kenneth Street".

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

TC/C.03/16.03 Waverley Street, Bondi Junction – temporary Full Closure to construct Tower Crane (A03/0042-04)

COUNCIL OFFICER'S PROPOSAL:

That Council approves the temporary, full closure of Waverley Street, Bondi Junction, between Botany Street and Hollywood Avenue from 8pm Saturday 30 April 2016 to 5am Sunday 1 May 2016, subject to the applicant:

1. Obtaining approval from NSW Police.

2. Providing neighbouring properties, emergency services, STA and Council with a minimum seven (7) days notice of the temporary closure.

3. Providing VMS boards seven (7) days prior to the event to advise motorists of the proposed closure at locations approved by the Executive Manager, Creating Waverley.

4. Provides a copy of Road Occupancy Licence from the Transport Management Centre.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted subject to it reading as follows:

That Council approves the temporary, full closure of Waverley Street, Bondi Junction, between Botany Street and Hollywood Avenue from 10pm Saturday 30 April 2016 to 5am Sunday 1 May 2016, or an alternative day approved by the Executive Manager Creating, Waverley, subject to the applicant:

1. Obtaining approval from NSW Police.

2. Providing neighbouring properties, emergency services, STA and Council with a minimum seven (7) days notice of the temporary closure.

3. Providing VMS boards seven (7) days prior to the event to advise motorists of the proposed closure at locations approved by the Executive Manager, Creating Waverley.

4. Providing a copy of Road Occupancy Licence from the Transport Management Centre.

5. Providing a revised Traffic Management Plan for the approval of the Executive Manager Creating Waverley showing Waverley Street closed to westbound traffic from Council Street to Botany Street.

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

Representatives of the applicant addressed the meeting.

TC/V STATE ELECTORATE OF VAUCLUSE

TC/V.01/16.03 Francis Street, Bondi Beach – Alteration to No Stopping (A03/0042-04)

COUNCIL OFFICER'S PROPOSAL:

That Council relocates the existing No Stopping sign on the southern side of Francis Street at the intersection of Denham Street from 28.3m to 13.7m from the intersection.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal not be supported as it is contrary to the required 10m statutory No Stopping distance which is measured from the southern kerb line at the intersection of Denham Street and Francis Street.

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

TC/V.02/16.03 Francis Street, Bondi Beach - Installation of motorbike only zone (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council Installs 4.2m of Motorbike only zone on the northern side of Francis Street east of the driveway access of No.69-69A Francis Street.

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.03/16.03 Simpson Street at Hall Street, Bondi Beach – Installation of Yellow Edge Linemarking (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council installs 10m of yellow edge linemarking at the intersection of Hall Street and Simpson Street, Bondi Beach at the following locations:

1. On the southern side of Hall Street, west of Simpson Street.
2. On the southern side of Hall Street, east of Simpson Street.
3. On the northern side of Hall Street, west of Simpson Street.
4. On the northern side of Hall Street, east of Simpson Street.
5. On the western side of Simpson Street, north of Hall Street.
6. In the existing signposted "No Stopping" zone on the eastern side of Simpson Street, north of Hall Street.
7. In the existing signposted "No Stopping" zone on the eastern side of Simpson Street, south of Hall Street.
8. In the existing signposted "No Stopping" zone on the western side of Simpson Street, south of Hall Street

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.04/16.03 Edward Street, Bondi Beach - Installation of motorbike only zone (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council install 5 m of 'P Motor Bikes Only' on the northern side of Edward Street, immediately west of the driveway to 1A Edward Street, Bondi Beach.

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.05/16.03 Chaleyer Street, Rose Bay - Installation of motorbike only zone (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council installs a "P Motor Bikes Only" zone between the driveways of 11 and 13 Chaleyer Street, Rose Bay.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted subject to the "P Motor Bikes Only" zone being 3.4 metres in length.

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

I Gelman and H Brown addressed the meeting.

TC/V.06/16.03 Ramsgate Avenue, Bondi Beach – Installation of "No Parking" Zone (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council installs a 3m long "No Parking" zone across the kerb ramp immediately north of the existing disabled zone outside 21-25 Ramsgate Avenue, Bondi Beach.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted subject to it reading as follows:

"Council replaces the existing 8m "P Disabled Only" zone with a 5.5m "P Disabled Only" zone and a 2.5m "No Parking" zone across the kerb ramp outside 21-25 Ramsgate Avenue, Bondi Beach.

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

TC/V.07/16.03 Ramsgate Avenue, North Bondi – Temporary Road Closure - ANZAC Day (A02/0216)

COUNCIL OFFICER'S PROPOSAL:

That Council approves the closure of Ramsgate Avenue, North Bondi on 25 April 2016 between 4am and 8am as per the submitted Transport Control Plan (TCP), subject to the following:

1. The applicant undertakes the following:
   - Provides Public Liability Insurance for the event,
   - Obtains NSW Police Force approval and assessment of the event classification,
   - Notifies the State Transit Authority, NSW Ambulance Service and NSW Fire & Rescue (Bondi, Woollahra & Randwick Fire Stations) seven (7) days prior to the event,
   - Notifies local residents and businesses at least seven (7) days prior to the event,
   - Uses only RMS-accredited Traffic Controllers are used to regulate traffic,
   - Covers all costs associated with traffic control,
   - Obtains approval from the Transport management Centre for the closure of Ramsgate Avenue

2. The Executive Manager, Creating Waverley and her representatives being delegated authority to audit the TMP and cancel the approval if required.

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/CV <u>ELECTORATES OF COOGEE AND VAUCLUSE</u>

TC/CV.01/16.03 Multiple Streets - 'P DISABILITY ONLY' Zones (A02/0273-02)

COUNCIL OFFICER'S PROPOSAL:

That Council:

1. Installs 5.5 m of 'P DISABILITY ONLY' parking outside 8 Roberts Street, Rose Bay.

2. Installs 5.5 m of 'P DISABILITY ONLY' parking outside 71 Curlewis Street, Bondi Beach.

3. Installs 6.5 m of 'P DISABILITY ONLY' parking outside 175 Blair Street, North Bondi.

4. Removes the existing 'P DISABILITY ONLY' zone outside 18 Queens Park Road, Queens Park.

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).

S Marcer addressed the meeting.

THE MEETING CLOSED AT 11.38AM

SIGNED AND CONFIRMED **MAYOR**
19 APRIL 2016

MAYORAL MINUTE
CM/5/16.04

Subject: **Mayoral Minute**

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/6/16.04

Subject: **Obituaries**

Author: Arthur Kyron, General Manager

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

.

REPORT
CM/7.1/16.04

Subject: **Draft Operational Plan 2016-17, Proposed Pricing Policy, Fees and Charges 2016-17 and Six Monthly Progress Report 2015-16**

TRIM No.: A15/0199

Author: Angela Royal, Executive Manager, Performance Waverley
Sneha Sabu, Coordinator Integrated Planning and Reporting

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That Council:

1. Adopts the draft Operational Plan 2016-17 as in attachment 1 and proposed Pricing Policy, Fees and Charges 2016-17 as in attachment 2 for public exhibition with submissions closing on 22 May 2016.

2. Receives and notes the six monthly progress report for the period 1 July 2015 to 31 December 2015 with respect to the deliverables detailed in the Delivery Program 2013-17 as in attachment 3.

1. Executive Summary

This report is seeking Council approval to place the *draft Operational Plan 2016-17 and proposed Pricing Policy, Fees and Charges 2016-17* on public exhibition for the period 25 April 2016 to 22 May 2016. A further report will be presented to the Council at its meeting in June 2016 which reports on any public responses received and sets out any proposed changes in response to these submissions, prior to the final adoption of the Plan.

This report also provides a summary of progress with the activities from Operational Plan 2015 – 2016 as they reflect progress with the deliverables identified in the Delivery Program 2013-17.

Progress can be summarised as follows:

Deliverables for:	Percent of Deliverables meeting target and on track to meet target
Sustainable Community	89%
Sustainable Living	84%
Sustainable Environment	81%
Sustainable Governance	84%

2. Introduction/Background

Operational Plan and Pricing Policy, Fees and Charges

The Integrated Planning and Reporting (IP&R) Framework consists of an inter-related hierarchy of plans which aims to ensure a more sustainable local government sector. Waverley Council has in place a

hierarchy of integrated plans consisting of a Community Strategic Plan (*Waverley Together 3*), a Delivery Program (*Delivery Program 2013-17*) and an Operational Plan.

Council is required to adopt an Operational Plan on an annual basis which sets out the specific activities it will be undertaking within the financial year. The Operational Plan must include the council's annual budget and the Statement of Council's Revenue Policy which includes the proposed rates, fees and charges and must be placed on public exhibition to seek community comment on what is proposed.

Progress Report on Delivery Program

Section 404(5) of the Local Government Act 1993 requires that the General Manager ensure regular reports are provided to the Council on progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided every six months.

The Delivery Program is Council's commitment, during its four year term of office, on what it is going to deliver to the community to assist them to achieve the directions set out in the Community Strategic Plan. The one year Operational Plan, which is a sub-plan of the Delivery Program sets out the activities (projects and activities) being undertaken by Waverley Council in the financial year.

The approach to using the Operational Plan actions for reporting on the Delivery Program is in line with the *Integrated Planning and Reporting Manual for Local Government in NSW (March 2013)*, which states (at page 119) that the *"the Operational Plan is a sub set of the Delivery Program – not a separate entity so the Delivery Program and the Operational Plan need to be wholly complementary"*.

3. Relevant Council Resolution

Nil

4. Discussion

Draft Operational Plan 2016-17 and Proposed Pricing Policy, Fees and Charges 2016-17

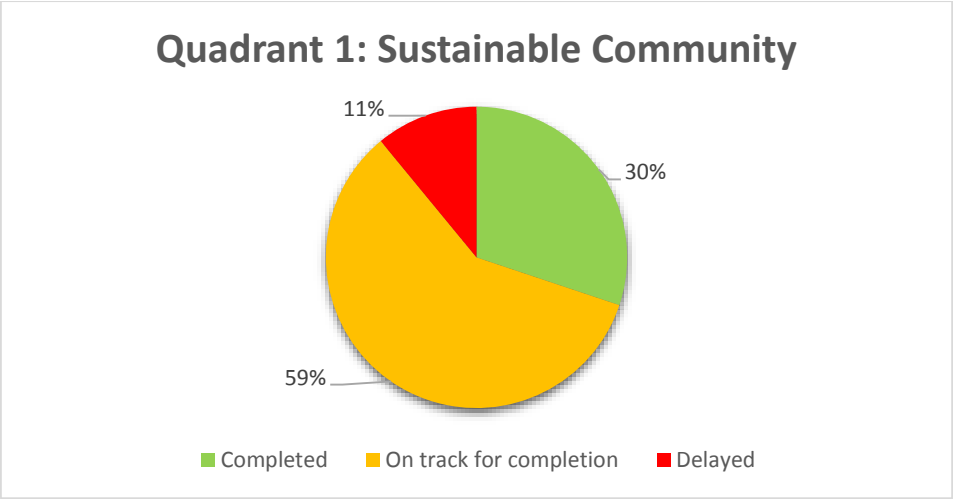
The draft *Operational Plan 2016-2017* sets out the deliverables, projects, actions, budgets and performance measures Waverley Council will employ during the financial year 2016-2017.

This year the format and presentation of the Operational Plan has been revised in order to improve clarity and focus. The new design will provide the community with clearer outcomes, aligning the program based structure with the deliverables and directions we set out to achieve in the Delivery Program 2013-2017 and the Community Strategic Plan (Waverley Together 3).The Pricing Policy, Fees and Charges 2016-17 is streamlined to improve clarity on fee categories and structures.

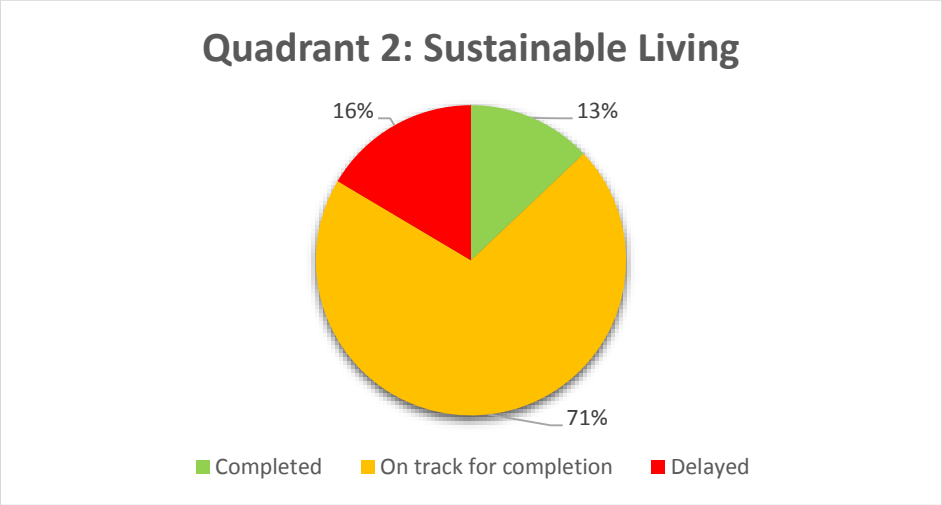
Six monthly Progress Report on Delivery program

Waverley's Community Strategic Plan, Waverley Together 3, is built around four quadrants. They are Sustainable Community, Sustainable Living, Sustainable Environment and Sustainable Governance. The Delivery Program and Operational Plan are also based on these quadrants.

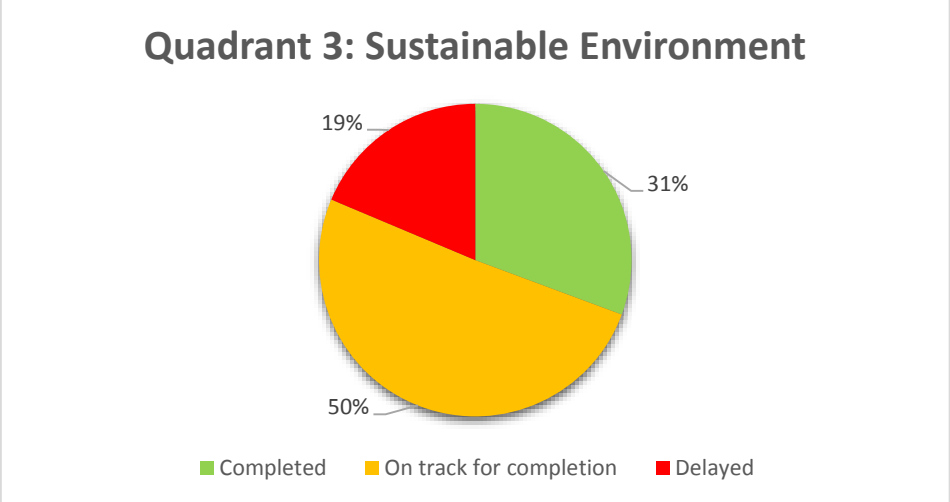
The charts below demonstrates that of deliverables in the Operational Plan are on track for completion.



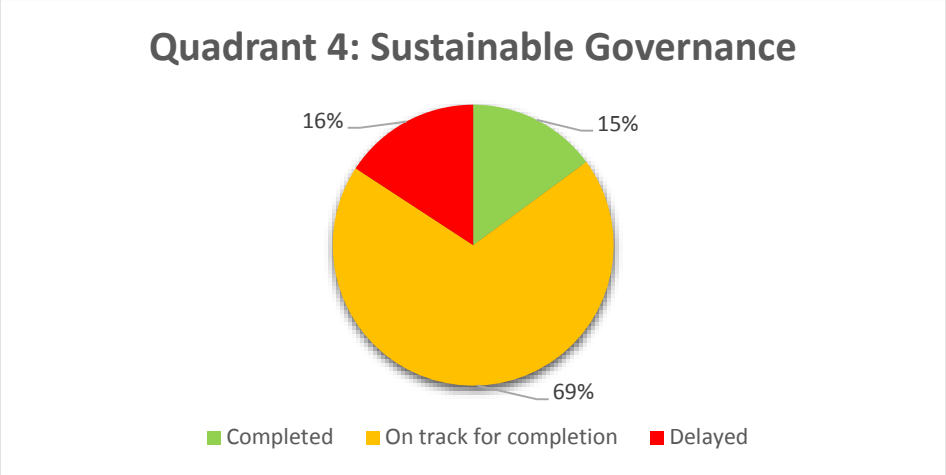
Sustainable Community: 59 per cent of the overall actions in the Sustainable Community quadrant are on track for completion while 30 per cent were completed and 11 per cent were delayed.



Sustainable Living: 71 per cent of the overall actions in the Sustainable Living quadrant are on track for completion while 13 per cent were completed and 16 per cent were delayed.



Sustainable Environment: 50 per cent of the overall actions in the Sustainable Environment quadrant are on track for completion while 31 per cent were completed and 19 per cent were delayed.



Sustainable Governance: 69 per cent of the overall actions in the Sustainable Governance quadrant are on track for completion while 15 per cent were completed and 16 per cent were delayed.

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:	G1a Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability.
Deliverable:	A suite of integrated corporate plans that meet legislative requirements developed and maintained.
Direction:	G8 Community information assets are well secured and managed in an accessible way.
Strategy:	G8b Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy.
Deliverable:	All reports required by legislation or requested by Government departments and agencies provided.

6. Financial impact statement/Timeframe/Consultation

The budget required to fund the Operational Plan 2016-2017 are included in the Statement of Revenue Policy and Budget 2016/17. Funding to implement the Delivery Program over its term is based on the Long Term Financial Plan that supports the Delivery Program.

7. Conclusion

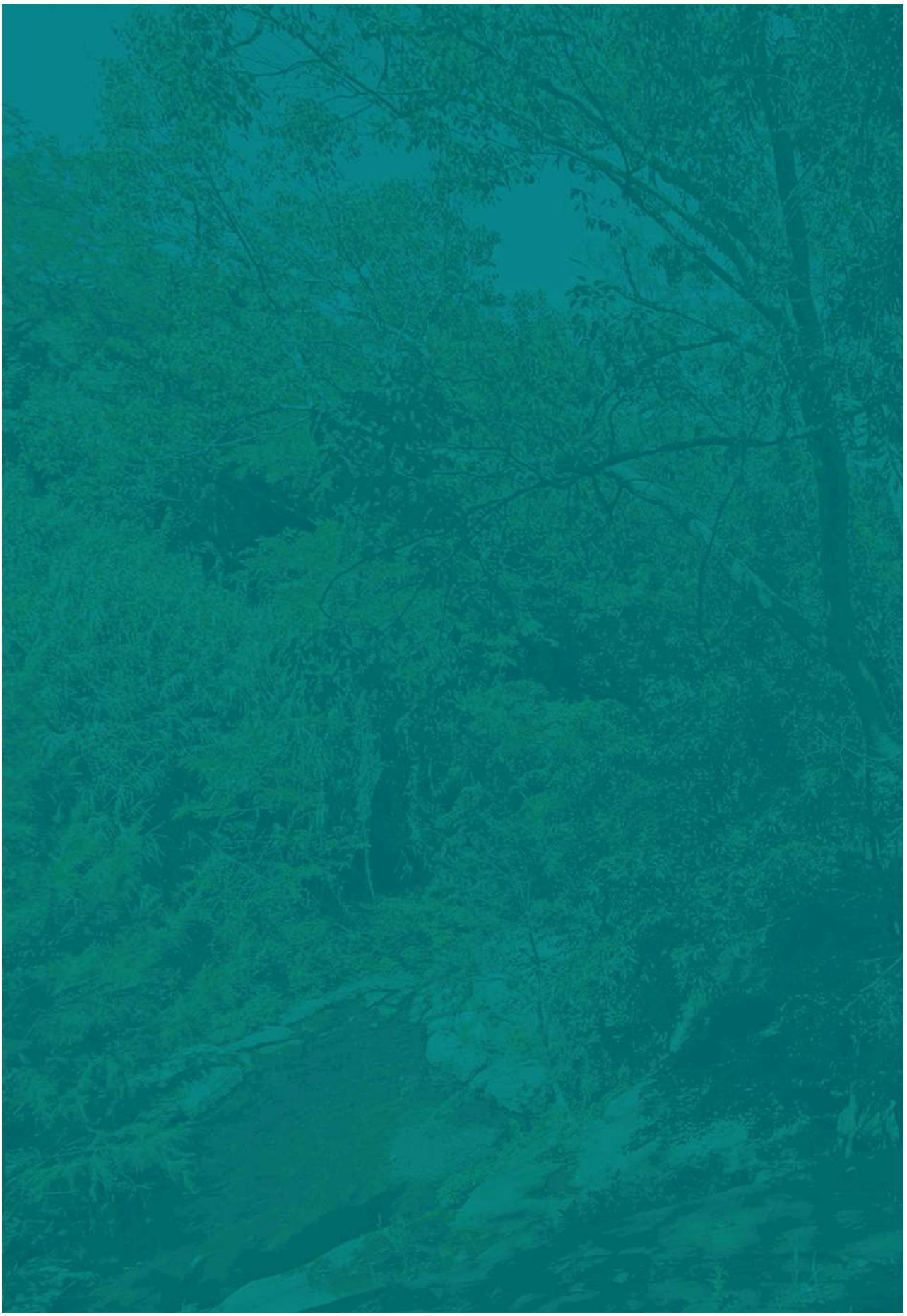
The requirements under Integrated Planning and Reporting manual is to set in place a new Operational Plan including the council's detailed annual budget and the Statement of Council's Revenue Policy which includes the proposed rates, fees and charges for 2016/17. Before adopting this Operational Plan, Council must place this information on public exhibition for a statutory period of 28 days. This report is seeking Council approval to place the draft Operational Plan 2016 – 2017 and draft Pricing Policy, Fees and Charges on public exhibition. The submission period is likely to close on 22 May 2015. Once the submission date is closed a further report will be presented to the Council incorporating any public comment at its meeting in June 2016 where Council will be required to adopt the final plans. These documents will become effective on 1 July 2015.

The six monthly Progress report on the Delivery Program 2013-17 provides progress against the deliverables detailed in the Delivery Program 2013-17 as on 31 December. The next progress report on the Delivery program will be reported to the Council in November 2016.

8. Attachments:

1. Attachment 1_Draft Operational Plan 2016_17
2. Attachment 2_Proposed Pricing Policy Fees and Charges 2016_17
3. Attachment 3_Six Monthly Progress Report 1 July 2015-31 December 2015


WAVERLEY
COUNCIL
DRAFT
OPERATIONAL PLAN
Waverley Council » 2016-17



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A MESSAGE FROM THE MAYOR

I am pleased to present Waverley Council's Operational Plan for 2016/2017.

This term has been an incredibly busy one for Waverley Council. In 2012, we promised to return Waverley to a strong financial position. We also promised we would make inroads into our infrastructure backlog. I am proud to have been part of a team and an organisation that has achieved both these goals.

The last year has seen us make headway on many exciting Capital Works projects, including the implementation of the Bondi Park, Beach and Pavilion Plan of Management, which is our 10-year plan to revitalise the area for future generations to enjoy. We have:

- planted over 100 new trees at Bondi Park
- widened access paths from Campbell Parade to the beach
- laid lush new turf
- remediated historic tunnels under Queen Elizabeth Drive
- started construction on new toilets at North Bondi
- started work to conserve and upgrade our grand old lady, the Bondi Pavilion.

2016/2017 will continue to be busy as we deliver much-needed infrastructure upgrades. I look forward to keeping you updated as we progress.

We have very ambitious targets, which include:

- continuing to implement projects to achieve our vision for Bondi Junction, making the area the heartbeat of the East and an environmentally sustainable precinct
- delivering more and better playing fields and recreational facilities for our children and community
- providing creative and inviting play spaces for our children with our Play Space Strategy, which will ensure our parks and playgrounds are maintained and improved
- continuing repair and maintenance work at our iconic Waverley Cemetery as well as working with our community on its long-term future
- launching 'Second Nature', our environmental program that encourage all residents to apply one simple action to ensure living sustainably is second nature.

Last year we responded to decisions of the state government around local government amalgamations. We understood the government's drive to reduce the number of Councils in Metropolitan Sydney and so realised we could not stand alone. We believe joining forces with Randwick and Woollahra is in the best interest of our community. Regardless of a merger, I want to reassure residents the services, programs and initiatives Waverley Council provides will not change. We will continue to deliver items including in our Operational and Delivery Plan.

I feel very humbled to have been your Mayor for seven years during this period of Waverley's revitalisation. With your support we have achieved a lot and we intend to continue to improve our services into the future.





A MESSAGE FROM THE GENERAL MANAGER

I am proud to present to you our Operational Plan for the year ahead.

As always, our focus is on achieving tangible outcomes for the community. As local government reforms come into view over the coming months, this plan is even more important – setting the strong direction we are committed to achieve as we form a merged council with Randwick and Woollahra.

Waverley Council is dedicated to implementing projects on budget and on time. To improve our capabilities in doing so, we have adopted an organisation-wide project management methodology and have begun rolling this out. Last year, 20 project managers from across all Council Program areas were accredited in Prince 2 certification – the industry standard in project management. All Council senior staff were also trained. This will continue into the next 12 months, with the goal of having more staff members trained and certified in Prince2.

Council is also making great strides in improving our digital capabilities and aim to building a digital local government model. Free public wi-fi is currently installed at Waverley Library, Margaret Whitlam Recreation Centre and Bondi Beach, and we will continue rolling this out to Bronte and Tamarama beaches, as well as key points in Bondi Junction. We recently upgraded our website waverley.nsw.gov.au to be easily accessible on mobile devices, and will continue to improve our services particularly relating to smart forms, online payments, and electronic lodgement and assessment of Development Applications.

In last year's Operational Plan, I spoke about our focus on customer service, and making Waverley Council 'easy to do business with'. Since then we've consulted with staff, the community and are partnering with businesses to get a stronger idea about how we can do better.

From this, we have created a Customer Experience Action Plan focusing on embedding customer driven service culture across the organisation, and increasing personal service. This includes having a concierge at our Customer Service Centre at peak periods to greet customers to assist with queries, and enabling online payments. We are also trialling extended trading hours on Thursday at our Customer Service Centre to allow the community to visit outside of normal business hours.

It is an exciting time to be General Manager of Waverley Council; I'm looking forward to seeing our projects implemented and making Waverley the best it can be for our community.

Athanasios (Arthur) Kyron,
General Manager



8

COMMUNITY VISION

We are united by a common passion for our beautiful home between the city and the sea.

Inspired by the magnificent landscape of Waverley and by the gifts we have inherited from those who have been here before us, we dream of a fulfilling life where...

we are safe

we are reconciled with and value our indigenous past

connections within families and between generations can remain unbroken

we are inspired and able to renew our physical and spiritual wellbeing

everyone is welcome to participate positively in community life

we can express our essential selves through our traditions, our arts, our cultures and our lifestyles

we act together as a compassionate society

the beauty of our beaches, cliffs and coastal lands endures

the architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts

vital services are fully accessible

scarce resources are conserved and fairly shared

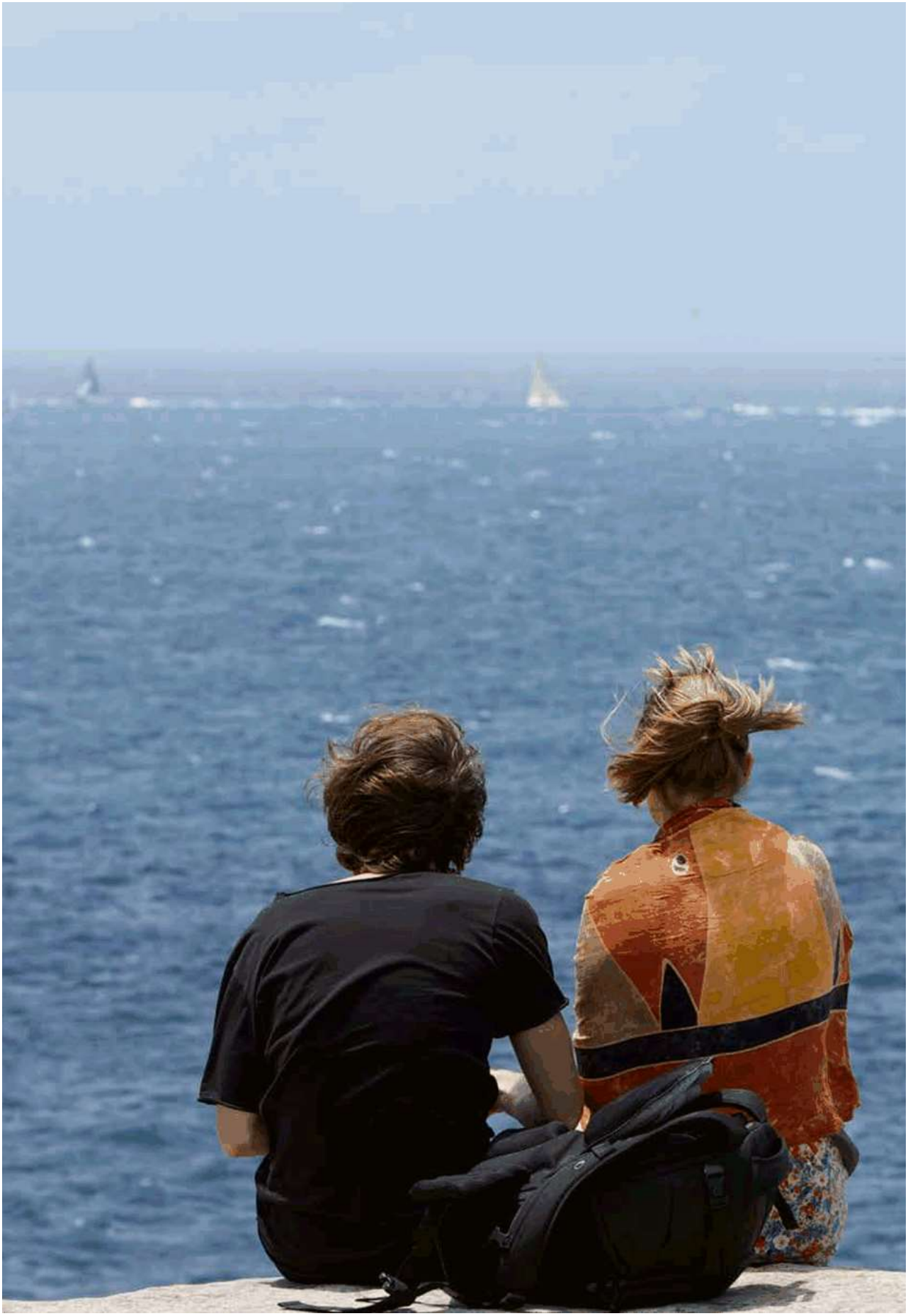
local economic prosperity provides opportunity for all

as a local community we have the courage to take a leading place in achieving the environmental aims of a global society

we are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future

These are the aspirations of our hopeful generation.

We recognise the need to commit to this vision of our future with energy so we can pass these gifts to our children and they to theirs.



0

ABOUT OUR PLAN

Waverley Council's Operational Plan spells out the details of the Delivery Program - the individual projects and activities that will be undertaken for the year 2016/17 to achieve the commitments made in the Delivery Program 2013/17.

The framework of the plan is based on Council's Organisational Structure and linkages to the Quadruple Bottom Line and Waverley Together 3 strategies are well established. It also contains budget information, outlining how Council will fund the delivery of each of the key projects. The activities and projects are based on the actions outlined in the four-year Delivery Program. Together, these plans keep Council on track to deliver on its commitments in the Community Strategic Plan, Waverley Together 3.

PLAN STRUCTURE

Council is made up of four programs and fifteen sub-programs.

The Operational Plan for each sub-program is divided into two parts:

Part one comprises of key projects, project scope and estimated expenditure for 2016/17. A project may be a single year or multi-year project and the project scope is defined for the entire project cycle. The estimated expenditure is the approximate cost the project will incur for the year 2016/17. These costs may vary depending on multiple internal and external factors that will influence the project scope.

Part two comprises of deliverables, activities and outcomes with linkages to projects. The deliverables are based on the four year delivery program. The activities relate to specific actions the council will undertake in 2016/17. The outcome measures the result in the activity areas.

DEVELOPING THE PLAN

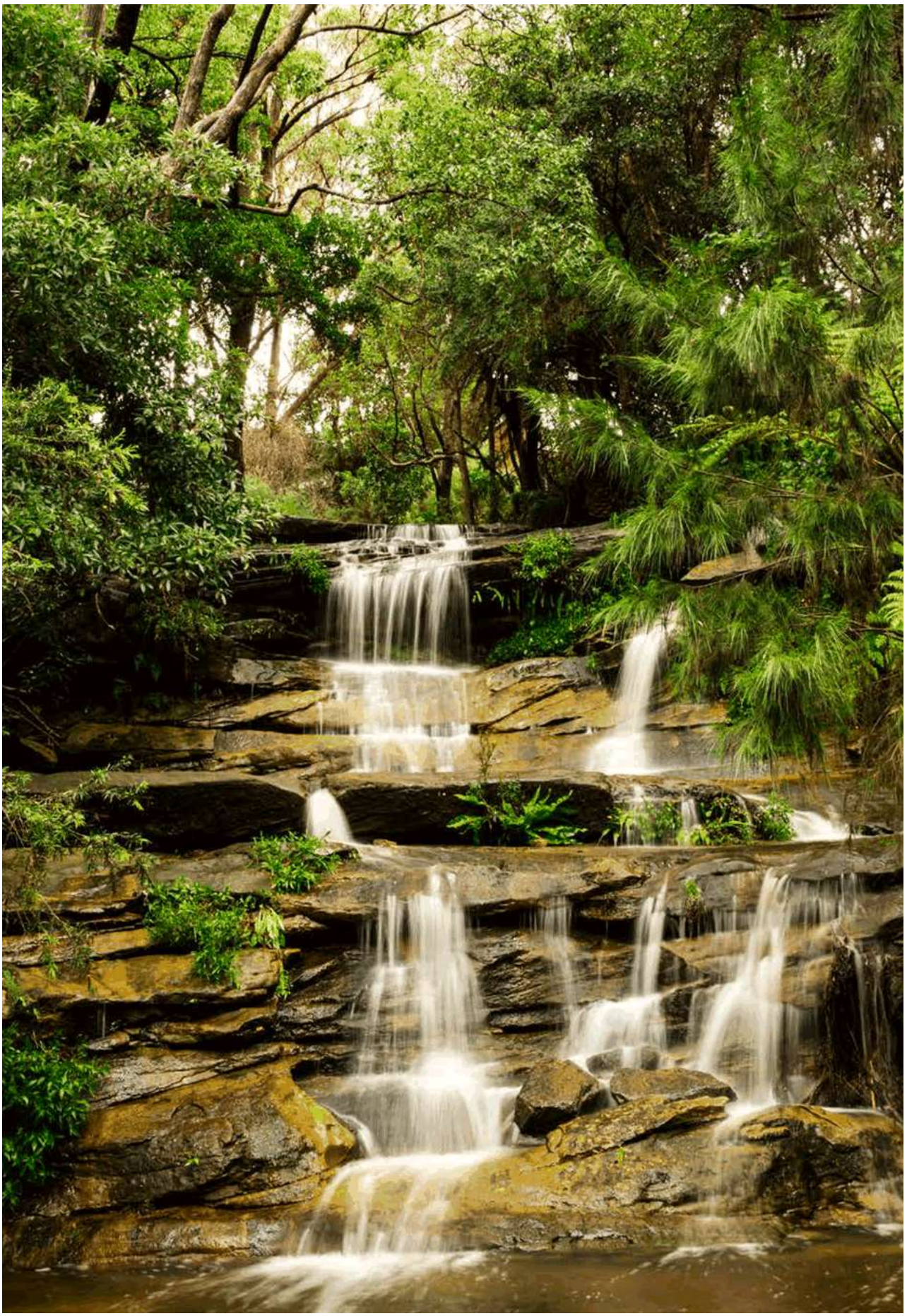
The Operational Plan forms part of Council's long-term planning framework, which involves extensive community consultation to ensure our plans are on track to achieve our vision for the Waverley community. This vision is articulated in Waverley Together 3. We regularly review our plans and based on feedback and suggestions from our community and precinct groups, adapt or modify our priorities to ensure we are tracking towards the community's vision.

DELIVERING THE PLAN

The Operational Plan allocates responsibility for each project or activity to a program area of Council. This is then filtered into program area plans, project plans and individual work plans.

It is supported by Council's 2016/17 Budget, which outlines the capital works program and key infrastructure projects Council will carry out in the same financial year.

Council has in place a number of mechanisms for measuring the success or effectiveness of each of the activities. Progress on each of the commitments is monitored regularly and reported back to Council in quarterly, six monthly and annual reports.





ABOUT WAVERLEY

Between the city and the sea, Waverley is a vibrant, welcoming and inspiring environment to work, live and play.

Positioned in the inner-eastern suburbs seven kilometers of Sydney CBD, our local government area covers 9.2sq km (924 hectares) and includes the 10 suburbs of Bondi Beach, Bondi Junction, North Bondi, Bronte, Dover Heights, Queens Park, Rose Bay, Tamarama, Vaucluse and Waverley.

Our major attractions include Bondi, Bronte and Tamarama beaches, Bondi Pavilion, Bronte House, Waverley Cemetery, the Coastal Walk, Bondi Junction Town Centre, Margaret Whitlam Recreation Centre, Bronte Gully and Dudley Page Reserve.

The Waverley area consists of residential, retail, commercial, industrial, institutional and recreational centres. There are currently 30,854 dwellings and more than 35,345 registered businesses generating many employment opportunities in the retail, healthcare, professional and scientific, education and training, accommodation and food sector. We are in the midst of an exciting period of expansion with new projects and mixed developments, all of which will contribute to and reflect the future investment and sustainable growth of our area.

1

WAVERLEY SNAPSHOT

POPULATION

- Our median age is 35 years compared to 36 years for Greater Sydney
- Waverley has experienced a mini baby boom. Between 2006 and 2011, 0-4 year olds increased by 1,175 to a total of 4,292
- 15.4 per cent of our residents are 0–14 years old, 9.8 per cent are 15–24 years old, 62.2 per cent are 25–64 years old, and 11.9 per cent are 65+ years old

HOUSING

- We have an average household size of 2.3 people
- 42 per cent of our households are renting compared to 29 per cent for Greater Sydney
- 13.6 per cent of us are in lone person households
- Our median weekly rent is $500 compared to $351 for Greater Sydney
- 21 per cent of our households have a mortgage compared to 33 per cent for Greater Sydney

EDUCATION

- There are 17 schools in Waverley (primary and secondary)
- 70 per cent of our residents aged over 15 years have completed Year 12 schooling or equivalent
- 39.5 per cent of our residents aged over 15 years have a Bachelor or Higher Degree compared to 24.1 percent for Greater Sydney
- 20 per cent of young people aged 15–24 years in the Waverley area attended an educational institution including high school and/ or a higher education facility such as TAFE or university. For Greater Sydney the proportion was 15.2 per cent

ECONOMY

- There are more than 18,733 jobs in Waverley
- The median total income for Waverley families in 2011 was $2,496 per week, compared to $1,683 for Greater Sydney

CULTURAL BACKGROUND

- 70.5 per cent of us speak English at home while 29.2 per cent speak a language other than English. Russian is spoken by 1,630 people or 2.6 per cent of our residents, 1.6 per cent speak Hebrew, 1.4 per cent Italian, 1.3 per cent French and 1.3 per cent Spanish
- Waverley's Jewish community of 10,880 residents makes up 17.1 per cent of our total population
- In 2011, 245 Aboriginal and Torres Strait Islander people (0.39 per cent of the total Population) lived in the Waverley LGA. 2.2 per cent of Council's workforce identified as ATSI

INTERNET

- 83.7 per cent of our properties are connected to the internet

Sources
Australian Bureau of Statistics, Census of Population and Housing 2011
Australian Business Register, Trading as at June 2015

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THE MAYOR AND COUNCILLORS

Waverley Council is made up of four wards - Bondi, Lawson, Waverley and Hunter wards, each electing three Councillors. The twelve Councillors are elected by residents and ratepayers for four year terms. The last elections were held on 8 September 2012.

The positions of Mayor and Deputy Mayor are normally elected by Councillors for a 12 month period. Councillor Sally Betts is the current Mayor and Councillor Tony Kay is the Deputy Mayor.

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

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

COUNCIL MEETINGS AND DECISION MAKING

Ordinary Council meetings are held once a month, on the third Tuesday of the month. Residents are welcome to attend these meetings. Extraordinary Council Meetings are called at short notice from time to time to address particular issues.

We also have a range of committees that also meet regularly, including Public Art Committee, Traffic Committee, Safety Committee and the Multicultural Advisory Committee.

Council and Committee meetings are minuted, with the minutes made available on Council's website shortly after each meeting.

Bondi Ward



JOY CLAYTON
Liberal Party of Australia



DOMINIC WY KANAK
Greens



JOHN WAKEFIELD
Australian Labor Party

1

Hunter Ward



SALLY BETTS - MAYOR
Liberal Party of Australia



LEON GOLTSMAN
Liberal Party of Australia



MIRIAM GUTTMAN-JONES
Independent

Lawson Ward



ANGELA BURRILL
Liberal Party of Australia



ANDREW CUSACK
Liberal Party of Australia



PAULA MASSELOS
Australian Labor Party

Waverley Ward



TONY KAY - DEPUTY MAYOR
Liberal Party of Australia



BILL MOUROUKAS
Liberal Party of Australia



INGRID STREWE
Australian Labor Party

6

OUR ORGANISATION

Our Vision

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

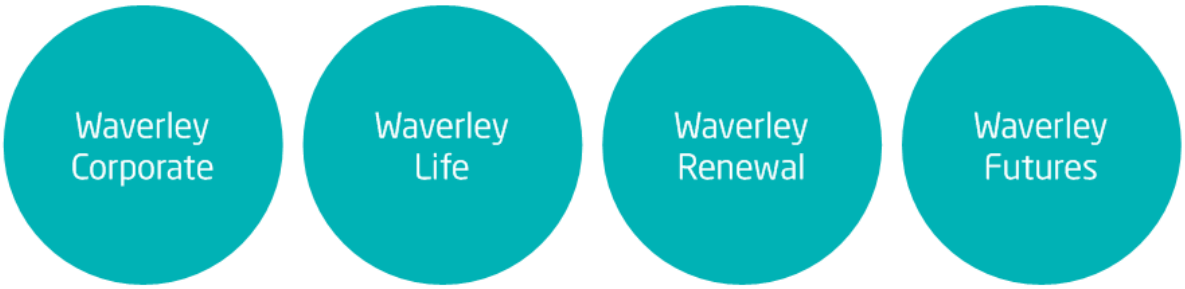
Our Mission

Wow! This is Waverley.

Our Values

Together | Responsible | Engaging | Creative

WAVERLEY COUNCIL IS MADE UP OF FOUR PROGRAM AREAS:



LINKAGES BETWEEN QUADRUPLE BOTTOM LINE, DIRECTIONS AND STRATEGIES

QBL Link: Sustainable Community:

This quadrant refers to those plans, policies and initiatives that contribute to the development of our community capacity, including our cultural vitality and indigenous and post-colonial heritage, our sense of community and connection, as well as a safe, healthy and harmonious living environment. It represents the 'social' component of the quadruple bottom line

Direction	Strategies
C1 Waverley's cultural heritage and diversity is recognised, protected and respected	C1a Support programs that celebrate and strengthen our multiculturalism and indigenous culture and cultivate a sense of community appreciation of our cultural heritage and diversity
C2 The community is welcoming and inclusive and people feel they are connected and belong	C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness
	C2b Encourage and foster community pride through community groups and volunteering initiatives such as the 'Civic Pride' program
	C2c Provide a socially inclusive, vital and welcoming library service that supports the educational, social and recreational needs of the community
C3 Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley	C3a Promote a mix of housing types in new developments, including housing that is affordable and accessible
	C3b Ensure Council's own portfolio of housing is affordable and accessible
	C3c Investigate and pursue housing initiatives through joint venture and other forms of partnership opportunities
C4 Community support services continue to be targeted to and accessible by those who need them most, including children and young people, older people and people with a disability	C4a Continue to resource and diversify the funding sources of family support services, affordable childcare and programs for young people, older people and people with a disability
	C4b Build capacity of and provide support to community organisations to improve their ability to plan and deliver and evaluate services to the community
	C4c Collect and analyse data and interpret emerging social trends, contemporary research and government initiatives to inform the services provided by Council and its partner agencies

QBL Link: Sustainable Community (continued):

Direction	Strategies
C5 People feel safe in all parts of Waverley	C5a Maintain safety in public areas such as streets, malls, parks and beaches; prioritise specific areas for safety and crime prevention programs; manage alcohol related issues and support vulnerable groups
	C5b Continue to strengthen community safety and crime prevention partnerships with police, licensees, businesses, youth organisations, schools, regulatory and emergency services and other agencies and community groups
	C5c Maintain a high level of beach safety at Bondi, Bronte and Tamarama
	C5d Assist in the maintenance of public health in Waverley
C6 Arts and cultural activities foster an involved community and a creative environment	C6a Enrich the community's cultural life and support life long learning through a variety of cultural events and activities, balancing the needs of residents and visitors
	C6b Encourage the arts in public places and public art in private developments
	C6c Foster and create opportunities in the creative sector to retain local artists and cultural providers in Waverley
C7 Health and quality of life are improved through a range of recreation and leisure opportunities	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
	C7b Plan and prioritise recreation and leisure needs based on regional as well as local facilities using appropriate data trends
	C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of the community members

QBL Link: Sustainable Living:

This quadrant refers to those plans, policies and initiatives that support the liveability and economic viability of the Waverley area. It covers everything from place management strategies to improve the look and feel of villages and town centres and promote economic development, through to planning for the best built form and better transport, parking and access. It represents the 'economic' component of the quadruple bottom line.

Direction	Strategies
L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities	L1a Reinforce Bondi Junction's role as a regional centre with a mix of residential, retail, hospitality, business, commercial, professional services and entertainment activities
	L1b Encourage and support a diverse mix of shops and services in Waverley's commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors
	L1c Support the creation of jobs and business opportunities in Waverley's commercial areas including its villages and neighbourhood centres
	L1d Create vibrant public places through the support and provision of a range of community and visitor related activities

QBL Link: Sustainable Living (continued):

Direction	Strategies
L2 Visitors and tourists are welcomed and make a positive contribution to the community and economy	L2a Develop and implement tourism initiatives to benefit both the local economy and community
	L2b Ensure visitor-related activities contribute positively to the local community and economy
L3 Waverley's public places and spaces look and feel good	L3a Ensure that public places are clean and well-maintained
	L3b Develop e-Reporting process for illegal graffiti posters and rubbish dumping
L4 The unique physical qualities and strong sense of identity of Waverley's villages is respected and celebrated	L4a Use planning and heritage policies and controls to protect and improve the unique built environment
	L4b Maintain a distinct sense of identity for individual village centres
L5 Buildings are well-designed, safe and accessible and the new is balanced with the old	L5a Ensure planning controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected
	L5b Protect and maintain heritage significant buildings while ensuring they are fit for use
	L5c Consider the use of planning controls and agreements to provide improvements to built infrastructure
	L5d Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and placemaking principles
L6 Streets are safe and vibrant places which facilitate movement and interaction	L6a Reduce vehicle and pedestrian accidents by improving road and traffic safety measures
	L6b Stabilise or reduce private passenger vehicle numbers or trips
	L6c Ensure access to major movement hubs is clear and direct
	L6d Create place-based centres which prioritise the pedestrian experience
L7 People frequently walk and ride their bikes, particularly for local trips	L7a Create safe and accessible pedestrian and cycle links into, out of and within Waverley
L8 Improved quality, integration and increased frequency of public transport in Waverley	L8a Improve and augment public transport along main routes
	L8b Ensure all modes of transport are accessible to all users
	L8c Improve access to Bondi Junction interchange
	L8d Implement mass transit between Bondi Junction and Bondi Beach
L9 Parking, both on-street and off-street, is equitably accessed and effectively managed	L9a Ensure fair access to parking services through regular review of parking demand, fee structures, enforcement and facilities
	L9b Increase the community's knowledge and awareness of safe parking practices

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QBL Link: Sustainable Environment:

This quadrant refers to those plans, policies and initiatives that improve environmental sustainability. For example, strategies which seek to promote recycling and reuse in the community, maintain and enhance wildlife corridors, and encourage water and energy saving by the community. It represents the 'environment' component of the quadruple bottom line.

Direction	Strategies
E1 Waverley's community contributes to the reduction of greenhouse gas emissions	E1a Improve energy efficiency of Council and non-council owned public place lighting
	E1b Investigate and implement low carbon technologies
	E1c Improve energy efficiency of new and existing building stock
	E1d Encourage and support the Waverley community to minimise electricity use and reliance on non-renewable energy
	E1e Increase the efficiency of car use through increased passengers, car pooling, car sharing, small cars, fuel efficiency and reducing trips
E2 Waverley and its community is well prepared for the impacts of climate change	E2a Identify, plan and respond to future impacts of climate change
	E2b Ensure Council and the community are well prepared for inevitable climate change impacts
E3 Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles	E3a Reduce waste generation and maximising recycling in Council operations, homes, businesses, schools, development sites and public places
	E3b Reduce littering and illegal dumping
	E3c Investigate and implement emerging waste technologies to maximise landfill diversion
E4 Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations	E4a Improve water efficiency of new and existing building stock
	E4b Encourage and support the Waverley community to minimise water consumption and reliance on potable water supplies
	E4c Investigate and implement recycled water technologies
E5 The waterways and beaches are clean and free of pollutants	E5a Minimise pollutants in stormwater discharged into waterways
	E5b Minimise the discharge of untreated wastewater and sewage overflows into receiving waterways
E6 A network of parks and coastal reserves, street trees and other plantings provides a habitat for a thriving local ecology	E6a Ensure no further loss of remnant vegetation
	E6b Improve the condition of existing areas of remnant vegetation
	E6c Increase the quantity and quality of habitat cover on private and public properties
E7 Our coastal waters provide a habitat for a thriving marine ecology	E7a Protect local marine biodiversity through education and enforcement
E8 Waverley is an environmentally educated and committed community	E8a Encourage and support community involvement in our environmental program
	E8b Conduct engagement programs that encourage positive environmental behaviour change

QBL Link: Sustainable Governance:

This quadrant refers to practices, policies and procedures that aid in the efficiency, transparency and accountability of Council operations. They ensure we're governed well – codes of conduct for staff and councillors, financial, asset and information management, risk and safety, organisational development, procurement policies, customer service charters and standards, community engagement and integrated planning. It represents the 'governance' component of the quadruple bottom line.

Direction	Strategies
G1 Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning	G1a Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability
	G1b Promote and embed good governance and corruption prevention practices in operational activities
	G1c Our leaders advocate on our behalf to promote the area's interests and win resources
G2 Our community is actively engaged in well-informed decision processes	G2a Promote and require strategic directions that are inclusive and reflect the views of the community
	G2b Provide opportunities in a variety of forums for all stakeholders to contribute to community decision making
	G2c Promote and advocate communications that are targeted, accessible and clearly branded
G3 Services are accessible and provided in a professional, friendly and timely manner	G3a Promote and advocate systems and procedures that support efficient and effective service delivery which meets or exceeds customer satisfaction goals
	G3b Monitor and report regularly against the service standards for customer service
G4 Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships	G4a Promote and advocate the regular review of services to ensure they are efficient, effective and responsive to customer needs
	G4b Provide a range of efficient and effective corporate support services
	G4c Pursue and participate in regional resource sharing and partnership initiatives which provide community benefits
	G4d Actively engage in industry continuous improvement and reform with government and private sector partners to seek long term community benefit
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	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
	G5b Undertake long term financial and economic planning
	G5c Promote the establishment and maintenance of commercial business operations that contribute to Waverley's financial sustainability
G6 Waverley's assets are well maintained for their current purpose and for future generations	G6a Regularly revise Council's Strategic Asset Management Plans and integrate with financial planning processes
	G6b Implement adopted Asset Management Plans
	G6c Implement the adopted Asset Management Continuous Improvement Plan

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QBL Link: Sustainable Governance (continued):

Direction	Strategies
G7 In service delivery sound safety and risk management practices are maintained to protect the community and service agency staff	G7a Provide a safer environment by implementing specific risk management practices
	G7b Maintain safe workplaces
G8 Community information assets are well secured and managed in an accessible way	G8a Promote and advocate the improved management of, and access to, information across Waverley
	G8b Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy
G9 A committed and adaptable workforce governed by good leadership makes a strong contribution to achieving the community vision	G9a Attract and retain highly skilled employees who take pride in delivering exceptional service to achieve the community's vision
	G9b Create a positive organisational culture that builds skills in alignment with Council's Mission and Values

WAVERLEY CORPORATE

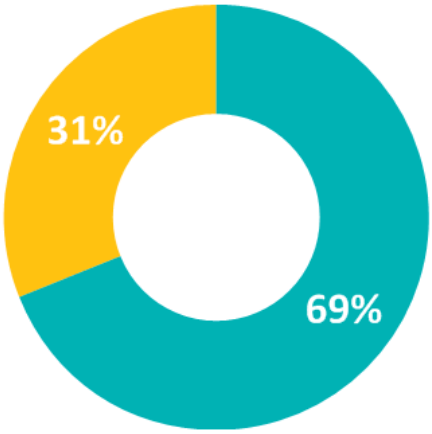


General Manager, Athanasios (Arthur) Kyron

Sub-program areas:	Responsibilities:
Digital Waverley	• Digital business model development • Technical support services: • Information technology • Systems • GIS coordination • Records management
Financial Waverley	• Strategic financial management • Procurement services • Rates management • Accounts payable and receivable • Council's fleet maintenance and depot store management
Internal Ombudsman, Governance and Civic	• Investigations • Access to information • Business papers and councillor support • Corporate policies, delegations and registers • Precinct coordination
Performance Waverley	• Human resources • Risk and safety • Learning and development • Payroll services • Corporate planning and reporting
Positioning Waverley	• Communications and media • Graphic design and web services • Community engagement • Executive and Mayoral support services • Strategic project coordination • Project Management Framework

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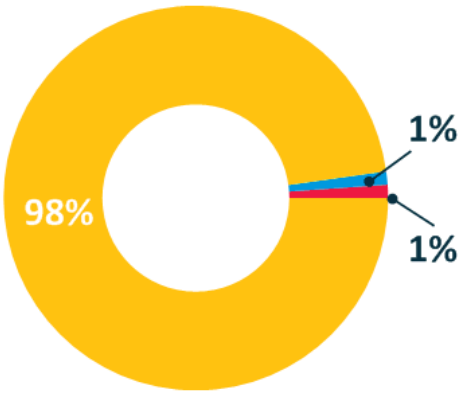
WAVERLEY CORPORATE BUDGET SUMMARY



ESTIMATED INCOME AND EXPENDITURE ($ IN '000)

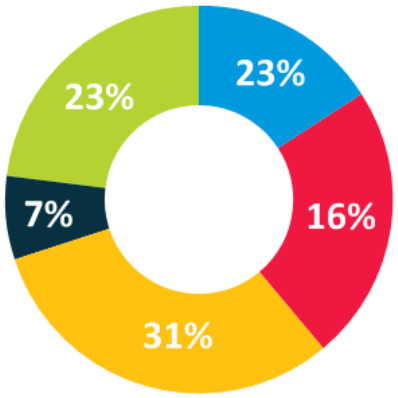
Total Income	50,019
Total expenditure	22,947

ESTIMATED INCOME BY SUB-PROGRAMS ($ IN '000)



Digital Waverley	300
Financial Waverley	49,020
Internal Ombudsman, Governance and Civic	0
Performance Waverley	25
Positioning Waverley	674

ESTIMATED EXPENDITURE BY SUB-PROGRAMS ($ IN '000)



Digital Waverley	5,308
Financial Waverley	7,146
Internal Ombudsman, Governance and Civic	1,640
Performance Waverley	5,293
Positioning Waverley	3,558

DIGITAL WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
DW1 Information Management Transformation Project	Change the Information Management tools, behaviour and culture in place at Waverley Council to deliver a standard model of open, accessible, reliable information to staff and the community	202,500
DW2 Public WiFi	Implement staged approach to Public Wi-Fi. Assess and extend Public Wi-Fi	350,000
DW3 Mobility Project: TRIM, Pathway, CHRIS21, FinanceOne and MERIT	Integrate mobile devices with back office systems ensuring straight-through-processing is achieved	100,000
DW4 Review of all interfaces to include data summarization and aggregation levels. Automation and or scheduling of all interfaces Purchase and installation of all software	All financial interfaces into FinanceOne from Pathway, CBA, and Chris 21	Staff time only
DW5 Retain consultants to do a systems health check to identify systems issues and gaps, especially around system security and parameters	Review of FinanceOne to establish gaps and areas for improvement with a focus on systems based parameters and variable including but limited to security, and user profiles	Staff time only
DW6 Systems development, documentation and improvement	Covering financial, procurement and fleet polices	Staff time only
DW7 Intranet Project	Replace Council's Intranet platform with SharePoint. Enable integration with TRIM and provide Digital Asset Management capability. In 2016-2017 provide enhancements and finalise deployment to desired capability	50,000
DW8 Digital Skills Gap Project	Assess IT team's digital and technology skills in 18 specialist skills groups that are new or impacted by digital transformation. Develop a strategic plan to meet digital skill gaps.	100,000
DW9 Knowledge Management	Assist the business to leverage existing Knowledge Management capabilities for better access to knowledge and key data.	60,000
DW10 Digital Art	Establish infrastructure to support "smart art" installations throughout the Council area.	50,000
DW11 Spectrum Spatial – Mobile and Digital Application	Upgrade Corporate and Community e-Planning mapping solution to a user friendly toolset. Enable corporate mobile access to mapping tools and layers for field staff	45,000
DW12 Section 149 Certificates - Data Validation Enhancement and Online Fulfilment	Expansion of ePayment and Online Fulfilment	20,000

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Digital Waverley Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
DW13 Lodge DA , license applications and assessment electronically	Enable electronic lodgement and assessment of DA applications	125,000
DW14 Smart Forms and Online Payments	The delivery of e-services should: • Be convenient, integrated, efficient and easy to use • Enable efficiencies and provide opportunities to simplify the back office work processes • Operate on different devices including mobile devices • Prioritize and fast track delivery of online forms and payments ensuring a consistent interface for community access to requests and services online	15,000
DW15 Systems Refresh: Critical systems gaps in human resources and asset management	Finalise systems audit and identify critical system gaps including: • Asset management system • HR process digitisation Develop prioritised plan to refine business processes/systems including integration and/or decommission or modify application/modules as required	200,000
DW16 Systems Refresh: Pathway Upgrade to 3.11	Upgrade key system Pathway to latest version. Purchase and implement automated Name and Address software to do name and address checking and matching for general housekeeping in the Pathway database	140,000
DW17 Systems Refresh: TRIM Upgrade to 8x	Upgrade key system TRIM to latest version	187,000
DW18 Systems Refresh: Trade Waste Services Management	Scope and deliver a trade waste customer account management tool, linking to Properties in Pathway	75,000
DW19 Digital Communications	• Rollout communication and engagement activities designed to encourage residents, businesses and employees to use digital technologies to connect with Council • Improve the supply of essential information about the local area across digital communication channels • Ensure web and social media presence is streamlined and consistent to ensure a strong and clear approach to digital engagement that is in line with Council's brand	50,000
DW20 Workforce Mobilisation Project	Delivery of Mobile Devices to staff, and access to specific services via MDM infrastructure	100,000
DW21 Convert Administrative Files to Virtual Format	Scan paper files to digitise them for online consumption Includes $25K for preparation of physical content for back scanning	245,000

Digital Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Lead and Position Council as a Digital City	Establish appropriate cross-department digital governance through the formation of a Digital Steering Committee	Digital steering committee established in July 2016	DW1	C3A , G4b, G8a
		12 steering committee Meetings held		
	Develop a policy guidance to support consistent service delivery	Policy guidance is in place by December 2016		
		5 policy guidance documents delivered		
	Adopt PRINCE2 as Digital's Project Management methodology and ensure relevant staff are trained in the necessary tools	Standard PRINCE2 templates are in place and used by IT Project staff		
		100% of projects run using PRINCE2		
	Use change management templates and standard process to support uptake and adoption of Digital initiatives	Increased satisfaction with communications and change management		
		Change management framework adopted		
	Review and refine application governance matrix, then assign roles and responsibilities per application/module including data	Application governance matrix completed		
		Increased understanding among staff		
		100% of Application Responsibilities assigned		
Provision of digital infrastructure and hardware	Proactive release of information to Council Website and OpenGOV	Periodic information released in accordance with GIPA 2009 and State Records NSW Standards	DW2, DW3	G4b, G8a
		100% current policies and periodic information release published online		
	Routine maintenance and replacement of PC Hardware	100% of IT requests are fulfilled within 8 weeks of requisition		
		95% of IT hardware is functioning correctly		
Raise digital literacy, knowledge, skills	Establish Digital Business Networking Group	Increased capacity sharing of digital capabilities and networking with other digital focussed businesses in the municipality	DW4. DW5, DW6, DW7, DW8, DW9, DW10	G3a, G4b, G8a
		Reduction in community digital initiative researching and planning time		
	Organise Technology Training for Library Staff	Increased understanding and capability for Library staff to provide support to the community for Digital devices and software		
		100% of Library customer facing staff are trained in technology		

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Digital Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Raise digital literacy, knowledge, skills	Provide planned support for IT projects	100% of IT projects are supported on time with required changes to technical services		
	Provide routine helpdesk support to Waverley Council staff	Increase in number of service desk calls resolved reporting identifies achievements against agreed targets		
		80% of service calls are resolved within identified service level agreements based on priority of service incident		
	Provide classroom training for use of TRIM	100% of indoor council staff are registering new records in TRIM on a monthly basis		
		Staff meet a minimum standard of capability with use of council's electronic document and records management tool		
	Provide specialised support for 3D modelling software from the eSolutions team	100% backup support for 3D modelling software provided as applicable		
Leverage online customer transactions	Provide s149 Certificates Online	Reduction in number of manually issued certificates	DW11, DW12, DW13, DW14, DW15, DW16, DW17, DW18	G3a, G4b, G8a
		A minimum of 75% of eCertificates issued consistently		
	Maintain Pathway Database	100% of property information is maintained and current		
		Approximately 40 days per year spent on Pathway maintenance		
	Process DA referrals for Street Numbering	Process 120 DA referrals for street numbering per year		
		95% of street numbering referrals are processed within 14 days		
Engage with stakeholders through Digital Tools	Provide Online Platform for Community Engagement and Consultation	Growth of community engagement with Council shows a measurable increase of 10% year on year	DW19, DW20, DW21	G3a, G4b, G8a
		Digital Engagement Plan is developed and implemented		
		Community are engaged with Council online		
	Maintain training material for online e-Planning mapping solution	Increased community and internal staff who are able to self-train with online material		
		Reduction in number of enquiries for assistance with online mapping		
	Provide Records Management Services such as creating electronic containers and disposing of Records at the end of life	Increase in TRIM usage 95% of incoming records are registered on day of receipt		

FINANCIAL WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
FW1 Systems development, documentation and improvement	Covering Financial, procurement and Fleet polices	Staff time only
FW2 Management Information Systems	User profiles and system parameters are to be reviewed. A suite of profiles to be designed for various functions across council. New profiles to be rolled out	Staff time only

Financial Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Faster turnaround on council's information through integration of financial systems combined with improved financial security and data integrity	Review core system and sub-system requirements to identify existing and possible outputs	Reduced turnaround times on interfaces to 48 hours		G3a, G4b, G5a
		Reduction in input and coding errors		
	Undertake periodic systems review and develop a project plan to resolve issues	Reduction in number of manual intervention		
		Eliminate 75% manual entries to system interface accounts, and incorrect coding of expense and income		
Improved financial compliance and risk mitigation through policy and procedure development, review and update	Conduct a gap analysis, review existing polices and develop new policies	Full suite of policies and procedures in place by June 2017	FW1	G3a, G4b, G5a, G8b
		Reduction in compliance issues		
	Identify gaps and develop training and communication strategy around new polices and procedure	Reduced reposting and manual intervention		
		25% of purchase orders raised on Invoice date		
Improved core financial system stability via the establishment of a Test, Training and production environment	Establish three separate and independent environments - Test, Training and Production for our core financial system	Improved system security, stability and version control		G3a, G4b, G5a
		New environments to be established and tested by September 2016		
		Documentation of process for migration and version control completed		
Build on New Chart of accounts to provide automated and timely reporting	Review and identify gaps in current reporting process to meet program and sub-program requirements	Review completed by July 2016		G3a, G4b, G5a
	Customise and tailor reports to Finance One	Tailored reports in Finance One by July 2016		
Improved user profiles to suit business requirements and system parameters			FW2	G3a, G4b, G5a

INTERNAL OMBUDSMAN, GOVERNANCE AND CIVIC

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
IO1 Review and update the governance framework and develop governance strategy	Review governance framework, develop governance charter, compliance strategy and ensure all relevant mechanisms including structure, processes and system is in place for an effective governance and compliance with legislative requirements	Staff time only
IO2 Develop an education and awareness program on issues linked to corruption	Research and identify industry best practices in curbing corruption, develop modules and train employees on issues linked to corruption and build resilience against corruption	10,000
IO3 Develop and promote a Fraud and Corruption Policy and Action Plan		60,000
IO4 Direct Democracy for the twenty-first century. Facilitate technology integration for interactive and proactive communication in collaboration with Digital Waverley	Research and identify industry best practices on available community engagement platforms and methodologies	Staff time only
IO5 Develop an induction program for new councillors and ongoing, professional development for all councillors	New councillors are oriented on governance policies and procedures and are prepared for ethical decision making through a deliberative process. All councillors are provided with professional development opportunities	Staff time only
IO6 Develop/Update Governance Manual	Define roles and responsibilities of councillors ; council meeting and decision making procedures to guide councillors on an ongoing basis	Staff time only

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Internal Ombudsman, Governance and Civic Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Develop and implement an organisational governance strategy based on the governance framework	Develop an integrated suite of robust organisation wide policies that make up the policy register	Policy Register with all policies listed is in place by December 2016	IO1	G1a
Build resilience against corruption by promoting the Office of Internal Ombudsman throughout the organisation	Develop and promote the Office of Internal Ombudsman Policy	Increased understanding on the Office of the Internal Ombudsman Policy	IO2, IO3	G1a, G1b
	Produce an annual Office of the Internal Ombudsman Report	The Internal Ombudsman Report is prepared annually (June 2016)		
	Roll out the education and awareness program on resilience against corruption	Increased awareness on integrity and ethical leadership on fraud and corruption		
Embedding a good governance culture that underpins Wow! This is Waverley	Collaborate with Positioning Waverley and Performance Waverley to develop a Communications Strategy to promote integrity and ethics	Integrated integrity and ethics into TREC learning modules by December 2016		G1b,
		Integrated integrity and ethics into annual performance assessment by December 2016		
Maximise the effective engagement of precinct partners in council decision making	Establish and promote new and innovative ways of engaging with precincts	Increased participation in council activities	IO4	G2b, G8a
		Increase in positive feedback on engagements		
		Increased engagement with precinct partners on strategic issues		
Equip councillors to be effective stewards of Waverley	Organise council workshops on ethics, code of conduct and other civic training	Increased awareness among councillors on change management processes	IO5, IO6	G1b, G4b
		4 relevant workshops organised		

WAVERLEY PERFORMANCE

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
WPe1 Talent management framework and process review	The Talent Management project will provide efficient delivery of Organisational Development activities to achieve a successful transition and integration of two or more Councils into a new entity. This project will also provide assistance in enhancing organisational effectiveness through the development of appropriate Learning and Development initiatives	100,000
WPe2 Integrated HR reporting system	The Integrated HR system project will provide a mechanism to capture HR related information (performance/talent management, recruitment, learning and development, payroll) to achieve a smooth transition into integrating this information from two or more Councils into a new entity	100,000
WPe3 Procure and implement risk management software in line with the Digital Strategy and organisational compatibility	Identify and procure system, Migrate current TRIM system to automated online system. Digital Waverley is expected to provide technical expertise and advice for this project	Staff time only
WPe4 Design and implement Business Continuity Plans across the organisation and ensure Program areas are trained and enabled (dependent on IT Disaster Recovery Plan completion)	Establishing continuity contingency plans for each of Council's operational sites in the event of a disaster	40,000
WPe5 Review and revise Contractor & Volunteer Management Program	Broaden the uptake of contractor and volunteer compliance across all Sub-programs	Staff time only

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Waverley Performance Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Employ people who are skilled to do their job well, creative in their thinking, and responsive, collaborative and adaptable	Enhance recruitment experience for candidates and review current process	High quality candidates are attracted to Council		G9a
	Roll out TREC into learning program and create opportunities for career development	Phase 1 TREC into learning roll out completed by December 2016		
	Enhance Council on-boarding experience	New on-boarding program implemented by June 2017		
	Work with program areas to ensure position descriptions are up to date and reflect core capabilities and values	100% position descriptions up to date by September 2016		
	Enhance Council's Staff Establishment capturing process to ensure transparency and responsible decision making, and to ensure Council has the necessary skills to meet current and future demands	Staff establishment process streamlined, on-line and easily reportable by June 2017		
Continue to build on leaders, managers, emerging leaders who are capable of focusing on people, actions and outcomes	Develop and promote leadership capability for Waverley's Leaders and Managers	Leadership has helped build a high performing organisation	WPe1	G9a, G9b
		Reduction in staff grievances		
		Robust performance management culture		
	Create clear learning pathways through programs and strategies that develop leaders at all levels (Talent Management Framework)	Learning and development opportunities are mapped against our organisational and business needs by September 2016		
	Customise learning and development needs to meet diverse business needs	Detailed phase 2 TREC into learning commenced by January 2017		
Promote a workforce culture that is productive and supports the TREC Values	Produce an organisational culture authentic to our Vision, Mission and Values	New values integrated into all HR systems by June 2017		G9b
	Review and implement an appropriate and motivating performance development and management system	New performance system adopted and implemented with 100% take up		
	Periodically review and update relevant PCL documentation, including policy, guidelines and processes through information management and learning programs	Critical policies reviewed and policy review dates identified for all other relevant policies by June 2017		

Waverley Performance Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Support Leadership to make sustainable and strategic decisions using HR Analytics	More transparent, sustainable and consistent decision making at the leadership level with real time data	Prepare Monthly reports to ELT	WPe2	G9a, G9b
	Review and introduce integrated HR reporting system	Integrated HR system reviewed and updated by June 2017		
	Use better integrated system for decision making	Staff establishment process reviewed and streamlined and integrated with Finance by November 2016		
	Reduce reliance on paper based forms and leave applications	My HR rolled out to all staff by April 2017		
Establish Effective Organisational Risk Management Practices	Implementation and Delivery of Annual Health & Wellbeing Program	10% increase in number of employees participating in annual Health & Wellbeing programs	WPe3, WPe4, WPe5	G4b, G7a, G7b, G9a
		Program delivered by June 2017		
	Program Area Risk Registers reviewed quarterly with results reported to ELT	Establish and embed a risk focussed culture by June 2017		
		4 reviews undertaken annually		
	Work with all sub Programs to ensure project risks are assessed at the design stage and prior to commencing works	Reduction in retrofits or post project expenditure for hazard/safety improvements		
		Less than 10% of overall projects delivered annually		
		Improved organisational compliance with project risk assessment requirements		
	Develop and implement Driver Safety Strategies to reduce the number of motor vehicle incidents and claims	10% reduction in number of claims and overall Premium payable		
Streamline Integrated planning and reporting process to improve focus, ownership, accountability and compliance	Initiate and coordinate innovate approaches such as My Priority My Action to develop/update Delivery Program and Operational Plan	Increased employee engagement in planning process		G1a, G2a, G2b, G8b
	Develop the Community Engagement Strategy for IP& R process	Strategy developed		
	Coordinate the development of Community Strategic Plan	Community Strategic Plan in place		
	Prepare Council's Annual Report 2015/16	Annual Report published		
	Prepare and report to Council on the progress against delivery program	Progress report to council (twice a year)		
	Coordinate the development of Pricing Policy, Fees and Charges	Pricing Policy, Fees and Charges adopted		
	Prepare and report to Council on the End of Term Report 2012-2016	End of Term Report completed (October 2016)		

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WAVERLEY POSITIONING

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
WP1 Fit For the Future change management unit	Management and leadership in Council's transition into the single entity. Leading Council and staff in collaborative planning and problem solving	100,000
WP2 Establish improved project management information management systems	Establishing improved project management information management systems for: • reporting • coordination • contract management • program integration • project management manual	Staff time only
WP3 Establish a Workshop Facilitation Training Program	Roll out a Workshop Facilitation Course through TREC Into Learning for all staff that run workshops with staff, Councillors and the community to improve workshop outcomes and guide strategic decision-making	Staff time only
WP4 Develop and implement a Council wide Communications and Marketing Strategy : • Finalise strategy • Develop Implementation Plan • Implementation • Updated style guide • Updated templates • Effective • Communications and • Engagement • Framework for Council	• Improve Council's brand recognition and ensure consistency in brand use • Ensure Council's Communications and Engagement activities are strategic, proactive, planned and consistent in messaging	100,000
WP5 Implementation of Community Civic Ceremonies	Continuation of Council Civic Ceremonies to engage with the community's diverse groups	43,050
WP6 Consultation Policy and Guidelines	Embed better consultation processes and engagement practices across the organisation resulting in a more positively engaged community	Staff time only
WP7 Develop and implement a media and public relations strategy: • activation opportunities • promotion of Bondi brand • media stunts to increase awareness of Council initiatives	Gain greater exposure for Council, and Council's priority projects, initiatives and flagship events	200,000
WP8 Increase Council's video content through a Council-wide multimedia strategy	Increase Council's video content to be in line with the changes in information consumption	50,000

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
WP9 Internet microsite for Bondi Junction	Bondi Junction vision and projects are visible and the information is engaging and easy to access	Staff time only
WP10 Successful integration of project delivery and marketing program to achieve a cohesive narrative of Bondi Junction: The Heartbeat of the East	Council is seen to be leading the transformation of Bondi Junction	Staff time only

Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
A Waverley Council that is best placed to transition to a new single entity	Undertake internal and external communications regarding amalgamation	Timely information to the community and staff	WP1	G4d
		100% of Planning milestones are met		
Embed project management into the organisation	Roll out Prince2 project management training across Council	Increased project management capabilities and certified Prince2 project managers across Council program areas	WP2, WP3	G4b
		Improved project delivery performance across financial years		
		85% of Capital Works and Operational projects delivered on time and on budget		
Position Council as a high-profile, innovative council in touch with the needs of the community	Work with project areas to develop and implement strategic and successful Communications and Engagement strategies	Minimise customer complaints	WP4, WP6	G2a, G2b, G2c, G3b, G4a, G4b, G8a
		Increased engagement with residents		
	Facilitate engagement opportunities with residents for priority projects in a way that ensures residents feel informed and included in the project outcomes	Increased community engagement		
	The Communications and Engagement team undertake an internal roadshow to give staff more understanding of what the team does and the support we can provide	Increase in number of staff accessing support in project planning		

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Waverley Positioning Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Position Council as a high-profile, innovative council in touch with the needs of the community	Develop and roll-out communications tools for the organisation to empower staff to undertake their own communications activities where possible	Increased confidence among staff in drafting communications materials themselves, in-line with the tools provided	WP4, WP6	G2a, G2b, G2c, G3b, G4a, G4b, G8a
	Develop and implement an Internal Communications Strategy	Improved internal communication rating		
	The Communications and Engagement team continues to produce and maintain: • Waverley in Focus • email newsletters • Council's website • Council's Have Your Say website • Council's social media channels	Monthly email newsletters		
		Quarterly Waverley In focus newsletter		
		Daily facebook activity		
		Regular and timely updates of Council's website completed		
High brand recognition of Waverley Council	Seek media opportunities to positively promote Council, whilst responding in a timely manner to incoming media enquiries	Increased positive media coverage of Council and Council activities	WP4, WP5, WP8	G2b, G8a
	Review Council's website annually to ensure it remains relevant	Council's website provides up-to-date information on Council's services, projects, initiatives and events		
		Annual website review report		
		Increased website traffic		
	Develop media training program for internal staff and Deliver media training program through TREC into learning	Increase in internal staff attending media training		
Make Bondi Junction amongst the top 10 destinations in NSW through project coordination and promotional activities	Communicate Council's vision for Bondi Junction through Council's current communication channels	Increased awareness of Heartbeat of the East outcomes and guiding principles		
	Develop and implement a style guide for Heartbeat of the East	Style guide developed and is in place by July 16	WP9, WP10	G2a, G2b, G2c,

WAVERLEY LIFE

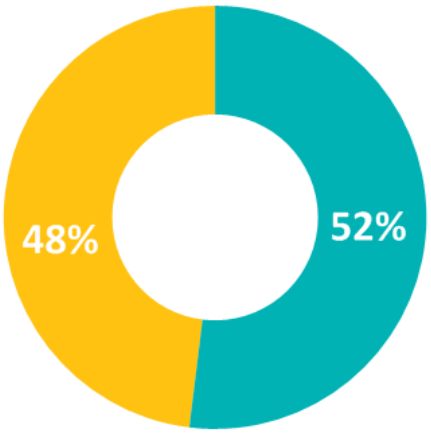


Director, Cathy Henderson

Sub-program areas:	Responsibilities:
Caring Waverley	• Children's and family services • Affordable and social housing programs and community support • Services for older people and people with disabilities • Community development and neighbourhood connections programs
Customer First	• Customer service, including Customer Service Centre and Call Centre • Customer Parking – managing on street and off street parking
Enriching Waverley	• Library and Learning Futures • Cultural programs including visual arts and other programs • Outdoor and Flagship Events • Waverley facilities including Bondi Pavilion and Margaret Whitlam Recreation Centre
Safe Waverley	• Rangers and environmental health services • Lifeguard services • Community safety strategies and education programs • Sport and recreation

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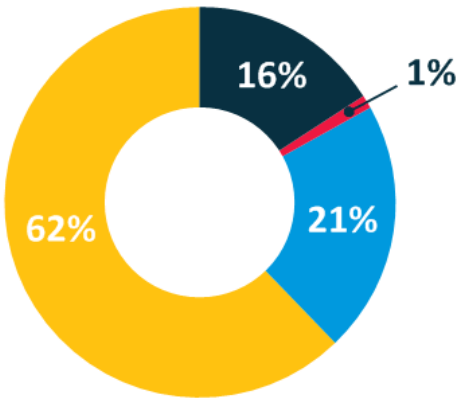
WAVERLEY LIFE BUDGET SUMMARY



ESTIMATED INCOME AND EXPENDITURE ($ IN '000)

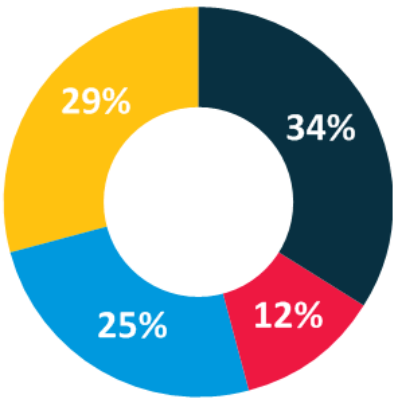
Total Income	42,613
Total expenditure	39,611

ESTIMATED INCOME BY SUB-PROGRAMS ($ IN '000)



Caring Waverley	8,927
Customer First	26,433
Enriching Waverley	6,700
Safe Waverley	552

ESTIMATED EXPENDITURE BY SUB-PROGRAMS ($ IN '000)



Caring Waverley	9,647
Customer First	11,328
Enriching Waverley	13,306
Safe Waverley	4,940

CARING WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
CW1 Restructure the housing portfolio allocated to Waverley Community Living Program to maximise its value to the service, and minimise periods of vacancy	Research, Investigate and identify solutions to maximise value provision	Staff time only

Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Social, cultural and economic benefits of a vibrant and cohesive community are realised	Review and enhance program of community activities on days of significance e.g Harmony Week, Reconciliation Week, Seniors, Children's & Youth Week	5 partnership arrangements for effective community engagement & promotion		C1a, C2a, C2c, C4a
		Improved program alignment		
	Establish feasibility of broadening Council's Reconciliation Action Plan and Cultural Diversity Policy and Action Plan into a regional framework of commitment	Improved efficiency through shared commitments across region		
		Recommendations completed by June 2017		
		RAP progressed and		
		Cultural Diversity Action Plan updated by June 2017		
An active, engaged and supportive community through the implementation of the Local Connections Program	Deliver Community led activation programs to achieve vibrant and connected neighbourhoods	Increased community engagement and participation		
		Approval process developed for neighbourhood gatherings by October 2016		
		4 sites and activities		
	Continue to create new and dynamic volunteering opportunities across Council & with community partners	Availability of diverse volunteering opportunities by July 2016		
		10 volunteers recruited and 4 volunteer opportunities created		
		10 young people are engaged in volunteering		

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Caring Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
An active, engaged and supportive community through the implementation of the Local Connections Program	Maximise regional partnerships and review Council's recognition events	Refreshed program format in place by October 2016		C2b, C4a, C4b, C7a, C7c
		4 events - Neighbour Day, Volunteering, Local Hero and Garden awards organised		
	Establish process and guidelines for employment opportunities for young people through partnerships with external and internal partners	Minimum 1 traineeship/ apprenticeship/internship opportunity provided		
		Processes and guidelines for employment established by December 2016		
Deliver housing efficiently and effectively through Council's affordable and social housing programs, and facilitate holistic responses to homelessness	Collect data and report annually on affordable housing program	Annual Report completed by June 2017	CW1	C3a, C3b, C3c, C4c,
	Develop and implement annual asset maintenance plan	100% of agreed actions completed on time and within budget		
	Complete a tender process for program management by a registered Community Housing Provider	Tender process completed and a Community Housing Provider appointed to manage the programs 2017-2023 by December 2016		
	Convene the Homeless Coalition to coordinate responses and monitor effectiveness of Council's Homeless Protocol.	Stakeholder roles and responsibilities guidelines defined and professional development/training completed by December 2016		
		4 meetings per year		
Develop contemporary business models of excellence for service provision	Offer a balanced program of activities to meet the needs of diverse clients at the Community & Seniors Centre	Older people have access to diverse and affordable opportunities to maintain their independence, health and well being		C2a, C4a
		80% client satisfaction		
	Grow the number of child care places provided by council	Increase to 50 family day care educators sustained		
		200 EFT children in Family Day Care		
	Deliver support to families and their children from 0-5 years including parenting skills and counselling	25-30 children with additional needs provided with early childhood support service		
	Ensure access to high quality and affordable early education and care services	97% utilisation of places		
	Engage families in interactive experiences from first point of contact as waitlisted parents through family support outreach and continue through school years	Increased connections between waitlisted families and council activities reduces isolation and stress as well as complaints		
		Community contact once in 3 months		

Caring Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
A connected, engaged and informed community that empowers its members.	Develop Council's mandatory Disability Inclusion Action Plan	Completion of Action Plan by June 2017		C3b, C4a, C4b, G8b
		Integration of Council's disability inclusion planning into the IP&R cycle as core business by June 2017		
	Plan for 2016 census products and publish research findings on key social issues including housing, children, ageing.	Research is shared & supports evidence based planning, collaboration & partnerships by June 2017		
		Plan/templates for community profiles developed by June 2017		
		Two reports published		
	Improve capacity by providing financial and other support	Approximately $420,000 funding provided under Council's small and community grants programs*		
	Develop collaborative partnerships with charities, business, community groups and internal partners to facilitate positive change in support of key objectives	Increased cooperative arrangements improve Council's profile and support service functions		
		Six inter-agencies and Council advisory committees		
		Four capacity building sessions provided		

Community Grants List *	Payments Projected 2016-2017 ($)
Mindfields	369
Bondi Beach Playgroup (formerly Francis Street Playgroup)	912
Bondi Beach Cottage	8,032
Waverley Bondi Beach Band	4,219
Waverley Randwick Philharmonic Soc.	4,083
Australian Kiteflyers Society Inc.	8,623
Sculpture by the Sea	16,037
WAYS	74,158
Beaches Outreach Program (BOP)	49,150
Norman Andrews House	37,792
The Junction Neighbourhood Centre	18,858
Eastern Area Tenants Services (EATS)	17,837
Holdsworth Community Centre (Junction House)	38,391
Randwick/Waverley Community Transport	18,184
Bondi Toy Library	21,095
Total:	**317,738.78**

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CUSTOMER FIRST

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
CF1 Assess extended hours trial	Review the demand for services after hours and investigate options for increased hours of operation	Staff time only
CF2 Implement webchat as a method of communication between Customer Service and customers	Train staff in web chat technology and roster to meet customer expectations and use	Staff time only
CF3 Interact with internal partners to implement online forms for customer applications and payments	Implementation of online residential and beach parking permit application forms and payment	Staff time only
CF4 Provide Parking Patrol Officers with mobile devices to provide instant customer service and Implement mobile phone payments for on-street parking	Train Parking Officers to log and action requests using Merit Traveller on mobile devices; Partner with external stakeholder to implement mobile phone based solution to allow users to pay for or extend their on-street parking	100,000
CF5 Assist with the implementation and roll out of a mobile app for customers	Provide customer research and feedback regarding expectations and requirements for the new Waverley mobile app	Staff time only
CF6 Implementation of external knowledge management solution	Provide increased accessibility to information and common customer enquiries	Staff time only
CF7 Investigate the option of ticketless parking for Council's car park users	Review the demand and viability of ticketless parking options for Waverley customers	10,000

Customer First Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Providing customers with improved access to Council's Customer Service team through the provision of user-friendly communication methods and increased availability	Implement roaming Customer Service Officer in the public area of the centre	Increased customer satisfaction through fast and efficient access to systems and information	CF1, CF2, CF3, CF4	G3b, G4a, G3b
		Decreased wait times in the centre		
A more informed community by giving them the tools to actively engage with Council	Provide current and accurate information regarding parking related enquiries on Council's website	Well informed customers who can make educated parking decisions as measured by visits to the web page and fewer queries and complaints directed to Council	CF5, CF6	G2c, G8a
		Reduced number of customer parking enquiries via CRM, email and phone and reduced number of complaints in the CRM		
		Review existing information on a quarterly basis and update as required, with a target of 5% increase in unique customer page views		
Customers have easy access to information about on and off street parking through the implementation of technology solutions			CF4, CF7	L9a, L9b, G2c
Council staff have streamlined access to the resources they need to improve service delivery through the implementation of coordinated and efficient systems			CF4	G3a, G3b
Parking assets are financially sustainable through the creative management of parking facilities and technology	Increased usage of Council car parks by introduction of new categories in the pricing structure	Increased usage of Council car parks as measured by statistics, revenue and occupancy		L8a, L9a, L9b
		Increased usage and income at Council's car parks in comparison with 15/16		
	Investigate partnerships with local businesses with the aim of increasing multi use of car parks	Quarterly revenue reporting with a target of 80% occupancy		

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ENRICHING WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
EW1 Strengthen library collections by expanding access to digital and online resources(subject to grant funding)	Increased accessibility through new online platforms and digital content, digitisation of Local History collection	Staff time only
EW2 Establish content protocols for library document collection and storage	Establish digital collection and storage process, records and information management protocols	Staff time only
EW3 Implement new property management software	Workflows reviewed, staff trained	Staff time only
EW4 Develop suite of tools for internal and external event partners to ensure delivery of safe and professional events in Waverley	Delivery organisation wide. Available for external queries on events. Delivered through Events Project Control Group	Staff time only
EW5 Operational Strategic Plan, Bondi Pavilion	Develop business plan, identify program of funding opportunities	30,000

Enriching Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
An engaged, connected and future focused community through the implementation of the My Amazing Library Strategy	Establish and implement library community consultation plan	Increased community input to library services	EW1, EW2	C2c, C6c, G3a
		Consultation completed Q2		
	Implement Library programs calendar	Programs meet community wants and needs		
		Two new activities held each year		
Well managed, maintained and utilised building assets that support recreational, community business and activities	Management of the commercial property portfolio in line with Council's investment strategy	100% of vacancies filled within timeframes	EW3	C2a, L1d, G5b
		100% of rental revenue estimates met annually		
	Provide high quality community facilities that provide equitable access and meet expanding demand in a changing environment	Increased bookings across all community facilities		
		90% fill rate		
	Manage existing mobile vendor licences and identify opportunities for new licences to activate specific target areas across LGA	One new licence by December 2016		
	Develop and implement required policies and procedures in the property area	One new policy by September 2016		
	Develop licence agreements to support relationships with creative industries	Two new agreements in place by December 2016		
A welcoming Waverley that offers unique opportunities for innovative and creative activities	Attract a program of events celebrating the uniqueness of Waverley and Bondi Beach	Yearly program developed and implemented and promoted in a timely and sustainable way	EW4	C1a, C2a, C2c, C6a, C6c, L1d, L2a, L2b, L8a
		Program implemented 100% on time and within budget		
	Work with internal partners to develop marketing channels to attract audiences	New marketing channels established in Council's overall communication strategy		
		One new marketing channel implemented		
	Develop clear strategic partnerships within the organisation for best practice event delivery through rollout of the Events Policy and Guidelines	Increased internal compliance with Events Policy and Guidelines		
		100% internal compliance with Events Policy and Guidelines		

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Enriching Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
A state of the art, multipurpose, sustainable community and cultural experience at Bondi Pavilion that is commercially viable			EW5	C2a, C6c, L5b
A program that promotes cultural creative identity through supporting art, literature and design	Attract sponsorships for excellence in cultural program delivery	Apply and receive three new grants in support of cultural projects		C6a, C1a,C2a, C6c, G4c
	Strengthen internal and external partnerships for high value programming	Two new significant external partnerships established		
	Establish terms of reference and detailed scope for new cultural strategy	Framework for new cultural strategy established in Q2		

SAFE WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
SW1 Multi-purpose sports courts program and engagement strategy established and implemented	To broaden the potential of the courts program as a multi-purpose utility space	Staff time only
SW2 Review 12 month Smoke free trial in areas of Waverley LGA	To reduce smoking in Waverley's LGA and subsequently reduce passive smoking	Staff time only
SW3 Implement Safe and Healthy Waverley Strategy	To improve safety in LGA	Staff time only
SW4 Design, deliver and facilitate a suite of programs for critical public health issues	To improve health and well-being of residents and visitors	Staff time only
SW5 Implement 'Clever Buoy' technology (subject to state government funding)	To detect sharks	Staff time only
SW6 Review Lifeguard service	Review of practices, procedures, structure and operations	Staff time only
SW7 Develop and implement a vermin abatement program	To target specific areas in the LGA and pilot new techniques for vermin abatement	20,000
SW8 Design, deliver and evaluate a community education program targeting driver fatigue	Joint initiative with Randwick Council, fatigue has been identified as an increasing cause for road fatalities	10,000
SW9 Complete an in depth 5 year crash data analysis for the LGA and address key behavioural factors which contribute to local crashes	To reduce crash/accident incidents	Staff time only

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Safe Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
An active Waverley through the implementation of the Safe Waverley Strategy and Recreation Needs Study	Identify opportunities for additional sporting facilities in the LGA for future construction	New opportunities identified by June 2017	SW1	C5b, C7b, C7c
	Maintain better practice via partnerships with key delivery groups and across Council Programs to ensure efficient planning, budget and work force programming	Increased combined budgets for joint project outcomes		
		Increased capacity to identify needs and enhance services		
Residents and visitors feel safe and contribute positively to the community through safety initiatives and the reinforcement of positive social norms	Enhance safety projects such as My Bondi Summer by working closely with other areas of Council and community stakeholders	Improved partnering and community engagement	SW2, SW3, SW4	C5a, C5b, C5c,
	Build and maintain relationships with key partners such as NSW Police, NSW Health, NSW Mental Health Association, community members, private groups (e.g. Westfield)	12 partnerships meetings attended		
Ensure beach and coastline safety and a harmonious experience for all visitors and residents	Maintain engagement with internal and external stakeholders by contributing to event briefs and debriefs	Increased contribution to coastal event briefs and debriefs	SW5, SW6	C5a, C5b,L3a
	Develop and implement schedule of public order and safety services to be delivered	Public order and safety services delivered by July 16		
	Review and revise the workflow in managing abandoned vehicles	Revised workflow in place by December 16		
A Waverley that is committed to improving public health via an holistic program by working with the community and businesses	Provide excellent customer service to both internal and external stakeholders including NSW Food Authority, Public Health Unit, NSW EPA and other Council programs ie, providing comments on development applications	Reduction in customer complaints	SW7	C5a, C5b, C5d
	Review and strengthen the food safety inspection program	Review completed by June 2017		
	Investigate and take action on public health complaints	Investigations conducted as per Complaints resolved on time		
	Periodically monitor issues associated with hoarding and squalor	Issues are dealt within the specified legal framework		

Safe Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Same as above	Maintain and oversee Councils Cooling tower register	Cooling towers inspections 100% completed		C5d, E5a
	Maintain registered premises and conduct inspections of hair, beauty and skin penetration premises	Inspected annually		
A Waverley community that is committed to reducing road crashes through reduction of vehicle ownership and driver education programs	Implement a program of community education activities including workshops for supervisors of learner drivers, child restraint fit and check days and school based education activities	3 workshops organised per year	SW8, SW9	C5b, L6a, L9b
	Continue work with schools to provide tailored information and key messages for their communities on safe parking in school zones	Reduction in number of incidents near school zone		
		100% of schools in LGA partnering		
	Support efforts by internal and external partners to reduce vehicle ownership	Reduction in road crash statistics		

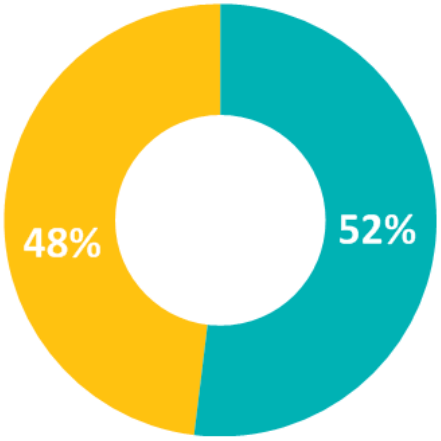
WAVERLEY FUTURES



Director, Peter Monks

Sub-program areas:	Responsibilities:
Shaping Waverley	• Town planning • Planning policies and controls • Liaising with businesses and providing economic development solutions • Heritage/Urban design
Building Waverley	• Development Applications • Building surveying • Building compliance • Fire safety and inspections
Sustainable Waverley	• Environment • Green infrastructure • Waste compliance, reduction and education • Bushcare program

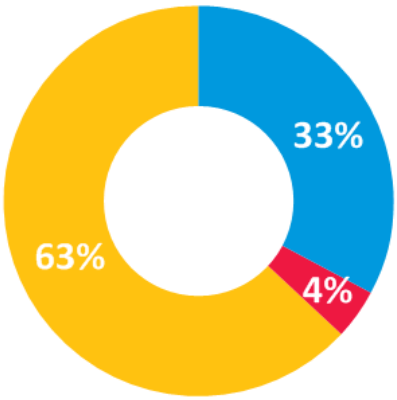
WAVERLEY FUTURES BUDGET SUMMARY



ESTIMATED INCOME AND EXPENDITURE ($ IN '000)

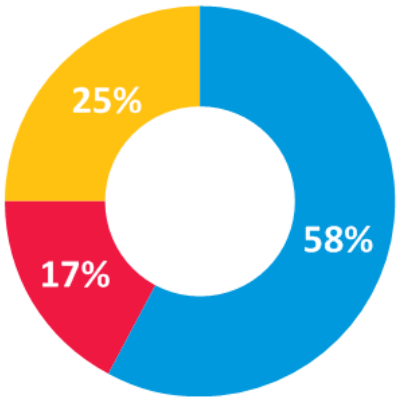
Total Income	13,428
Total expenditure	12,195

ESTIMATED INCOME BY SUB-PROGRAMS ($ IN '000)



Building Waverley	4,474
Shaping Waverley	8,386
Sustainable Waverley	566

ESTIMATED EXPENDITURE BY SUB-PROGRAMS ($ IN '000)



Building Waverley	6,798
Shaping Waverley	2,906
Sustainable Waverley	2,045

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SHAPING WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
SW1 Destination Management Plan to identify how to increase yield from tourists	A Destination management Plan will research how best to add value to the Waverley Tourist experience	50,000
SW2 Business Forums/Issues based workshops based on issues affecting business	Business forums deliver information and advice to assist businesses to manage, strengthen and grow through featuring topical presentations. Engage with local business in diverse ways to workshop opportunities, issues and strengthening business sustainability	46,000
SW3 Development and Implementation of an Activities and Public Place policy	A coordinated approach for Council to all activities in public places across events, footpath trading and dining, markets, cultural and other performances	52,500
SW4 Housing Strategy	Determine the current dwelling capacity under current planning controls and formulate a range of innovative ways to accommodate expected growth sustainably	60,000
SW5 Open Space Strategy	Determine our current and future open and recreational space requirements for the community	40,000
SW6 3D model and digital built form testing	3D analysis and built form capacity testing for the LGA including extension of the model	32,450
SW7 Campbell Parade design review	Holistic integration of the public domain landscaping, paving, seating (public and private) design and construction	50,000
SW8 West Oxford Street Precinct Plan and Bondi Junction Complete Streets (Operational projects from Action Plan)	Bondi Junction Complete Streets , Bondi Junction activation study, Bondi Junction Creative lighting study, Bondi Junction Public life study, Bondi Junction awnings and active frontages, Bondi Junction Laneways Strategy and Concept designs for streets left out from Bondi Junction Complete Streets report	115,000
SW9 Design Excellence	Organise annual awards and guest speakers. Design excellence clauses in DCP and LED. Establish Design excellence panel	11,000
SW10 Pop-Ups maintenance	In order for the Pop-Ups to remain "fresh" they need regular maintenance and occasional relocation. The suite of pop-ups are to be audited	35,000
SW11 Internet microsite for Bondi Junction	Bondi Junction vision and projects are visible and the information is engaging and easy to access	10,000
SW12 Successful integration of project delivery and marketing program to achieve a cohesive narrative of Bondi Junction: The Heartbeat of the East	Council is seen to be leading the transformation of Bondi Junction	100,000

Shaping Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
A Prosperous Waverley through implementing the Waverley Economic Development Strategy 2015-2020	Undertake destination marketing by communicating with potential visitors to influence their destination preference	Increased economic diversity	SW1, SW2, SW3	L1a, L1b, L1c, L1d, L5d, G5b
		Increase in Gross Regional Product		
	Initiate place management through a multidisciplinary approach to planning	Increased employment and participation		
		Increase in employment		
	Destination development through the coordination of products and services that support an area to deliver quality experiences for the community	Increased information to business		
	Improve economic competitiveness by creating positive business environments to increase economic growth	Office and accommodation supply baseline data established		
	Increase economic diversity by encouraging business sectors such as creatives, start-ups and knowledge business sectors	Decrease in business vacancy rates		
	Establish and strengthen Government and partnerships	Increased local and regional visitor experiences, engagement, opportunities and event attendance		
	Reduce barriers to business by reducing Council red tape in the NSW Small Business Friendly Council's program	Improved Council processes that are considered a barrier to business		
	Provide business support by facilitating issues based information forums and workshops	Increased collaboration and partnerships with business , not for profit and government		
Accommodate increasing housing density demands in innovative and sustainable ways	Establish affordable housing partnership with Housing NSW, SSROC and any interested Councils	Increase in availability of alternative forms of housing for different housing markets (affordability)	SW4	C3a, C3b, C3c,
	Establish partnership with universities specialising in housing, value capture and urban planning research	Partnerships formalised		
	Conduct quarterly meetings with Department of Planning and Environment and PIA NSW to raise awareness of value capture mechanisms and the potential to implement new ways to return value to the community	Quarterly meetings held		

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Shaping Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Planning for Open Space Infrastructure	Develop a strategic vision for open space throughout Waverley	Strategic Vision for open space developed	SW5	L5a, L2a
	Promote an audit and benchmarking of the current provision of open and recreational space at SSROC to understand the implications of the expected growth within the Central District	Open space audit completed for disposal and/or acquisition		
Position Bondi Junction as the Heart Beat of the East	Undertake 3D modelling for development applications and planning proposals	Reduction in costs related to development application disputes	SW6. SW7, SW8. SW9, SW10, SW11, SW12	L5a, L5b, L5d
	Provide heritage and urban design inputs on DA / PP / UD and Heritage via referrals	Increase in Design Excellence and retention of heritage significance		
	Improve access to items of heritage significance and conservation areas	Increase in heritage inventory sheets uploaded/reviewed		

BUILDING WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
BW1 Establish joint design Excellence Panel with Key partners	To leverage design resource pool and achieve high quality design outcome	40,000
BW2 Footpath Activity Review and Solutions	To improve footpath processes and procedures	Staff time only
BW3 Service Improvement review of key process	Ongoing review of delivery of key planning and building services	Staff time only

Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Provide high quality and timely assessment of applications	Implement service review recommendations	Reduction in DA determination time by 10%	BW3	L4a, L5a
	Identify opportunities to expand Development Assessment Panel with partners	Development Assessment Panel scope promoted by June 2017		
	Assess and approve development applications in line with Councils planning controls and policies	100% compliance with Councils planning controls and policies		
Ensure new developments and building upgrades achieve a high quality design outcome	Use the Design Excellence Panel to help achieve improved building design	Better building design in Waverley	BW1	L5a
Improve Customer Service experience in Development Application process	Include new application category for online application services	Increase in number of online application services		
	Review and update online information on a regular basis	Online information reviewed and updated every 6 months		
	Undertake building compliance inspections	Reduction in time taken for building compliance inspections		
	Assess applications for building certificates	Building certificates issued in 14 days		
Streamline Footpath Seating approval process	Improve the turnaround times for processing footpath seating applications	More efficient customer service in footpath seating	BW2	L1a, L1b
Collaborate with Shaping Waverley to create Waverley 3D model with the ability to insert hologram of proposed development for assessment purposes	Provide hologram related briefing and inputs to different phases of the 3D model project cycle	Hologram briefing completed by June 2017		G4b

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SUSTAINABLE WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
SuW1 Urban Ecology staff engagement program	Increase outdoor staff understanding of weeds, ecology, plants and bio values	15,000
SuW2 Review of Carbon Offset Strategy	Comparative analysis of current and potential carbon offset approaches	15,000
SuW3 Energy and Water Saving Action Plan	Review and comprehensive analysis of existing Energy and Water Saving Plan actions to identify Council asset energy and water saving opportunities	80,000
SuW4 Better Waste and Recycling Program – field officers that engage with stakeholders for contaminated bins, assess bin placement, numbers, and offer advice for improving recycling and waste management	Tonnages diverted from landfill, increase in service uptake and reduction in illegal dumping incidents	140,000
SuW5 Review and implement bulky waste service improvements including separation of waste for recovery options	Tonnages diverted from landfill	45,000
SuW6 Optimise Waste Management Infrastructure at Bondi Pavilion, Park and Beach area and implement recommendations from Bondi Beach Waste Management Study	Beach litter audits	35,000
SuW7 One Stop Shop for Waste and Recycling Services	Development of procedures using a standard template for customer service to use in response to waste service and education merits. The program will empower customer service staff to address merits from the point of call	10,000
SuW8 Online Waste and Recycling Services	Implement online booking system for your call clean ups and other essential services	1,375
SuW9 RID online and RID Squad	Identify illegally dumped rubbish hotspots and commonly found items which will inform a strategic program for engagement and method of sustainable waste disposal and enforcement when necessary	85,000
SuW10 Sustainable Water Plan	• Identify opportunities to reduce potable water consumption across the Eastern Suburbs • Determine a collective approach (by the 3-Councils) which would be most effective to achieve these reductions	10,000
SuW11 Eastern Suburbs Community Solar Partnership	• Identify potential locations for solar PV • Assist community organisations to develop, fund and install solar PV	30,000

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
SuW12 Business case for higher building performance standards	• Collect and analyse data on building performance and compliance • Investigate and report on the environmental benefits and costs of incentivising more sustainable buildings • Gain support from across Councils to advocate for regulatory changes	2,000
SuW13 Driving the uptake of Electric Vehicles in the Eastern Suburbs	• Gain a detailed understanding of the barriers to electric vehicle uptake • Identify locations where EV charge stations are most suitable / feasible	15,000
SuW14 Business Engagement Project	• Gain a detailed understanding of the barriers to electric vehicle uptake • Identify locations where EV charge stations are most suitable / feasible	8,000
SuW15 Sustainable Apartments Project	• Review and report on existing business engagement programs • Sign up and promotion to existing business engagement program	10,000
SuW16 Commercial Waste Organics Service	• Develop and pilot an effective project to reduce energy consumption in common areas of apartment blocks • Consult with relevant internal and external stakeholders on the development of the project and gain support for its implementation	5,000
SuW17 Second Nature Employee Engagement Program	• Development and implementation of targeted educational initiatives for staff and deliver two successful behaviour change projects	30,000
SuW18 Second Nature Community Engagement Program	Development and implementation of targeted educational initiatives for the community	45,000
SuW19 Community capacity building project	Capacity building and leadership programs to encourage community ownership of EAP targets	15,000
SuW20 Building Futures Partnership – Green Infrastructure MasterPlan	Develop and implement targeted engagement to support delivery of Green Infrastructure MasterPlan to reduce energy & water consumption and reduce waste to landfill	20,000
SuW21 Building Futures Partnership - Bondi Junction Green Infrastructure Building Improvement Program	Develop targeted engagement to support delivery of Bondi Junction Green Infrastructure Building Improvement Program	20,000
SuW22 MUDs Better Recycling Engagement Program	Increased resource recovery rates improve in target MUDs	20,000
SuW23 Community Engagement for Implementation of improved waste and recycling services	Effective engagement support is provided for rollout of 3-bin service, improved bulky waste management and litter management	30,000
SuW24 Waste Engagement Action Plan	Objectives from waste engagement action plan are developed and implemented to improve community awareness	10,000
SuW25 Green Sparks Schools Sustainability Program	Implement student leadership program to partner with local schools to achieve EAP targets	10,000

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Sustainable Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Improve remnant bushland conditions and restore local native bushland to provide habitat for local ecology and work towards the 2020 target for 40% of remnant bushland to be in 'good condition'	Ongoing weed suppression, maintenance of plantings and support for native bushland	Plant survival is at >85% and weed density is maintained at less than 25% of plants/m2	SuW1	E6a, E6b, E6c
		All works for 2016/17 completed within budget		
		Improved connectivity of native habitat and habitat corridors in the Waverley LGA		
	Training of staff to identify weeds and best techniques for removal	Knowledge of key weeds by Council's C&A staff increases		
		Weeds in active zones <25% of vegetation with target weeds suppressed		
		50% of parks staff trained in weed ID and removal techniques each year		
	Work with SSROC to identify and implement regional fox management strategies	Collection of data relating to fox locations and fox activity in Waverley and appropriate control activities implemented		
		Reduction in evidence of fox activity and sighting numbers		
		Initial works completed by June 2017		
Develop & implement solutions to reduce the community's and Council's GHG emissions, water consumption, waste to landfill and improve stormwater quality	Implement energy and water reporting system for continuous improvement	Energy and water reporting system is operational and Energy or water savings identified through operational change via use of the reporting system	SuW2, SuW3	E1a, E4a, E1d, E4b, E4c
		Council operations are utilising the reporting to integrate sustainability outcomes into appropriate operations		
		50% of users will have identified energy or water savings by June 2017		
	Maintain water treatment and supply infrastructure	Maintenance tenders completed and operational		
		All water pumps proactively maintained by contractor		
		100% of water pumps (excluding pool pumps) on maintenance contract by September 2017		

Sustainable Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Implementation of key actions and optimal systems from the Sustainable Waste Strategy to improve resource recovery rates, streamline collection services and litter management in Waverley	Streamline Data Management to – Improve data management and communication between systems	Improved data management and communication between systems	SuW4, SuW5, SuW6, SuW7, SuW8, SuW9	E3a, E3b, E3c
		Streamlined data services to ensure accurate rates charging, ease of use in obtaining data and improvement to data quality by December 2016		
	Calibrate rates database and services – using recommendations from Bin Reconciliation Study, identify priorities for verification and correction	Calibrate rates database and services – using recommendations from Bin Reconciliation Study, identify priorities for verification and correction by December 2016		
		Improved service level delivery by December 2016		
	Install Enviropoles – cigarette butts collection and recycling	Installation of new receptacles for cigarette butts collection and recycling by February 2017		
		Decrease in cigarette butt litter identified in 2016/17 litter audit		
	Carry out litter audit at Bondi Beach	Litter audit completed in March 2017		
		Litter quantities monitored and priority and target litter items identified		
	Install Public Place Recycling Bins at Bondi Beach and Bondi Junction (to start)	Installation of PPR bins in Bondi Beach and Bondi Junction by Feb 17		
		Improvement in amenity and increased diversion from landfill identified by June 2017		
	Establish recycling stations at Customer Service Centre and Library	Commencement of collection and recycling of globes, batteries, and mobile phones at Customer Service Centre and Library by October 2016		
		Tonnages diverted from landfill by June 2017		
	Training program to Accompany One Stop Shop	Training/engagement provided to customer service staff to implement the One Stop Shop		
	Resource Pack Development to Support One Stop Shop	Appropriate resources (educational materials, handouts, etc) developed and updated to support the One Stop Shop by September 2016		

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Sustainable Waverley Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
To undertake meaningful projects to achieve significant reductions in greenhouse gas emissions, potable water and waste to landfill across 3 Council area	Lobby Veolia to increase recycling rates for new AWT facility at Woodlawn	Cost/benefit analysis undertaken to improve waste treatment processes	SuW10, SuW11, SuW12, SuW13, SuW14, SuW15, SuW16	E3a, E3c
		Overall waste diversion rates above 75%		
		Negotiations with Veolia on how to achieve State Government targets completed		
	Expand Compost Revolution to new customers	Decrease food wastage identified in 2016/17 Compost Revolution diversion calculations		
		Bin deliveries of 900 units to new participants in 2016/17		
		Diversion of 615 tonnes from landfill in 2016/17		
		Resident satisfaction of greater than 90%		
		Provide ongoing support to 15 active community composting projects each year		
		Provide 8 face to face workshops per FY		
		Reduced greenhouse gas emissions across the region		
Deliver internal and external behaviour change programs to increase awareness of Council EAP targets in the areas of Urban Ecology, Green Infrastructure and Sustainable Waste	Rollout of Sustainable Communities Educational Programs in line with the Sustainable Communities Framework : • Engagement Action Plans • Small Grants • Sustainable Communities Calendar of targeted engagement/education events	Increased community awareness of EAP targets as a result of successful delivery of engagement initiatives by June 2017	SuW17, SuW18, SuW19, SuW20, SuW21, SuW22, SuW23, SuW24, SuW25	E3a, E3b, E3c E8a, E8b
		Increase in number of small grants awarded to successful projects to progress towards EAP targets by June 2017		
		At least 2 grant applications implemented		
	Engagement to attract and retain Bushcare volunteers	Improved retention of current Bushcare Volunteers and increase in membership of volunteer base by June 2017		
	Improve partnerships with strata and real-estate agents to address waste issues	Two partnership events completed September 2016 and March 2017		
		Improved partnerships with strata and real-estate agents established		
	Waste materials review/ redevelopment	Waste and recycling educational materials revised/redeveloped in line with Second Nature identity by December 2016		

WAVERLEY RENEWAL

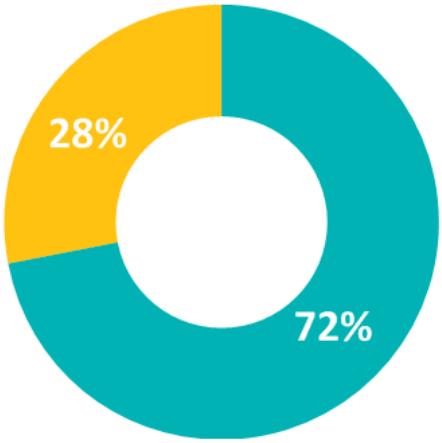


Director, Emily Scott

Sub-program areas:	Responsibilities:
Creating Waverley	• Maintains assets including roads, drains, kerbs and gutters, footpaths, parks, reserves and beaches • Traffic, parking, transport and engineering assessment • Design, landscape architecture and open space planning
Clean and Attractive Waverley	• Waste collection (both domestic and commercial) • Graffiti removal • Public place cleaning • Tree maintenance • Upkeep of parks and beaches • Waverley and South Head Cemeteries
Project Waverley projects,	• Manages, implements and constructs all of Council's major including the Capital Works Program

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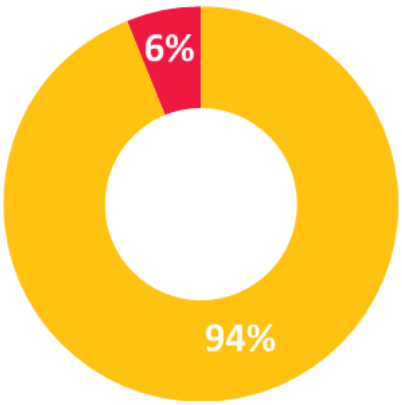
WAVERLEY RENEWAL BUDGET SUMMARY



ESTIMATED INCOME AND EXPENDITURE ($ IN '000)

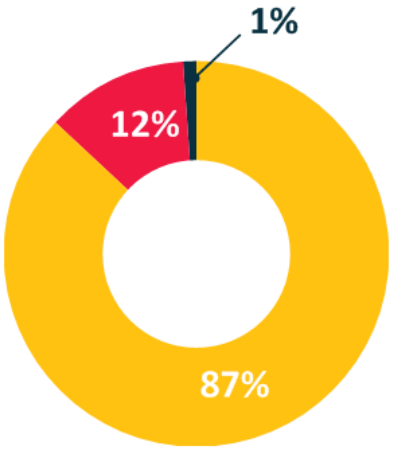
Total Income	24,477
Total expenditure	64,296

ESTIMATED INCOME BY SUB-PROGRAMS ($ IN '000)



Creating Waverley	1,438
Clean and Attractive	21,997
Projects	9

ESTIMATED EXPENDITURE BY SUB-PROGRAMS ($ IN '000)



Creating Waverley	4,258
Clean and Attractive	30,610
Projects	286

CREATING WAVERLEY

Key Operational Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
CW1 Bronte Plan of Management	CW1 Prepare a updated plan of management for Bronte POM	100,000

Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Provide high quality open spaces that meet community needs and values	Complete Integrated Public Domain Technical Manual in collaboration with Shaping Waverley	Integrated Public Domain Technical Manual completed by December 2016	CW1	L1b, L6d, E1a
	Provide design input to SAMP Parks asset renewal	Better design outcomes for minor SAMP parks upgrades by December 2016		
Deliver a high quality public domain in Bondi Junction	Continue engagement with key stakeholders including Transport for NSW, Roads and Maritime Services and Sydney Buses	Increased Support and funding for relevant projects by June 2017	Please refer Capital Works projects section	L1a, L1b, L6d, E1a, E1c, E7a, G2b, G4a, G4c, G5b, G6a
Provide high quality integrated design outcomes for the public domain	Multidisciplinary integrated design approach to be implemented to all key streetscape and SAMP upgrade works	Better streetscape outcomes by June 2017 utilising funding available	Please refer Capital Works projects section	L1b, L5a, L5b, L6a, G6a, G6b E4a, E4c, E5a, E5b
	Streamline stormwater and traffic development application process	Assessment time to be reduced to two weeks		
Improved movement for all transport modes, cars, buses, bikes and pedestrians	Streamline Traffic Committee approval process	A streamlined, reduced stage process is in place by June 2017		L6b, L6c, L8a
Medium to long term transport improvements for all transport modes	Not applicable	Not applicable	Please refer Capital Works projects section	L8a, L8b, E1e

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CLEAN AND ATTRACTIVE

Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Provide an efficient and innovative public place cleansing and waste collection service to reduce waste and increase recycling	Undertake a feasibility study to relocate the waste administration team to the Alexandria Integrated Facility to achieve greater staff collaboration	Recommendation report completed and presented to ELT by July 2016	Please refer Capital Works projects section	L3a, E3a, E3c, G5c
		25% Reduction in follow up requests from residents due to direct access to operational teams at the Alexandria Integrated Facility		
	Undertake initiatives to improve the efficiency of all waste collection service	Increased recovery rates for all waste streams		
		20% improvement based on 2015 actuals		
	Undertake an operational review of the domestic waste service to ensure Local Government best practice is employed in the Waverley LGA	Domestic waste review report completed by September 2016		
	Undertake an operational review of public place cleansing service to ensure that Local Government Best practice is employed in the Waverley LGA	Public place cleansing review report completed by Dec 2016		
Renewal of Council built assets in public open spaces on time and within budget	Scope and remediate the high priority action items contained in the Plans of Management for (Bondi Park, Thomas Hogan Reserve, Waverley Park, Bronte Park, Tamarama Park)	All actions completed by December 2017		C7a, L3a, E6a, E6b
	Remove high risk grassed slope sites from the maintenance program by planting slow growing species	Annual reduction in in high risk slopes being maintained through grass cutting		
	Undertake Bushland restoration works and weed control in parks and reserves	80% increase in bushland restoration work based on 2015 actuals		
		20% increase on 2015 actual levels each year		

Clean and Attractive Key Activities 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Maintain Council built assets within agreed service levels	Develop and Implement a training program for staff on defect identification and reporting	All Maintenance and Construction Staff are able to identify reportable maintenance items as part of their daily duties	Please refer Capital Works projects section	L3a, G6b
		80% of Council staff are self-reporting maintenance related items by December 2017		
	Source a Storage and disposal area for maintenance related items within LGA	Holding capacity to be 50% greater than what exists in 2015		
		Reduced delays of capital projects due to reduced lead time of material and supplies		
	Investigate use of new recycled materials in construction activities	Cost benefit Investigation against current materials completed by December 2017		
		Achieve cost reduction of 10% against 2015 base year material spend		
Renewal of Council built assets on time and within budget	Review and update service level agreements with internal council customers	Improved delivery of services		L3a, G6b
		100% of service level agreements reviewed and updated by December 2016		
	Publish a 3 month Capital works calendar on the councils website	Improved communication with residents and reduction in inquiries related to capital works within the LGA		
		3 month schedule published each quarter		
Develop business plan and conservation management plan for Waverley Cemetery	Develop strategic business plan for Waverley Cemetery	Strategic business plan is in place by October 2016		C1a, C2a, L3a, G2a, G5c
	Prepare a new Conservation Management Plan and Plan of Management for Waverley Cemetery	Plan developed within 9 months of state heritage listing		

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PROJECTS

Key Projects 2016/17

Project	Project Scope	Estimated Expenditure 16/17 ($)
P1 3D Printing	Investigate opportunities to integrate 3D printing into capital works project design	Staff time only

Key Operational Projects 2016/17

Deliverable	Key Activity	Outcome	Project Link	Strategy Link
Deliver high quality capital infrastructure in the LGA	Identify high priority business processes to review and update through business mapping process	3 high priorities per year	P1	L5a, G5c, G4b
	Partner with Project Management Office to deliver Project Management Methodology	85% of projects delivered on time and on budget		

2016-2017 BUDGET

2016/17 Budget	Total ($ in '000)
INCOME	
Rates & Annual Charges	58,387.5
Investment Income	2,846.0
User Charges	35,040.9
Other Revenues	16,708.7
Grants Subsidies & Contributions - Operational	**7,603.0**
Subtotal - Operating Income	**120,586.1**
Grants Subsidies & Contributions - Capital	8,910.6
Net gains from the disposal of assets	1,040.1
Subtotal - Capital Income	**9,950.7**
Total Income	**130,536.8**
EXPENSE AND LOANS REPAYMENT	
Employee Costs	59,687.0
Borrowing Expenses	350.6
Materials & Contracts	19,020.8
Other Operating Expenses	**24,401.8**
Operating Expenses	20,882.5
Internal Charges	**2,156.4**
Rates & Annual charges Expense	1,362.9
Subtotal - Operating Expense	**103,460.2**
Other Capital Purchases	**6,014.5**
Capital Works Program	28,523.9
External Loans Principle Repayment	1,050.6
Subtotal - Capital Expense & Loan Repayment	**35,589.0**
Total Expense	**139,049.2**
Performance Result before capital items and loan repayment - (Surplus)/Deficit	**17,125.9**
Performance Result after capital items and loan repayment- (Surplus)/Deficit	**8,512.4**
OTHER FUNDING SOURCES FROM:	
New Loans	**0.0**
Transfers to Reserves	**15,193.3**
Transfer from Reserves	**23,746.2**
Total new loan and reserves	**8,552.8**
Budget Result - (Surplus)/Deficit	**40.4**

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STATEMENT OF REVENUE POLICY

RATING STRUCTURE

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

A centre of activity sub category will apply to business land within the Bondi Junction defined area. The determination has been made that the increased structural costs required in maintaining and improving a central business district requires a higher contribution from those community members. Rate sub categories will not be applied to land deemed to be categorised residential.

The distribution of the rate levy will be made in accordance with the principles of the financial capacity of the ratepayer and to ensure an equitable level of services are provided to all ratepayers and residents. However, the total rate revenue between the categories is at the discretion of Council.

THE 2015/16 RATING STRUCTURE IS:

Category	Sub-Category	Number of Assessments	Rate in the Dollar	Minimum Rate ($)	Estimated Rates ($)
Residential	Ordinary	28,494	0.1091	605.18	31,155,383
Business	Ordinary	964	0.5275		4,985,857
Business	Bondi Junction	909	0.8232		6,894,396
				Total	43,035,630

The Residential category will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the residential criteria of Section 516 of the Local Government Act 1993. The Business category, sub category Ordinary will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the business criteria of Section 518 of the Local Government Act 1993 with the exception of rateable assessments deemed to be within the sub category, Bondi Junction. The Business category, sub category Bondi Junction will apply to rateable assessments that satisfy the business criteria of Sections 518 and 529 (2) (d) of the Local Government Act 1993 that satisfy the criteria of being within the centre of activity of Bondi Junction.

RATING PEGGING

The NSW Government introduced rate pegging in 1977, making several amendments to the methodology resulting in the system in use since 1987. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified percentage. In 2010, the State Government board, the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) was delegated responsibility for determining the allowable annual increase in general rates income.

The annual rate increase is determined using a Local Government Cost Index and a productivity factor. Also an adjustment for the carbon price advance that was included in the rate increase for the previous financial year has been applied to this year. Accordingly, the total rate income received from ordinary rates for this financial year will be increased by 1.8 percent.

SPECIAL RATE VARIATION

Waverley Council is not proposing to levy any special rates for the 2016/17 year.

LAND VALUATIONS

The rates are calculated in accordance with the land value determined by the Valuer General's Office with a base date of 1 July 2015. The land values that will be used for the calculation of the rate levy for this financial year have been used in the previous financial year. Accordingly, there will not be significant fluctuations to the individual rate accounts due to valuation changes for properties that have been previously rated.

Supplementary valuations supplied after 1 July will only be used to calculate rate levies where a plan of subdivision or strata plan has been registered after this date in accordance with the amended land value supplied by the Valuer General of NSW. The ordinary rates and charges will only be calculated on a pro-rata basis where the rateability status changes in accordance with section 555 of the Local Government Act, 1993.

MIXED DEVELOPMENT APPORTIONMENT FACTOR

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

AGGREGATION OF LAND

Aggregation of ordinary rate levy in accordance with Section 548A will only apply:

- for all lots categorised as Residential or Business for rating purposes, separately titled car spaces and separately titled utility lots that are in the same ownership as the residential or business lot and are within the same building or strata plan; and
- from the commencement of the quarter following the lodgement of the application with Council.

INTEREST CHARGES

In accordance with Section 566(3) of the Local Government Act 1993, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and charges for 2016/17. Council will charge the maximum rate of interest payable daily to all un-paid rates and annual charges on a simple basis in accordance with the Act's provisions.

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

SECTION 611 CHARGES – GAS MAINS

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

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

DOMESTIC WASTE CHARGE

Waverley Council levies a Domestic Waste Charge under section 496 of the Local Government Act 1993. This charge is mandatory and applies to all rateable land where the service is available. For the purposes of raising the Domestic Waste under Section 496 of the Local Government Act, 1993 within the Waverley area, Council deems an eligible assessment for which the service is available to be a parcel of land, which satisfies the residential criteria of Section 516 of the Local Government Act, 1993. Assessments, which are vacant parcels of land, are subject to domestic waste management charges in accordance with Section 496 of the Local Government Act, 1993. For the 2016/17 financial year the Domestic Waste Management Charge will be increased by sixteen dollars ($16.00) to five hundred dollars ($500.00). The charges will be billed on the annual rates and charges notice and may be paid by the quarterly billing method in accordance with Section 562 (3) of the Local Government Act, 1993.

Waste charges are calculated in accordance with the adopted waste and resource recovery action plan. For single dwellings, Council will supply (at the ratepayers agreement) four bins:

- For paper and cardboard recycling – 1 blue lid (140 litres) bin
- For other recyclable materials – 1 yellow lid (140 litres) bin

- For household waste – 1 red lid (140 litres) bin
- For green waste materials – 1 green lid (240 litres) bin

For multi unit buildings, Council will supply (at the ratepayers agreement) bins as follows:

- For paper and cardboard recycling – 1 blue lid (240 litres) bin per eight units
- For other recyclable materials – 1 yellow lid (240 litres) bin per eight units
- For household waste – 1 red lid (240 litres) bin per three units
- For green waste materials – 1 green lid bin (240 litres) as required

SECONDARY WASTE CHARGE

The charge is calculated in accordance with the number of waste services supplied by Waverley Council and is available to all rateable land where the service is provided within the local government area.

The charges will be billed on the annual rates and charges notice and may be paid by the quarterly billing method in accordance with Section 562 (3) of the Local Government Act, 1993.

The secondary waste charge may be provided at the request and agreement of the ratepayer as per Section 496 of the Local Government Act, 1993. Council will supply at the ratepayers agreement additional bins as follows -:

- Single dwelling houses will be supplied for household waste 1 red lid (140 litres) bin and other recycling bins, as required, per charge. Multi unit dwellings will be supplied for household waste 1 red lid (240 litres) bin per three units and other recycling bins, as required, per charge.

The secondary waste service charge will be calculated for multi-unit residential dwellings where owners share the use of 240-litre bins for waste and recycling in the following circumstances:

- Where no strata subdivision plan is registered, or
- a company title arrangement has not been registered,
- and the multi-occupancy residential dwelling is held in a single title.

The secondary waste charges levied in respect of multi-occupancy residential dwellings, will be calculated by the number of separate units, as defined by the Strata Management Scheme Act of NSW, within the building complex to determine the charges.

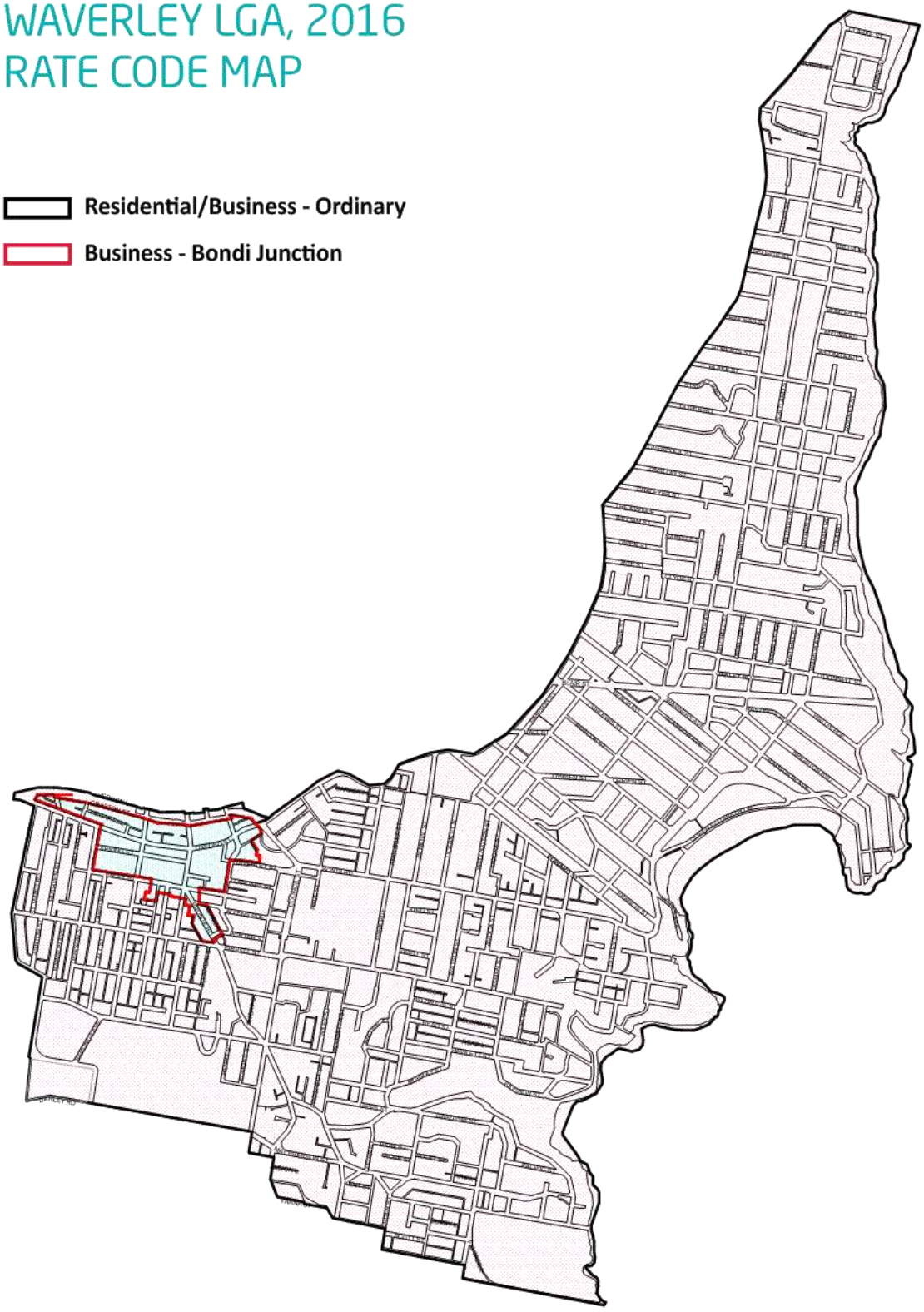
BORROWINGS

During the 2016/17 financial year Council in not proposing any borrowings.

2016/17 DOMESTIC WASTE CHARGE STRUCTURE

Charge	Number of Assessments	Number of Services	Rate per Service ($)	Estimated Levy ($)
Primary	28,373	28,373	500	14,186,500
Secondary	2,338	2,338	500	1,169,000
Total	30711	30711	500	15,355,500

WAVERLEY LGA, 2016
RATE CODE MAP



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CAPITAL WORKS PROGRAM 2016/17

Program objective/description	2016/17 Projects	2016/17 Budget ($)
Bondi POM landscape works	Bondi park picnic shelters	1,000,000
	Junior skatepark construction	700,000
Bondi Surf Club and depot project	Bondi Surf Club and PPC depot design	500,000
Bondi PoM - underground car park feasibility	Bondi Park - Underground Car Park Feasibility Study	300,000
Bondi Pavilion Conservation upgrade project	Bondi Pavilion Conservation upgrade design work	3,800,000
Bronte replace picnic shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation	Bronte Park southern entry	600,000
Structural renewal of Bronte Promenade and sea walls	Bronte Seawall technical study	45,000
Bronte Beach Lifeguard Tower	Bronte Beach Lifeguard Tower construction work	1,000,000
SAMP Category 9.1 - Waverley Cemetery	Minor infrastruture works	76,604
SAMP Category 9.2 - South Head Cemetery	Minor infrastruture works	76,879
Waverley Cemetery internal fencing and retaining structure		1,548,000
SAMP Category 7 - coastal and retaining Infrastructure construction		**540,000**
	Coastal fitness upgrade	270,000
	Heritage stairs upgrade at Brighton Blvd	270,000
Complete Streets - Combined Other Projects		**2,035,174**
	East Bondi Junction (Bronte Road, Oxford St, Grosvenor St) Streetscape	1,582,049
	Oxford St (Syd Einfeld Drv - Hollywood Ave) road reserve widening and street design as per Complete Streets	200,000
	Denison St (Spring St - Ebley St) street design as per Complete Streets	68,250
	Newland St (Ebley St - Oxford St) street design as per Complete Streets	122,625
	Grafton St -street design as per Complete Streets	42,375
	Bronte Rd (Ebley St - Birrell St) Stage 1 - street design as per Complete Streets	19,875
Recycled water feasibility & implementation	Water feasibility studies for Marks Park, North Bondi Biddigal Reserve and Hugh Bamford	100,000
Implement high priority transport projects	Light Rail Study -Waverley People, Places and Movement Study	182,667
Public and Street lighting energy efficiency	Energy Efficient Street Lighting and Public Lighting	165,000
Facilities Sustainable water upgrades	Leak detection across Council sites	150,000
Bondi Junction Green Infrastructure Master Plan	BJ Green Infrastructure MP building improvement program - Develop and implement, BJ energy and water solutions, BJ waste infrastructure solutions	500,000

Program objective/description	2016/17 Projects	2016/17 Budget ($)
Implement Urban Ecology Plan	Remnant Biodiversity Action Plan	275,000
	Tamarama ERFAP	45,000
	Bronte ERFAP	90,000
	Weed Management	15,000
SAMP 4 Category 2- Footpath Construction & Upgrades		**1,645,867**
	Beach Road (n/s), Glenyar avenue to Blair Street	15,000
	Beach Road (s/s), Gould Street to Glenyar avenue	15,000
	Birrell street (b/s), Bronte road to Carrington road	62,000
	Birrell street (b/s), St James Street to Denison Street	22,000
	Blair Street (b/s), Gould Street road Vicras avenue	25,000
	Brighton boulevarde (b/s), Wairoa avenue to 44 Brighton blvd	40,000
	Brighton boulevarde (n/s), Gould Street to Wairoa avenue	28,000
	Bronte road (b/s, upper & lower),Gardyne Street to Nelson avenue	50,000
	Clarke Street (b/s), Young Street to Jensen avenue	50,000
	Dickson Street (b/s), Read Street to Hewlett Street	15,000
	Elvina street (b/s), Oceanview Street to Kobada rd	33,000
	Farrellys avenue (n/s), Boonara ave to 1 Farrellys avenue	15,000
	Fletcher Street (n/s), Sandridge Street to #58 Fletcher Street	20,000
	Flood Street (b/s), Bondi road to Old South Head road	45,000
	Francis Street(b/s), Wellington Street to Old South Head road	25,000
	Hall Street (b/s), Glenyar avenue to Simpson Street	45,000
	Hardy Street (b/s), Dover road to Macleay Street	66,000
	Hasting parade (b/s), Wairoa avenue to Campbell parade	45,000
	Hasting parade (b/s), Mitchell Street to Wairoa avenue	55,000
	Henrietta Street (b/s), Victoria Street to Bronte road	58,000
	Henrietta Street (e/s), Birrell Street to Salisbury Street	25,000
	Macdonald Street (b/s), Young Street to Marne Street	25,000
	Military road (b/s), 52b to Wentworth Street	33,000
	Military road (b/s), Hasting parade to Wallis parade	40,000
	Military road (b/s), Old South Head road to Kemberley Street	40,000
	Murriverie road (n/s), Hardy Street to Nancy Street	15,000
	Nancy Street (w/s), Murriverie road to Clyde Street	25,000
	Newland Street (b/s), Birrell Street to Newland lane	55,000
	Northcote Street (b/s),Gilbert Street to Old South Head road	35,000
	Oakley road (b/s), Glenayr avenue to dead end	90,000
	Oceanview avenue (b/s), Military road to Ray Street	45,000
	Oceanview avenue (b/s), Old South Head road to Elvina Street	20,000
	Old South Head road (e/s), Young Street to 767 Old South Head road	25,000
	Owen Street (b/s), Old South Head road to Polybank parade	35,000
	Park parade (e/s), Bondi road to Birrell Street	45,000
	Pathway between Stewart Street and Roe Street	15,000
	Pindari road (b/s), Military road to Raleigh Street	45,000
	Stewart Street (b/s), Raina Street to Polybank parade	25,000
	Strickland Street (b/s), Victory Street to Old South Head road	20,000

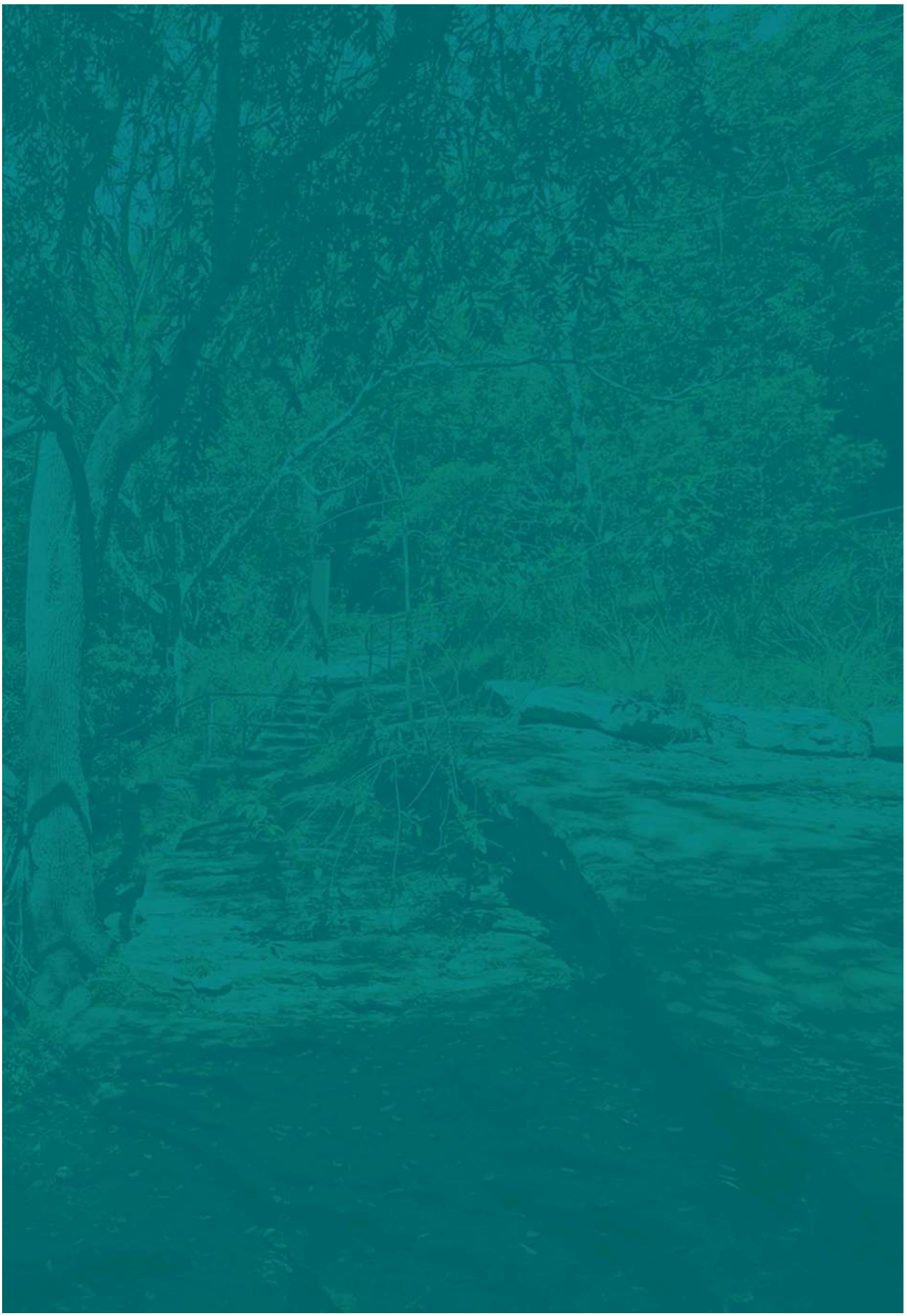
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Program objective/description	2016/17 Projects	2016/17 Budget ($)
SAMP 4 Category 2- Footpath Construction & Upgrades continued...	Tamarama Street (w/s), Birrell Street to Philip Street	22,000
	Tower Street (b/s), Young Street to Jensen avenue	30,000
	Victory Street (b/s), Gilbert Street to 21 Victory st	25,000
	Wentworth street (b/s), Military road to dead end	65,000
	Wiley Street (b/s), Salisbury Street to change of width	35,000
	Woodstock Street (b/s), Flood In to Paul Street	29,000
	Young Street (e/s), 6 Young Street to Tower Street	14,867
	Young street (e/s), Old South Head road to Clarke Street	12,000
	Zarita avenue (b/s), Carrington road to Campbell Street	26,000
Civic Heart project	Civic Heart - Design only	500,000
SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)		**765,000**
	Alt Street (b/sides), Birrell Street to Cuthbert Street	110,000
	Gilbert Street (b/sides), Bangalla road to Victory Street	55,000
	Kimberley Street (b/sides), Ethel Street to corner of Ray Street	65,000
	Kimberley Street (b/sides), Military road to Ethel Street	65,000
	Manning Street (e/side), Arnold Street to Cuthbert Street	40,000
	Military road (b/sides), Kimberley Street to Oceanview avene	85,000
	Military road (b/sides), Old South Head road to Kimberley Street	120,000
	Pacific Street (b/sides), Bronte road to Nelson avenue	80,000
	St Thomas Street (b/sides), Busby parade to Boundary Street	55,000
	Stanley Street (w/sides), 19 to Birrell Street	65,000
	Unnamed lane (e/sides), Gipps Street to dead end	25,000
Local Village DCP Streetscape Improvements (Seven Ways, main priority roads upgrades)		**1 ,000,000**
	Seven Ways	100,000
	Gateway upgrades	100,000
	Bronte Road Streetscape	800,000
SAMP - Category 10.1 - street signage	Wayfinding signage and street signs	78,497
Eastgate guidance system & painting/ lighting upgrades	Eastgate guidance system & painting/lighting upgrades	1,100,000
SAMP Category 8.1 - Parks Infrastructure construction	Park Upgrades	**1 ,610,131**
	Stephen Street Reserve	150,000
	Gibson and Brown Street Reserve	120,000
	Marks Park	230,131
	Thomas Hogan Reserve	150,000
	Waverley Park	100,000
	Biddigal Reserve	300,000
	Sir Thomas Mitchell Reserve	15,000
	Warren Zines Reserve	10,000
	Gilgandra Reserve	15,000
	Francis and Edward Street Reserve	10,000
	Cuthbert Street Reserve	10,000
	Returfing at various locations	200,000
	Median planting at various locations	150,000
	Coast Walk upgrades	150,000

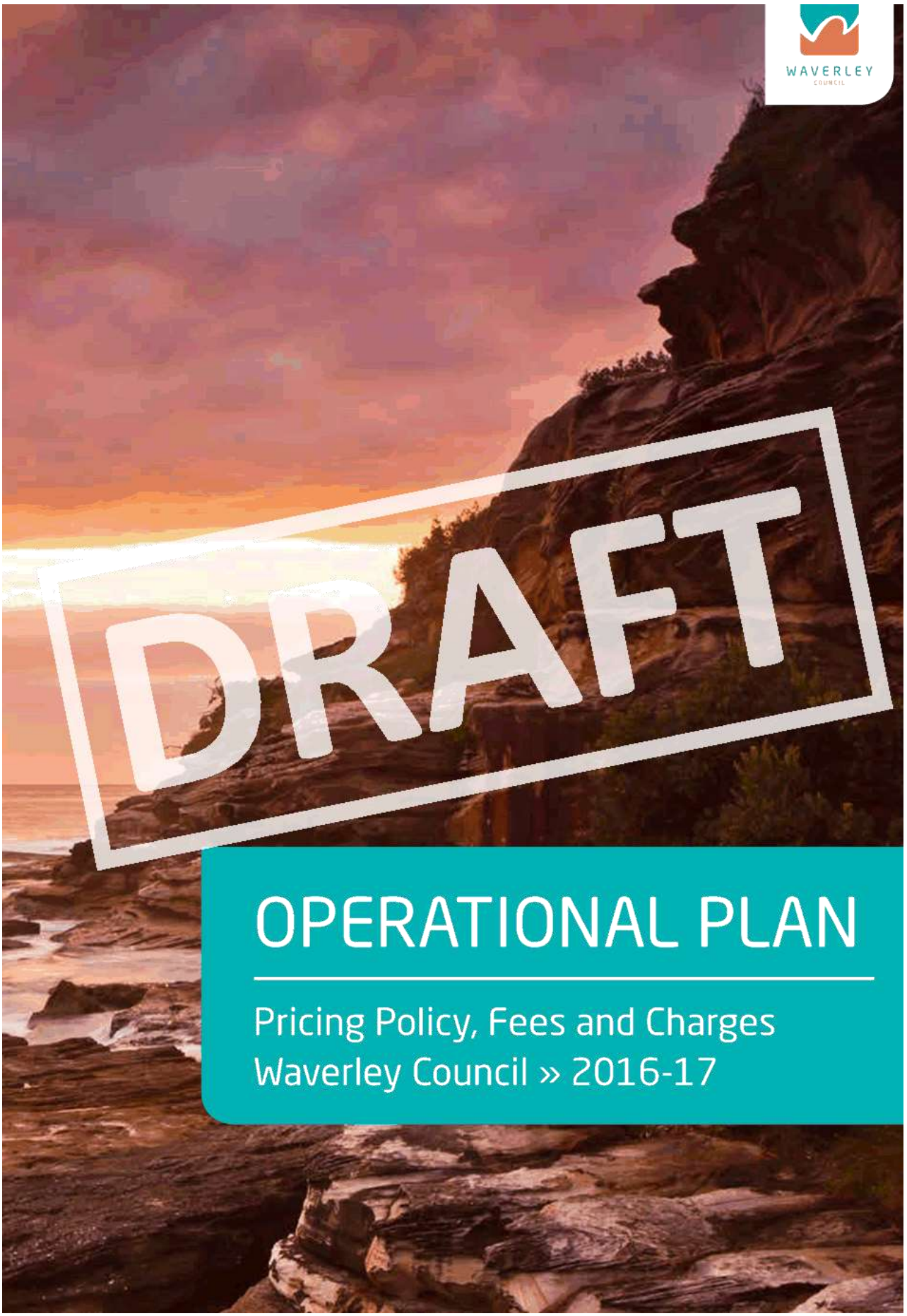
Program objective/description	2016/17 Projects	2016/17 Budget ($)
SAMP Category 8.2 - Parks Landscapes		300,000
	Waverley Park Irrigation Tank Upgrade to 200KL	
Public Art Commissions - every 2 years	Waverley Mall Public Artwork	100,000
SAMP Category 1- Roads Construction & Upgrades		**1,885,809**
	Roads construction	**604,762**
	Adelaide street, Oxford Street intersection to Grafton Street roundabout	90,000
	Arnold Street, dead end to Bourke Street	37,000
	Belgrave Street, Murray Street to Dickson Street	75,000
	Ethel Street, Kimberley Street to dead end	27,133
	Francis Street, Wellington Street to Barracluff avenue	24,000
	Newland street, Ebley Street to Spring Street	76,629
	Norton avenue, Oceanview avenue to dead end	46,000
	Oceanview avenue, Military road to Old South Head road	80,000
	Sir Thomas Mitchell road, Campbell Parade to Lucius Street	50,000
	Yanko avenue, Macpherson Street to Evans Street	99,000
	Regional roads - repair program/block grant	**600,000**
	Birrell street, Bennett Street to Jackaman Street	280,000
	Bronte road, Carrington rd to Albion Street	130,000
	Murray Street, Gipps Street to 35 Murray Street	190,000
	Roads to recovery	**201,047**
	King street, Bennett Street to Ocean Street	69,047
	Liverpool street, Hardy Street to dead end (both upper & lower sections)	24,000
	Concrete roads	**200,000**
	Lanes	**200,000**
	Alice lane, Macpherson Street to Pine Street	10,000
	Castlefield lane, Denham Street to Castlefield Street	12,600
	Grosvenor lane, Newland Street to Grosvenor Street	25,100
	Newland lane, Cuthbert Street to Newland ln (s/side of Cuthbert Street)	27,300
	Newland lane, Cuthbert Street to Newland ln (n/side of Cuthbert Street)	27,300
	Newland lane, Manning Street to Newland Street	19,200
	Newland lane, Stanley Street to Newland Street	13,300
	Read lane, Read ln to Murray Street	24,400
	Read lane, Read Street to Hewlett Street	14,600
	York lane, Birrell Street to Aston Street	26,200
	Traffic islands	**50,000**
	Heavy Patching Program	620,554

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Program objective/description	2016/17 Projects	2016/17 Budget ($)
Rodney Reserve - Sportsfield, fencing, lighting, amenities block, irrigation, resurfacing, upgrade to parking, goal posts	Rodney Reserve Upgrade works	1,600,000
SAMP Category 12 - Other: Fences, Stairs, Bus Shelters, Street Furnitures & Signages	Coastal Walk Fitness Upgrade and Hugh Bamford Reserve fencing	689,788
SAMP Category 4 - Stormwater drainage		
construction & upgrades	Stormwater drainage - various locations	653,134
SAMP Category 11 - Street Trees		**132,659**
	Supply Method for Pre-Grow Tree Supply	50,000
	Other Tree Replacement Program	82,659
Bike Plan Implementation	Bike Plan Implementation	80,000
Thomas Hogan Reserve PoM		235,000
Waverley Park PoM - undertake works identified in plan of management	Access Paths, Drainage Project, Seating and Shade Structure around Artificial Sports Field, Waverley Park Multi-Purpose Courts	544,000
Sustainable Waste Strategy	Implementing the high priority sustainable waste strategy funded via DWC	100,000
Waste infrastructure	Public place waste collection compactors at Bondi Park / Promenade (part fund 50% DWC)	140,000
Campbell Parade streetscape upgrade project	Stage 1 - Campbell Parade detailed designs: North Bondi Terminus	519,124
	Roscoe Street Streetscape upgrade project	510,000






WAVERLEY
COUNCIL
DRAFT
OPERATIONAL PLAN
Pricing Policy, Fees and Charges
Waverley Council » 2016-17

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COMMUNITY VISION

We are united by a common passion for our beautiful home between the city and the sea.

Inspired by the magnificent landscape of Waverley and by the gifts we have inherited from those who have been here before us, we dream of a fulfilling life where...

we are safe

we are reconciled with and value our indigenous past

connections within families and between generations can remain unbroken

we are inspired and able to renew our physical and spiritual wellbeing

everyone is welcome to participate positively in community life

we can express our essential selves through our traditions, our arts, our cultures and our lifestyles

we act together as a compassionate society

the beauty of our beaches, cliffs and coastal lands endures

the architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts

vital services are fully accessible

scarce resources are conserved and fairly shared

local economic prosperity provides opportunity for all

as a local community we have the courage to take a leading place in achieving

the environmental aims of a global society

we are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future

These are the aspirations of our hopeful generation.

We recognise the need to commit to this vision of our future with energy so we can pass these gifts to our children and they to theirs.

OUR VISION, MISSION AND VALUES

Our Vision

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

Our Mission

Wow! This is Waverley.

Our Values

Together | Responsible | Engaging | Creative

PRICING POLICY

Objective

The Objective of the Pricing Policy is to :

- To provide a decision-making framework to determine fees and charges;
- To provide cost recovery opportunities while meeting Council's community service obligations;
- To meet Council's statutory requirements under the Local Government Act 1993 and other relevant legislation in relation to setting fees and charges;
- To assist Council staff, when reviewing existing fees and charges and/or considering new fees and charges.

Background

In accordance with section 608 of the Local Government Act 1993 and other relevant legislations, Council charges and recovers approved fees and charges for any services it provides as contained within Council's annual fees and charges document.

This Policy summaries the principles to be used when setting fees and charges. It needs to be read in conjunction with Council's annual fees and charges document and any guidelines developed by Council to support the calculation of fees and charges.

Principles:

Council will comply with the following principles for fees and charges:

- Equitable access to facilities and services
- Deliver value for money to community
- Manage assets with a high degree of accountability
- Fair imposition of fees and charges

Pricing Methodology:

Fees and charges will be classified according to the pricing structures as outlined below. Full cost recovery will apply to all of Council's fees and charges, except in the circumstances outlined in the alternative pricing structures.

Pricing Category	Definition
Category A	No price is charged for this product/service. All costs associated with providing this product/service are met from general income.
Category B	The price charged for this product/service makes a partial contribution towards the total cost of providing the service, rather than the full cost recovery, recognising the community benefit it provides.
Category C	The price charged for this product/service is based on full cost recovery
Category D	The price charged for this product/service generates cost recovery and an appropriate return.
Category E	The price charged for this product/service is set by reference to market prices.
Category F	The price charged for this product/service is set by regulation or other legal agreement.
Category G	The charge is a refundable deposit against possible damage to infrastructure, footpaths, kerb, gutters and roadways, buildings, parks and reserves caused by adjacent development or use of facilities.

Terms and Explanations:

Partial Contribution: Council will recover less than the full cost. If the benefit of a service is a shared benefit for the community as well as individual users then partial contribution could be applied. This pricing could also be applied if full cost recovery results in widespread service avoidance. This approach is used to stimulate demand for a service.

Full Cost Recovery: Council will recover all direct and indirect costs of the service (including on-costs, overheads and depreciation of assets employed).
Partial cost pricing

Market Prices: The price of the service is determined by examining alternative prices of surrounding service providers (this also may or may not recover the full cost of the service). This pricing structure should apply in cases where the service is in competition with that provided by another council, agency or commercial provider and there is consequent pressure to set a price that will attract adequate usage of the service.

Prices set by Regulation or Legal agreement: The price of this service is determined by legislation and dependent on that price, Council may or may not recover its full costs, but has no discretion to do so.

Refundable Deposits: In accordance with Section 68 of the Local Government Act 1993 security damage deposits may be requested for the payment of making good any damage caused to Council property and/or completing any works required in connection with the approval.

Goods and Service Tax(GST)

GST is a broad-based tax of 10 per cent on the supply of most goods and services consumed in Australia.

The impact of GST on fees and charges is shown in a separate column.

If there is any change to the GST status of any of Council's Goods and Services throughout the year following Australian Taxation Office rulings or any other legislative change, the new GST will be applied immediately to the relevant fees and charges.

Sustainability Implications

Social Implications: The Policy allows Council to exercise its community service obligations and to ensure equitable access to and consistent pricing of Council's services.

Economic and Financial Implications: The Policy optimises returns to Council on the use of its assets and resources. At the same time, it recognises the principles associated with users' ability to pay, competition and market conditions.

Environmental Implications: There are no environmental implications associated with this Policy.

Relevant legislative provisions

1) Local Government Act, 1993;
2) Division of Local Government Competitive Neutrality Guidelines;
3) (Federal) A New Tax System (Goods and Services Tax) Act 1999 and regulations.

Next Review Date: February 2017

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Abandoned Cars, Trolleys & Other Items				
Abandoned Vehicles				
Removal of Abandoned Vehicles	per vehicle	114.00	Exempt	B
Vehicle Impounding Fee	per vehicle	478.00	Exempt	B
Vehicle Storage Fee	per week	77.00	Exempt	B
Impounding Fee				
Shopping Trolley	per trolley	108.00	Exempt	C
Crates - Bread, Milk, Chicken, similar	per crate	11.00	Exempt	C
Access to Information/ Records				
Access to Council Records				
Access applications	per application	30.00	Exempt	F
Processing Charge for applicant's personal information (first 20 hours : no charge)	per hour	30.00	Exempt	F

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Processing charge for applicant suffering financial hardship(pensioner, full time student or non- profit organisation)	per hour	15.00	Exempt	F
Processing charge where there is a special benefit to the public generally	per hour	15.00	Exempt	F
Application for internal review	per application	40.00	Exempt	F
* Counts as a payment towards any processing charge payable by the applicant				
Subpoenas				
Conduct money-upon receipt of subpoena	per subpoena	50.00	Exempt	C
Subsequent service fee per half hour or part thereof(includes collation and file retrieval)	per subpoena	60.00	Exempt	C
Plus Photocopying	per subpoena	114.00	Exempt	C
Plus Courier Costs	per subpoena	Charged at courier rates	Exempt	C
Plus CD Fee	per CD	23.00	Exempt	C
Written Property Search and Zoning Compliance Inquiries	per item	55.00	Exempt	C
Animals				
Companion Animals Act				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Dog or Cat Lifetime Registration Fee (non-desexed animal)	per registration	192.00	Exempt	F
Desexed Dog or Cat	per registration	52.00	Exempt	F
Breeder concession	per registration	52.00	Exempt	F
Pensioner concession – for desexed animal only	per registration	21.00	Exempt	F
Assistance animal (eg, guide dog)	per registration	0.00	Exempt	F
Impounding Fees				
Fees charged as per the Pound scheduled fees			Taxable	
Applications				
Planning Proposals				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Fees for Planning Proposals will depend on the complexity of the proposal. Requests for simple planning amendments will be processed as part of the next scheduled housekeeping amendment. 'Minor' planning proposal generally refers to a single allotment spot rezoning generated by a planning anomaly or inconsistency. These proposals are generally not complex or contentious. 'Major' planning proposals refers to applications requiring a higher level of investigation, possibly involving several disciplines within Council or that may generate considerable community interest. 'Complex' planning proposals will require extensive investigation, generate considerable community interest and are likely to be the catalyst for consideration of planning controls on sites further a field than the subject site.				
Request for simple planning amendment to be included in annual housekeeping amendment	per application	4231.00	Exempt	B
Minor Planning Proposal	-		-	-
Stage 1 (Pre Gateway assessment and reporting)	per application	14280.00	Exempt	B
Stage 2 (Post Gateway Determination - advertising, community consultation and finalisation)	per application	4231.00	Exempt	B
Major Planning Proposal				
Stage 1 (Pre Gateway assessment and reporting)	per application	26445.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Stage 2 (Post Gateway Determination - advertising, community consultation and finalisation)	per application	10555.00	Exempt	B
Complex Planning Proposal				
Stage 1 (Pre Gateway assessment and reporting) base fee*	per application	37025.00	Exempt	B
Stage 2 (Post Gateway Determination - advertising, community consultation and finalisation)***	per application	10580.00	Exempt	B
** plus cost of specialised community engagement and studies***	per application	To be determined in accordance with Clause 11(1) of Part 2 of the Regulations**	Exempt	
*** Clause 11(1) of Part 2 of the Regulations authorises the relevant planning authority to enter into an agreement with a person who requests the preparation of a planning proposal under Part 3 of the Act for the payment of the costs and expenses incurred by the authority in undertaking studies and other matters required in relation to the planning proposal.*				
**** Minimum $10,000.00. May be more depending on the conditions imposed by the LEP Panel.*				
Application to alter Street Number				
Assessment by Council Officer	per application	550.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Building Matters				
Building Inspection Fees (Council is Principal Certifier and Issuer of Construction Certificate)				
Inspections(Including inspections required by any development consent or other statutory inspections)	per Inspection	150.00	taxable	B
Additional Inspection Fees (Miscellaneous inspections required by Building Waverley technical officers under any Act that Council from time to time enforces)				
Inspection Fee	per Inspection	175.00	taxable	B
Additional Warning Signs for Building Sites Relating to Soil & Water Management	per sign	30.00	taxable	B
Cemetery Services				
Please call the Cemetery Manager on 9665 4938 for information.				
Certificates				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Building Certificate [Section 149A E.P&A Act 1979] (prescribed) (Clause 260)				
Application fee:				
Classes 1 & 10 buildings (NB: This includes a Class 2 building comprising 2 dwellings only).	application fee	250 per dwelling	Exempt	F
Class 2 to 9 buildings:				
Where floor area or part does not exceed 200 m2	application fee	250.00	Exempt	F
Where floor area between 200 - 2,000 m2 = $210 + $0.50 per m2 over 200 m2	application fee	250 plus 0.5 per m2 over 200m2	Exempt	F
Where floor area over 2,000 m2 = $1,165 + $0.075 per m2 over 2,000 m2	application fee	Table	Exempt	F
Part of building consisting of an external wall only or not otherwise having a floor area	application fee	250.00	Exempt	F
Additional Inspection Fee	per inspection	90.00	Exempt	F
Copy of Building Certificate	per certificate	13.00	Exempt	F
Additional fees may apply as per clause 260			Exempt	
Issue of Building Construction & Complying Development Certificate related to building cost:				
Administration Fee (flate rate fee + a percentage of building cost as below)	per certificate	150.00	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Up to $5,000	building cost	0.6% of cost	Taxable	B
$5,001 to $100,000	building cost	(i) + 0.5% for next $95,000	Taxable	B
$100,001 to $250,000	building cost	(i) + (ii) + 0.4% for next $150,000	Taxable	B
$250,001 to $1,000,000	building cost	(i) +(ii)+(iii)+ 0.2% for amount over $750,000	Taxable	B
$1,000,001 +	building cost	(i)+(ii)+(iii)+(iv)+ 0.1% for amount over $1,000,000	Taxable	B
Urgency Fee (Certificate to be supplied within 5 working days)	per certificate	per hour or part thereof $110.00	Taxable	B
Notification fee	per certificate	190.00	Taxable	B
Check Compliance with BASIX Certificate				
Alterations and Additions	per check	240.00	Exempt	B
New Dwelling House	per check	600.00	Exempt	B
Residential Flat Building (6 or less flats)	per check	900.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Residential Flat Building (greater than 6 flats)	per check	1200.00	Exempt	B
Mixed Development	per check	1200.00	Exempt	B
Note: Where the issue of a Construction Certificate involves a "performance based solution" to satisfy the Building Code of Australia an additional fee may apply.				
Heritage Certificate of Exemption *Certificate of exemption from requiring development consent for minor works to heritage items and in heritage conservation areas.*	per application	120.00	Exempt	B
Subdivisions Certificate				
Land Subdivision				
Application fee	application fee	700.00	Exempt	E
Additional application fee for each lot	application fee	700.00	Exempt	E
Boundary adjustment subdivision application fee	application fee	400.00	Exempt	E
Information to support subdivision application to the Registrar General	application fee	400.00	Exempt	E
Strata Subdivisions(Including Stratum)				
Application fee	application fee	700.00	taxable	E
Additional application fee for each lot	application fee	700.00	taxable	E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
"Certificate of Council" required by Land Titles Office for land subdivision not requiring Council approval	per certificate	400.00	Exempt	B
Occupation Certificates				
Application fee	application fee	150.00	taxable	B
Inspection fee (if not included in Building Inspection Fee)	per hour or part thereof	175.00	taxable	B
s149 Planning Certificates and Zoning Compliance				
Normal Service 4 - 7 days				
Section 149 (2)	per certificate	53.00	Exempt	F
Section 149 (2) and Section 149 (5)	per certificate	133.00	Exempt	F
Urgent - within 24 hours - Fee is in addition to application fee	per certificate	140.00	Exempt	C
Register of Certificates (by Private Certifiers) - Construction, Complying development and Occupation Certificates & Fee changed by Regulation	administration fee	36.00	Exempt	F
Section 735A LGA & 121ZP EP&A Certificates – Giving Information – Outstanding Notices	per certificate	103.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Children's Services				
Early Education Centres				
Enrolment Bond *				
Children under 3 years of age (1-3 days per week)	per bond	654.00	GST-free	C
Children under 3 years of age (4-5 days per week)	per bond	1090.00	GST-free	C
Children 3 years of age and over (1-3 days per week)	per bond	618.00	GST-free	C
Children 3 years of age and over (4-5 days per week)	per bond	1030.00	GST-free	C
Daily fee per child - in rooms for children under 3 years of age*	per day	109.00	GST-free	C
Daily fee per child - in rooms for children 3 years of age and over*	per day	103.00	GST-free	C
Waiting List Fee	per child	20.00	GST-free	C
Enrolment Fee	per family	103.00	GST-free	C
Late Pick-up Fee - after closing time	per minute	2.05	GST-free	C
**The above fees is subject to adjustment in accordance with the formula by the Commonweath Department of Human Services relating to child care benefits and rebate*				
Family Day Care – Daily rates:				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Enrolment Fee (payable at interview)	per enrolment	103.00	GST-free	B
Recommended Fee (seven hours or less)	per day	103.00	GST-free	B
Core hours and Extended Hours Care (within and outside 8am-6pm) Mon to Fri	per hour	12.00	GST-free	B
Overnight care by agreement with educator and Family Day Care Coordination Unit	per night	100.00	GST-free	B
Saturdays by agreement with educator and Family Day Care Coordination Unit	per hour	22.00	GST-free	B
Sundays by agreement with educator and Family Day Care Coordination Unit	per hour	24.00	GST-free	B
Before & After School Care	per hour	10.00	GST-free	B
Meals	each	4.00	GST-free	B
Snacks	each	3.00	GST-free	B
Absent days due to illness or other reasons	Full fee applies	Full fee applies	GST-free	B
Administration Levy	per hour/child	1.50	GST-free	B
Educator Levy	% of Educator's daily core hours fee	10%	GST-free	B
Waiting List Fee	per child	21.00	GST-free	B
Administration fee for late/ incomplete time sheets	each	10.00	GST-free	B
Educator Registration Package (includes policy folder, Regulations documents, receipt book etc)	per educator registration	500.00	GST-free	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Early/ Late Fee: Parents will be liable for a fee for arriving before or after contracted hours	per hour or part thereof	20.00	GST-free	B
Re-registration Fee	per educator	260.00	GST-free	B
Educator's Bond*	per educator	1500.00	GST-free	B
* refundable upon leaving the scheme and after a minimum of 3 years continuous registration				
Community Bus				
(Drivers are required to have a current LR Drivers Licence)				
Rates for approved* groups servicing frail older people and people with a disability				
13 Seater bus				
Daily rate	per day	28.60	Taxable	B
23 Seater, wheelchair accessible bus				
Daily rate	per day	67.70	Taxable	B
*Approved groups are those prioritised in Council's community planning documents.				
Rates for local organisations providing a community service(Local organisations providing a community service must be a not for profit organisation)				
13 Seater bus				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Daily rate within the Metropolitan area	per day	80.40	Taxable	B
Daily rate outside the Metropolitan area	per day	103.70	Taxable	B
Weekend rate within the Metropolitan area	Saturday and Sunday	160.80	Taxable	B
Weekend rate outside the Metropolitan area	Saturday and Sunday	189.35	Taxable	B
23 Seater, wheelchair accessible bus				
Daily rate within the Metropolitan area	per day	121.65	Taxable	B
Daily rate outside the Metropolitan area	per day	160.80	Taxable	B
Weekend rate within the Metropolitan area	Saturday and Sunday	268.70	Taxable	B
Weekend rate outside the Metropolitan area	Saturday and Sunday	309.95	Taxable	B
Rates for other local organisations				
13 Seater bus				
Daily rate	per day	189.35	Taxable	E
Weekend rate	Saturday and Sunday	378.70	Taxable	E
23 Seater, wheelchair accessible bus				
Daily rate	per day	243.30	Taxable	E
Weekend rate	Saturday and Sunday	476.00	Taxable	E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
A refundable cleaning deposit of $50 will be charged (cash only).				
Community Garden				
Plot Licence Fee	per year	72.00	Exempt	B
Community Garden membership	per membership	31.00	Taxable	B
Cultural Activities				
Bondi Pavilion Community Cultural Centre				
Pottery Classes - Fees based on a typical 10 weeks term				
Adult-standard charge excluding clay	per head	380.00	Taxable	B, E
Adult - concession excluding clay	per head	300.00	Taxable	B, E
Adult- casual excluding clay	per head	45.00	Taxable	B, E
Child - standard charge including clay	per head	280.00	Taxable	B, E
Child - concession including clay	per head	200.00	Taxable	B, E
Child - casual including clay	per head	35.00	Taxable	B, E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
School Holiday Activities				
Workshops and performances	per head	0.00-300.00	Taxable	B,E
Concession	per head	0.00-250.00	Taxable	B,E
Concerts/ Festivals				
Entry	per head	0.00 - 300.00	Taxable	B,E
Workshop	per head	0.00 - 300.00	Taxable	B,E
Project Workshops	per head	0.00-500.00	Taxable	B,E
Waverley Library				
Art Gallery Hiring Fee				
Art Gallery - Foyer and Atrium	per exhibition	610.00	Taxable	B
Art Gallery - Atrium	per exhibition	355.00	Taxable	B
Art Gallery - Foyer	per exhibition	255.00	Taxable	B
Development Applications				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Development Application Fees				
For developments up to $5,000	per development	Regulations	Exempt	F
For developments not involving the erection of a building or carrying out work, a subdivision or demolition	per development	Regulations	Exempt	F
Development for which estimated cost is:-				
More than $5,001 but not exceeding $50,000 (plus $3.00 for each $1,000 (or part of $1,000) of the estimated cost)	per development	Regulations	Exempt	F
More than $50,001 but not exceeding $250,000 (plus $3.64 for each $1,000 (or part of $1,000) of the estimated cost)	per development	Regulations	Exempt	F
Exceeding $250,000 but not exceeding $500,000 (plus $2.34 for each $1,000 (or part of $1,000) of the estimated cost)	per development	Regulations	Exempt	F
Exceeding $500,000 but not exceeding $1,000,000 (plus $1.64 for each $1,000 (or part of $1,000) of the estimated cost)	per development	Regulations	Exempt	F
Exceeding $1,000,000 but not exceeding $10,000,000 (plus $1.44 for each $1,000 (or part of $1,000) of the estimated cost)	per development	Regulations	Exempt	F
Exceeding $10,000,000 (plus $1.19 for each $1,000 (or part of $1,000) of the estimated cost)	per development	Regulations	Exempt	F
(Fees include planFirst fee set by Planning NSW from 1 November 2002)				
Additional Development Application Charges				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
(a) Advertising fee for developments requiring public advertising under either the LEPs or DCPs		Regulations	Exempt	F
Fee where referrals required to be conveyed to an approval body (unless concurrence assumed)		Regulations	Exempt	F
(b) (1) Development Applications which require written notification only under the DCP		200.00	Exempt	B
(b) (2) Development Applications which require written notification and site notice under the DCP	Per service	268.00	Exempt	B
(c) Amendments to a Development Application (applicable only where Council agrees to accept the amendment)		50% of original fee charged	Exempt	B
(c)(1) Notification fee for amended plans		50% of original notification fee up to $130 maximum	Exempt	B
(d) Modification to a Development Consent		Regulations		
I. For S96(1)		Regulations	Exempt	F
II. For S96 (1A) $645 or 50% of the original development application fee, whichever is the lesser.		Regulations	Exempt	F
III. For S96 (2) (a) If the fee for the original application was less than $100, 50% of that fee, or (b) the fee for the original application was $100 or more:		Regulations	Exempt	F
(i) In the case of an application with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building, 50% of the fee for the original development application, and		Regulations	Exempt	F
(ii) In the case of an application with respect to a development application that involves the erection of a dwelling house with an estimated cost of construction of $100,000 or less, $190, and		Regulations	Exempt	F

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
(iii) In the case of an application with respect to any other development application, as set out in the Table to this clause,		Regulations	Exempt	F
Plus an additional amount of not more than $665 if notice of the application is required to be given under section 96(2) or 96AA(1) of the Act.		Regulations	Exempt	F
(e) From 1 July 2002 fee for integrated development (referral to an authority for advice by approval body $250) the additional fee of $110 is payable to each concurrence authority. (These fees are not payable if concurrence can be assumed).		Regulations	Exempt	F
(f) The maximum fee for requests for reconsideration of decisions in respect of development applications that have been determined under Section 82A(3)		Regulations	Exempt	F
(i) in the case of a request with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building, 50 per cent of the fee for the original development application, and		Regulations	Exempt	F
(ii) in the case of a request with respect to a development application that involves the erection of a dwelling-house with an estimated cost of construction of $100,000 or less, $150, and		Regulations	Exempt	F
(iii) in the case of a request with respect to any other development application, as set out in the Table to this clause,		Regulations	Exempt	F
plus an additional amount of not more than $500 if notice of the application is required to be given under section 82A of the Act.		Regulations	Exempt	F
(g) An additional development application fee will be charged for applications that are required to be referred to a Joint Regional Planning Panel (JRPP).		As determined by the Minister for Planning	Exempt	F
TABLE: The fee payable to Council for modifying or reviewing a development consent referred to in clause (d)III(iii) and (f)(iii) above, is as set out in the table below.				
Estimated cost associated with the construction and use of the building:				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Up to $5,000		Regulations	Exempt	F
$5,001 - $250,000	$85, plus an additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost.		Exempt	F
$250,001 - $500,000	$500, plus an additional $0.85 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000.		Exempt	F
$500,001 - $1,000,000	$712, plus an additional $0.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000.		Exempt	F

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
$1,000,001 - $10,000,000	$987, plus an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000.		Exempt	F
More than $10,000,000	$4,737, plus an additional $0.27 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000.		Exempt	F
Residential flat development				
Additional fee payable for development which is required to be referred to a design review panel		3000.00	Exempt	F
Pre DA referrals to Design Review Panel		1500.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Coastal Risk Assessment				
Additional fee for technical advice on applications subject to coastal inundation		515.00	Exempt	B
Pre-Lodgement Development Application – Assessment/ Advice Fee				
Single dwelling or dual occupancy (Class 1 & 10) Up to $500,000		600.00	Taxable	B
Single dwelling or dual occupancy (Class 1 & 10) $500,000-$1,000,000		850.00	Taxable	B
Single dwelling or dual occupancy (Class 1 & 10) $1,000,000 +		1200.00	Taxable	B
Multiunit/ mixed/ commercial up to $500,000		600.00	Taxable	B
Multiunit/ mixed/ commercial up to $500,001 - $1m		1000.00	Taxable	B
Multiunit/ mixed/ commercial up to $1m - $5m		1500.00	Taxable	B
Multiunit/ mixed/ commercial up to over $5m		3000.00	Taxable	B
Development Application Fees for Subdivisions				
Land Subdivision Application (not including a new road)		Regulations	Exempt	F
ü Plus $53.00 per additional regulation allotment created		Regulations	Exempt	F
Boundary adjustment (no additional allotments)		Regulations	Exempt	F
Strata Subdivision Application – Development Application		Regulations	Exempt	F
ü Plus $65.00 per regulation allotment		Regulations	Exempt	F

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Development Application Reproduction Charges				
A4 size photocopy (per page)(Initial page)	per page	2.10	Exempt	B
A4 size photocopy (per page)(subsequent pages for same DA)	per page	0.55	Exempt	B
A3 size photocopy (per page)	per page	3.10	Exempt	B
A3 size photocopy (per page)(subsequent pages for same DA)	per page	1.05	Exempt	B
A2 size copy (per page)	per page	29.00	Exempt	B
A2 size photocopy (per page)(subsequent pages for same DA)	per page	9.30	Exempt	B
A1 size copy (per page)	per page	34.00	Exempt	B
A1 size photocopy (per page)(subsequent pages for same DA)	per page	12.40	Exempt	B
Certified copy of a document, map or plan	per page	Regulations	Exempt	F
The charge for photocopying documentation from a single Development Application will be the initial page rate for the largest page to be copied, and the subsequesnt page rate according to the size of any other pages to be copied				
Library Services				
Library Charges (General)				
Reservations Only	per book/	1.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Inter Library Loans & Charges incurred from other libraries are passed on to borrower	**per books**	As charged by other libraries	Taxable	C
Replacement Borrower Cards - Adults	per card	5.00	Exempt	B
Replacement Borrower Cards - Children	per card	5.00	Exempt	B
USB storage device	per USB	10.00	Taxable	B
A4 paper printing per sheet	per page	0.20	Taxable	E
Headsets				
Earbuds	per earbud	6.00	Taxable	B
Overheads	per overhead	11.00	Taxable	B
Library Activities	per booking based on activity	0.00-200.00	Taxable	B
Library Carry Bags	per bag	1.00-10.00	Taxable	B
Lost or Damaged Items - At the discretion of the Library Manager, or senior member of staff in charge, the cost of replacement, or making good damage to any Adult Library item shall be:-				
(a) The replacement cost per item, is the cost of the item plus an $8 processing fee. The minimum cost of items is listed below and the $8 processing fee is already included.				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Reference and Local History	per item	52.00	Exempt	C
Reference Folio	per item	73.00	Exempt	C
Non-Fiction (inc Quarto)	per item	25.00	Exempt	C
Fiction	per item	20.00	Exempt	C
Large Print	per item	31.00	Exempt	C
Paperbacks (PB)	per item	10.00	Exempt	C
DVDs	per item	20.00	Exempt	C
Compact Discs	per item	20.00	Exempt	C
Journals	per item	15.00	Exempt	C
The replacement cost for Children's Library items - cost of item plus $8 processing fee.				
Audio Visual Material:-				
Replacement barcode/RFID tag	per item	4.00	Exempt	C
Replacement case for Kit	per item	12.00	Exempt	C
Overdue Items				
First notice		3.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Second notice		6.00	Exempt	B
Reference/ Local Studies Inquiries				
Searching of original resources owned or controlled by Waverley Council (eg, rate books, minutes, cemetery books, maps). (Includes photocopying of up to 10 pages then 20 cents per page).				
Extended research for community purposes - more than 2 hours	per search session	50.00	Exempt	B
Extended research for commercial purposes - per 2 hours or part thereof	per search session	60.00	Exempt	C
Reference Library – Fax Service				
Outgoing Local	per page	1.00	Taxable	C
Outgoing STD	per page	2.00	Taxable	C
Outgoing Overseas	per page	4.00	Taxable	C
Incoming	for each 5 pages or part thereof	1.00	Taxable	C

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Reference Library – Scanning Service	per page	$1.00 for 5 pages	Taxable	C
Maintenance and Repair of Council Property				
Road Opening Permits & Contributions to Cost of Road Work				
Roads				
Asphaltic concrete on road base	per m2 or part	391.40	Exempt	C
Asphaltic concrete with concrete base	per m2 or part	870.35	Exempt	C
Concrete (200mm)	per m2 or part	669.50	Exempt	C
Asset maintenance charge for restoration work approved to be carried out by the applicant or their contractors to cover the risk of failure and the reduction in structural integrity of the road reserve affected by the road opening	per m2 or part	20% of calculated Restoration Charge	Exempt	E
Footpaths				
Concrete	per m2 or part	265.00	Exempt	C

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Asphalt	per m2 or part	210.00	Exempt	C
Asphalt & Banding	per m2 or part	300.00	Exempt	C
Block paving	per m2 or part	670.00	Exempt	C
Block paving on concrete base	per m2 or part	775.00	Exempt	C
Concrete (exposed aggregate) (minimum charge $3,510)	per m2 or part	400.00	Exempt	C
Concrete residential driveways (100mm)	per m2 or part	355.00	Exempt	C
Concrete industrial driveways (150mm)	per m2 or part	480.00	Exempt	C
Concrete industrial driveways (200mm)	per m2 or part	670.00	Exempt	C
Grass area	per m2 or part	160.00	Exempt	C
Kerb & Gutter per metre (or part thereof)				
Concrete kerb and gutter	per m or part	350.00	Exempt	C
Kerb outlet	per hole	145.00	Exempt	C
Campbell Parade – Western side/ Lamrock Avenue to Wairoa Avenue				
Circular Art Works				
Market Replacement Cost: security deposit in the form of an unconditional Bank Guarantee	per item	1081.00	Exempt	G

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Oxford Street Mall				
Block Paving on concrete (minimum charge $1800)	per m2 or part	945.00	Exempt	C
Parking				
All parking fees are maximums. From time to time Council may charge less than the maximum to maximise or optimise the use of/ demand for the asset/ facility.				
Beach Parking Permits				
Waverley Ratepayers or Residents - 6 month permit	per permit	85.00	Exempt	B
Waverley Ratepayers or Residents - 12 month permit	per permit	125.00	Exempt	B
Waverley Ratepayers or Residents - Concession (Pensioner, Youth Allowance, Senior & Gold Verterans Card Holders) - 6 month permit	per permit	63.00	Exempt	B
Waverley Ratepayers or Residents - Concession (Pensioner, Youth Allowance, Senior & Gold Verterans Card Holders) - 12 month permit	per permit	94.00	Exempt	B
Non Waverley Resident - 12 month permit	per permit	1580.00	Exempt	E
Non Waverley Resident - 6 month permit	per permit	790.00	Exempt	E
Non Waverley Resident - 3 month permit	per permit	395.00	Exempt	E
Non Waverley Resident - SLSC Member (Bronte / Bondi / North Bondi members - active membership) - 12 month permit	per permit	190.00	Exempt	E
Replacement of Lost / Stolen / Damaged Permit	per permit	20.00	Taxable	D

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Car Share Permits				
Investigation of new car share allocated space	per space	236.00	Exempt	B
Annual Fee for Car Share space in Residential Permit Parking Scheme (RPPS) area - ordinary vehicle	per space	410.00	Exempt	B
Annual Fee for Car Share space in RPPS area - low emission vehicle	per space	205.00	Exempt	B
Annual Fee for Car Share space in RPPS area - electric vehicle**	per space	60.00	Exempt	B
Annual Fee for Car Share space in non-RPPS area - ordinary vehicle	per space	120.00	Exempt	B
Annual Fee for Car Share space in non-RPPS area - electric vehicle**	per space	no charge	Exempt	A
Replacement for Car Share Permits(lost,stolen, damaged or update)	per permit	45.00	Exempt	D
***Note: This reduced fee for electric vehicles is intended to support the introduction of electric vehicles in Waverley and is under the condition that infrastructure for the electric vehicles (charging stations, etc) is provided and funded by car share operators.*				
Residential Parking Permits				
Registration - Valid for 6 months				
1st permit (single registration) where there are no off-street spaces*	max per permit	29.00	Exempt	B
1st permit (single registration) where there are no off-street spaces* Concession (Pensioner, Youth Allowance, Senior & Gold Verterans Card Holders)	max per permit	21.50	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
1st permit (single registration) where there is one off-street space*	max per permit	83.00	Exempt	B
1st permit (single registration) where there are two off-street spaces*	max per permit	127.00	Exempt	B
2nd permit (single registration) where there are no off-street spaces*	max per permit	83.00	Exempt	B
2nd permit (single registration) where there are no off-street spaces* (low emission vehicle)	max per permit	28.00	Exempt	B
2nd permit (single registration) where there is one off-street space*	max per permit	127.00	Exempt	B
2nd permit (single registration) where there is one off-street space* (low emission vehicle)	max per permit	83.00	Exempt	B
3rd permit (single registration) where there are no off-street spaces*	max per permit	127.00	Exempt	B
3rd permit (single registration) where there are no off-street spaces* (low emission vehicle)	max per permit	83.00	Exempt	B
Replacement of Residential Permits (lost, stolen or damaged)	per permit	20.00	Exempt	D
Registration - Valid for 12 months				
1st permit (single registration) where there are no off-street spaces*	max per permit	42.00	Exempt	B
1st permit (single registration) where there are no off-street spaces* Concession (Pensioner, Youth Allowance, Senior & Gold Verterans Card Holders)	max per permit	31.00	Exempt	B
1st permit (single registration) where there are no off -street spaces* (low emission vehicle)	per permit	28.00	Exempt	B
1st permit (single registration) where there is one off-street space*	max per permit	132.00	Exempt	B
1st permit (single registration) where there is one off -street spaces (low emission vehicle)	per permit	42.00	Exempt	B
1st permit (single registration) where there are two off-street spaces*	max per permit	200.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
2nd permit (single registration) where there are no off-street spaces*	max per permit	132.00	Exempt	B
2nd permit (single registration) where there are no off-street spaces* (low emission vehicle)	max per permit	42.00	Exempt	B
2nd permit (single registration) where there is one off-street space*	max per permit	200.00	Exempt	B
2nd permit (single registration) where there is one off-street space* (low emission vehicle)	max per permit	132.00	Exempt	B
3rd permit (single registration) where there are no off-street spaces*	max per permit	200.00	Exempt	B
3rd permit (single registration) where there are no off-street spaces* (low emission vehicle)	max per permit	132.00	Exempt	B
Other Parking Permits				
Motorcycle or Motor Scooter Resident Permit	per permit	28.00	Exempt	B
Dual Registration Resident Permit	per permit	132.00	Exempt	B
Interim Resident Permit to facilitate Interstate Registration Transfer (up to 3 months)**	per permit	137.00	Exempt	B
Interim Resident Permit to facilitate NSW Address Registration Transfer (up to 30 days)***	per permit	47.00	Exempt	B
Permit Classification - Residents' Visitor Parking Permit				
Daily Visitors' Permit (single registration - max of 30 permits per annum per Waverley residence)	per permit	2.00	Exempt	B
Short-term Visitors' Permit (single registration for up to 30 days)	per permit	47.00	Exempt	B
Annual Visitors' Permit (single registration per permit / year)	per permit	161.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Annual Visitors' Permit (up to 3 registrations per permit/year with unlimited updates)	per permit	470.00	Exempt	B
Annual Permit for Registered Carers	per permit	50.00	Exempt	B
** at the residential address at which the vehicle is registered*				
*** legislative requirement to transfer registration to NSW address for long-term stays (over 3 months)*				
**** legislative requirement to notify RMS of change of address within 14 days*				
Parking Meters				
Residential Streets	maximum hourly fee	5.50	Taxable	E
Bondi Junction - inner core commercial	maximum hourly fee	5.00	Taxable	E
Bondi Junction - outer core commercial	maximum hourly fee	5.20	Taxable	E
Bondi Beach - inner core commercial	maximum hourly fee	4.50	Taxable	E
Bondi Beach - outer core commercial	maximum hourly fee	5.20	Taxable	E
Bondi Beach - long term beach parking	maximum hourly fee	7.20	Taxable	E
Bondi Beach - long term parking on beach perimeter	maximum hourly fee	7.20	Taxable	E
Bronte - inner core commercial	maximum hourly fee	4.00	Taxable	E
Bronte - long term beach parking	maximum hourly fee	3.50	Taxable	E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Bronte - long term beach parking (all day rate)	per day	18.00	Taxable	E
Campbell Parade Bus Zone/ Coaches	maximum hourly fee	9.00	Taxable	E
To occupy any metered car parking space (per day)	per space	125.00	Taxable	D
To occupy any metered car parking space (per week)	per space	305.00	Taxable	D
Relocation of metered parking space (includes signage, line marking, bay marking, reprogramming)	per space	3000.00	Taxable	C
Loss of metered parking space associated with new commercial or multi-unit development	per space	39000.00	Taxable	D
Car Parks				
Bondi Junction Eastgate Car Park				
0-1 hour	per stay	1.00	Taxable	E
1 - 1.5hours	per stay	2.00	Taxable	E
1.5 - 2 hours	per stay	4.00	Taxable	E
2 - 2.5 hours	per stay	7.00	Taxable	E
2.5 - 3 hours	per stay	10.00	Taxable	E
3 - 3.5 hours	per stay	14.00	Taxable	E
3.5 - 4 hours	per stay	19.00	Taxable	E
4 - 4.5 hours	per stay	24.00	Taxable	E
4.5 - 5 hours	per stay	29.00	Taxable	E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
5+ hours	per stay	35.00	Taxable	E
Overnight (plus parking fee)	per night	30.00	Taxable	E
Monthly rate - unreserved parking	per month	300.00	Taxable	E
Bond on monthly rate - unreserved parking	per card	monthly rate	Exempt	G
Opening fee outside normal operational hours	per hour	350.00	Taxable	E
All day parking (rooftop level only)	per stay	15.00	Taxable	E
Latebird Parking (entry after 6pm- close)	per stay	10.00	Taxable	E
Major Event Parking* (applies on advertised days ony - available in all of car park)	per stay	15.00	Taxable	E
Lost Ticket fee	per incident	Maximum Timed Parking Rate	Taxable	E
Hollywood Avenue Car Park				
0-1 hour	per stay	4.00	Taxable	E
1-2 hours	per stay	8.00	Taxable	E
2-3 hours	per stay	10.00	Taxable	E
3-4 hours	per stay	14.00	Taxable	E
4- 5 hours	per stay	18.00	Taxable	E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
5+ hours	per stay	22.00	Taxable	E
Overnight (plus parking fee)	per night	30.00	Taxable	E
Monthly rate - unreserved parking	per month	300.00	Taxable	E
Bond on monthly rate - unreserved parking	per card	Monthly rate	Exempt	G
Opening fee outside normal operational hours	per hour	350.00	Taxable	E
Earlybird parking (arrive before 9.30am - leave after 3.30pm)	per stay	15.00	Taxable	E
Lost Ticket fee	per month	Maximum Timed Parking Rate	Taxable	E
Waverley Library Carpark				
0 - 2 hours Library Patrons Only	per stay	No Charge	Taxable	A
0 - 1 hours NON library patrons	per stay	4.00	Taxable	A
1 - 2 Hours NON Library Patrons	per stay	8.00	Taxable	E
2-3 hours	per stay	10.00	Taxable	E
3-4 hours	per stay	14.00	Taxable	E
4 - 5 hours	per stay	18.00	Taxable	E
5+ hours	per stay	22.00	Taxable	E
Overnight (plus parking fee)	per night	30.00	Taxable	E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Monthly rate - unreserved parking	per month	300.00	Taxable	E
Bond on monthly rate - unreserved parking	per card	Monthly rate	Exempt	G
Opening fee outside normal operational hours	per hour	350.00	Taxable	E
Earlybird parking (arrive before 9.30am - leave after 3.30pm)	per stay	15.00	Taxable	E
Lost Ticket fee	per space	Maximum Timed Parking Rate	Taxable	E
Payment Transactions				
Credit Card Fee: For payments made by credit card through Council's cashier and Internet an administration fee applies on total value of credit card payment (only Visa/ Mastercard and American Express accepted). GST is included (or is not included) to the same extent that GST applies (or does not apply) to the underlying supply	per transaction	1%	Variable	C
Photocopying				
Photocopying of information owned or controlled by Waverley Council (apart from applications under GIPA Act and legal documents under subpoena)				
Black and White Copies				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Maps, drawings, certificates, miscellaneous (A4 size)	per side	0.20	Exempt	B
A3 size photocopy	per side	0.40	Exempt	B
Colour Copies				
Maps, drawings, certificates, miscellaneous per page (A4 size)	per page	1.00	Exempt	B
A3 size photocopy per page	per page	1.80	Exempt	B
Library Charges				
Photocopies Black & White - A4	per copy	0.20	Exempt	B
Photocopies Black & White - A3	per copy	0.40	Exempt	B
Photography of information owned or controlled by Waverley Council				
Photograph - softcopy by email	**per image**	10.00	Exempt	B
Photograph - softcopy on disk	**per image plus cost of disk**	10.00+disk cost	Exempt	B
Publications				
Custom Map Requests				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Custom map requests - individuals and businesses	per hour	140.00	Exempt	B
Custom map requests - local community groups and government departments	per hour	70.00	Exempt	B
Map prints - PDF via email - no additional fee to custom map request fee	per item	-	Exempt	B
Map prints - A4 colour maps - fee is in addition to custom map request fee	per item	2.00	Exempt	B
Map prints - A3 colour maps - fee is in addition to custom map request fee	per item	3.00	Exempt	B
Map prints - A2 colour maps - fee is in addition to custom map request fee	per item	47.00	Exempt	B
Map prints - A1 colour maps - fee is in addition to custom map request fee	per item	63.00	Exempt	B
Map prints - A0 colour maps - fee is in addition to custom map request fee	per item	84.00	Exempt	B
Local Environment Plans				
Waverley LEP 2012	per item	211.00	Exempt	B
Waverley LEP 2012 Amendments	per page	2.10	Exempt	B
Development Control Plans				
Consolidating DCP	per item	160.00	Exempt	B
Other planning policies	per page	2.10	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Integrated Planning & Reporting Documents				
Operational Plan	each	30.00	Exempt	B
Annual Report	each	40.00	Exempt	B
Delivery Program	each	50.00	Exempt	B
Community Strategic Plan (Waverley Together 3)	each	25.00	Exempt	B
Copies of these documents can be downloaded for free from Council's website				
Park Planning and Management Documents				
Waverley Park	each	19.00	Exempt	B
Bronte Park	each	19.00	Exempt	B
Bondi Park and Bondi Pavilion	each	19.00	Exempt	B
Thomas Hogan Reserve	each	19.00	Exempt	B
Small Parks	each	19.00	Exempt	B
Rating & Property Information				
Certificate Fees				
Rate Information confirmation Certificate (Section 603 Local Government Act 1993)	per certificate	Regulations		

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Urgent (24 hour) rate information confirmation Certificate (Section 603 Local Government Act 1993)	per certificate	145.00	Exempt	F, B
Additional information	per certificate	50.00	Exempt	B
Landlord and Tenant (Amendment) Act Certificate	per certificate	15.00	Exempt	F
Fair Rents Certificates	per certificate	10.00	Exempt	F
Copy of Rate & Instalment Notices	per notice	10.00	Exempt	B
Extra Charges				
Extra charges on overdue rates (Section 566 (3) of the Local Government Act 1993)	per year	Regulations	Exempt	F
Dishonoured Cheque Fee	per dishonour	15.00	Exempt	B
Rating Information (subject to meeting the requirements of the Privacy and Personnel Information Act)				
Sale information over rates counter (per hour)	per hour	85.00	Exempt	B
Minimum charge	per inquiry	30.00	Exempt	B
Property inquiries – per inquiry	per inquiry	20.00	Exempt	B
Annual fee for supply of telephone information (excluding Rate balances)	per annum	0.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Reconciliation of rate account (5 years only)				
- first year	per assessment	25.00	Exempt	B
- subsequent years per year	additional years	25.00	Exempt	B
Registration of Premises				
Air Handling Systems				
Annual Fee Registered Systems	fee per annum	400.00	Exempt	B
Consultant's assessment fee	per assessment	822.00	Exempt	B
Warm-water Systems	per system	206.00	Exempt	B
Cooling Towers - Notification Fee	**per notification**	100.00	Exempt	B
Registered Premises				
Backpacker accommodation – inspection (two)	fee per annum	476.00	Exempt	B
Beauty salons – inspection	fee per annum	244.00	Exempt	B
Bed and Breakfast establishments – inspection	fee per annum	244.00	Exempt	B
Boarding houses – inspection	fee per annum	244.00	Exempt	B
Food shops – inspection	fee per annum	318.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Hairdressers – inspection	fee per annum	244.00	Exempt	B
Reinspection of premises	per inspection	106.00	Exempt	B
Inspection of unregistered premises	per inspection	318.00	Exempt	B
Skin penetration – inspection	fee per annum	148.00	Exempt	B
Skin penetration - notification fee	per notification	100.00	Exempt	F
Temporary Food Stall - inspection	fee per annum	148.00	Exempt	B
Fire Safety Management				
Annual Fire Safety Statement	per annum	150.00	Taxable	B
Audit of premises requiring fire safety upgrade	per hour	175.00	Taxable	B
Swimming Pools				
New public swimming pools and spas		Regulations	Taxable	F
Inspection fee:				
First Inspection	per Inspection	Regulations	Taxable	F
Second Inspection	per Inspection	Regulations	Taxable	F
Registration of Swimming Pools	per registration	Regulations	Taxable	F

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Trees				
Application to lop/ remove private trees (TPOs)				
1st tree	per tree	68.00	Exempt	B
Additional tree	per tree	24.00	Exempt	B
Pensioner/ concession	per application	25% discount against respective fee	Exempt	B
Review of application	per review	68.00	Exempt	B
Off Set Tree Planting Private Trees / Tree Permits	per tree	250.00	Exempt	B
Use and Hire of Council Property				
Definition of categories				
Standard rate – applies to all hirers who are not either a registered Not for Profit, or a "non profit" community group as defined below. This includes commercial operators. (This rate does not apply to children's parties or functions).				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	Unit	2016/17 Fee or Charge $	GST	Pricing Policy
Community / Not for Profit – applies to groups that are either registered as a Not for Profit organisation or that are "non profit" i.e apply only a very small fee to help cover costs. (This rate does not apply to children's parties). Community / Not for Profit rates are set at levels to support such groups utilising Waverley Council venues. Groups who would like to apply for further support from council due to the critical service offered or a situation of hardship, should complete a Reduction of fee / Fee Waiver application form				
Children's Party and Function rates apply for some venues. Hire for these types of events are available at specific venues between specified times.				
Explanatory notes				
A three tiered banding structure is used to standardise the hire fees for rooms of a similar size, that offer a similar level of amenity across all Council venues. The bands are Community halls / large rooms, Standard rooms and Small meeting rooms.				
All bookings are subject to availability and Terms and Conditions of hire.				
Hire fees are for indoor venues only, use of parks and reserves must be hired seperatley (see Use and Hire of Public Open Spaces)				
Corporate hires are priced on application for all Waverley Council indoor venues.				
Security bonds apply to all hires. Bonds are set between $20-$5000 depending on the scale and the nature the hire. Bonds are fully refundable providing the Terms and Conditions of Hire for met in full.				
Access to Waverley Council venues is allocated in accordance with prioritised use criteria, as set out in Council's Community Strategic Plan 'Waverley Together 3'				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
All fees are maximums. The Director of Waverley Life has the discretion to charge less than these fees with the approval of the General Manager. Community Not for Profit groups wishing to apply for a further reduction in fees or a fee waiver, may do so by submitting an application form. Details of how to apply are available on the venue hire page of the Waverley Council website.				
Kimberley Reserve Community Centre Hall				
Standard rate	Per hour	38.00	Taxable	E
Community/Not for profit groups	Per hour	19.00	Taxable	B
Children's parties 4hr minimum booking, 8am-12pm or 1pm-5pm Saturdays and Sundays	per booking	190.00	Taxable	E
Cleaning Fee (compulsory)	per booking	55.00	Taxable	C
Wairoa Avenue Community Centre Hall				
Standard rate	Per hour	38.00	Taxable	E
Community/Not for profit groups	Per hour	19.00	Taxable	B
Children's parties 4hr minimum booking, 8am to 12pm or 1pm to 5pm Saturdays and Sundays	per booking	190.00	Taxable	E
Cleaning fee (compulsory)	per booking	55.00	Taxable	C
Thomas Hogan Reserve Community Hall				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Standard rate	per hour	44.00	Taxable	E
Community/Not for profit groups	per hour	22.00	Taxable	B
Children's parties 4 hr minimum bookings Saturdays and Sundays	per booking	190.00	Taxable	E
Cleaning fee (compulsory)	per booking	55.00	Taxable	C
Function rate available from 5pm to midnight Friday to Sunday (Special conditions apply)				
Private functions (minimum 4 hr bookings)				
Half day (4 hours)	per half day	310.00	Taxable	E
Full day (8 hours)	per day	620.00	Taxable	E
Additional hours	per hour	100.00	Taxable	E
Registered Not for Profit groups 50% discount on private function rates				
Commercial functions/events additional 50% premium on private function rates				
Hugh Bamford Reserve Community Hall				
Standard rate	per hour	44.00	Taxable	E
Community/Not for profit groups	per hour	22.00	Taxable	B
Children's parties 4 hr minimum bookings Saturdays and Sundays	per bookng	190.00	Taxable	E
Cleaning fee (compulsory)	per booking	55.00	Taxable	C
Function rate available from 5pm to midnight Friday to Sunday (Special conditions apply)				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Private functions (minimum 4 hr bookings)				
Half day (4hours)	per half day	310.00	Taxable	E
Full day (8 hours)	per day	620.00	Taxable	E
Additional hours	per hour	100.00	Taxable	E
Registered Not for Profit groups 50% discount on private function rate				
Commerical functions/events additional 50% premium on private function rates				
Mill Hill Community Centre				
Community Hall (only available during peak times as specified below)				
Standard rate				
Peak 5.00pm-close weekdays and all day on weekends	per hour	44.00	Taxable	E
Community / Not for profit groups				
Peak 5.00pm-close weekdays and all day on weekends	per hour	22.00	Taxable	B
Function rate available from 5pm to midnight Fridays and 4pm to midnight Saturday and Sundays				
Private functions (minimum 4hr bookings)				
Half day (4 hours)	per half-day	310.00	Taxable	E
Full day (8 hours)	per day	620.00	Taxable	E
Additional hours	per hour	95.00	Taxable	E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Registered Not for Profit groups 50% discount on private function rate				
Commercial functions / events additional 50% premium on private function rates				
Community Hall Kitchen				
Per use	per use	51.50	Taxable	B
Rooms 1,3 and 4				
(Rooms 3 and 4 are only available after 5pm weekdays and all day on weekends)				
Standard rate	per hour	33.00	Taxable	E
Community/Not for profit groups	per hour	16.50	Taxable	B
Room 2				
Standard rate	per hour	38.00	Taxable	E
Community/Not for profit groups	per hour	19.00	Taxable	B
Bondi Pavilion Community Cultural Centre				
Seagull Room or High Tide Room				
Standard rate				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Peak 5.00pm-close weekdays and all day on weekends	per hour	44.00	Taxable	E
Off peak 7.00am-5.00pm weekdays	per hour	38.00	Taxable	E
Community / Not for profit groups				
Peak 5.00pm-close weekdays and all day on weekends	per hour	22.00	Taxable	B
Off peak 7.00am-5.00pm weekdays	per hour	19.00	Taxable	B
Beach view rooms - Function rate (Seagull Room, Ocean Room, Northern Foyer & Balcony North)				
Functions available from 4pm to midnight Friday, Saturday and Sundays only (some weekdays on application)				
Private functions (minimum 4hr bookings)				
Half day (4 hours)	per half-day	310.00	Taxable	E
Full day (8 hours)	per day	620.00	Taxable	E
Additional hours	per hour	95.00	Taxable	E
Registered Not for Profit groups 50% discount on private function rate				
Commercial functions / events 50% premiuim on private function rate				
High Tide room - Function rate				
Functions available from 4pm to midnight, Friday, Saturday and Sundays only				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Private functions (minimum 4hr bookings)				
Half day (4 hours)	per half-day	310.00		
Full day (8 hours)	per day	620.00		
Additional hours	per hour	95.00		
Registered Not for Profit groups 50% discount on private function rate				
Commercial functions / events 50% premiuim on private function rate				
Children's parties 9.00am-12.30pm or 12.30pm -4.00pm	per booking	185.00	Taxable	B
Southern Courtyard				
When hired in conjunction with the High Tide Room for a function	per use	320.00	Taxable	E
Exhibition Gallery:				
Installation Fee	per exhibition	270.00	Taxable	B,E
Commission on sales	per sale	25%	Taxable	B,E
Music Studio 1 or Studio 2				
Standard rate	per hour	33.00	Taxable	E
Rehearsals / Not for Profit groups	per hour	16.50	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Off peak rate	per hour	16.50	Taxable	E
Individual rate	per hour	12.50	Taxable	E
Standard rate (over 10 hours)	per day	340.00	Taxable	E
Rehearsals / Not for Profit groups (over 10 hours)	per day	165.00	Taxable	B
Music Studio Equipment Hire				
Drum kit (cymbals, snare drum and kick pedal not included)	per session	22.00	Taxable	E
Guitar Amp	per session	11.00	Taxable	E
One Music Studio plus Recording Control Room and Sound Engineer				
Standard rate	per hour	98.00	Taxable	B,E
Standard full day rate (over 9 hours)	per day	565.00	Taxable	B,E
One Music Studio plus Recording Control Room - No Sound Engineer				
Standard rate	per hour	34.00	Taxable	B,E
Standard full day rate (over 9 hours)	per day	305.00	Taxable	B,E
Ocean Room or Dolphin Room				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Standard rate	per hour	33.00	Taxable	E
Community / Not for Profit groups	per hour	16.50	Taxable	B
Amphitheatre (Ground Floor Work Space)				
Standard rate	per hour	38.00	Taxable	E
Community / Not for Profit groups	per hour	19.00	Taxable	B
Standard rate	per day	236.00	Taxable	E
Community / Not for Profit groups	per day	118.00	Taxable	B
Amphitheatre (Performance plus Ground Floor Work Space)				
Standard rate	per day	470.00	Taxable	E
Community / Not for Profit groups	per day	235.00	Taxable	B
Standard rate	per week	1810.00	Taxable	E
Community / Not for Profit groups	per week	905.00	Taxable	B
Bondi Pavilion Theatre				
Standard hire	Weekly hire	5280.00	Taxable	C
Community/Not for Profit Groups hire	Weekly hire	2640.00	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Theatre/Music/Film hire*	Weekly hire	2640.00(or 50% of ticket sales, whichever is greater)	Taxable	B
Standard hire	Per Day	1760.00	Taxable	C
Community/Not for Profit Groups	Per Day	880.00	Taxable	B
Theatre/Music/Film hire*	Per Day	880.00(or 50% of ticket sales, whichever is greater)	Taxable	B
Standard hire	Half day	900.00	Taxable	C
Community/Not for Profit Groups	Half day	450.00	Taxable	B
Theatre/Music/Film hire*	Half day	450.00(or 50% of ticket sales, whichever is greater)	Taxable	B
*In order to receive the music / theatre / film rate, hirers must be able to demonstrate they are undertaking the proposed activity primarily for the creation and dissemination of cultural material as the purposed hire purpose. Activities that are skewed predominantly towards commercial outcomes will attract the standard fees.				
Staffing				
Production Coordination	per hour	60.00	Taxable	C
AV Technician (day rate)	per hour (min 3 hours)	60.00	Taxable	C
AV Techician (overtime)	per hour (min 3 hours)	90.00	Taxable	C
Front of house staff (daily rate)	per hour (min 3 hours)	50.00	Taxable	C
Front of house staff (overtime)	per hour (min 3 hours)	75.00	Taxable	C

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Staging Staff	per hour (min 3 hours)	30.00	Taxable	C
Staging Staff (overtime)	per hour (min 3 hours)	45.00	Taxable	C
Bar Manager	per hour (min 4 hours)	75.00	Taxable	C
Bar Staff	per hour (min 4 hours)	55.00	Taxable	C
Overtime relates to more than 10 hours of continuous work or works undertaken after 10.00 pm				
Ticketing				
General admission only		6.5% of ticket price	Taxable	C
Equipment				
Microphones				
Lapel	Per Day	50.00	Taxable	C
Wireless	Per Day	30.00	Taxable	C
PA /Backline	Per Day	300.00	Taxable	C
Projector/Screen	Per Day	50.00	Taxable	C
Laptop hire	Per Day	50.00	Taxable	C
Audio recording	Per Day	40.00	Taxable	C
All other technical requirements	Variable	Actual Cost+20%	Taxable	C

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Ticket fees for performances/events/conferences	per event	0-1000	Taxable	C
Art Studio				
Standard rate	per week	165.00	Taxable	E
Community / Not for Profit groups	per week	82.50	Taxable	B
Southern or Northerns Courtyards				
Standard rate	per day	1270.00	Taxable	E
Community / Not for Profit groups	per day	635.00	Taxable	B
Standard rate	per week	3800.00	Taxable	E
Community / Not for Profit groups	per week	1900.00	Taxable	B
Large scale events incorporating the Pavilion's indoor spaces and courtyards				
Standard rate	per day	7400.00	Taxable	E
Community / Not for Profit groups	per day	2150.00	Taxable	B
Corporate	per day	19500.00	Taxable	B,E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Security bond for large scale events	per event	5000.00 - 10000.00	Exempt	G
Waverley Library - Ron Lander Centre				
Friends' Meeting Room				
Standard rate	per hour	33.00	Taxable	E
Community / Not for Profit groups	per hour	16.50	Taxable	B
Ground Floor Children's Activity Room				
Standard rate	per hour	38.00	Taxable	E
Community / Not for Profit groups	per hour	19.00	Taxable	B
Theatrette				
Standard rate (minimum 2 hour booking)				
Peak 5.00pm-9.00pm weekdays and during weekend opening hours	per hour	44.00	Taxable	B,E
Off peak 9.30am-5.00pm weekdays	per hour	38.00	Taxable	B,E
Community / Not for profit groups (minimum 2 hour booking)				
Peak 5.00pm-9.00pm weekdays and during weekend opening hours	per hour	22.50	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Off peak 9.30am-5.00pm weekdays	per hour	19.00	Taxable	B
Theatrette Kitchenette	per use	26.00	Taxable	B
Theory Room				
Standard rate	per hour	33.00	Taxable	E
Community / Not for Profit groups	per hour	16.50	Taxable	B
Library Computer Training Room				
Half day (4 hours)	per half-day	310.00	Taxable	E
Full day (8 hours)	per day	515.00	Taxable	B
School of Arts				
Community Hall				
Standard rate				
Peak 5.00pm-close weekdays and all day on weekends	per hour	44.00	Taxable	E
Off peak 7.00am-5.00pm weekdays	per hour	38.00	Taxable	E
Community / Not for profit groups				
Peak 5.00pm-close weekdays and all day on weekends	per hour	22.00	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Off peak 7.00am-5.00pm weekdays	per hour	19.00	Taxable	B
Room A				
Standard rate	per hour	33.00	Taxable	E
Community / Not for Profit groups	per hour	16.50	Taxable	B
Margaret Whitlam Recreation Centre				
Indoor Sports Court				
Standard rate				
Peak 5.00pm-close weekdays and all day on weekends	per hour	72.00	Taxable	B,E
Off peak 7.00am-5.00pm weekdays	per hour	61.00	Taxable	B,E
Sports clubs, community sports organisations and schools				
Peak 5.00pm-close weekdays and all day on weekends	per hour	58.00	Taxable	B
Off peak 7.00am-5.00pm weekdays	per hour	44.00	Taxable	B
Hire of sports balls, equipment etc	per session	5.00-30.00	Taxable	B
Pop up tent hire (3mx3m)	per hire	50.00	Taxable	B
Security bond (refundable)	per hire	50.00	Taxable	G

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Community Room				
Standard rate				
Peak 5.00pm-close weekdays and all day on weekends	per hour	44.00	Taxable	E
Off peak 7.00am-5.00pm weekdays	per hour	38.00	Taxable	E
Community / Not for profit groups				
Peak 5.00pm-close weekdays and all day on weekends	per hour	22.50	Taxable	B
Off peak 7.00am-5.00pm weekdays	per hour	19.00	Taxable	B
Private functions (minimum 4 hour booking)				
Half day (4 hours)	per half-day	340.00	Taxable	E
Full day (8 hours)	per day	680.00	Taxable	E
Additional hours	per hour	100.00	Taxable	E
Hire of AV Equipment	per use	10.00-300.00	Taxable	B
Registered Not for Profit groups 50% discount on private function rate				
Commercial functions / events additional 50% premium on Private function rates				
Community Room Kitchen				
Standard rate	per use	68.00	Taxable	B
Community / Not for profit groups	per use	34.00	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Club Room (north or south)				
Standard rate	per hour	33.00	Taxable	E
Community/ Not for Profit groups	per hour	16.50	Taxable	B
Children's parties from 8.00am-12.00pm or 1pm-5.00pm	per booking	190.00	Taxable	B
Home Changing Room	per hour	28.00	Taxable	B
Visitor Changing Room	per hour	28.00	Taxable	B
Grandstand (when used as venue for events, filming purposes)	per booking	150.00	Taxable	B
Kiosk	per booking	54.50	Taxable	B
Referees and First Aid rooms (free of charge with hire of Waverley Oval)				
Waverley Park Amenity Building				
Standard rate	per hour	33.00	Taxable	E
Community / Not for Profit groups	per hour	16.50	Taxable	E
Children's parties from 8.00am-12.00pm or 1pm-5.00pm	per booking	190.00	Taxable	B
Cleaning fee (compulsory)	per booking	55.00	Taxable	C

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Hire of Additional Equipment and Facilities				
NB: Not all equipment items are available at all venues, please contact the relevant Venue Coordinator to enquire about availability				
Storage cupboards (limited availability)	per week	5.00-100.00	Taxable	E
Portable staging 2m x 1m x .4m (maximum of 10 pieces)	per staging piece	5.00-25.00	Taxable	E
AV equipment (specifications vary between venues)	per use	10.00-500.00	Taxable	E
Additional services for hire or use of abovelisted Council properties (as required)				
Security guard (outside normal hours)	per hour	actual cost	Taxable	C
Cleaning fee	per hour	actual cost	Taxable	C
Use and Hire of Public Open Spaces (parks, beaches, footpaths, pedestrian malls)				
Application Administration Fee (non-refuncable)				
Standard fee	per application	169.62	Taxable	B
Short Notice Fee (less than 48 hours)	per application	215.88	Taxable	B
Amendments to approval	per application	61.68	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
General Fees				
Cancellation fee (less than 4 weeks' notice)	per application	25% of hire fee	Taxable	B
Jet Ski hire (inc Lifeguard) (min 4 hrs)	per 4 hr	462.60	Taxable	B
Use of Council utilities eg water & electricity		Cost Recovery	Taxable	B
Use of Council resources (waste recovery, site preparation, cleaning)		Cost Recovery	Taxable	B
Traffic management requirements		Cost Recovery	Taxable	B
Sports field line markings (one off)	Per event	246.72	Taxable	B
Event management & compliance staff (after hours and weekends, 4 hr min)	per hr	87.38	Taxable	B
Lifeguard management (water events) (4hr min)	per hr	51.40	Taxable	B
Event bump in/bump out requirements	per hr/day/event	25% of hire fee	Taxable	B
Commercial Fitness Training Use of Public Open Spaces				
Bondi Park, Bronte Park, Hunter Park, Marks Park, Tamarama Park, Waverley Park				
Organised or commercial fitness groups and personal trainers				
1-6 participants (fixed location, equipment)	per year	611.66	Taxable	E
7-12 participants (fixed location, equipment)	per year	1665.36	Taxable	E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
13-18 participants (fixed location, equipment)	per year	2775.60	Taxable	E
Barracluff Park, Diamond Bay Reserve, Dudley Page Reserve, Hugh Bamford Reserve, Rodney Reserve, Upper Dickson Reserve, Varna Park				
Organised or commercial fitness groups and personal trainers				
1-6 participants (fixed location, equipment)	per year	305.32	Taxable	E
7-12 participants (fixed location, equipment)	per year	887.16	Taxable	E
13-18 participants (fixed location, equipment)	per year	1665.36	Taxable	E
Filming and Commercial Photography in Public Open Spaces				
Students, non-profit organisations, government authorities and registered charities application fee only (documentation required)				
Filming in Public Open Spaces				
*number of crew is inclusive of crew, technicians, caterers, contractors, talent.				
Administration fee(non refundable)				
Low Impact (11-25 crew, minimal equipment, no vehicles)	per application	150.00	Exempt	B
Medium Impact (26-50 crew, max 10 trucks, equipment, unit base)	per application	300.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
High Impact (More than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base)*	per application	500.00	Exempt	B
* For high impact refer Events Policy				
See Event Operations Parking Fees for vehicles over 6m.				
Commercial Photography in Public Open Spaces				
*number of crew is inclusive of crew, technicians, caterers, contractors, talent.				
Location Fee (other than Bondi, Bronte Tamarama beaches and parks)				
1-3 people		No fee		
Low Impact (4-10 people)	per hour	205.60	Exempt	D
Medium Impact (11-25 people)	per hour	257.00	Exempt	D
High Impact and/ or exclusive use (25+people)	per hour	359.80	Exempt	D
Location Fee (all other public space)				
1-3 people		No fee		

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Low Impact (4-10 people)	per hour	154.20	Exempt	D
Medium Impact (11-25 people)	per hour	205.60	Exempt	D
High Impact and/ or exclusive use (25+people)	per hour	257.00	Exempt	D
Event Use and Hire of Public Open Space				
Refer to Council's Events Policy and Outdoor Event Management & Delivery Guidelines				
Impact assessed as per Council's Events Policy. The cost ranges in the impact categories are indicative and the actual cost will be determined by assessment.				
Public use: an event held for commercial or personal gain				
Private use: an event held with no commercial or personal gain				
Not for Profit use: an event held by registered NFP organisation held for the benefit of particular people (50% of fees stated for Private use)				
Off Peak Season: May- August				
Shoulder Season: February - April ,September - November				
Peak Season: December - January				
Application Administration Fee (non-refundable)				
Standard fee	per application	169.62	Taxable	B
Short Notice Fee (less than 48 hours)	per application	215.88	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Amendments to approval	per application	61.68	Taxable	B
Stall hire at Council Run Community Events	per stall	from 250.00- 650.00	Taxable	B
City to Surf Beach Marquee hire	per 5x10m marquee	6955.00	Taxable	B
Event Operations Parking fees				
Queen Elizabeth Drive & Park Drive - 1-100	per space per day	70.00	Taxable	D
Queen Elizabeth Drive & Park Drive - additional spaces	per space per day	35.00	Taxable	D
On-Street - Metered car parking space (per day)	per space per day	125.00	Taxable	D
On-Street - Metered car parking space (per week)	per space per day	350.00	Taxable	D
On-Street - Residential Parking Scheme Area	per vehicle per day	20.00	Taxable	D
Off-Street Parking - standard car park charges apply				
Late application fee*	per permit	50.00	Taxable	D
* Parking permit applications for Event Operations require at least 2 business days notice				
BONDI BEACH (Sand Area) (No product sampling or flyering)				
PUBLIC USE				
Peak Season - Not Available				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Shoulder Season				
Low impact - (max 3 hours)	per hr	620.00	Taxable	B
Low impact	per event	7000.00	Taxable	B
Medium impact	per event	25,000-50,000	Taxable	B
High impact	per event	30,000-60,000	Taxable	B
Off Peak Season				
Low impact (max 3 hours)	per hr	600.00	Taxable	B
Low impact	per event	3500.00	Taxable	B
Medium impact	per event	10,000-20,000	Taxable	B
High impact	per event	20,000-40,000	Taxable	B
PRIVATE USE				
Peak Season- Not Available				
Shoulder Season				
Low impact	per hr	0.00		
Medium impact	per hr	200.00	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
High impact	per hr	500.00 - 1000.00	Taxable	B
Off Peak Season	per event	20,000-40,000	Taxable	B
Low impact	per hr	205.60	Taxable	B
Medium impact	per hr	350.00 - 700.00	Taxable	B
High impact	per hr	10,000-20,000	Taxable	B
BONDI PARK, BONDI PAVILION FORECOURT				
PUBLIC USE				
Peak Season				
Low impact (max 3 hours)	per hr	650.00	Taxable	B
Low impact	per event	6000-12,000	Taxable	B
Medium impact	per event	25,750-51,500	Taxable	B
High impact	per event	36,000-72,000	Taxable	B
Shoulder Season				
Low impact - max 3 hours	per hr	530.00	Taxable	B
Low Impact	per event	4,000-8,000	Taxable	B
Medium impact	per event	17,000-34,000	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
High impact	per event	27,000-54,000	Taxable	B
Off Peak Season				
Low impact (max 3 hours)	per hr	411.20	Taxable	B
Low impact	per event	3,000-6,000	Taxable	B
Medium impact	per event	12,000-24,000	Taxable	B
High impact	per event	18,000-36,000	Taxable	B
PRIVATE USE				
Peak Season				
Low impact	per hr	282.70	Taxable	B
Medium	per hr	385.50	Taxable	B
High impact	per event	18,000-36,000	Taxable	B
Shoulder Season				
Low impact	per hr	280.00	Taxable	B
Medium impact	per hr	350.00	Taxable	B
High impact	per event	13,000-26,000	Taxable	B
Off Peak Season				
Low impact	per hr	205.60	Taxable	B
Medium impact	per hr	310.00	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
High impact	per event	9,000-18,000	Taxable	B
BRONTE BEACH, TAMARAMA BEACH (Sand Area)				
PUBLIC USE - not available				
PRIVATE USE				
Peak Season				
Low impact- max 3 hours	per hr	411.20	Taxable	B
Medium impact - not available		n/a		
High impact - not available		n/a		
Shoulder Season				
Low impact	per hr	475.00	Taxable	B
Medium impact	per hr	550.00	Taxable	B
High impact - not available		n/a		
Off Peak Season				
Low impact - max 3 hours	per hr	206.00	Taxable	B
Medium impact	per hr	310.00	Taxable	B
High impact (not available)		n/a		

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
BRONTE PARK, TAMARAMA PARK				
PUBLIC USE				
Low impact - max 3 hours	per hr	257.00	Taxable	B
Medium impact	per hr	15420.00	Taxable	B
High impact - not available		n/a		
PRIVATE USE				
Peak Season				
Low impact	per hr	350.00		
Medium	per hr	450.00		
High impact - not available		n/a		
Shoulder Season				
Low impact	per hr	275.00		
Medium impact	per hr	375.00		
High impact - not available		n/a		
Off Peak Season				
Low impact	per hr	205.60	Taxable	B
Medium impact	per hr	308.40	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
High impact - not available		n/a		
DUDLEY PAGE RESERVE, MARKS PARK				
PUBLIC USE				
Peak Season				
Low impact	per hr	462.00	Taxable	B
Medium impact	per hr	771.00	Taxable	B
High impact	per event	20,000-40,000	Taxable	B
Shoulder Season				
Low impact	per hr	345.00	Taxable	B
Medium impact	per hr	577.50	Taxable	B
High impact	per event	15,000-30,000	Taxable	B
Off Peak Season				
Low impact	per hr	231.00	Taxable	B
Medium impact	per hr	385.50	Taxable	B
High impact	per event	10,000-20,000	Taxable	B
PRIVATE USE				
Peak Season				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Low impact	per hr	308.40	Taxable	B
Medium impact	per hr	514.00	Taxable	B
High impact	per event	15,000-30,000	Taxable	B
Shoulder Season				
Low impact	per hr	0.00	Taxable	B
Medium impact	per hr	0.00	Taxable	B
High impact	per event	10000.00	Taxable	B
Off Peak Season Season				
Low impact	per hr	154.20	Taxable	B
Medium impact	per hr	257.00	Taxable	B
High impact	per event	from 7,000	Taxable	B
CALGA RESERVE, GAERLOCH RESERVE, DIAMOND BAY, HUGH BAMFORD RESERVE, HUNTER PARK, WAVERLEY MEMORIAL PARK				
PUBLIC USE - not available				
PRIVATE USE				
Peak Season (November to February)				
Low impact	per hr	205.60	Taxable	B
Medium impact	per hr	308.40	Taxable	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
High impact - not availalble	per hr	n/a		
Off Peak Season (March to October)				
Low impact	per hr	102.80	Taxable	B
Medium impact	per hr	154.20	Taxable	B
High impact - not available	per hr	n/a		
BARRACLUFF PARK, CLEMENTSON PARK, KIMBERLEY RESERVE, THOMAS HOGAN RESERVE, VARNA PARK, UPPER DICKSON RESERVE, RODNEY RESERVE				
PUBLIC USE - not available				
PRIVATE USE				
Low impact	per hr	77.10	Taxable	B
Medium impact	per hr	154.20	Taxable	B
High impact - not availalble		n/a		
Use and Hire of Playing Fields and Outdoor Sports Courts				
PLAYING FIELDS				
Playing Fields are booked at the following rates for sport activity by community groups, sports clubs, and schools.				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Waverley Oval				
General use				
Weekday (7 hours or more)	per day	676.00	Taxable	**B**
Weekend (7 hours or more)	per day	789.00	Taxable	**B**
Weekday	per hr	97.00	Taxable	**B**
Weekend	per hr	114.00	Taxable	**B**
Outer oval fee. Includes synthetic cricket nets (Summer months only)	per hour	48.00	Taxable	B
School athletics carnivals				
Local primary schools	per day	103.00	Taxable	B
Non-local primary schools	per day	180.00	Taxable	B
Waverley Park No 2 Area				
Sport				
Standard Rate				
Weekday	per hour	105.00	Taxable	B,E
Weekend	per hour	120.00	Taxable	B,E
Community/Not for Profit				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Weekday	per hour	70.00	Taxable	B,E
Weekend	per hour	80.00	Taxable	B,E
Local Primary School rate				
Half pitch- School hours 9am - 3pm	per hour	25.00	Taxable	B,E
Full pitch - School hours 9am - 3pm	per hour	50.00	Taxable	B,E
Non -local Primary School rate				
Half pitch- School hours 9am - 3pm	per hour	35.00	Taxable	B,E
Full pitch - School hours 9am - 3pm	per hour	60.00	Taxable	B,E
Waverley Park No 3 Area				
Sport				
Weekday	per hour	35.00	Taxable	B,E
Weekends	per hour	37.00	Taxable	B,E
Hugh Bamford Reserve(Sports field)				
Sport				
Weekdays	per hour	35.00	Taxable	B,E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Weekends	per hour	37.00	Taxable	B,E
Barracluff Park (Sports field)				
Weekdays	per hour	35.00	Taxable	B,E
Weekends	per hour	37.00	Taxable	B,E
Rodney Reserve (Sports field)				
Weekdays	per hour	35.00	Taxable	B,E
Weekends	per hour	37.00	Taxable	B,E
Weekday full day (7 hours or more)	per hour	225.00	Taxable	B,E
Weekend full day (7 hours or more)	per hour	240.00	Taxable	B,E
Dudley Page Reserve (Sports Field)				
Sport				
Weekday	per hour	35.00	Taxable	B,E
Weekend	per hour	37.00	Taxable	B,E

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
OUTDOOR SPORTS COURTS				
Netball Courts				
Waverley Park				
Standard Rate	per hour	24.00	Taxable	B,E
Community / Not for Profit groups	per hour	12.00	Taxable	B,E
Multi Purpose Courts Waverley Park				
Waverley Park				
Standard Rate Peak(5.00pm-close weekdays and all day on weekends)	per hour	31.00	Taxable	B,E
Standard Rate Off Peak (7.00am-5.00pm weekdays)	per hour	26.00	Taxable	B,E
Community / Not for Profit groups	per hour	15.50	Taxable	B,E
Use of Roads, Footpaths and Pedestrian Malls				
Bondi Town Centre, Roscoe Street Mall, Campbell Parade				
Public Use				

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Off Peak Season: May - August	per hour or part thereof	565.40	Exempt	C,E
Shoulder Season: February - April , September - November	per hour or part thereof	488.00	Exempt	C,E
Peak Season : December -January	per hour or part thereof	411.20	Exempt	C,E
Charing Cross, Oxford Street Mall, Waverley Street Mall				
Product sampling, promotions and static displays	per hour or part thereof	565.40	Exempt	C,E
Distribution of leaflets/ promotional material (minimum of 2 hours)	per hour	162.94	Exempt	B
Registered charities/ not for profit organisations (documentation required)	per hour ?	154.20	Exempt	A
Banner Poles- Campbell Parade - 18 Poles, 36 Banners				
Administration fee (all applications, non- refundable)	per application	169.62	Exempt	C
Approved commercial use	per week	2163.94	Exempt	D
Approved charities and not for profit	per week	1089.68	Exempt	C
Banner Installation and removal fee	per application	2600.00	Taxable	C
Footway Restaurants (Section 125 Roads Act 1993)				
Application fee	per application	350.00	Exempt	B
Provision of footpath markers	per application	125.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Rental fee		Based on commercial valuation of property	Exempt	D
Footpath Seating				
Bond Fee for footpath seating permit (refundable)	per seating permit	1000.00	Exempt	G
Location A: Oxford Street Mall, Bondi Junction	per m2 annually	650.00	Exempt	D
Location B: Waverley Street Mall, Bondi Junction	per m2 annually	550.00	Exempt	D
Location C: Campbell Parade (between Lamrock Avenue & Beach Road including Roscoe Street Mall (DCP)	per m2 annually	850.00	Exempt	D
Location D: Bronte Road, Bronte Beach	per m2 annually	625.00	Exempt	D
Location E: Hall Street and Campbell Parade (outside areas)	per m2 annually	550.00	Exempt	D
Location F: Other areas	per m2 annually	450.00	Exempt	D
(These fees are the maximum for footpath rental for restaurant seating in the areas identified. A lesser fee can be charged with the approval of Council's General Manager).				
Footway Use Permits				
Goods display				
Application fee	per application	200.00	Exempt	D
Permit fee per year	per m2	420.00	Exempt	D

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Sign display				
Application fee	per application	200.00	Exempt	D
Permit fee per year	per permit	450.00	Exempt	D
Clothing Bins				
Charities and not for profit	per bin per annum	114.00	Exempt	B
Commercial operators	per bin per annum	380.00	Exempt	D
Roadway Use Permits				
Placement of builder's waste bin	per year	650.00	Exempt	D
Placement of building waste bin in metered space (maximum fee $200.00 for 1-7 days)	per day	125.00	Exempt	D
Placement of building waste bin in residential parking area space	1st week	67.00	Exempt	D
Placement of building waste bin in residential parking area space	2nd and subsequent weeks – per week	135.00	Exempt	D
Temporary Road Closure Application (non-refundable)				
Street parties	per application	145.00	Exempt	B
Commercial events	per application	550.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Temporary Road Closure for Construction Activities				
Application fee	per application	820.00	Exempt	B
Full road closure for construction activities involving mobile crane/concrete boom pump/scissor lift/cherry picker or other similar equipment	per day	660.00	Exempt	D
Partial road closure/ extra lane in addition to parking lane for construction activities involving mobile crane/concrete boom pump/scissor lift/cherry picker or other similar equipment	per day	330.00	Exempt	D
Occupation of any metered parking space	per space per day	125.00	Exempt	D
Roads				
Specification & Inspection of Driveway Crossings (including 2 inspections – formwork and at completion)	**per 2 inspection**	445.00	Exempt	
Additional inspections (if determined necessary by Divisional Manager – Technical Services)	per inspection	155.00	Exempt	
Marking of lines on roadway next to driveways to prevent access being blocked	**per request**	135.00	Exempt	
Installation of timber posts on footpath	per post	135.00	Exempt	
Construction Zone Fee				
Application fee (non refundable)	per application	440.00	Exempt	D

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
A fee applies per week per metre or part thereof, and such fee to be paid 3 monthly, in advance. The hours of restriction to be indicated by Council, but generally 7.00am to 5.00pm, Mondays to Saturdays. Licenses to be granted by Council on authorisation and under such conditions as may be imposed by the Traffic Committee. Further, one week's notice to be given on the completion of the work to enable authorisation of the removal of the signs to be undertaken.				
Fee (residential area) plus parking meter fee in metered areas	per metre per week	58.00	Exempt	D
Fee (non-residential area) plus parking meter fee in metered areas	per metre per week	83.00	Exempt	D
Footpath Hoarding Fees				
Application fee (non-refundable)	per application	300.00	Exempt	D
Fee (Standard A Class less than 1 metre from boundary)	per lineal metre per week	35.00	Exempt	D
Fee (Standard A or B Class greater than 1 metre from boundary)	per m2/week	35.00	Exempt	D
(Fees must be paid 3 months in advance)				
Occupation of Footpath				
Application fee (non refundable)	per application	320.00	Exempt	D
A fee per week per m2 or part thereof and such fee paid 3 monthly in advance.				
Fee (per m2/week)	per m2/week	42.00	Exempt	D
By mobile crane/concrete boom pump/scissor lift/cherry picker or other similar equipment	per day	320.00	Exempt	D

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Operating over footpath				
Line Pump	per day	305.00	Exempt	D
Rock/ Sand Anchors				
Beneath roadways and other Council property	per anchor	770.00	Exempt	D
Sale/ Lease of Council Property				
Applications for Purchase/ Lease of Miscellaneous Council Property/ Laneways/ Roads etc.				
Initial application for consideration (non-refundable)	per application	880.00	Taxable	C
Security Deposits				
Security Deposits – Building Applications				
Related to building cost				
less than $9,999	per application	1000.00	Exempt	G
$10,000 to $24,999	per application	1500.00	Exempt	G

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
$25,000 to $49,999	per application	2000.00	Exempt	G
$50,000 to $99,999	per application	2500.00	Exempt	G
$100,000 to $149,999	per application	3300.00	Exempt	G
$150,000 to $199,999	per application	5000.00	Exempt	G
$200,000 to $299,999	per application	6100.00	Exempt	G
$300,000 to $399,999	per application	8000.00	Exempt	G
$400,000 to $499,999	per application	10000.00	Exempt	G
$500,000 to $749,999	per application	15000.00	Exempt	G
$750,000 to $999,999	per application	20000.00	Exempt	G
$1,000,000 to $4,999,999	per application	25000.00	Exempt	G
$5,000,000 to $ 7,999,999	per application	80000.00	Exempt	G
$8,000,000 to $14,999,999	per application	120000.00	Exempt	G
$15,000,000 to $29,999,999	per application	180000.00	Exempt	G
$30,000,000 to $ 49,999,999	per application	270000.00	Exempt	G
$50,000,000 to 99,999,999	per application	350000.00	Exempt	G
$100,000,000 to $149,999,999	per application	500000.00	Exempt	G
Over $150,000,000	per application	Determined by Assessment	Exempt	G

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Waste Services				
Residential Properties – Domestic Waste and Recycling Collection for single dwelling and multi unit properties	per year	500.00	Exempt	C
Collection of Additional Domestic Garbage and Recycling Bins for single dwelling and multi unit properties	per year	500.00	Exempt	C
Additional pick up 140/240 litre mobile garbage bin (Red Lid)	per bin	25.00	Exempt	C
Additional pick up 80/140/240 litre mobile garden waste bin (Green Lid)	per bin	25.00	Exempt	C
Additional "Your call" clean up service (up to 2 cubic metres volume of dry waste)	per additional request	61.00	Exempt	C
80/140/240 litre mobile garbage bin (red lid)	per bin	63.00	Exempt	C
140/240 litre mobile recycling bin (blue or yellow lid)	per bin	35.00	Exempt	C
80/140/240 litre mobile garden waste bin (green lid)	per bin	24.50	Exempt	C
660 litre mobile garbage bin	per bin	61.00	Exempt	C
140 litre bin – once weekly service	per year	500.00	Exempt	C
240 litre bin – once weekly service	per year	500.00	Exempt	C
Commercial Waste and Recycling Collection				
Please call Council on 9083 8000 for information or quotes				

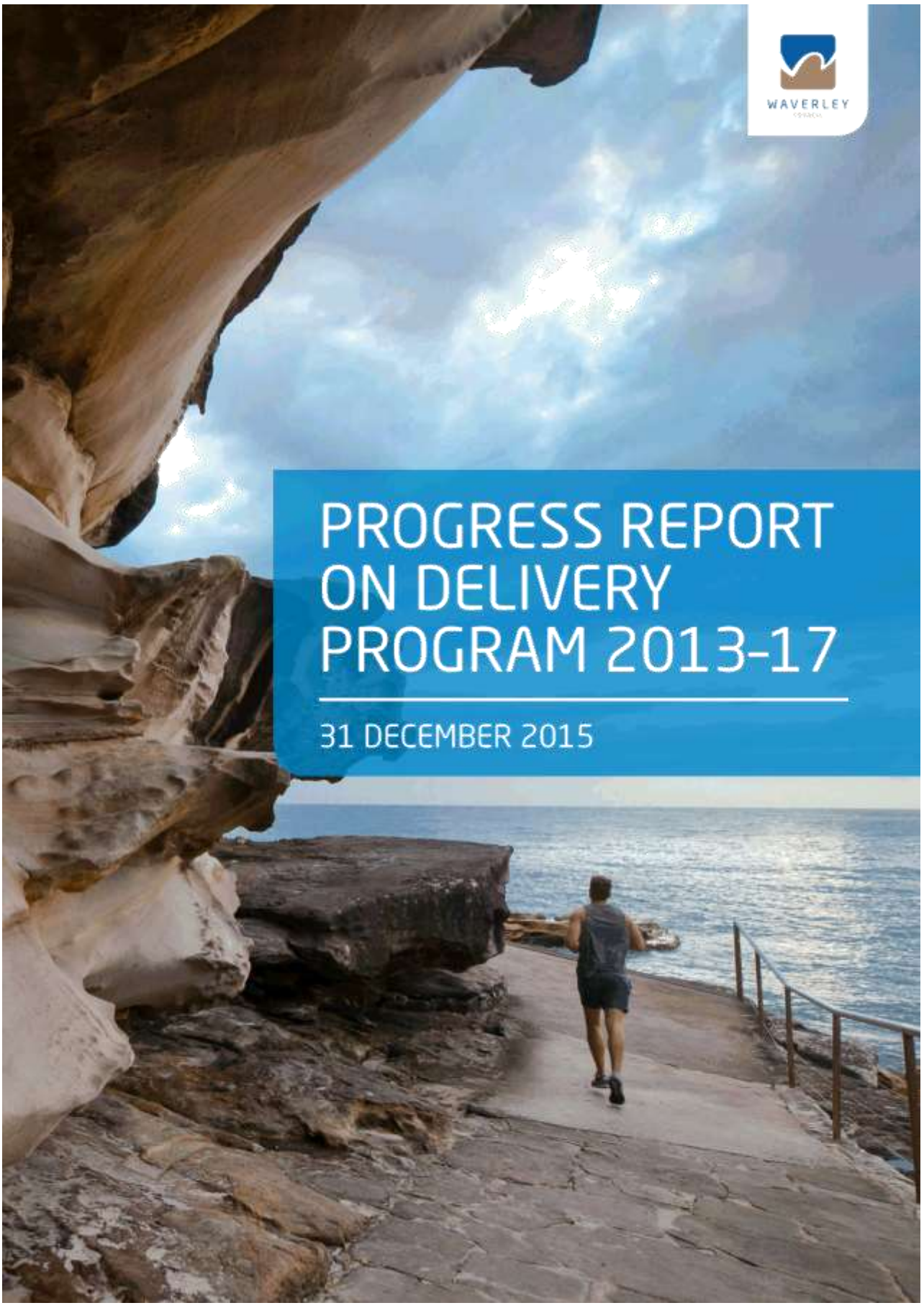
Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Supply of compost bins and worm farms				
Compost Bin	per bin	9.95	Taxable	F
Compost Stirrer (previously called Compost Mate or Aerator)	per stirrer	3.95	Taxable	B
Delivery of Compost Bin and/or Compost Stirrer		No Charge		
Wormfarm	per farm	18.95	Taxable	
Worms (500)	per 500	18.95	Taxable	B
Delivery of Wormfarm with or without worms	per delivery	No Charge		
Delivery of extra worms (500)	per delivery	14.00	Taxable	
Waverley Community Living Program				
Support Service Packages*				
Everday Finance Support System (individualised funding)	per year	3865.00	Exempt	F
Individualises Support Package (Transition support, Simple Steps program, Individual Planning, L4L Bridging Course)	per 50 hour block	2791.00	Exempt	F
Training Programs*				
Learning for Life Core Training Course (Individualised funding). Capped at 20 clients/class	per year	1984.00	Exempt	F
Learning for Life Core Training Course (block-funded, subsidised)**. Capped at 20 clients/class	per year	720.00	Exempt	B

Proposed Pricing Policy, Fees and Charges 2016/17

Category	*Unit*	*2016/17 Fee or Charge $*	*GST*	*Pricing Policy*
Individual Living Skills Development Course (individualised funding). Capped at 8 clients/class	per year	1820.00	Exempt	F
Weekend Getaway Group Program (individualised funding). Capped at 20 clients/retreat	per retreat	1311.00	Exempt	F
Weekend Getaway Group Program (block-funded, subsidised)**. Capped at 20 clients/retreat	per retreat	193.00	Exempt	B
Accommodation Administration and Maintenance				
Residence Fee Contribution	per week	12.00	Exempt	B
* The charges are subject to adjustments in accodance with NSW Department of Family and Community Services, Ageing, Disability and Home Care (ADHC) and National Disability Insurance Scheme Price Guide (August 2015)				
** There are currently nine subsidised places within Waverley Community Living Program. These places are targeted at adults with a mild intellectual disability who live within the Eastern Suburbs and who do not receive any other form of accomodation-specific indivisualised funding.				
Waverley Community & Seniors Centre				
Fitness, educational and social activities	per session	0-35.00	Taxable	B
Health and Beauty Services	per session	15.00-75.00	Taxable	B




WAVERLEY
PROGRESS REPORT ON DELIVERY PROGRAM 2013-17
31 DECEMBER 2015

OUR PERFORMANCE SNAPSHOT

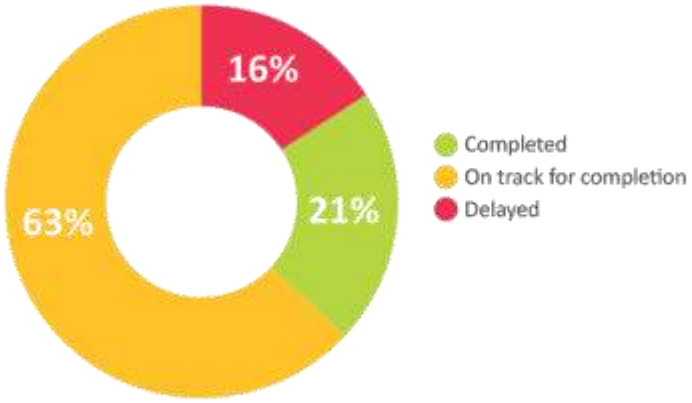
Measuring our Progress against Delivery Program 2013-17

Waverley's Community Strategic Plan, Waverley Together 3 (WT3), is built around four quadrants. The Delivery Program and Operational Plan are also based on these quadrants. Each quadrant has a set of directions which outlines the specific directions we intend to head in. Sitting beneath these are the strategies Council will implement to move in the direction set out in WT3, and Council's reporting tracks our progress in delivering these. Below is a summary overview of our overall progress, as well as progress in each of the quadrants.

Overall Performance

Waverley Council's overall performance for 2015–16 in meeting targets set out in the Delivery Program 2013–17 and the Operational Plan 2015–16(1 July 2015-31 December 2015).

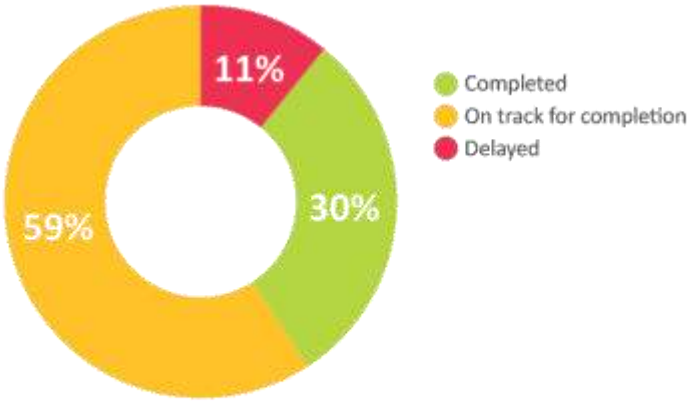
63 per cent of the overall actions are on track for completion while 21 per cent were completed and 16 per cent were delayed.



Waverley Council's Performance for 2015-16 by Quadrant

SUSTAINABLE COMMUNITY

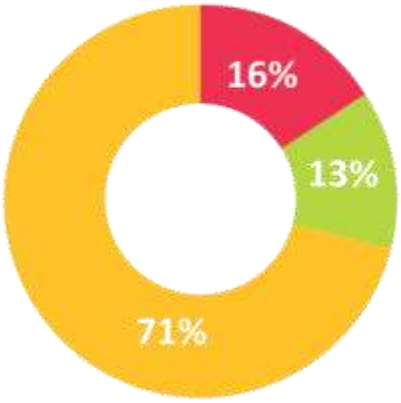
59 per cent of the overall actions in the Sustainable Community quadrant are on track for completion while 30 per cent were completed and 11 per cent were delayed.



Reasons for delayed actions are provided in the comments column in the detailed report.

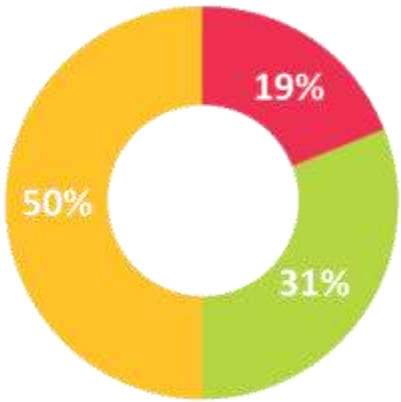
SUSTAINABLE LIVING

71 per cent of the overall actions in the Sustainable Living quadrant are on track for completion while 13 per cent were completed and 16 per cent were delayed.



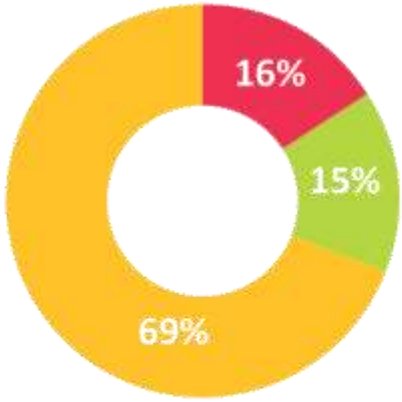
SUSTAINABLE ENVIRONMENT

50 per cent of the overall actions in the Sustainable Environment quadrant are on track for completion while 31 per cent were completed and 19 per cent were delayed.



SUSTAINABLE GOVERNANCE

69 per cent of the overall actions in the Sustainable Governance quadrant are on track for completion while 15 per cent were completed and 16 per cent were delayed.



SUSTAINABLE COMMUNITY

Our Sustainable Community directions, strategies and deliverables contribute to the development of our community capacity, including our cultural vitality and indigenous and post colonial heritage, our sense of community and connection, as well as a safe, healthy and harmonious living environment.

This section represents the 'social' component of the quadruple bottom line.



Direction: C1
Waverley's cultural heritage and diversity is recognised, protected and respected

Strategy: C1a
Support programs that cultivate appreciation of our multi-culturalism, indigenous culture and cultural heritage

Deliverable	Key activity	Outcome	Status	Comments
A coordinated program of social, recreational and cultural events targeting diverse groups	Coordinate Jewish Storytelling Project	100% of identified actions completed on time and within budget		
	Develop and implement a program of local studies activities and promotion of resources	Program developed in Q1 and identified actions completed on time		
	Develop new creative initiatives that promote culture in everyday life	Program developed in Q1		
Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley	Support and promote implementation of Reconciliation Action Plan	Plan developed in Q1		
Waverley and South Head cemeteries contribute to the preservation of our cultural heritage	Improve the experience of residents and visitors to South Head Cemetery and Waverley Cemetery	Review complete by Q1 and implemented plan of action by Q3		

Progress indicator: Completed On track for completion Delayed

Direction: C2
The community is welcoming and inclusive and people feel they are connected and belong

Strategy: C2a
Provide a broad range of relevant, affordable, and accessible programs

Deliverable	Key activity	Outcome	Status	Comments
Affordable and accessible community facilities	Bondi Pavilion Upgrade and Conservation Project	Bondi Pavilion upgrade and conservation project actions completed on time and within budget		
A coordinated program of social, recreational and cultural events targeting diverse groups	Celebrate days/weeks of significance(eg Reconciliation Week, Youth Week, Seniors Week)	Deliver at least 6 programs by June 2016		
A range of venue hire places for and accessible to the local community and corporate sector	Provide a coordinated program of regular hirer activities through administration of a bi annual EOI process for access to Councils Community Venues	Initiate EOI process Q3		
Accessible cemetery services for internments, memorials and associated ceremonial activities	Complete Waverley Cemetery maintenance and infrastructure works	Finalise works by Q4		Council is completing investigation works on retaining walls. Design work for Trafalgar Street fence is in progress

Direction: C2
The community is welcoming and inclusive and people feel they are connected and belong

Strategy: C2b
Encourage and foster community pride

Deliverable	Key activity	Outcome	Status	Comments
Programs which encourage volunteering including civic pride and bushcare that enhance community cohesion	Deliver high profile Garden Awards and Local Heroes events	Events delivered according to calendar		

Progress indicator: Completed | On track for completion | Delayed

Strategy: C2c
Provide a socially inclusive and welcoming library service

Deliverable	Key activity	Outcome	Status	Comments
A vibrant and relevant library space that meets user needs	Establish technologically enhanced learning spaces in the library	Plan developed in Q1		
	Review long term space planning to address the changing needs of library users	Plan developed in Q1		
Programs, events and activities that meet community needs and interests	Establish calendar of Library events	100% of identified actions completed on time and within budget		
Current and relevant library collections and services	Review and develop collections management plan	Plan developed Q2		
A range of relevant and reliable information and technology services	Implement redesigned Library website	Website launched Q2		Current web site content is being revamped and additional content compilation is in progress. This has been delayed due to amount of content involved. Website launch is proposed for Q4 in conjunction with Library and Information Week in May.
Stronger connections and partnerships with the community that encourage participation in the Library and its services and promote the Library as a community learning hub Stronger connections and partnerships with the community that encourage participation in the Library and its services and promote the Library as a community learning hub	Develop and implement feedback mechanisms	Survey developed Q2 and implemented Q3		
Market and promote Library services, facilities and resources, including e-resources	Develop marketing plan	Plan developed Q2		

Progress indicator: Completed On track for completion Delayed

Direction: C3
Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley

Strategy: C3a
Promote the inclusion of affordable housing in new developments

Deliverable	Key activity	Outcome	Status	Comments
Planning controls that support the provision of affordable housing through WLEP 2012 Cl. 4.4(b) or monetary contributions towards affordable housing*	Review the use of VPAs or applications under the Affordable rental housing SEPP	Retain or Increase		
	Implement planning controls that seek to retain existing affordable housing	100%		

Footnote : WLEP 2012 Clause 4.4.b) was repealed on 30/1/2015

Strategy: C3b
Ensure Council's own portfolio of housing is affordable and accessible

Deliverable	Key activity	Outcome	Status	Comments
Social housing for older people, people with a disability and families on low to middle incomes	Develop and implement annual asset maintenance plan	100% of identified actions completed on time and within budget		
Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA	Collect data and report annually on affordable housing program	Annual report delivered Q4		

Strategy: C3c
Investigate and pursue partnerships for housing initiatives

Deliverable	Key activity	Outcome	Status	Comments
A working group to develop local and regional partnerships to address homelessness	Convene meetings of the Waverley Homeless Coalition	Meetings held quarterly		

Progress indicator: Completed On track for completion Delayed

Direction: C4
Community support services continue to be targeted to and accessible by those who need them most, including children and young people, older people and people with a disability

Strategy: C4a
Continue to resource and diversify the funding sources of community support services

Deliverable	Key activity	Outcome	Status	Comments
Deliver high quality, targeted and accessible community services and activities	Implement Caring Waverley Welcoming Strategy	100% of recommendations implemented by Q2		
Individual support and medium term accommodation places for people with mild intellectual disability	Prepare for National Disability Insurance Scheme and develop sustainable service model for people with disabilities	No of people with disabilities supported. Results of satisfaction survey		
Services for the over fifties including an accessible,welcoming seniors centre that offers services to promote health & well being	Work with Seniors Association to strengthen Seniors Centre governance and services	No of programs annually. Results of satisfaction surveys.		
High quality, affordable long day care, family day care and holiday programs for 0-5 year old children	Implement strategy to promote Family Day Care, increase number of educators and explore partnerships	Number of children in care and % of places utilised		
An increase in the number of child care places provided by Council	Investigate opportunities for expansion of childcare places	Recommendations developed in Q4		
Support to families and their children aged from birth to 5 years including parenting programs and counselling	Coordinate a program of education and support activities	Program implemented by Q4		
An increase in the number of child care places provided by Council	Implement strategy to promote Family Day Care, increase number of educators and explore partnerships	Number of children in care and % of places utilised		
Recreational, educational and social initiatives for young people	Investigate reinstating targeted traineeships for young people	Recommendations developed in Q4		
High quality affordable services for frail older people, including a seniors centre, Home Library Services and programs at Bondi Pavilion	Implement review recommendations for the Seniors Centre	No of programs annually. Results of satisfaction surveys.		

Progress indicator: Completed On track for completion Delayed

Strategy: C4b
Support and build the capacity of community organisations

Deliverable	Key activity	Outcome	Status	Comments
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Refresh and promote Council's small grants program and deliver Council's Community Services Grants Program	Level of funding provided annually		
	Support community organisations through access to affordable venues through application of the community tenancy policy	Community Leases created for existing tenants by Q4		
	Promote rebranded 'Connected Waverley' program and build capacity of local service network	Program implemented Q4		

Strategy: C4c
Use emerging trends and contemporary research to inform services

Deliverable	Key activity	Outcome	Status	Comments
Up to date and accessible community profile and demographic information to assist planning for a diverse and tolerant community	Undertake research to update community planning/ profile resources	Resources updated Q4		
Documented research on key issues including safety, housing, children, ageing	Publish research findings to Councils website annually	Reports published Q4		

Direction: C5
People feel safe in all parts of Waverley

Strategy: C5a
Maintain safety and crime prevention in public areas

Deliverable	Key activity	Outcome	Status	Comments
Implementation of Community Safety Plan	Implement anti social and offensive behaviour prevention program specifically for Major dates	Program developed and implemented Q1		
	Develop Safe and Healthy Waverley Strategy	Strategy Developed Q3		
A "Safe Summer strategy" for Bondi to promote a safe and enjoyable environment at peak times	Coordinate My Bondi Summer program	Report to safety committee by Q3		
Investigate Closed Circuit TV	Implement CCTV project	Commenced in Q1		

Progress indicator: Completed On track for completion Delayed

Strategy: C5b
Strengthen community safety and crime prevention partnerships

Deliverable	Key activity	Outcome	Status	Comments
Support for the operation of a Community Safety Committee	Work with Police to increase safety and reduce crime in the LGA	Collaboration established Q1		
Provide emergency management including support for Waverley/ Woollahra SES	Review and update Disaster Management Plan	Plan updated Q1		

Strategy: C5c
Maintain high levels of beach safety at Bondi, Bronte and Tamarama

Deliverable	Key activity	Outcome	Status	Comments
A lifeguard service, deploying Council lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches	Implement review of winter Lifeguard Service	Collaboration established Q1		
	Support Lifeguard Service to achieve no deaths at Waverley's beaches	0 fatalities during patrolled hours		
	Upgrade Bronte Lifeguard tower to improve beach safety	Construction complete by Q3		Issues with complying with the Bronte POM & Coastal Environmental Protection Zone and mitigating risks as detailed in the Coastal Inundation Study have caused delays.
A program of Surf Awareness/Education programs	Develop and implement program of surf awareness and education activities	Program implemented Q3		
Financial and other support to surf lifesaving clubs in the Waverley area to support the provision of volunteer lifesaving programs	Maintain funding levels to Surf Lifesaving Clubs in Waverley	0% decrease to funding		

Progress indicator: Completed On track for completion Delayed

Strategy: C5d
Assist in maintenance of public health in Waverley

Deliverable	Key activity	Outcome	Status	Comments
Health, food and hygiene inspections undertaken	Implement enhanced food safety program and business liaison	Program implemented Q2		Due to resource constraints
	Review enhanced food safety program and business liaison	Review complete Q4		Due to resource constraints
	Implement vermin control plan	Plan implemented Q1		

Direction: C6
Arts and cultural activities foster an involved community and a creative environment

Strategy: C6a
Enrich the community's cultural life and support life long learning

Deliverable	Key activity	Outcome	Status	Comments
A diverse and exciting range of arts and cultural events across Waverley	Implement new creative initiatives including Bondi Junction revitalisation project and commissioning of public art	Plan finalised in Q1 and strategies implemented on time and in budget		
	Coordinate delivery of Council's flagship events	100% of identified activities delivered on time and in budget		
	Identify opportunities for expansion of cultural program toward a regional focus	Review and recommendations developed Q4		
	Develop content creation guidelines	Guidelines established Q4		
	Identify external funding opportunities to support programs	Recommendations developed Q2		To be finalised in Q3
	Implement program of identified funding opportunities	Program implemented Q1		
Implementation of ArtsPlus Plan	Develop creative programming guidelines and benchmark against best practice	Plan developed Q4		
Programs , activities and events to enliven the public spaces	Formulate and coordinate implementation of Pop Ups to enliven commercial centres	Guidelines developed Q2		

Progress indicator: Completed On track for completion Delayed

Strategy: C6b

Encourage the arts in public places and public art in private developments

Deliverable	Key activity	Outcome	Status	Comments
Art in the public space	Implement Public Art Masterplan	100% of identified activities delivered on time and in budget		
A public art trail in Waverley	Promote the public art trail	Guide developed and accessible by Q2		

Strategy: C6c

Foster opportunities in the creative sector

Deliverable	Key activity	Outcome	Status	Comments
Support, advice and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities	Implement calendar of exhibitions in Waverley Library and Bondi Pavilion	100% of identified activities delivered on time and in budget		

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 and usability of green spaces

Deliverable	Key activity	Outcome	Status	Comments
2008 Recreation Needs Study implemented	Implement priority actions from Recreational Needs Study	Actions implemented Q4		
Up to date POMs and strategies for parks, reserves and other green spaces	Report annually on adopted POMs	Reports completed Q2		To be completed in Q3/Q4
Sustainable, well maintained and well used recreation facilities	Sustainable, well maintained and well used recreation facilities	Upgrades complete by Q4		
	Improve the maintenance program for Waverley beaches / ocean pools to provide a better experience for the community	Review complete by Q1 and implemented plan of action by Q4		

Progress indicator: Completed On track for completion Delayed

Strategy: C7b

Plan and prioritise future recreation and leisure facilities based on regional as well as local needs using appropriate data and trends

Deliverable	Key activity	Outcome	Status	Comments
Recreation opportunities provided in response to community needs	Carry out activities which support local sport and recreation groups	Participation more than 30,000 visits per annum		

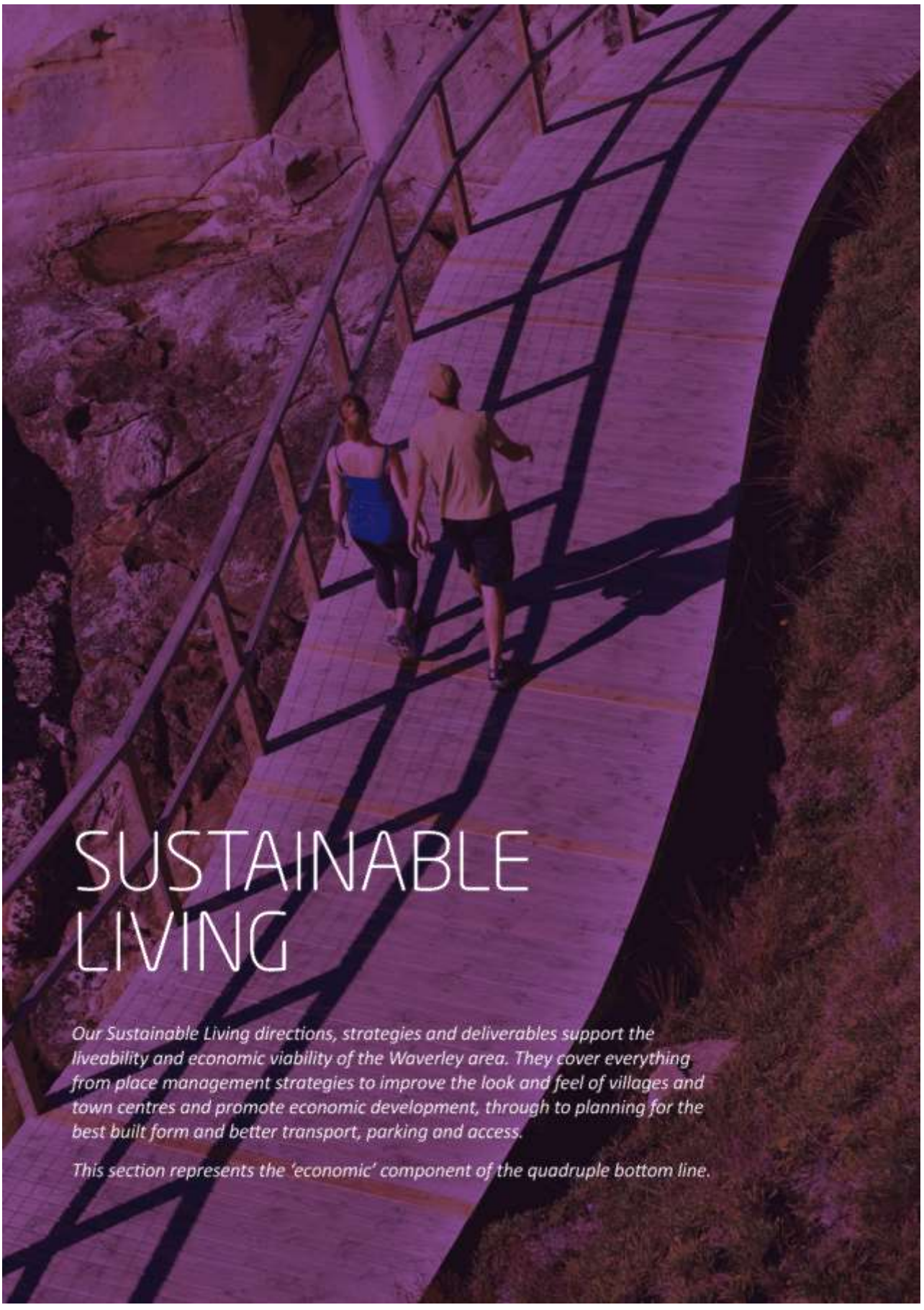
Strategy: C7c

Provide and support a range of facilities and activities to improve the physical and mental health of community members

Deliverable	Key activity	Outcome	Status	Comments
Active and passive recreation facilities on Council land or through joint ventures	Investigate Sport opportunities at Rodney Reserve	Recommendations developed Q4		
	Ensure multi purpose courts are built in Waverley Park	Construction complete by Q3		This will be completed in Q4.
Sporting fields and other active recreation facilities upgraded	Installation of sport lighting across Waverley Park	100% of identified actions completed on time and within budget		
Playgrounds upgraded	Implement Playground Strategy	100% of identified actions completed on time and within budget		
Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	Implement key activities identified in Bondi Plan of Management	100% of identified actions completed on time and within budget		
	Implement infrastructure upgrades as per SAMP 4 schedule	100% of identified actions completed on time and within budget		
	Implement signage review recommendations	Ongoing		

Progress indicator: Completed On track for completion Delayed





SUSTAINABLE LIVING

Our Sustainable Living directions, strategies and deliverables support the liveability and economic viability of the Waverley area. They cover everything from place management strategies to improve the look and feel of villages and town centres and promote economic development, through to planning for the best built form and better transport, parking and access.

This section represents the 'economic' component of the quadruple bottom line.

Direction: L1
Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities

Strategy: L1a
Reinforce Bondi Junctions role as a regional centre with a mix of residential, retail, hospitality, business, commercial, professional services and entertainment activities

Deliverable	Key activity	Outcome	Status	Comments
Initiatives implemented to encourage and sustain visitation and stimulate economic activity	Prepare a Masterplan for Bondi Junction Civic heart project	Draft Masterplan Brief to be prepared following Needs Analysis subject to Council agreement		
Well utilisied, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process	Scope and develop project as a result of WOSP	List viable projects by Q4		
Bondi Junction Complete Streets program implemented	Implement priority activities from Bondi Junction Complete Streets program	Streetscape improvements for Stage 1 Oxford Street from York Road to Newland Street, Denison Street from Oxford Street to Spring Street and Spring Street complete in Q4.		Projects were placed on hold in May 2015. Workshop with stakeholders scheduled for early 2016 to recommence discussions and design.
Improved communication with major Bondi Junction stakeholders	Develop and implement Heartbeat of the East engagement program	Commence implementation in Q3		

Progress indicator: Completed | On track for completion | Delayed

Strategy: L1b

Encourage and support a diverse mix of shops and services in Waverley's commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors

Deliverable	Key activity	Outcome	Status	Comments
Well utilised, integrated and welcoming public and private domains in Bondi achieved through the development approval process	Review controls relating to Outdoor footpath Restaurants in Campbell Parade, Bondi Beach	Controls reviewed by Q4		
Initiatives and programs implemented to increase visitation and sustain a diverse mix of commercial activity	Generate and maintain diverse sources of local economic data for use in long-term planning by Council and the public	Improved visitor experiences in the area with clearer information and opportunities to enjoy the area by Q4		
	Review and improve policy and processes involving activity in public spaces	Improved vibrancy of commercial and village centres with renewed place management initiatives and practices by Q4		
	Strengthen support to small business through established industry partnerships and engage with local business in diverse ways	Increased collaboration between Council and industry to support and strengthen local businesses and the economy by Q4		
	Develop new and strengthen existing collaboration for greater research and business support while maintaining and strengthening relationships with media organisations to promote business news in Waverley	Increased promotion of collaboration and stronger relationships between Government, Council and industry by Q4		
Public domain works undertaken as part of overall Design Framework for Bondi Beach	Undertake Bondi Road streetscape improvement works	Complete implementation in Q2		

Progress indicator: Completed On track for completion Delayed

Strategy: L1c

Support the creation of jobs and business opportunities in Waverley's commercial areas including its villages and neighbourhood centres

Deliverable	Key activity	Outcome	Status	Comments
Up to date and accessible business start up and development information on Councils website	Provide up to date information for businesses via the Waverley website	Ongoing		
	Partner with relevant NSW and Federal Government Agencies to support marketing (for long term investment and visitation)	Increased investment, visitation and stronger visitor economy a co-ordinated approach between Government and Industry by Q4		
	Partner with Government agencies, tertiary institutions and others to undertake annual economic research projects to underpin future economic development projects and activities	Shared existing and future economic development research and information for innovative projects by Q4		

Strategy: L1d

Create vibrant public places through the support and provision of a range of community and visitor related activities

Deliverable	Key activity	Outcome	Status	Comments
Programs, activities and events to enliven the public spaces	Develop new mobile vending licence policy	Policy developed in Q2		Broad policy to include mobile vending licences is currently under development
Programs, activities and events to enliven the public spaces	Formulate and coordinate implementation of Pop Ups to enliven commercial centres	2 per year		

Progress indicator: Completed On track for completion Delayed

Direction: L2
Visitors and tourists are welcomed and make a positive contribution to the community and economy

Strategy: L2a
Develop and implement tourism initiatives to benefit both the local economy and community

Deliverable	Key activity	Outcome	Status	Comments
Visitor management and safety program implemented	Implement new event policy processes and guidelines to attract and manage outdoor events	Commence implementation in Q3		
	Encourage investment in the sustainable supply of appropriate visitor accommodation	Improved supply and range of visitor accommodation by Q4		
Visitor information promotes shopping, dining, and recreational activities	Investigate the establishment of an entity that facilitates discussion and feedback on Waverley's visitor economy	Increased co-ordinated approach between industry and government to support the visitor economy by Q4		
Regular communication with tourism providers and organisations	Improve supply of essential information about the local area across a variety of communication mediums for domestic and international visitors alike	Improved visitor experiences in the area with clearer branding of commercial and village centres and visitor information (as well as online) by Q4		

Strategy: L2b
Ensure visitor related activities contribute positively to the local community and economy

Deliverable	Key activity	Outcome	Status	Comments
Visitor management and safety program implemented	Implement new event policy processes and guidelines to attract and manage outdoor events	Commence implementation in Q3		

Progress indicator: Completed On track for completion Delayed

Direction: L3
Waverley's public places and spaces look and feel good

Strategy: L3a
Ensure that public places are clean and well maintained

Deliverable	Key activity	Outcome	Status	Comments
Implement Council Graffiti Management Policy	Undertake regular education and enforcement program	Program implemented and evaluated in Q4	🔴	Due to resource constraints
Abandoned cars removed	Identify, remove and appropriately dispose of abandoned cars in Waverley	Ongoing	🟡	
Implement Companion Animal Management Program	Ensure compliance with Companions Animals Act	Ongoing	🟡	
Improve facilities and infrastructure in public places	Implement key activities within the Bondi Park Plan of Management	Priority projects implemented by Q4	🟡	
	Complete North Bondi and Marks Park toilet upgrades	Works complete in Q4	🔴	Marks Park completed. North Bondi under construction.
All playgrounds inspected and regularly maintained	Implemented playground maintenance and upgrades as per SAMP schedule	Ongoing	🟡	
Trees in streets and reserves are maintained	Respond to customer requests within service level standard	Ongoing	🟡	
Adopt a Tree program continued	Implement Adopt a Tree program in accordance with Street Tree Masterplan	90% of Adopt a Tree requests actioned	🟡	
Footpath Garden program continued	Implement Footpath Garden program	90% of applications approved	🟡	
Improved coordination of public place services in Waverley	Improve the operational performance across the Clean and Attractive program to meet desired outcomes	Reduced compliants of service delivery by 25%	🟡	
		Increase face-to-face customer engagement by 20%	🟡	
		Reduce lead time for work actions by 25%	🟡	
		Implement a staff development program	🔴	This outcome will be delivered through TREC into learning program that will be implemented in 2016/17

Progress indicator: 🟢 Completed 🟡 On track for completion 🔴 Delayed

Strategy: L3a continued
Ensure that public places are clean and well maintained

Deliverable	Key activity	Outcome	Status	Comments
Improved coordination of public place services in Waverley	Improve the experience of residents and visitors to South Head Cemetery and Waverley Cemetary	Review complete by Q1 and implemented plan of action by Q3		Selection of an IT solution and a business model is underway
All public place areas are well maintained	Review and implement an improved public place cleansing program	Review complete by Q1 and action plan implemented by Q3		
Programmed cleaning and maintenance of Council assets undertaken	Review and implement an improved public place cleansing program	Review complete by Q4		
Implement Council Graffiti Management Policy	Graffiti and posters removed in accordance with Council policy	Service level standard		
Public place regulation and compliance programs undertaken	Undertake regular patrols of public places to ensure compliance with Service Level Agreements	Report monthly on SLA's and key metrics		
Implement beach and ocean pool cleaning program	Clean Waverley beaches and ocean pools in accordance with service standard	Report monthly		
Parks and reserves are clean and regularly maintained and upgraded as required	Implement priority cleaning, maintenance, planting and landscape improvement works	Ongoing		
Inspection and removal of dumped rubbish and where appropriate enforcement action	Dumped rubbish reported, inspected and removed within service standard	Within 5 days of notification		
	Implement illegal dumping education and enforcement program	Ongoing		

Strategy: L3b
Develop e-reporting process for illegal graffiti posters and rubbish dumping

Deliverable	Key activity	Outcome	Status	Comments
E-reporting system available for residents to report graffiti and promoted on Councils website	Graffiti reporting system developed for Council website	System operational by Q3		

Progress indicator: Completed On track for completion Delayed

Direction: L4
The unique physical qualities and strong sense of identity of Waverley's villages is respected and celebrated

Strategy: L4a
Use planning and heritage policies and controls to protect and improve the unique built environment

Deliverable	Key activity	Outcome	Status	Comments
Approved developments maintain and enhance the identity of Waverley's villages	Provide referral advice on DAs and review and update planning controls as required.	Ongoing		
All properties with heritage significance listed within LEP	Review heritage inventory sheets for each heritage conservation area	Revised and updated Heritage Inventory Sheets uploaded to the Heritage Office Website by December 2015		

Strategy: L4b
Maintain a distinct sense of identity for individual village centres

Deliverable	Key activity	Outcome	Status	Comments
Civic Pride and Looking Good improvement programs implemented	Implement priority works identified in the Local Villages Development Control Plan and the SAMP 4 schedule	Works complete on time and within budget in Q3		Storm water flooding issues as a result of recent storms have caused major delay in progressing project.
	Gateway, TCD Planning, Nature Strip	Works complete on time and within budget in Q3		

Progress indicator: Completed On track for completion Delayed

Direction: L5
Buildings are well designed, safe and accessible and the new is balanced with the old

Strategy: L5a
Ensure planning controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected

Deliverable	Key activity	Outcome	Status	Comments
Comprehensive Local Environmental Plan (LEP) and Waverley Development Control Plan updated annually as per statutory requirements	Review LEP and DCP	As required		
	LEP and DCP to be publicly exhibited as required	As required		
	Arrange for LEP and DCP to be adopted by Council	As required		
Compliance with Council requests for new or amended planning policies or land use plans	Update policies as requested by Council	As required		
Building regulation, inspection and compliance undertaken	Undertake building compliance and fire safety inspections and issue occupation certificates	As required		
Approved developments achieve high quality urban design outcomes	Assess Planning Proposals and where appropriate amend Waverley Local Environmental Plan accordingly	Ongoing		
Strategic Land use policies and plans are reviewed regularly	Ensure all strategic land use plans are reviewed regularly	Ongoing		

Strategy: L5b
Protect and maintain heritage significant buildings while ensuring they are fit for use

Deliverable	Key activity	Outcome	Status	Comments
Oversee the upgrade of Bondi Pavilion	Manage design process for architect for upgrade to the Bondi Pavilion	100% of identified actions delivered on time and in budget		
Expert heritage advice on development applications	Provide heritage advice to development applicants and Council staff	90% of referrals completed within service standard		
An ongoing public education campaign on heritage and good design	Facilitate Heritage and Urban Design Awards	Award held in Q3		

Progress indicator: Completed On track for completion Delayed

Strategy: L5c
Consider the use of planning controls and agreements to provide improvements to built infrastructure

Deliverable	Key activity	Outcome	Status	Comments
Opportunities to deliver public infrastructure through Planning Agreement	Review Voluntary Planning Agreements Policy to deliver maximum public benefit	VPA Policy adopted by Council		

Strategy: L5d
Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and placemaking principles

Deliverable	Key activity	Outcome	Sub-Program
Bondi Junction is safer and more vibrant at night	Implement Complete Streets program in Bondi Junction	Priority projects implemented by Q4	
Conduct retail hierarchy study in Bondi Junction	Implement Economic Development Strategy	Priority projects implemented by Q4	

Direction: L6
Streets are safe and vibrant places which facilitate movement and interaction

Strategy: L6a
Reduce vehicle crashes and pedestrian injury by improving road and traffic safety measures

Deliverable	Key activity	Outcome	Status	Comments
Improve road user safety	Develop road user safety strategy targeting specific groups	Strategy developed in Q3		Due to resource constraints
Traffic and pedestrian crashes reviewed annually and strategies implemented to improve safety	Undertake traffic improvement works at Military Road, Dover Heights	Works complete on time and within budget in Q4		Project deferred to 2016/17
Improve safety around schools	Design intersection upgrade works at Albion Street and Bronte Road	Works complete on time and within budget in Q4		
Construction of traffic islands in the Council area	Traffic islands designed and implemented as per SAMP schedule	Ongoing		
Traffic and pedestrian crashes reviewed annually and strategies implemented to improve safety	Implement priority traffic management works identified in SAMP 4	Works complete on time and within budget in Q4		

Progress indicator: Completed On track for completion Delayed

Strategy: L6b
Stabilise or reduce private passenger vehicle numbers or trips

Deliverable	Key activity	Outcome	Status	Comments
Waverley Transport Plan review completed	Prepare the Waverley's People, Movement and Places Study, incorporating the Interim Access Study for Bondi Beach	Study complete in Q4		
Infrastructure, education and promotion programs to encourage car efficiency and active travel	Coordinate sustainable transport events and workshops that promote sustainable transport	Ongoing		
Improved quality and frequency of public transport in the LGA	Develop business case for the Waverley light rail project	Business case developed in Q4		

Strategy: L6c
Ensure access to major movement hubs is clear and direct

Deliverable	Key activity	Outcome	Status	Comments
Improve pedestrian and commuter connections to public transport	Undertake an Expression of Interest to develop the Rowe Street site by providing direct pedestrian access to the Bus / Rail Interchange	Create new lots for sale prior to EOI process Q4		

Strategy: L6d
Create place based centres which prioritise the pedestrian experience

Deliverable	Key activity	Outcome	Status	Comments
Improve public domain infrastructure	Implement Bondi Junction Complete Streets Program and Waverley Bike Plan	Streetscape improvements for Stage 1 Oxford Street from York Road to Newland Street, Denison Street from Oxford Street to Spring Street and Spring Street complete in Q4		Projects were placed on hold in May 2015. Workshop with stakeholders scheduled for early 2016 to recommence disucssions and design.

Progress indicator: Completed On track for completion Delayed

Direction: L7
People frequently walk and ride their bikes, particularly for local trips

Strategy: L7a
Create safe and accessible pedestrian and cycle links into, out of and within Waverley

Deliverable	Key activity	Outcome	Status	Comments
Footpath amenity and accessibility improved	Implement high priority works identified in the Bondi Junction Complete Streets program	Works complete on time and within budget in Q4		Projects were placed on hold in May 2015. Workshop with stakeholders scheduled for early 2016 to recommence disucssions and design.
Availability of bike parking improved	Implement high priority works in the Waverley Bike Plan	Works complete on time and within budget in Q4		
Footpath amenity and accessibility improved	Develop and implement Bondi Beach pedestrian plan	Works complete on time and within budget in Q4		Bondi Beach PAMP proposed in 2016/17 Capital Works Plan

Direction: L8
Improved quality, integration and increased frequency of public transport in Waverley

Strategy: L8a
Improve and augment public transport along main routes

Deliverable	Key activity	Outcome	Status	Comments
Information on Bondi Junction and Bondi Beach promotes the use of public transport	Provide information on the use of public transport in marketing material for events and activities at Bondi Beach and Bondi Junction	100% of Council marketing material promotes the use of public transport		
Parking patrol conducted along main roads during weekdays	Patrol and enforce parking regulations along main roads during the week	Number of daily patrols		
Parking patrol conducted along transport corridors during weekends	Patrol and enforce parking regulations along transport corridors during the weekend	Number of daily patrols		
Support for public buses to directly connect neighbourhood centres	Review bus operations annually with RMS	Meet once per year		
Bus shelters maintained and replaced	Implement bus shelter maintenance and replacement program	Bus shelters replaced as required.		

Progress indicator: Completed On track for completion Delayed

Strategy: L8b
Ensure all modes of public transport are accessible for all users

Deliverable	Key activity	Outcome	Status	Comments
Our infrastructure provides fair and equitable access to public transport	Ensure all works are compliant with Commonwealth Disability Standards for Accessible Public Transport	100% compliance		

Strategy: L8c
Improve access to the BJ interchange

Deliverable	Key activity	Outcome	Status	Comments
More efficient and safer access to the Bondi Junction bus / rail interchange	Investigate options for improving the commuter access to the bus/rail interchange from the surrounding street system	Options finalised and presented to Council for finalisation by June 2016		

Strategy: L8d
Implement mass transit between BJ and Bondi Beach

Deliverable	Key activity	Outcome	Status	Comments
Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach	Prepare business case for Light Rail along the Bondi Road corridor	Business case developed in Q4		

Progress indicator: Completed On track for completion Delayed

Direction: L9
Parking, both on street and off street, is equitably accessed and effectively managed

Strategy: L9a
Ensure fair access to parking services through regular review of parking demand, fee structures, enforcement and facilities

Deliverable	Key activity	Outcome	Status	Comments
Parking patrols conducted in commercial and residential areas	Patrol and enforce agreed areas	Ongoing		
Accepted recommendations from Resident Parking Schemes and Parking Pricing Reviews implemented	Implement review recommendations	Ongoing		
Review and develop new parking management processes	Implement Car Park Facilities and Equipment upgrade	Works completed on time and within budget in Q4		Tender will be released in March. Work will commence in June 2016. The works will be completed by end of September 2016 .

Strategy: L9b
Increase the community's knowledge and awareness of safe parking practices

Deliverable	Key activity	Outcome	Status	Comments
Rolling education program to promote safe parking	Collect feedback, develop and implement education program on safe parking	Program developed in Q4		Delayed due to resource constraints

Progress indicator: Completed On track for completion Delayed


SUSTAINABLE
ENVIRONMENT
Our Sustainable Environment directions, strategies and deliverables improve environmental sustainability. For example, strategies which seek to promote recycling and reuse in the community, maintain and enhance wildlife corridors, and encourage water and energy saving by the community.
This section represents the 'environment' component of the quadruple bottom line.

Direction: E1
Waverley's community contributes to the reduction of greenhouse gas emissions

Strategy: E1a
Improve energy efficiency of public place lighting

Deliverable	Key activity	Outcome	Status	Comments
Partner with Ausgrid to improve the energy efficiency of public place lighting	Actively participate in the SSROC Street Lighting Improvement Program	Quarterly Updates provided to Council		
	Investigate opportunities for public domain and street lighting LED upgrades	Investigation complete in Q4		Awaiting Ausgrid LED tender finalisation

Strategy: E1b
Investigate and implement low carbon technologies

Deliverable	Key activity	Outcome	Status	Comments
Opportunities for low carbon and renewable technologies on Council assets are investigated	Undertake green infrastructure solutions studies (energy, water, and waste) for Bondi Junction	Complete studies in Q2		Waste solutions study completed. Energy and water study due for completion May 2016
	Investigate opportunities for expansion of solar PV on Council assets	Investigation complete in Q2		
Partner with major greenhouse emitters in Waverley to undertake low carbon feasibilities	Develop the Bondi Junction Green Infrastructure Masterplan	Draft Masterplan complete in Q4		Energy, water and waste solutions available by Q4. Masterplan in development for completion late 2016.
Encourage uptake of low carbon technology in the community	Facilitate the Building Future Bondi Junction Partnership to encourage improved building performance in the Bondi Junction Precinct	2 meetings with the Partnership each year		

Progress indicator: Completed · On track for completion · Delayed

Strategy: E1c
Improve energy efficiency of new and existing building stock

Deliverable	Key activity	Outcome	Status	Comments
Incentives developed to encourage sustainable building design and construction beyond BASIX through the DA process	Complete a review of best practice NSW Local Environmental Plans that have successfully integrated incentives for sustainability excellence	Report to Council on outcomes by Q2		
Information and education for residents on energy efficient technologies and behaviours	Provide regular up to date information to Waverley residents via Waverley website	Update website monthly		
Opportunities for improved energy efficiency and low carbon technology in residential and commercial development identified and implemented	Work with Building Future Bondi Junction partners to identify opportunities on key sites	Key sites investigation complete in Q2		
Identify and implement energy efficiency retrofit opportunities on Council assets	Manage and continually improve green infrastructure monitoring and control systems	Ongoing		
	Improve the environmental performance of priority Council assets	Ongoing		
	Provide specialist green infrastructure technical advice for Council capital works and asset management projects	Ongoing		
Incentives developed to encourage sustainable retrofits of existing building stock	Identify opportunities for sustainability incentive programs through the Regional Environment Strategy	Opportunities identified by Q2		

Progress indicator: Completed On track for completion Delayed

Strategy: E1d

Encourage and support the Waverley community to minimise electricity use and reliance on non-renewable energy

Deliverable	Key activity	Outcome	Status	Comments
Implementation of low carbon and renewable technologies in new and existing residential, commercial, and retail development	Develop a Regional Environment Strategy for Randwick, Waverley and Woollahra Councils	Draft strategy to Council Q2		
Uptake of greenpower by residents and businesses encouraged through promotions and retail partnerships	Provide up to date information for Waverley residents via the Waverley website	Update website monthly		
Partner with major residential and non-residential electricity consumers to reduce consumption and improve efficiency	Facilitate the Building Future Bondi Junction Partnership to encourage improved building performance in the Bondi Junction Precinct	Work with a minimum of two partners each year		
	Implement significant regional greenhouse gas reduction programs across the Eastern Suburbs	Commence implementation by Q3		
	Develop Green Infrastructure Masterplan for Bondi Junction	Draft plan finalised by Q4		Energy, water and waste solutions will be available by Q4. Masterplan in development for completion late 2016.

Strategy: E1e

Increase the energy efficiency of car use through increased passengers, car pooling, car share, smaller cars, fuel efficiency, and reducing trips

Deliverable	Key activity	Outcome	Status	Comments
Increased use of car share vehicles to reduce private vehicle ownership, vehicle kilometres travelled and parking demand	Identify and create additional car share spaces	5% increase on previous year		Issue to be resolved over increasing car share spaces
Infrastructure, education and promotion programs to encourage car efficiency and active travel	Implement Sustainable Transport Action Plan	100% identified actions completion time and within budget		
Improve environmental performance of Councils fleet	Implement identified actions in the Sustainable Fleet policy	100% identified actions complete		

Progress indicator: Completed · On track for completion · Delayed

Strategy: E1f
Increase trips by active travel including walking, cycling, and public transport

Deliverable	Key activity	Outcome	Status	Comments
An expanded bicycle network together with the provision of bike facilities throughout the LGA	Implement identified actions in the Waverley Bike Plan	100% of identified actions complete	🔴	One high priority action placed on hold at November Traffic Committee meeting with dependency on resolution of Bondi Junction cycleway determination.
Pedestrian networks developed, which enable pedestrians to enjoy safe, convenient and coherent independent mobility	Implement priority actions in the Bondi Junction Complete Streets program	100% of identified actions complete	🔴	Projects were placed on hold in May 2015. Workshop with stakeholders scheduled for early 2016 to recommence discussions and design.

Direction: E2
Waverley and its community are well prepared for climate change

Strategy: E2a
Identify, plan and respond to future impacts of climate change

Deliverable	Key activity	Outcome	Status	Comments
Continue to assess and manage climate change impacts in Waverley	Seek to participate in the SSROC Heat Map project to identify urban heat islands in Waverley	Finalise participation by Q2	🟡	
Investigate and implement micro-climate management actions to reduce urban heat island effects	Integrate Heat Map findings into Councils Urban Ecology Plan	Findings integrated into Urban Ecology Plan by Q4	🟡	

Strategy: E2b
Ensure Council and the community are well prepared for climate change

Deliverable	Key activity	Outcome	Status	Comments
Develop and implement climate change adaptation plan	Implement priority projects from the Waverley Coastal Risk Policy	Projects implemented by Q4	🟡	

Progress indicator: 🟢 Completed 🟡 On track for completion 🔴 Delayed

Direction: E3
Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles

Strategy: E3a
Reduce waste generation and maximise recycling in the community

Deliverable	Key activity	Outcome	Status	Comments
A domestic waste and recycling service, together with a public place litter collection service	Provide an efficient and appropriate domestic waste collection and public place recycling service for Waverley residents	Report annually on performance against 75% diversion from landfill		
Local collection options for the responsible disposal or recycling of non-putrescible wastes	Investigate and coordinate collection services of non-putrescible wastes	2 ewaste collections per year		
A domestic waste and recycling service, together with a public place litter collection service	Develop new Waste Avoidance and Resource Recovery (WARR) Plan	Prepare draft plan by Q3		
	Finalise the Bondi Junction Waste Solutions Study	Report finalised in Q2		
	Implement the key recommendations of the Domestic Waste Service Review	Commence implementation in Q1		Implementation postponed due to external issues relating to Local Government transition period. Project plan will develop optimal service designs in preparation for amalgamated entity.
Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates	Develop and implement a waste engagement strategy for Waverley	Commence implementation in Q3		
Residential food waste reduction program implemented	Roll out the Compost Revolution program in partnership with Woollahra and Randwick residents	200 new participants per year		
A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement	Implement key recommendations from the Bondi Beach Waste Solutions Study to improve waste management and reduce littering	Commence implementation by Q4		
Local events and initiatives that encourage recycling of other waste types	Coordinate local events that encourage recycling of other waste types	2 events per year		
Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities	Work with SSROC to seek regional grant funding opportunities where possible	Ongoing		

Progress indicator: Completed · On track for completion · Delayed

Direction: E3
Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles

Strategy: E3b
Reduce illegal dumping and littering

Deliverable	Key activity	Outcome	Status	Comments
Implement infrastructure, education and enforcement programs to reduce littering and illegal dumping	Develop and Implement Councils Bulky Waste Management Plan to reduce incidence of illegal dumping and littering	Commence implementation in Q3		
Partner with the NSW Government and SSROC to deliver an integrated littering and illegal dumping program	Develop a funding proposal with SSROC for a regional RID squad to reduce illegal dumping	Funding approval finalised by Q1		

Strategy: E3c
Investigate and implement emerging technologies to maximise landfill diversion

Deliverable	Key activity	Outcome	Status	Comments
Continue to investigate and implement emerging waste technologies that will reduce waste to landfill and improve recycling	Investigate opportunities to improve recovery rates through existing waste contracts	Ongoing		

Progress indicator: Completed On track for completion Delayed

Direction: E4
Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations.

Strategy: E4a
Improve water efficiency of new and existing building stock

Deliverable	Key activity	Outcome	Status	Comments
Reduction in potable water use in new Council assets	Develop Sustainable Building Policy for new Council assets	Policy developed in Q3	🔴	This is underway. This was delayed due to the intent to enable comprehensive methodology and resource constraints.
Work with strata to promote water efficiency and reuse in MUDs	Develop a Regional Environment Strategy for Randwick, Waverley and Woollahra Councils	Draft strategy to Council Q2	🔴	Potential strategies on reducing water use in MUDs are currently being investigated by consultant. Report is due in April 2016.
Water efficiency and recycling technology at Councils highest consuming sites are investigated and implemented	Manage and continually improve green infrastructure monitoring and control systems	Ongoing	🟡	
Irrigation efficiency at key Council sites	Design and construction of stormwater harvesting systems at Tamarama Park	System commissioned by Q4	🟢	
	Scoping and design for expansion of Waverley Park water recycling system	Scoping complete in Q4	🟢	

Strategy: E4b
Encourage and support the Waverley community to minimise water consumption and reliance on potable water supplies

Deliverable	Key activity	Outcome	Status	Comments
Provide practical advice to residents and businesses on water efficient design and technologies	Provide up to date information for Waverley residents via the Waverley website	Update website monthly	🟡	
Communication and awareness activities on water efficiency and emerging technologies	Provide up to date information for Waverley residents via the Waverley website	Update website monthly	🟡	
Continue to work with businesses to reduce potable water consumption	Implement the Eastern Suburbs Business Program in partnership wit Sydney Water, Randwick and Woollahra Councils	20 highest consumers in Waverley audited by Q2	🟢	

Progress indicator: 🟢 Completed 🟡 On track for completion 🔴 Delayed

Strategy: E4c
Investigate and implement recycled water technologies

Deliverable	Key activity	Outcome	Status	Comments
Water harvesting and reuse opportunities at key sites	Design and construction of Tamarama Stormwater Harvesting System	System commissioned by Q4		

Direction: E5
The waterways and beaches are clean and free of pollutants

Strategy: E5a
Minimise pollutants in stormwater discharged into waterways

Deliverable	Key activity	Outcome	Status	Comments
Water quality at key coastal sites is regularly monitored	Participate in EPA Beachwatch monitoring program	Weekly		
Inspections of LGA to ensure compliance with the Protections of the Environment Operations Act 1997	Respond to customer MERIT requests	Merits finalised within service standard		
Pollution prevention devices installed and maintained throughout the LGA	Monitor and maintain devices throughout LGA as per contract	Update contract control group on progress monthly		
Stormwater harvesting infrastructure maintained	Monitor and maintain infrastructure throughout LGA as per contract	Update contract control group on progress monthly		
Targeted community stormwater pollution awareness and education program	Develop and implement community engagement program on the Tamarama stormwater harvesting program	Commence implementation in Q1		

Strategy: E5b
Minimise the discharge of untreated wastewater and sewage overflows into receiving waterways

Deliverable	Key activity	Outcome	Status	Comments
Partner with external organisations to promote water quality improvement programs	Work with Sydney Water and the EPA to identify and implement water quality improvement in Waverley	Ongoing		
Integrated water quality management program implemented in Waverley	Construction of Tamarama / Phillip Street Gross Pollutant Trap	Construction complete Q4		Not cost effective. Alternative stormwater quality solutions investigated for PCG consideration.
	Investigate opportunities for raingardens in the LGA to reduce stormwater pollution	Investigation complete Q2		

Progress indicator: Completed · On track for completion · Delayed

Direction: E6
A network of parks and coastal reserves, street trees and other planting provides a habitat for a thriving local ecology.

Strategy: E6a
Ensure no further loss of remnant vegetation

Deliverable	Key activity	Outcome	Status	Comments
Implement Tree Management Plan to maximise canopy cover in Waverley	Implement priority actions from the Tree Management Plan to increase plantings and ensure adequate survival rates	Number of trees planted increase over previous year		
Significant tree register is maintained and updated	Ensure Significant Tree Register is up to date and available for community access via the Council website	Annual Review		
Implement local native seed propagation program for local plantings	Partner with Randwick nursery to continue local seed propagation program	Collected seed is propagated		

Strategy: E6b
Improve the condition of existing areas of remnant vegetation

Deliverable	Key activity	Outcome	Status	Comments
Waverley Street tree planting program implemented	Implement program in priority areas	2 priority areas planted each year		
	Review Street Tree MasterPlan	Review complete Q2		Will be completed by Q4
	Implement electronic tree inspection approval process (Blink)	Implemented Q3		Investigating other platforms since Blink Mobile platform does not meet requirements
Council strategy for the protection, restoration and enhancement of remnant vegetation and habitat	Develop the Waverley Urban Ecology Plan that integrates the Bronte Restoration Action Plan, Remnant Vegetation Action Plans and Tamarama Ecological Restoration Action Plan	Prepare draft plan by Q2		
Remediation and restoration programs for Waverley remnants are implemented	Implement the priority projects identified in the Waverley Urban Ecology Plan	Commence implementation Q2		

Progress indicator: Completed · On track for completion · Delayed

Strategy: E6c
Increase the quality and quantity of habitat cover in Waverley LGA

Deliverable	Key activity	Outcome	Status	Comments
Encourage native plantings on public and private property in identified habitat corridors	Review and improve the Waverley Bushcare program	Review complete in Q2		

Direction: E7
Our coastal waters provide a habitat for a thriving marine ecology

Strategy: E7a
Protect local marine biodiversity through education and enforcement

Deliverable	Key activity	Outcome	Status	Comments
Enforcement of NSW marine regulations	Customer complaints investigated and finalised	Within the service standard		
Partner with the Marine Discovery Centre to educate the community about out our local marine environment	Support the Marine Discovery Centre, as relevant	Ongoing		
Work with external organisations to protect local marine biodiversity	Work with Sydney Coastal Councils Group to implement regional biodiversity programs	Ongoing		

Progress indicator: Completed On track for completion Delayed

Direction: E8
Waverley is an environmentally educated and committed community

Strategy: E8a
Encourage and support community involvement in our environment program

Deliverable	Key activity	Outcome	Status	Comments
Communication and awareness activities on Councils sustainability program	Develop and implement a Sustainable Waverley community engagement strategy	Commence implementation in Q3		
Coordinate and support the Eastern Suburbs Sustainable Schools Network	Coordinate ESSN in partnership with Randwick and Woollahra Councils	4 meetings per year		
Work with local childcare centres to improve environmental performance	Provide up to date resources to Waverley childcare centres as required	Ongoing		Initial emphasis on primary school Green Sparks Program. Resources will be extended to cater for childcare centres.
Coordinate a Waverley Sustainable Schools Program	Run Councils Sustainability Grants program	Two rounds conducted in Q1 and Q3		

Strategy: E8b
An environmental workshop program for Waverley residents that will facilitate positive environmental change

Deliverable	Key activity	Outcome	Status	Comments
An environmental workshop program for Waverley residents that will facilitate positive environmental change	Run Councils Sustainability Workshop series	A minimum of 4 workshops per annum		
A lecture and activity series developed so residents can continue to be informed and engaged in sustainability	Run Councils Sustainability Workshop series	A minimum of 4 workshops per annum		
A summer activities program so residents can gain a greater appreciation and understanding of the coast	Run the Sydney Coastal Councils Group Summerama program	A minimum of 2 targeted coastal activities per year		

Progress indicator: Completed On track for completion Delayed



SUSTAINABLE GOVERNANCE

Our Sustainable Governance directions, strategies and deliverables aid in the efficiency, transparency and accountability of Council operations. They ensure we're governed well – codes of conduct for staff and councillors, financial, asset and information management, risk and safety, organisational development, procurement policies, customer service charters, community engagement and integrated planning.

This section represents the 'governance' component of the quadruple bottom line.

Direction: G1
Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning

Strategy: G1a
Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability

Deliverable	Key activity	Outcome	Status	Comments
Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided	Develop and implement a policy review program for all Council policies	Corporate policies reviewed every three years		
A suite of innovative integrated corporate plans that meet legislative requirements	Ensure alignment of all Corporate Plans with the Community Strategic Plan	Community Strategic Plan revised every 4 years		The new Community Strategic Plan will be developed for the new council.
A suite of integrated corporate plans that meet legislative requirements developed and maintained	Develop an annual Operational Plan	Plan adopted by Council in June 2016		
Regular reporting to Council on progress with implementation of integrated corporate plans	Regularly reporting on progress of Delivery Program	Report to Council every six months		
Regular reporting to Council on progress with implementation of integrated corporate plans	Report on progress of the Community Strategic Plan	Complete information requirements for the period 2012-2015 by June 2016		

Strategy: G1b
Promote and embed good governance and corruption prevention practices in operational activities

Deliverable	Key activity	Outcome	Status	Comments
Regular ethics and Code of Conduct training provided for Councillors and staff	Provide ethics and Code of Conduct training to Councillors, new and existing staff	Improved compliance with requirements		
Internal audit function supported and operating effectively and efficiently	Implement, support and review internal audit program	Internal audit program adopted, implemented and reviewed annually		

Strategy: G1c
Our leaders advocate on our behalf to promote our areas interests and win resources

Deliverable	Key activity	Outcome	Status	Comments
Advocacy for the provision of resources for the Waverley local government area	Liaise/lobby State Government to introduce laws beneficial to local government	Regional collaboration/ advocacy activities undertaken per year		

Progress indicator: Completed · On track for completion · Delayed

Direction: G2
Our community is actively engaged and well informed decision processes

Strategy: G2a
Promote and require strategic directions that are inclusive and reflect the views of the community

Deliverable	Key activity	Outcome	Status	Comments
A Community Engagement Strategy that meets legislative requirements	Undertake a review of the Waverley Development Assessment Panel to allow greater community participation	Completed Q2		
	Develop the Bondi Junction vision	Outcomes in December 2015		
A Community Strategic Plan that is inclusive	Undertake a Community survey to inform the development of Waverley Together 4	Survey completed by April 2016		This is not applicable for this reporting cycle. The new Community Strategic Plan will be developed for the new council.
A Community Engagement Strategy that meets legislative requirements	Coordinate community consultation on the management of Waverley Cemetery	Consultation outcomes reported to Council Q2		

Strategy: G2b
Provide opportunities in a variety of forums for all stakeholders to contribute to community decision making

Deliverable	Key activity	Outcome	Status	Comments
Advisory committees, precinct committees and community forums supported and maintained	Manage the operations of the Precinct program	Number of precinct meetings held per year		
	Provide support to Council endorsed community participatory committees and groups	Provide support as required		
A website that supports community comment and engagement and includes a 'Have a Say' portal	Develop innovative web solutions to improve consultation and improve participation in Council activities	Increased interaction through Council's website		

Progress indicator: Completed · On track for completion · Delayed

Strategy: G2c
Promote and advocate communications that are targeted, accessible and clearly branded

Deliverable	Key activity	Outcome	Status	Comments
A regular professionally produced and interesting community newsletter	Content is targeted according to reader feedback	Increase in number of readers		
Communication provided in different formats and community languages including provision of language aide scheme and access to Telephone Interpreter Service (TIS)	Ensuring Council materials are accessible in key languages through on-line and telephone interpreter services	All Council communications accessible		
Social media and other communications channels improved to maximise the effectiveness of two-way communications between Council and the community, and to enhance service satisfaction	Development and monitoring of social media sites by Council	On-going increase in engagement levels of Council social media sites and posts		

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

Deliverable	Key activity	Outcome	Status	Comments
Improved business process and information systems	Implement library print management project to establish cash free transactions	Implemented Q4 subject to available funding		
	Develop and implement an w"Open for Business" approach that improves key processes to make it easier to do business in Waverley	Increased business confidence and improved efficiencies related to interaction with doing business with council. Reduction of red tape and processes that negatively impact local business and local activities by Q4		
Training in systems and processes that support customer service provided to identified staff	Optimise the use of MERIT across Council to improve customer service through Learning and Development program	Implemented Q4		
	Review and implement new technology and equipment for frontline staff	Implemented Q4		

Progress indicator: Completed On track for completion Delayed

Strategy: G3a continued
Promote and advocate systems and procedures that support efficient and effective service delivery which meets or exceeds customer satisfaction goals

Deliverable	Key activity	Outcome	Status	Comments
More services are provided on line	Increase availability of online services	Increase in available online services		
	Implement Masterplan as part of suite of e-planning initiatives	Implemented Q4		
Enhance business process and information systems	Review business application process and identify efficiencies	2 annual process reviews conducted per sub-program area		

Strategy: G3b
Monitor and report regularly against the service standards for customer service

Deliverable	Key activity	Outcome	Status	Comments
Regular customer surveys conducted	Monitor customer satisfaction with Councils online services	80% satisfaction rate		
Performance against standards for customer requests and complaints recorded in Council's Customer Request Management System (Merit) monitored and reported	Monitor and report on customer requests and complaints in Council's customer request management system	80% completed within service standard		

Direction: G4
Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships

Strategy: G4a
Promote and advocate the regular review of services to ensure they are efficient, effective and responsive to customer needs

Deliverable	Key activity	Outcome	Status	Comments
A program of continuous improvement in customer service	Rollout new Customer Service Strategy across Council	Roll out completed Q3		
Efficiency and effectiveness gains through increasing the variety of services delivered on-line	Development of a staff intranet that communicates and engages staff in Council's vision and mission	Intranet upgrade completed Q2		Second round procurement undertaken to achieve better cost benefits

Progress indicator: Completed On track for completion Delayed

Strategy: G4b
Provide a range of efficient and effective corporate support services

Deliverable	Key activity	Outcome	Status	Comments
Efficiency and effectiveness gains through increasing the variety of services delivered on-line	Development of a staff intranet that communicates and engages staff in Council's vision and mission	Intranet upgrade completed Q2		Second round procurement undertaken to achieve better cost benefits
Increased Project Management consistency and alignment across Council services	Deliver nominated organisation-wide projects under new Project Management Framework	Project fully implemented Q4		
Professional and timely support and assistance to Councillors and meetings of Council and Council committees	Provide agenda and minutes for meetings of Council and Council's standing committees	Within service standard		
	Provide support to Councillors to enable them to effectively carry out their official duties	Support provided within 7 days of request		
Implement Digital Waverley strategy	Provide a computer and communications network that supports the work of Council	Network available 95% of time		
	Upgrades of Core Digital Infrastructure	Upgrade completed Q2		
	Migration to Microsoft Messaging Environment (O365)	Migration completed Q2		
	Mobilisation of systems and applications	Mobilisation completed Q3		
	Finalise IT Asset Management Solution	Solution finalised Q4		
An efficient and effective payroll service	Produce fortnightly payroll and pay staff	Staff paid on time		
Council's vehicle fleet and plant maintained	Develop and implement Sustainable Fleet and Plant Management Plan	Whole of life cost, utilisation, flat rate repair		Not feasible to achieve a flat rate on all repairs. Vehicle re-sale prices are taken into account when purchasing
An efficient and effective payroll service	Roll out MyHR to all staff	Roll out completed Q2		Part of Waverley Digital Strategy
	Investigate streamlining processes into an on-line environment	Completed Q4		
More services are provided on line	Introduction of electronic application lodgement and assessment processes	On-line process implemented Q3		Waiting on NSW Dept of planning guidelines. This is likely to be completed in Q4
	Provide online planning policies	Implement and review an online property based planning scheme based on Council's LEP and DCP by December 2015		

Progress indicator: Completed On track for completion Delayed

Strategy: G4b continued
Provide a range of efficient and effective corporate support services

Deliverable	Key activity	Outcome	Status	Comments
Council's vehicle fleet and plant maintained	Develop and implement Sustainable Fleet and Plant Management Plan	Plan developed and implemented Q2		
Efficient and effective corporate procurement services	Coordinate tendering across Council	12 audits of purchasing conducted annually		Delayed New documentation, policy and procedures for all purchases being developed. New reports being developed
Efficient and effective corporate procurement services	Provide advice on purchasing	Support provided within 7 days of request		
Efficient and effective corporate procurement services	Undertake audits of compliance with Council's purchasing policy	12 audits completed annually		
Store operations that are efficient, effective and delivered in a timely manner	Develop a stores management plan	Plan developed Q2		Stores maintenance outsourced to Woollahra. Catalogue system to be implemented.
More services are provided on line	Establish new reporting structure across the organisation with live KPI's/ Performance Analytics	On-line process implemented Q2		

Strategy: G4c
Pursue and participate in regional resource sharing and partnership initiatives which provide community benefits

Deliverable	Key activity	Outcome	Status	Comments
Participation in partnerships and projects through SSROC	Review participation in SSROC projects	Review finalised Q1		
Participation in partnerships and projects with other councils and organisations	Participation in Library cooperatives	Two library partnerships		

Strategy: G4d
Actively engage in industry continuous improvement and reform with government and private sector partners to seek long term community benefit.

Deliverable	Key activity	Outcome	Status	Comments
Be an industry leader in Local Government reform	Participate in the Fit for the Future program	In accordance with State requirements		

Progress indicator: Completed On track for completion Delayed

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	Key activity	Outcome	Status	Comments
Financial advice and coordination to ensure Council meets overall budget performance targets providedv	Establish a new chart of accounts to streamline and facilitate better reporting and flexibility.	Completed Q3		
	Improve quarter end close off procedure for better financial management	Completed Q2		Staff turnover and resourcing issues have hindered progress, however automation via ETL being investigated and new reporting established.
	Review of financial aspect of asset management portfolio and perform legislative reporting	In accordance with legislative reporting		
	Manage Council's financial performance to achieve targets set	Annual budget targets met or exceeded		
	Conduct and report on quarterly reviews of budget performance	At least 7 green lights on Local Government Finance Health Check Indicators		
	Ensure year end accounts are completed	Annual financial audit completed and reported on time		
	Issue rates notices quarterly and collect rates levied	Rate notices issued in accordance with legislative timetable		
	Achieve a return on Council's cash investments	Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index		
	Develop a new process of cost allocation to all services and products	Completed Q4		No longer being persued

Progress indicator: Completed On track for completion Delayed

Strategy: G5b
Undertake long term financial and economic planning

Deliverable	Key activity	Outcome	Status	Comments
A revised Investment Strategy	Work with internal partners to develop commercial property investment strategy	Working Group co-ordinated to work with internal partners on Councils property portfolio		
Four-year forecast prepared annually	Develop and report on four-year forecast	Four year forecast completed and reported Q3		
Ten year financial plan (LTFP) reviewed annually	Review and report on LTFP each year based on four year forecast and	10 year financial plan completed and reported Q3		
Council's expenditure is funded sustainably	Ensure expenditure requirements have identified funding sources	Surplus or balanced budget achieved annually		
Council's expenditure satisfies the needs of the community	Ensure budget is aligned with the Community Strategic Plan	Quarterly budget review reports to Council		
Investment Strategy that is being implemented	Implement remaining projects of Investment Strategy 2 adopted in September 2007, as revised	Progress reporting in Quarterly Budget Reviews		Relevant projects have been and are being implemented whilst others are subject to review in the new Property Investment Strategy currently being prepared
A revised Investment Strategy	Development of Investment Strategy 3 documentation	Development and revision of Investment Strategy documentation		Property Investment Strategy 3 currently being prepared
Ten year financial plan (LTFP) reviewed annually	Review external funding opportunities to reduce operational costs	Ongoing		

Progress indicator: Completed On track for completion Delayed

Strategy: G5c
Promote the establishment and maintenance of commercial business operations that contribute to Waverley's financial sustainability

Deliverable	Key activity	Outcome	Status	Comments
Budgeted financial performance for Council car park business operations met or exceeded	implement measures to increase revenue and reduce costs through effective management and development of Council car parks	Fully documented standard operating procedures for all of Council's car parks by Q2		
Investigate opportunities for funding and strategic financial management of Council facilities and programs	develop and implement strategy to optimize revenue generating of indoor and outdoor venues	Revenue equals / > previous year		
Budgeted financial performance for all commercial leases met or exceeded	Review, evaluate and develop new strategy for management of Council's properties	Strategy developed Q4		
Budgeted financial performance for Cemetery business operations met or exceeded	Manage the Waverley Council Cemetary program	equals / > budgeted financial performance for Council operations		
Budgeted financial performance for commercial waste collection and recycling service met or exceeded	Manage Waverley Council's Commercial Waste business unit and recycling services	equals / > budgeted financial performance for Council waste operations		

Direction: G6
Regularly revise Council's Strategic Asset Management Plans and integrate with financial planning processes

Strategy: G6a
Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements

Deliverable	Key activity	Outcome	Status	Comments
Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements	Updated assessment of assets incorporated into preparation of SAMPS	Report on assets Q4		
Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans	Report to Council at least annually on asset management funding	Report to Council Q3		

Progress indicator: Completed On track for completion Delayed

Strategy: G6b
Implement adopted Asset Management Plans

Deliverable	Key activity	Outcome	Status	Comments
A program of capital works developed and implemented	Asset upgrades identified in SAMP 4 are implemented	80% Condition 1&2 as per WT3		
An annual asset maintenance program	Develop annual buildings asset management program to meet the needs of the new facilities structure	Program for following year developed Q2		

Direction: G7
In service delivery sound safety and risk management practices are maintained to protect the community and service agency staff

Strategy: G7a
Provide a safer environment by implementing specific risk management practices.

Deliverable	Key activity	Outcome	Status	Comments
Operational risk processes and strategies developed	Review WERM Risk Registers to manage individual risks as per the Risk Management Framework	Risk register up to date		
Developing and implementing a Disaster Recovery Plan	Working groups held with significant operational sites across Council	Plan adopted Q2		Amendments to legislation require updates to DRP. This is being actioned by the Eastern Suburbs Emergency Management Committee
Developing and implementing a Disaster Recovery Plan	Business Continuity Committee meets on a regular basis to review and update draft Business Continuity Plans	3 meetings per annum		Awaiting Waverley Digital finalisation of the IT Disaster Recovery Plan

Strategy: G7b
Maintain safe workplaces

Deliverable	Key activity	Outcome	Status	Comments
Number of lost time injuries and incidents reduced	Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions	5% reduction in lost time injuries		
Number of lost time injuries and incidents reduced	Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions	5% reduction in incidents		
Number of lost time injuries and incidents reduced	Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions	90 % of corrective actions raised that are closed		

Progress indicator: Completed On track for completion Delayed

Direction: G8
Community information assets are well secured and managed in an accessible way

Strategy: G8a
Promote and advocate the improved management of, and access to, information across Waverley

Deliverable	Key activity	Outcome	Status	Comments
Develop and implement Knowledge Management System for enhanced access to customer service information	Implement internal knowledge management system for staff and documentation of Customer First records and procedures	System developed Q3		
Records management and information access services provided	Maintain Council's records management system	90% of staff who comply with Council's Records Management Policy		
	Provide records management services	90% Percentage of staff who comply with Council's Records Management Policy		
	Provide advice and training in the use of Council's records management system	90% Percentage of staff who comply with Council's Records Management Policy		
	Audit and report on compliance with the use of Council's records management system	90% Percentage of staff who comply with Council's Records Management Policy		
Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts	Develop and implement program for compliance with Government Information (Public Access) Act	100% of applications under GIPA and PPIP Acts processed annually in accordance with legislative timeframe		
Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts	Provide access to information under Government Information (Public Access) Act (the GIPA Act)	100% of applications under GIPA and PPIP Acts processed annually in accordance with legislative timeframe		
	Manage requests and privacy complaints under Privacy and Personal Information Protection Act (the PPIP Act)	100% of applications under GIPA and PPIP Acts processed annually in accordance with legislative timeframe		
Effectiveness of web site monitored	Web pages maintained based on relevance, currency and feedback	10% increase in number of visits to website each year		
Geographic information system (GIS) across Council maintained	Maintain and update Council's geographic information (GIS) system	Software and mapping database updates completed annually		
Geographic information system (GIS) across Council maintained	Provide a publicly accessible digital mapping system	Increase in number of users accessing the mapping website from base year 2010-11		

Progress indicator: Completed | On track for completion | Delayed

Strategy: G8b
Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy

Deliverable	Key activity	Outcome	Status	Comments
Annual reports on key councils plans and policies completed	Explore new process and format for cross council reporting on access and equity activities	New process finalised Q1		
	Report on implementation of mandated Disability Inclusion Plan	Report Finalised in Q4		
	Explore new process and format for cross council reporting on access and equity activities	New process finalised Q1		
All reports required by legislation or requested by Government departments and agencies provided	Complete Operational Plan as required by legislation	Percentage of reports required by legislation provided on time and in required format		
	Complete and submit Annual Report by due date	Percentage of reports required by legislation provided on time and in required format		
	Provide Companion Animal reporting as required	Reports required by legislation provided on time and in required format		
	Submit annual audited financial accounts to DLG by due date	90% or above of reports required by legislation provided on time and in required format		

Direction: G9
A committed and adaptable workforce governed by good leadership makes a strong contribution to achieving the community vision

Strategy: G9a
Attract and retain highly skilled employees who take pride in delivering exceptional services to achieve the community's vision.

Deliverable	Key activity	Outcome	Status	Comments
Councils workforce plan is implemented	Implement an apprenticeship and traineeship program to start to develop the next generation of public sector delivery staff	Implemented Q4		This will not be implemented due to competing priorities
Promote a high performing workforce that is responsive to the needs of the Council.	Implement new Annual L&D plan with core capabilities and values integrated	Implemented Q1		Awaiting collateral design from Communications

Progress indicator: Completed On track for completion Delayed

Strategy: G9a continued

Attract and retain highly skilled employees who take pride in delivering exceptional services to achieve the community's vision.

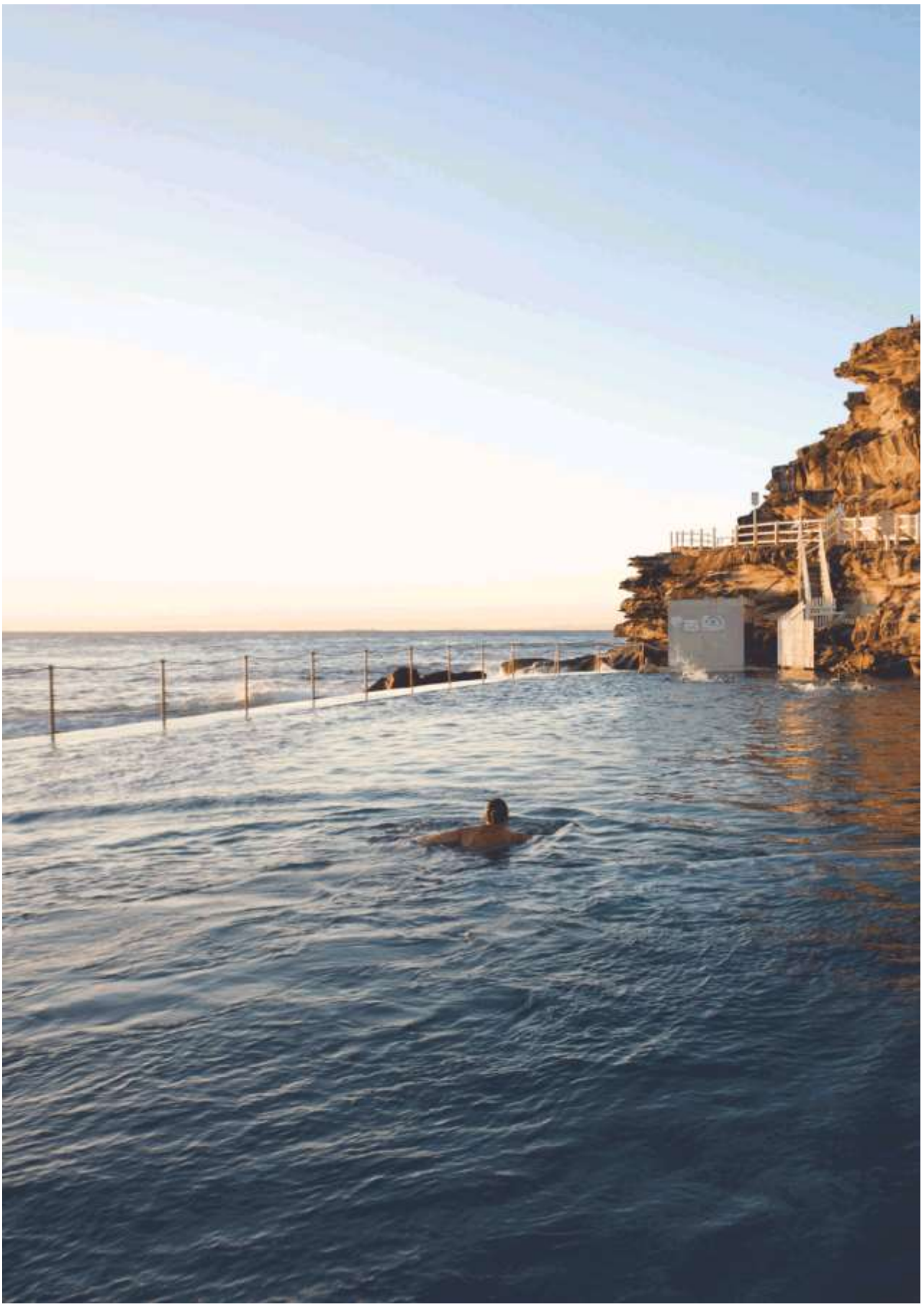
Deliverable	Key activity	Outcome	Status	Comments
Council is attracting high quality, invested people, utilising best practice recruitment actions	Review Council's employee establishment with the Executive Leadership Team to ensure Council has the necessary skills and resources to meet our community's service expectations	Ongoing		
	Review recruitment processes and branding to engage current and future staff	Review completed Q2		Consultant has been engaged for a review. The branding project is cancelled due to shift in strategic direction
Improved Waverley Performance Business Processes and Practices	Upgrade Waverley Performance Systems (HRMS - Human Resource Management Systems) across People Culture Learning and Safety.	Upgrade complete Q4		
	Review against best practice to develop HR policies, supporting documentation and training programs, replacing all current documents	Review completed Q3		

Strategy: G9b

Create a positive organisational culture that build skills in alignment with Council's mission and values

Deliverable	Key activity	Outcome	Status	Comments
Implement annual Leadership Development Action Plan	Executive & Senior Leadership team approved professional development plans – attendance on courses, mentoring or coaching request are scheduled.	Annual ESLT development plans are developed and rolled out		
	Executive & Senior Leadership team approved professional development plans – attendance on courses, mentoring or coaching request are scheduled.	Organistional wide OCI/LSI survey data or pulse survey results		
Develop staff to deliver future services in line with Council's strategic objectives	Implement initiatives to create a positive performance culture that builds skills in alignment with Council's Mission and Values	Ongoing		
Improved performance management system for senior leadership to monitor achievement and ensure accountability	Review, engage key stakeholders and develop new performance management system for senior leadership to monitor achievement and ensure accountability	New system implemented Q2		Consultant has been engaged for a review.
	Develop new online annual performance review system	New online annual performance review system implemented Q3		

Progress indicator: Completed | On track for completion | Delayed



REPORT
CM/7.2/16.04

Subject: **Draft Estimates of Income and Expenditure for the Financial Year 2016/17, Long Term Financial plan**

TRIM No.: A03/2236

Author: Frank Rombola, Executive Manager Financial Waverley

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That Council:

1. Adopts, for purposes of public exhibition, the draft budget estimates of income and expenditure, including capital expenditure, for the financial year 2016/17 for inclusion in the Draft Operational Plan, for community consultation.

2. Notes the Draft Long Term Financial Plan (LTFP4.3) for an 11 year period from 2016/17 to 2026/27 including Income Statement, Balance Sheet, Statement of Cash Flows, Reserve Balances, Assumptions and Sensitivity Analysis.

1. Executive Summary

For the 2016/17 financial year Council is forecasting a budget surplus of $40,438 including operating and capital items (excluding depreciation), with total expenditure of $139.0 million and a balanced Long Term Financial Plan (LTFP4.3) for eleven years to 2026/27 with a cumulative budget surplus of $322,897 on total cumulative expenditure of $1.67 billion.

Council maintains a strong cash position and is forecasting $119.15 million in 2026/27, including a reserve balance of $113.22 million. Over the 11 years of the Long Term Financial Plan (LTFP4.3), Council's Centralised Reserve will increase by $30.86 million to $30.92 million in 2026/27.

2. Introduction/Background

Every year the Council is required to develop an Operational Plan which includes the draft budget estimates of income and expenditure, including capital expenditure. The Operational Plan is a sub plan of the Delivery Program. Accompanying this plan is the Pricing Policy Schedule of Fees & Charges. These draft documents are required to be publicly exhibited for a period of 28 days and any submissions are to be considered prior to their final adoption by Council. It is proposed that submissions be considered and the documents be adopted at Council's 21 June 2016 meeting.

The Draft 2016/17 Budget has been compiled in accordance with the Council's adopted ***Waverley Together 3***

3. Relevant Council Resolutions

No previous council resolutions on this matter.

4. Discussion

2016/17 Draft Budget and Long Term Financial Plan (LTFP4.3)
The table 1 below shows the 2016/17 draft budget compared to the current 2015/16 budget.

Table 1: Estimated Budget Result	2015/16 Current Budget	Draft 2016/17 Budget	Change from 2015-16 Budget (Better) / Worse		Note
	$'000	$'000	$'000	%	
Operating Income	(121,331)	(120,586)	745	0.6%	1
Operating Expense (excl. depreciation)	101,834	103,460	1,626	1.6%	2
(A) Performance Result before capital items and loan repayment - (Surplus)/Deficit	**(19,497)**	**(17,126)**	**2,371**	**12.2%**	3
Capital Income	(10,107)	(9,951)	156	1.5%	
Capital Works Program:					
- Delivery Program	35,508	28,524	(6,984)	(19.7%)	
- Property and Land Acquisition Program	6,491		(6,491)	(100.0%)	
Other Capital Expense	7,887	6,015	(1,873)	(23.7%)	
Loan Repayments	836	1,051	214	25.6%	
(B) Capital items and Loan Repayment	**40,616**	**25,638**	**(14,978)**	**(36.9%)**	
(C) Performance Result after capital items and loan repayment- (Surplus)/Deficit (A - B)	**21,119**	**8,512**	**(12,607)**	**(59.7%)**	
Other Funding Sources from:					
New Borrowing	(4,452)		4,452	(100.0%)	
Transfer From Reserve	(34,947)	(23,746)	11,201	32.1%	
Transfer to Reserve	18,220	15,193	(3,027)	(16.6%)	
(D) Net Borrowing and Net Reserve Movement	**(21,179)**	**(8,553)**	**12,626**	**59.6%**	
Budget Result - (Surplus)/Deficit (C+D)	**(59)**	**(40)**	**19**		

Negative figures, in brackets, denote revenue or a surplus. Positive figures denote expenditure or a deficit.

Note 1: The Operating Income is increased by $695k after excluded the one-off items in both years, this represented an increase of 0.6% from the 2015/16 budget as illustrated in table 2 below.

Table 2: One-off Operating Income items	2015/16 Current Budget	Draft 2016/17 Budget	Change from 2015-16 Budget (Better) / Worse	
	$'000	$'000	$'000	%
Operating Income before removes the one-offs	**(121,331)**	**(120,586)**	**745**	**0.6%**
DA case settlement	(550)		550	
Campbell Parade airspace leases	(675)		675	
Carbon Refund Payment	(495)		495	
Works & Health Safety Financial Incentive	(100)		100	
Works Compensation Rebate	(294)		294	
Transition Unit cost reimbursement		(674)	(674)	
Total one off operating income items	**(2,114)**	**(674)**	**1,440**	
Operating income after removes the one-offs	**(119,217)**	**(119,912)**	**(695)**	**(0.6%)**

Negative figures, in brackets, denote revenue or a surplus. Positive figures denote expenditure or a deficit.

Note 2: The Operating Expenses have increased by $759k after excluding the one-off items in both years, this represented an increase of 0.9% from the 2015/16 budget as illustrated in table 3 below.

Table 3: One-off Operating Expense items	2015/16 Current Budget	Draft 2016/17 Budget	Change from 2015-16 Budget (Better) / Worse	
	$'000	$'000	$'000	%
Operating Expense before removes the one-offs	**101,834**	**103,460**	**1,626**	**1.6%**
Transition unit cost	250	674		
Election cost		335		
Total one off operating expense items	**250**	**1,009**	**759**	
Operating Expense after removes the one-offs	**101,584**	**102,452**	**868**	**0.9%**

Negative figures, in brackets, denote revenue or a surplus. Positive figures denote expenditure or a deficit.

Note 3: Table 4 shows the performance surplus before capital items and loan repayment is reduced by $172k, it represented a reduction of 1% from 2015/16. This is a good outcome considering the income from council rate levy is increased by a rate peg of 1.8% whilst the salaries and wages increase by the Award rate of 2.8%.

Table 4: Performance Result before capital items and loan repayment	2015/16 Current Budget	Draft 2016/17 Budget	Change from 2015-16 Budget (Better) / Worse	
	$'000	$'000	$'000	%
Operating income after removes the one-offs (table 2)	(119,217)	(119,912)	(695)	(0.6%)
Operating Expense after removes the one-offs (table 3)	101,584	102,452	868	0.9%
Performance Result before capital items and loan repayment - (Surplus)/Deficit	**(17,633)**	**(17,460)**	**172**	**1.0%**

Negative figures, in brackets, denote revenue or a surplus. Positive figures denote expenditure or a deficit.

No new borrowings have been proposed for 2016/17 financial year. The Draft Budget has a surplus of $40,438.

2016/17 Capital Works Program

The draft capital works program comprises expenditure of $28.5 million across 39 project codes.

The following tables 5 and 6 summarise the use of funds and the source of funds.

Table 5: Capital Works Program - Use of Funds	**Draft 2016/17 Budget**		**Attachment 1**
	$'000	**%**	**Item No.**
Bondi Park Projects	2,500	8.8%	1, 2,3
Bondi Pavilion Conservation Upgrade	3,800	13.3%	4
Bronte Park POM Works	1,645	5.8%	5, 6, 7
Car Parks Improvement Program	1,100	3.9%	24
Civic Heart Project	500	1.8%	20
Environmental Action Plan (EAP) Works	1,843	6.5%	13,14,15,16,17,18,33,36,38
Complete Streets Work	2,035	7.1%	12
Public Arts	100	0.4%	27
Rodney Reserve Upgrade	1,600	5.6%	29
Strategic Asset Management Plan (SAMP 4) Works	10,593	37.1%	8,9,10,11,19,21,23,25,26,28,30,32
Thomas Hogan Reserve Upgrade	235	0.8%	34
Streetscapes Improvement Program	2,029	7.1%	22,38,39
Waverley Park POM Works	544	1.9%	35
Total Capital Works Program	**28,524**	**100%**	

Table 6: Capital Works Program – source of funds	**Draft 2016/17 Budget**	
	$'000	**%**
capital works program projects cost	**28,524**	
Funding sources:		
Grants/Contributions	1,041	3.7%
Planning Agreement Funds	2,035	7.1%
Investment Strategy Reserve	3,226	11.3%
SAMP Reserves	5,022	17.6%
S94A Funds	5,061	17.7%
Other Reserves fund	5,501	19.3%
General Revenue from 2016/17	6,637	23.3%
Total funding sources	**28,524**	**100%**

Detail listing is provided in ***Attachment 1***, together with funding sources.

The draft 2016/17 budget and Long Term Financial Plan (LTFP4.3) reflects:

1. Continuation of the Council's asset management, maintenance and renewal program through the Strategic Asset Management Plan (SAMP4) in both recurrent and capital expenditure;

2. Continuation of Council's support of environmental services program as per Environmental Action Plan (EAP3).

3. New loans are proposed for capital works for Waverly Park Artificial Turf works, Bondi Pavilion works, Bondi Junction Green Infrastructure Master Plan, a new Childcare Centre and Waverley Park Sport Field 3 Artificial Turf work.

4. Inclusion of the additional revenue directly associated from Bondi Pavilion Upgrade works and the new Childcare Centre.

5. Inclusion of the cost saving directly resulting from EAP3 activities.

6. Council continues to deliver budgets, with surpluses.

The budget has been designed to help ensure that Council will make its minimum necessary contribution to the achievement of the adopted targets of *Waverley Together 3* in a financially sustainable way.

Table 7: Long Term Financial Plan (LTFP4.3) key assumptions:

Revenue	**2017/18**	**2018/19**	**Thereafter**
CPI - Prudential (March 2016)	2.30%	2.40%	2.50%
1. Council Rate-Rate Peg	CPI		
2. Domestic Waste Charge	$15 increase	$20 increase	$15 increase
3. Eastgate Car Park Fees	$2 for 1st Hour	$0 increase	$0.5 cents every five year
4. Parking Meter Income	5% increase		
	plus $0.50 increase on price in 2020/21 and 2024/25		
5. S94A Contribution	Increase to $7 million	CPI	
6. Parking Fine Income	CPI plus 1% growth		
7. Other Revenue: - Residential Parking permit - Other Car Park Fees - Other User Charges - Operational Grants	CPI		

Expenditure	**2017/18**	**2018/19**	**Thereafter**
CPI - Prudential (March 2016)	2.30%	2.40%	2.50%
1. Direct Employee Costs			
• Staff Award Increase	CPI		
• Service Margin and Annual Step Increase	0.38%	Average at 0.21%	Average at 0.21%
• Superannuation Guarantee Rate	9.5%	9.5%	Increase from the existing 9.5% to 12% in 2025/26
2. Borrowing Costs based on Prudential advice on March 2016	5.49%	5.88%	Average at 6.61%
3. Other Expenses: - Materials & Contractors - Other Operating Expense - Office Furniture & Equipment Purchases	CPI		

More details on these assumptions are listed on ***Attachment 3***, which also includes Income Statement, Balance Sheet, Statement of Cash Flows, and Reserves Balance.

LTFP4.3 Capital Works Program Projections

Council is required to adopt the first year of estimates for expenditure on the Capital Works Program when it adopts the budget in June 2016. It is not required to adopt the estimates for the subsequent years. Under the Guidelines for IP&R under the Local Government Act, Council is required to foreshadow all asset and services liabilities going forward at least 10 years and revise those estimates on an annual basis.

The capital works program for LTFP4.3 foreshadows a total of $325.2 million in works over 11 years covering:

Table 8: LTFP 4.3 Capital Works Program - Use of Funds for 11 years - 2016/17 to 2026/27	**Budget**	
	$'M	**%**
Bondi Park Projects	24.5	7.52%
Bondi Pavilion Conservation Upgrade	36.8	11.32%
Bronte Park POM Works	4.1	1.27%
Car Parks Improvement Program	4.6	1.42%
Civic Heart Project	60.0	18.45%
Complete Streets Work	22.1	6.78%

Table 8: LTFP 4.3 Capital Works Program - Use of Funds for 11 years - 2016/17 to 2026/27	Budget $'M	Budget %
Environmental Action Plan (EAP) Works	17.2	5.29%
Hugh Bamford Reserve Upgrade	1.6	0.49%
Land Acquisition	3.7	1.14%
New Childcare Centre	5.5	1.69%
Other	3.4	1.05%
Public Arts	.6	0.18%
Rodney Reserve Upgrade	2.2	0.68%
South & North Bronte Amenity Buildings	1.5	0.46%
Strategic Asset Management Plan (SAMP 4) Works	120.4	37.01%
Streetscapes Improvement Program	12.9	3.98%
Thomas Hogan Reserve Upgrade	.2	0.07%
Waverley Park POM Works	3.9	1.20%
Total LTFP4.3 Capital Works Program	**325.2**	**100%**

More detail on the Capital Works Program is provided in ***Attachment 2***.

LTFP4.3 Sensitivity Analysis

The Office of Local Government (OLG) Guidelines for development of long term financial plans require councils to consider optimistic and pessimistic scenarios and predict potential variations to model results. The budget is sensitive to multiple influences over any 10 year period. Sensitivity scenarios analysed in previous versions of the LTFP have been revised for LTFP4.3 as follows.

Table 9: LTFP4.3 Sensitivity Analysis	(Better)/Worse $'M
Optimistic Assumptions	
1. Rate peg is higher than inflation, at 2.7%;	(1.1)
2. S94A contributions increase by further $2 million to incorporate Bondi Beach levy increase from 2019/20;	(15.9)
3. Staff Award increase is lower than inflation, at 2%;	(21.6)
Positive Impact	**(38.6)**
Pessimistic Assumptions	
1. Rate Peg is lower than inflation, at 2.1%;	9.5
2. S94A contribution maintained at the 2016/17 level of $4.5 million;	26.8

Table 9: LTFP4.3 Sensitivity Analysis	(Better)/Worse $'M
3. Parking Fine income with no growth;	5.3
4. Planning Agreement (PA) contributions only achieve 50% of the current estimates;	5.3
5. Staff Award increase is higher than inflation, at 2.8%	8.7
6. Eastgate car park first hour remains at the current fee of $1 in 2017/18	6.4
Negative Impact	**61.9**

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.

Strategy: G5b Undertake long term financial and economic planning.
Deliverable: Ten year financial plan (LTFP) reviewed annually.
Deliverable: Councils expenditure is funded sustainably.

6. Financial impact statement/Timeframe/Consultation

The steps in the process towards adoption of the Budget are as follows:

Council Meeting – 19 April 2016

- The 2016/17 Draft Operational Plan to be considered by Council including the Revenue Policy, the Pricing Policy Schedule of Fees & Charges, Draft Budget, Draft Capital Expenditure Program and LTFP4.3,
- Council adopts the 2016/17 Draft Operational Plan for purposes of public exhibition.

Public Exhibition – Estimated exhibition dates: 25 April 2016 to 22 May 2016

- The 2016/17 Draft Operational Plan, including the Draft Revenue Policy, Draft Pricing Policy – Fees & Charges, Draft Budget and Draft Capital Expenditure Program are placed on public exhibition for a period of at least 28 days, as per statutory requirement.
- LTFP4.3 is not required to be exhibited. However, attachments 3, 4 and 5 are available on the website for those wishing to comment.

Council Meeting – 21 June 2016

- Council adopts the 2016/17 Operational Plan including the Revenue Policy, the Pricing Policy Schedule of Fees & Charges, Budget and the Capital Expenditure Programs
- Council notes the latest version of the Long Term Financial Plan (LTFP4.3).

7. Conclusion

The Draft Budget 2016/17 has been prepared as the third subset of the current Delivery Program and outline the activities of the coming financial year. The Long Term Financial Plan (LTFP4.3) is revised annually to incorporate the budget developed for the coming financial year.

Council is forecasting a budget surplus of $40,438 in 2016/17 and at the end of the 2026/27 the forecast is that Council will have a cumulative budget surplus of $322,897 with expenditure during the LTFP4.3 period of $1.67 billion.

The financial position is strong with a forecast cash & cash investment balance of $119.15 million in 2026/27, including a reserve balance of $113.22 million.

Council is posting a strong financial position with a sustainable and balanced budget, sufficient unrestricted cash and sufficient cash reserves.

8. Attachments:

1. Attachment 1 - Draft 2016-17 Capital Works Program and Funding Sources
2. Attachment 3 - LTFP4.3 Financial Statements
3. Attachment 3b - LTFP4.3 General Assumptions
4. Attachment 2 - LTFP4.3 Capital Works Program - 2016_17 to 2026_27 v1

	Draft 2016/17 Capital Works Program and Funding Sources				2016/17 funding sources														
	Project Code	Program Objective/Description	2016/17 Projects to be funded with allocated budget	2016/17 Budget	Grants/Contributions	PA funds	S94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	SAMP Parks Reserve	SAMP Footpath Reserve	SAMP Drainage Reserve	SAMP Malls Reserve	SAMP Coastal & Retaining Reserve	SAMP Cemetery Reserve	SAMP Other Reserve	Carry Over Reserve	Centralised reserve	Domestic Waste Reserve	Council General Revenue
1	Bondi Park 03	Bondi POM Landscape works	Bondi Park Picnic Shelters ($1M) Junior Skatepark Construction ($700,000)	1,700,000			253,452											500,000		946,548
2	Bondi Park 06	Bondi Surf Club and Depot Project	Bondi Surf Club and Park Yard - Design only (Design work will continue in 16/17 using 15/16 funds. Construction in 17/18)	500,000			100,000													400,000
3	Bondi Park PoM ##	Bondi PoM - underground car park feasibility	Bondi Park - Underground Car Park Feasibility Study (Feasibility study to be moved to 16/17. Budget moved from 18/19 and increased by 400K)	300,000			200,000													100,000
4	Bondi Pav 11	Bondi Pavilion Conservation upgrade project	Bondi Pavilion Conservation Upgrade (Name changed. Design work to continue in 16/17. Remaining 16/17 funds moved to 17/18 for construction. Total budget has not yet changed.)	3,800,000				2,725,555												1,074,445
5	Bronte Park 01	Bronte Replace Picnic Shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation.	Bronte Park Southern Entry	600,000			300,000									200,000	100,000			0
6	Bronte Park PoM #	Structural renewal of Bronte Promenade & sea walls	Bronte Seawall Technical Study (100% funded from OE&H grant)	45,000	45,000															0
7	Bronte Beach	Bronte Beach Lifeguard Tower	Bronte Beach Lifeguard Tower (Construction work)	1,000,000			250,000										300,000	300,000		150,000
8	Cemetery	SAMP Category 9.1 - Waverley Cemetery		76,604																76,604
9	Cemetery	SAMP Category 9.2 - South Head Cemetery		76,879																76,879
10	Cemetery 08	Waverley Cemetery internal fencing & retaining structure		1,548,000											1,548,000					0
11	Coastal & Retaining Infrastructure	SAMP Category 7 - Coastal & Retaining Infrastructure construction	Coastal Fitness Upgrade ($270K). Heritage stairs upgrade at Brighton Blvd ($270K)	540,000			162,000							378,000						0
12	Complete Streets##	Complete Streets - Combined Other Projects	- East Bondi Junction (Bronte Road, Oxford St, Grosvenor St) – Streetscape - $1,582,049 - Oxford St (Syd Einfeld Drv - Hollywood Ave) - road reserve widening and street design as per Complete Streets - $200,000 - Denison St (Spring St - Ebley St) - street design as per Complete Streets - $68,250 - Newland St (Ebley St - Oxford St) - street design as per Complete Streets - $122,625 - Grafton St - street design as per Complete Streets - $42,375 - Bronte Rd (Ebley St - Birrell St) Stage 1 - street design as per Complete Streets - $19875	2,035,174		2,035,174														0

	Draft 2016/17 Capital Works Program and Funding Sources				2016/17 funding sources														
	Project Code	Program Objective/Description	2016/17 Projects to be funded with allocated budget	2016/17 Budget	Grants/Contributions	PA funds	S94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	SAMP Parks Reserve	SAMP Footpath Reserve	SAMP Drainage Reserve	SAMP Malls Reserve	SAMP Coastal & Retaining Reserve	SAMP Cemetery Reserve	SAMP Other Reserve	Carry Over Reserve	Centralised reserve	Domestic Waste Reserve	Council General Revenue
13	EAP - Alternative water sources	Recycled water feasibility & implementation	Water feasibility studies for (100K): Marks Park North Bondi Biddigal Reserve Hugh Bamford Waverley Park alternative water system - Design and construction (400K) (No grant funding available)	100,000																100,000
14	EAP - Residential Transport	Implement high priority transport projects	Light Rail Study Waverley People, Places and Movement Study	182,667																182,667
15	EAP - Street Lighting	Public and Street lighting energy efficiency	Energy Efficient Street Lighting and Public Lighting ($250K + $102K from Facilities Sustainable Energy upgrades below)	165,000													165,000			0
16	EAP - Water Efficiency	Facilities Sustainable water upgrades	Leak detection across Council sites (150K)	150,000																150,000
17	EAP - Green Infrastructure	Bondi Junction Green Infrastructure Master Plan	BJ Green Infrastructure MP building improvement program - Develop and implement (150K), BB waste infrastructure solutions (150K) BJ energy and water solutions (350K) BJ waste infrastructure solutions (250K),	500,000																500,000
18	EAP - Urban Ecology Plan implementation	Implement Urban Ecology Plan	Remnant Biodiversity Action Plan (275K) Tamarama ERFAP (45K) Bronte ERFAP (90K) Weed Management (15K)	425,000																425,000
19	Footpath Contruction Program	SAMP 4 Category 2- Footpath Construction & Upgrades		1,645,867			1,069,814										392,932	183,121		0
20	Invest Strategy 16	Civic Heart project	Civic Heart - Design only	500,000				500,000												0
21	Kerb & Gutter Program	SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)		765,000	185,000		130,000											450,000		0
22	Local Village DCP Improvement	Local Village DCP Streetscape Improvements (Seven Ways, main priority roads upgrades)	Seven Ways Main priority streets Gateway upgrades Bronte Road Streetscape ($800k - project no. C0119)	1,000,000			380,000											140,000		480,000
23	On Street Signage	SAMP - Category 10.1 - street signage	Wayfinding signage and street signs	78,497												78,497				0
24	Parking 7	Car Park Improvement Progam	Car Park Improvement Progam	1,100,000					338,000								762,000			0
25	Parks Infrastructure	SAMP Category 8.1 - Parks Infrastructure construction	Major Park Upgrades (include $137,500 from Open Sp/Rec 17 above): Stephen Street (150K) Gibson (120K) Marlborough (150K) Belgrave (120K) SAMP 8.1 / 8.2 to fund Small Park Upgrades for (305K): Marks Park North Precinct Warren Zines Reserve Gilgandra Reserve Dickson Park Planting Forset Knoll Reserve Francis and Edward Stage 2 Sir Thomas Mitchell Stephen Street Barracluff Complete 5 median street landscaping projects (150K) Coastal walk asset upgrades (275K) Returfing program (512K)	1,610,131			805,066			600,000											205,066

	Draft 2016/17 Capital Works Program and Funding Sources				2016/17 funding sources														
	Project Code	Program Objective/Description	2016/17 Projects to be funded with allocated budget	2016/17 Budget	Grants/Contributions	PA funds	S94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	SAMP Parks Reserve	SAMP Footpath Reserve	SAMP Drainage Reserve	SAMP Malls Reserve	SAMP Coastal & Retaining Reserve	SAMP Cemetery Reserve	SAMP Other Reserve	Carry Over Reserve	Centralised reserve	Domestic Waste Reserve	Council General Revenue
26	Parks Landscapes	SAMP Category 8.2 - Parks Landscapes	Waverley Park Irrigation Tank Upgrade to 200KL (300K)	300,000			150,000			83,961						66,039				0
27	Public Art	Public Art Commissions - every 2 years	Waverley Mall Public Artwork	100,000									100,000							0
28	Roads Program	SAMP Category 1- Roads Construction & Upgrades	$1,855,809 for roads upgrade / $620,554 heavy patching program	2,476,363	776,363		150,000											1,550,000		0
29	Rodney Reserve	Rodney Reserve - Sportsfield, fencing, lighting, amenities block, irrigation, resurfacing, upgrade to parking, goal posts	Rodney Reserve Upgrade works	1,600,000			480,000											100,000		1,020,000
30	SAMP - Other Categories	SAMP Category 12 - Other: Fences, Stairs, Bus Shelters, Street Furnitures & Signages	Coastal Walk Fitness Upgrade (500K), Hugh Bamford Reserve fencing ($279,576) (would be multiple funding sources from SAMP)	689,788			344,894							300,000						44,894
31	Stormwater	SAMP Category 4 - Stormwater drainage construction & upgrades	Stormwater program from Sharon	653,134								653,134								0
32	Street Trees	SAMP Category 11 - Street Trees	Supply Method for Pre-Grow Tree Supply (50K) Other Tree Replacement Program (82,659K)	132,659			26,532									106,127				0
33	T&T 30	Bike Plan Implementation	Bike Plan Implementation	80,000	35,000															45,000
34	Thomas Hogan Reserve PoM	Thomas Hogan Reserve PoM		235,000						188,904										46,096
35	Waverley Park PoM 1	Waverley Park PoM - undertake works identified in plan of management	Access Paths Drainage Project Seating and Shade Structure around Artificial Sports Field Waverley Park Multi-Purpose Courts ($494k - project no. C0145)	544,000																544,000
36	New proposal	Sustainable Waste Strategy	Implementing the high priority sustainable waste strategy funded via DWC (100K)	100,000															100,000	0
37	New proposal	Waste infrastructure	Public place waste collection compactors at Bondi Park / Promenade (part fund 50% DWC)	140,000															70,000	70,000
38	New proposal	Campbell Parade streetscape upgrade project	Stage 1 - Campbell Parade detailed designs	519,124			259,562				169,124		40,438					50,000		0
39	New proposal	Roscoe Street Streetscape upgrade project	Roscoe Street Streetscape upgrade project	510,000									510,000							0
		Total Expenditure		**28,523,887**	**1,041,363**	**2,035,174**	**5,061,319**	**3,225,555**	**338,000**	**872,865**	**169,124**	**653,134**	**650,438**	**678,000**	**1,548,000**	**450,663**	**1,719,932**	**3,273,121**	**170,000**	**6,637,199**

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WAVERLEY COUNCIL - PROPOSED BUDGET	2016/17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	(57,024,654)	(58,461,883)	(60,118,571)	(61,691,206)	(63,291,625)	(64,920,546)	(66,578,673)	(68,266,744)	(69,985,499)	(71,735,712)	(73,518,149)
Investment Income	(2,846,000)	(2,832,551)	(2,646,575)	(2,304,911)	(2,018,794)	(1,828,532)	(1,872,237)	(2,248,873)	(2,884,941)	(3,483,306)	(4,201,762)
User Charges	(35,040,940)	(36,700,488)	(37,775,191)	(38,912,165)	(40,709,335)	(41,965,362)	(43,865,141)	(45,220,148)	(47,244,830)	(48,738,302)	(50,290,612)
Other Revenues	(16,708,690)	(16,490,050)	(17,659,614)	(18,864,502)	(19,659,645)	(20,252,787)	(20,864,495)	(21,495,360)	(22,145,974)	(22,817,008)	(23,509,136)
Grants Subsidies & Contributions	(7,603,019)	(7,732,959)	(7,904,605)	(7,883,816)	(8,071,011)	(8,262,873)	(8,459,519)	(8,661,073)	(8,867,656)	(9,079,391)	(9,296,937)
Total Operating Income	**(119,223,303)**	**(122,217,931)**	**(126,104,556)**	**(129,656,600)**	**(133,750,410)**	**(137,230,100)**	**(141,640,065)**	**(145,892,198)**	**(151,128,900)**	**(155,853,719)**	**(160,816,596)**
Operating Expenditure											
Employee Costs	59,686,971	61,001,209	62,627,031	64,328,052	66,062,634	68,163,897	70,330,032	72,563,045	74,864,960	77,237,869	79,320,658
Materials & Contracts	19,020,819	19,300,135	19,680,849	20,161,711	20,730,023	21,120,158	21,572,422	22,311,124	22,698,420	23,344,377	23,802,220
Borrowing Costs	350,563	139,092	2,138,542	2,454,345	2,320,868	2,181,992	2,037,496	1,887,144	1,730,697	1,567,904	1,402,770
Other Operating Expenses	23,038,968	23,108,494	23,644,824	24,217,150	24,908,475	25,405,165	26,022,019	26,653,477	27,684,772	27,964,102	28,644,717
Depreciation & Amortisation	19,194,078	20,110,661	20,757,906	21,178,322	21,561,951	21,816,049	22,021,045	21,982,222	21,944,058	21,972,223	21,822,945
Total Operating Expenditure	**121,291,399**	**123,659,591**	**128,849,152**	**132,339,580**	**135,583,951**	**138,687,261**	**141,983,014**	**145,397,012**	**148,922,907**	**152,086,475**	**154,993,310**
Operating Result Before Capital Income - (Surplus)/Deficit	**2,068,097**	**1,441,660**	**2,744,596**	**2,682,980**	**1,833,541**	**1,457,161**	**342,949**	**(495,186)**	**(2,205,993)**	**(3,767,244)**	**(5,823,286)**
Capital Income											
Grants Subsidies & Contributions	(8,910,570)	(16,338,891)	(17,422,315)	(9,792,019)	(10,541,284)	(9,870,224)	(10,066,456)	(10,267,601)	(10,473,780)	(10,685,121)	(10,901,485)
Sale of Assets	(1,040,100)	(3,930,509)	(356,724)	(731,910)	(1,163,442)	(598,832)	(1,551,736)	(625,170)	(980,770)	(1,204,024)	(332,875)
Total Capital Income	**(9,950,670)**	**(20,269,400)**	**(17,779,039)**	**(10,523,929)**	**(11,704,726)**	**(10,469,056)**	**(11,618,192)**	**(10,892,771)**	**(11,454,550)**	**(11,889,145)**	**(11,234,360)**
Operating Result - (Surplus)/Deficit	**(7,882,573)**	**(18,827,740)**	**(15,034,443)**	**(7,840,949)**	**(9,871,185)**	**(9,011,895)**	**(11,275,243)**	**(11,387,957)**	**(13,660,543)**	**(15,656,389)**	**(17,057,646)**
Cash Available to fund Capital Capital Expenditure											
Other Capital Purchases	6,014,535	5,044,751	2,747,910	4,781,275	6,388,590	2,596,574	6,676,329	4,626,225	4,597,578	6,874,890	2,953,157
Capital Works Program	28,523,887	59,978,471	49,725,031	36,997,399	33,971,165	31,670,306	25,389,494	15,453,692	15,476,440	16,477,416	11,555,183
Total Capital Expenditure	**34,538,422**	**65,023,222**	**52,472,941**	**41,778,674**	**40,359,755**	**34,266,880**	**32,065,823**	**20,079,917**	**20,074,018**	**23,352,306**	**14,508,340**
Cash Flow to Fund - (In)/Out	**26,655,849**	**46,195,482**	**37,438,498**	**33,937,725**	**30,488,570**	**25,254,985**	**20,790,580**	**8,691,960**	**6,413,475**	**7,695,917**	**(2,549,306)**
Financed By:											
Borrowings											
External Loan	0	(25,875,555)	(3,500,000)	0	0	0	0	0	0	0	0
Less: Loan Repayments on External Loan	1,050,621	810,150	1,407,994	1,894,480	1,968,139	2,044,724	2,124,354	2,207,152	2,293,248	2,382,775	1,946,574
Net Borrowing	**1,050,621**	**(25,065,405)**	**(2,092,006)**	**1,894,480**	**1,968,139**	**2,044,724**	**2,124,354**	**2,207,152**	**2,293,248**	**2,382,775**	**1,946,574**
Reserve Movements											
Transfers to Reserves	15,193,344	19,867,445	16,086,312	17,167,836	18,315,755	17,971,166	17,075,370	23,780,111	25,830,983	28,575,736	30,336,596
Transfer from Reserves	(23,746,174)	(20,891,280)	(30,699,767)	(31,888,064)	(29,266,941)	(23,495,350)	(17,987,143)	(12,734,656)	(12,627,984)	(16,703,092)	(7,931,021)
Net Reserve Movements	**(8,552,830)**	**(1,023,835)**	**(14,613,455)**	**(14,720,228)**	**(10,951,186)**	**(5,524,184)**	**(911,773)**	**11,045,455**	**13,202,999**	**11,872,644**	**22,405,575**
Depreciation & Amortisation Expenses (Contra)	**(19,194,078)**	**(20,110,661)**	**(20,757,906)**	**(21,178,322)**	**(21,561,951)**	**(21,816,049)**	**(22,021,045)**	**(21,982,222)**	**(21,944,058)**	**(21,972,223)**	**(21,822,945)**
Net Budget Result - (Surplus)/Deficit	**(40,438)**	**(4,419)**	**(24,869)**	**(66,344)**	**(56,428)**	**(40,524)**	**(17,884)**	**(37,655)**	**(34,336)**	**(20,887)**	**(20,102)**
Cumulative Budget Result - (Surplus)/Deficit	**(40,438)**	**(44,857)**	**(69,726)**	**(136,070)**	**(192,498)**	**(233,022)**	**(250,906)**	**(288,561)**	**(322,897)**	**(343,784)**	**(363,886)**

WAVERLEY COUNCIL - PROPOSED BUDGET	2016/17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	15,443,514	15,626,070	17,433,892	17,750,695	17,724,600	20,805,196	20,697,613	10,337,548	10,290,339	10,265,393	9,894,095
Investments	65,062,441	66,148,110	47,792,857	31,856,603	23,021,260	14,293,657	15,125,633	33,715,668	44,283,251	53,307,240	68,470,978
Receivables	19,493,274	19,740,353	19,868,240	19,855,682	20,022,587	20,069,985	20,223,679	20,403,923	20,631,203	20,830,916	21,038,708
Other	646,000	646,000	646,000	646,000	646,000	646,000	646,000	646,000	646,000	646,000	646,000
Total Current Assets	**100,645,229**	**102,160,533**	**85,740,989**	**70,108,979**	**61,414,448**	**55,814,838**	**56,692,926**	**65,103,139**	**75,850,793**	**85,049,548**	**100,049,781**
NON-CURRENT ASSETS											
Investments	26,612,089	24,502,585	28,244,383	29,460,409	27,344,566	27,344,566	25,600,817	28,056,237	30,691,653	33,540,308	40,782,145
Receivables	1,305,046	1,315,859	1,328,088	1,341,103	1,354,760	1,368,894	1,383,524	1,398,665	1,414,336	1,430,556	1,447,343
Infrastructure, Property, Plant & Equipment	806,584,822	851,497,383	883,212,418	903,812,770	922,610,575	935,061,405	945,106,184	943,203,879	941,333,839	942,713,922	935,399,317
Investment Property	133,925,000	133,925,000	133,925,000	133,925,000	133,925,000	133,925,000	133,925,000	133,925,000	133,925,000	133,925,000	133,925,000
Total Non-Current Assets	**968,426,957**	**1,011,240,827**	**1,046,709,888**	**1,068,539,282**	**1,085,234,900**	**1,097,699,866**	**1,106,015,524**	**1,106,583,781**	**1,107,364,828**	**1,111,609,786**	**1,111,553,805**
Total Assets	**1,069,072,186**	**1,113,401,361**	**1,132,450,878**	**1,138,648,262**	**1,146,649,348**	**1,153,514,704**	**1,162,708,450**	**1,171,686,920**	**1,183,215,621**	**1,196,659,334**	**1,211,603,586**
CURRENT LIABILITIES											
Payables	18,993,184	19,323,382	21,202,932	21,408,329	21,459,958	21,301,478	21,285,908	21,023,332	21,122,627	21,228,687	21,006,062
Borrowings	836,000	836,000	836,000	836,000	836,000	836,000	836,000	836,000	836,000	836,000	836,000
Provisions	15,880,729	15,986,561	16,030,080	16,075,597	16,122,008	16,178,673	16,237,099	16,297,340	16,359,452	16,423,491	16,479,296
Total Current Liabilities	**35,709,913**	**36,145,943**	**38,069,011**	**38,319,926**	**38,417,966**	**38,316,151**	**38,359,008**	**38,156,673**	**38,318,079**	**38,488,178**	**38,321,358**
NON-CURRENT LIABILITIES											
Borrowings	3,645,924	28,711,329	30,803,335	28,908,855	26,940,716	24,895,992	22,771,638	20,564,486	18,271,238	15,888,463	13,941,889
Provisions	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
Total Non-Current Liabilities	**3,870,924**	**28,936,329**	**31,028,335**	**29,133,855**	**27,165,716**	**25,120,992**	**22,996,638**	**20,789,486**	**18,496,238**	**16,113,463**	**14,166,889**
Total Liabilities	**39,580,837**	**65,082,272**	**69,097,346**	**67,453,781**	**65,583,682**	**63,437,143**	**61,355,646**	**58,946,159**	**56,814,317**	**54,601,641**	**52,488,247**
NET ASSETS	**1,029,491,349**	**1,048,319,089**	**1,063,353,531**	**1,071,194,481**	**1,081,065,666**	**1,090,077,561**	**1,101,352,804**	**1,112,740,761**	**1,126,401,305**	**1,142,057,694**	**1,159,115,339**
EQUITY											
Retained Earning	667,265,776	675,148,349	693,976,089	709,010,531	716,851,481	726,722,666	735,734,561	747,009,804	758,397,761	772,058,305	787,714,694
Revaluation Reserves	354,343,000	354,343,000	354,343,000	354,343,000	354,343,000	354,343,000	354,343,000	354,343,000	354,343,000	354,343,000	354,343,000
Retained Earning	**1,021,608,776**	**1,029,491,349**	**1,048,319,089**	**1,063,353,531**	**1,071,194,481**	**1,081,065,666**	**1,090,077,561**	**1,101,352,804**	**1,112,740,761**	**1,126,401,305**	**1,142,057,694**
Net Operating Result - Surplus/(Deficit)	7,882,573	18,827,740	15,034,443	7,840,949	9,871,185	9,011,895	11,275,243	11,387,957	13,660,543	15,656,389	17,057,646
TOTAL EQUITY	**1,029,491,349**	**1,048,319,089**	**1,063,353,531**	**1,071,194,481**	**1,081,065,666**	**1,090,077,561**	**1,101,352,804**	**1,112,740,761**	**1,126,401,305**	**1,142,057,694**	**1,159,115,339**
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	12,730,149	10,620,645	14,362,443	15,578,469	13,462,626	16,666,045	14,922,296	17,377,716	20,013,132	22,861,787	30,103,624
- Internal Restrictions	89,704,288	90,789,957	72,434,704	56,498,450	47,663,107	38,935,504	39,767,480	48,357,515	58,925,098	67,949,087	83,112,825
- Unrestricted	4,683,607	4,866,164	6,673,986	6,990,788	6,964,694	6,841,871	6,734,288	6,374,222	6,327,013	6,302,067	5,930,769
Total	**107,118,044**	**106,276,766**	**93,471,132**	**79,067,707**	**68,090,426**	**62,443,420**	**61,424,063**	**72,109,453**	**85,265,243**	**97,112,941**	**119,147,218**

WAVERLEY COUNCIL - PROPOSED BUDGET	2016/17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts											
Rates	41,937,298	42,839,584	43,871,757	44,952,785	46,106,955	47,298,881	48,480,574	49,704,122	50,959,621	52,252,926	53,575,972
Domestic Waste Charge	15,166,359	15,605,839	16,213,161	16,666,809	17,133,047	17,602,779	18,057,857	18,517,364	18,977,350	19,439,709	19,901,147
User Charges & Fees	35,110,917	36,671,132	37,753,209	38,863,419	40,656,789	41,948,002	43,818,423	45,184,246	47,190,415	48,701,387	50,254,181
Investments Income	2,900,093	2,833,672	2,662,073	2,333,383	2,042,637	1,844,387	1,868,595	2,217,487	2,831,935	3,433,442	4,141,891
Grants & Contributions	16,553,857	23,890,075	25,298,935	17,855,111	18,585,379	18,151,523	18,516,492	18,917,759	19,329,584	19,754,130	20,188,551
Other Operating Receipts	16,736,368	16,458,629	17,587,620	18,776,656	19,586,325	20,193,220	20,796,257	21,423,436	22,070,824	22,741,314	23,431,759
	128,404,891	138,298,930	143,386,755	139,448,162	144,111,132	147,038,792	151,538,197	155,964,414	161,359,729	166,322,908	171,493,501
Payments											
Employee Benefits & On-Costs	54,168,166	57,823,732	59,432,755	61,048,504	62,697,137	64,700,837	66,775,613	68,914,854	71,120,514	73,394,626	75,386,236
Materials & Contracts	24,490,703	22,747,867	22,751,834	23,297,873	23,935,760	24,443,724	24,974,411	25,754,968	26,297,190	26,994,712	27,584,162
Borrowing Costs	71,397	359,414	55,301	2,125,277	2,459,954	2,326,682	2,188,052	2,043,797	1,893,702	1,737,520	1,574,826
Other Operating Expenses	22,854,417	23,096,432	23,551,779	24,117,861	24,788,541	25,318,997	25,915,005	26,543,929	27,505,859	27,915,643	28,526,641
	101,584,683	104,027,445	105,791,669	110,589,515	113,881,393	116,790,241	119,853,081	123,257,548	126,817,266	130,042,502	133,071,866
Net Cash provided by (or used in) Operating Activities	**26,820,209**	**34,271,486**	**37,595,086**	**28,858,647**	**30,229,739**	**30,248,551**	**31,685,117**	**32,706,866**	**34,542,463**	**36,280,406**	**38,421,635**
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	1,040,100	3,930,509	356,724	731,910	1,163,442	598,832	1,551,736	625,170	980,770	1,204,024	332,875
Proceeds from sale of Investment Securities	10,164,919	2,109,504	18,355,253	15,936,254	10,951,186	8,727,603	1,743,749	(10,000,000)	0	0	0
	11,205,019	6,040,013	18,711,977	16,668,164	12,114,628	9,326,435	3,295,485	(9,374,830)	980,770	1,204,024	332,875
Payments											
Purchase of Infrastructure, Property, Plant & equipment	34,998,862	64,108,678	52,849,449	42,099,502	40,402,323	34,449,666	32,131,855	20,439,494	20,074,195	23,253,957	14,773,659
Purchase Investment Properties	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Securities	1,612,089	1,085,669	3,741,798	1,216,026	0	0	831,976	11,045,455	13,202,999	11,872,644	22,405,575
	36,610,951	65,194,347	56,591,247	43,315,528	40,402,323	34,449,666	32,963,831	31,484,949	33,277,194	35,126,601	37,179,234
Net Cash provided by (or used in) Investing Activities	**(25,405,932)**	**(59,154,334)**	**(37,879,270)**	**(26,647,364)**	**(28,287,695)**	**(25,123,231)**	**(29,668,346)**	**(40,859,779)**	**(32,296,424)**	**(33,922,577)**	**(36,846,359)**
CASH FLOW FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings and Advances	0	25,875,555	3,500,000	0	0	0	0	0	0	0	0
	0	25,875,555	3,500,000	0	0	0	0	0	0	0	0
Payments											
Repayments of Borrowings & Advances	1,050,621	810,150	1,407,994	1,894,480	1,968,139	2,044,724	2,124,354	2,207,152	2,293,248	2,382,775	1,946,574
	1,050,621	810,150	1,407,994	1,894,480	1,968,139	2,044,724	2,124,354	2,207,152	2,293,248	2,382,775	1,946,574
Net Cash provided by (or used in) Financing Activities	**(1,050,621)**	**25,065,405**	**2,092,006**	**(1,894,480)**	**(1,968,139)**	**(2,044,724)**	**(2,124,354)**	**(2,207,152)**	**(2,293,248)**	**(2,382,775)**	**(1,946,574)**
Net Increase (Decrease) in cash held	**363,656**	**182,557**	**1,807,822**	**316,803**	**(26,095)**	**3,080,596**	**(107,583)**	**(10,360,065)**	**(47,209)**	**(24,946)**	**(371,298)**
Cash Assets & Investments at the beginning of the reporting period	**15,079,857**	**15,443,514**	**15,626,070**	**17,433,892**	**17,750,695**	**17,724,600**	**20,805,196**	**20,697,613**	**10,337,548**	**10,290,339**	**10,265,393**
Cash at the end of the reporting period	**15,443,514**	**15,626,070**	**17,433,892**	**17,750,695**	**17,724,600**	**20,805,196**	**20,697,613**	**10,337,548**	**10,290,339**	**10,265,393**	**9,894,095**
Plus Other Current Investments	65,062,441	66,148,110	47,792,857	31,856,603	23,021,260	14,293,657	15,125,633	33,715,668	44,283,251	53,307,240	68,470,978
Plus Other Non-Current Investments	26,612,089	24,502,585	28,244,383	29,460,409	27,344,566	27,344,566	25,600,817	28,056,237	30,691,653	33,540,308	40,782,145
Total Cash & Investment Securities	**107,118,044**	**106,276,766**	**93,471,132**	**79,067,707**	**68,090,426**	**62,443,420**	**61,424,063**	**72,109,453**	**85,265,243**	**97,112,941**	**119,147,218**

WAVERLEY COUNCIL - PROPOSED BUDGET	2016/17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Statement of Changes in Equity											
Equity - Opening Balance	1,021,608,776	1,029,491,349	1,048,319,089	1,063,353,531	1,071,194,481	1,081,065,666	1,090,077,561	1,101,352,804	1,112,740,761	1,126,401,305	1,142,057,694
Net Operating Result for the Year	7,882,573	18,827,740	15,034,443	7,840,949	9,871,185	9,011,895	11,275,243	11,387,957	13,660,543	15,656,389	17,057,646
Equity - Closing Balance	1,029,491,349	1,048,319,089	1,063,353,531	1,071,194,481	1,081,065,666	1,090,077,561	1,101,352,804	1,112,740,761	1,126,401,305	1,142,057,694	1,159,115,339
RESERVE BALANCE											
External Restriction											
Voluntary Planning Agreement	5,128,354	4,128,354	3,458,221	3,296,267	1,332,617	1,332,617	1,332,617	1,332,617	1,332,617	2,201,798	3,070,209
Section 94A	1,056,563	0	1,780,000	1,846,116	1,780,000	1,780,000	0	0	860,512	2,110,661	4,451,194
Affordable Housing	1,157,250	1,254,437	1,351,556	1,448,603	1,595,576	1,692,474	1,789,294	1,886,035	1,982,694	2,079,270	2,175,760
Unexpended Grants/Subsidy	359,022	359,022	359,022	359,022	359,022	359,022	359,022	359,022	359,022	359,022	359,022
Domestic Waste Reserve	5,028,960	4,878,832	7,413,644	8,628,461	8,395,411	11,501,932	11,441,363	13,800,042	15,478,287	16,111,036	20,047,439
Total External Restricted Reserve	**12,730,149**	**10,620,645**	**14,362,443**	**15,578,469**	**13,462,626**	**16,666,045**	**14,922,296**	**17,377,716**	**20,013,132**	**22,861,787**	**30,103,624**
Internal Restriction											
Employees Leave Entitlements	3,542,919	3,542,919	3,542,919	3,542,919	3,542,919	3,542,919	3,542,919	3,542,919	3,542,919	3,542,919	3,542,919
Replacement - Plant & Vehicles	3,642,282	4,456,924	5,151,138	5,835,686	6,709,563	7,275,247	8,049,110	8,584,685	9,536,835	10,439,236	11,147,665
Computer	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Centralised Reserve	55,061	55,061	55,061	313,061	924,904	1,354,904	504,904	3,939,904	11,079,904	20,436,904	30,916,904
Infrastructure Asset Renewal Reserve	5,076,218	5,351,665	4,941,171	7,065,594	9,170,248	10,263,278	11,412,819	14,620,398	16,880,958	19,198,033	21,573,035
Election Reserve	44,492	131,447	220,489	311,757	59,707	155,596	253,882	354,625	73,849	179,693	288,183
Sale Surplus Lands	480,000	3,480,000	3,480,000	1,630,000	1,630,000	1,630,000	0	0	0	0	0
Looking Good	251,525	226,205	226,205	226,205	226,205	0	0	0	0	0	0
State Government Taxes Crown Land	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Deposits & Bonds	7,691,721	7,691,721	7,691,721	7,691,721	7,691,721	7,691,721	7,691,721	7,691,721	7,691,721	7,691,721	7,691,721
Insurance Risk	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Parking Meters	2,378,536	3,178,536	3,994,536	284,356	1,133,322	1,999,268	2,882,533	3,783,463	4,702,412	642,990	1,599,064
Off-Street Parking Facilities	(0)	153,000	51,510	210,691	373,056	538,668	707,592	879,894	218,865	398,128	580,977
Housing Stock	1,093,820	1,122,668	1,160,285	1,194,857	1,238,490	1,253,047	1,276,645	1,303,322	1,333,094	1,350,078	1,498,390
Social Housing	234,731	288,933	467,283	650,060	837,398	1,029,386	1,226,161	1,427,882	1,634,586	1,846,451	2,063,621
Street Tree (Sewer)/Bundling Cables	252,479	252,479	252,479	252,479	252,479	252,479	252,479	252,479	252,479	252,479	252,479
Carry Overs	180,883	53,008	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Waverley Cemetery	805,377	754,217	698,782	639,199	575,472	504,348	425,526	338,681	243,472	139,556	30,073
Investment Strategy	63,524,245	59,601,175	40,051,126	26,199,866	12,847,624	994,644	1,091,190	1,187,543	1,284,005	1,380,900	1,477,795
Total Internal Restriction	**89,704,288**	**90,789,957**	**72,434,704**	**56,498,450**	**47,663,107**	**38,935,504**	**39,767,480**	**48,357,515**	**58,925,098**	**67,949,087**	**83,112,825**
Total Restricted Reserve Balance	**102,434,437**	**101,410,602**	**86,797,147**	**72,076,919**	**61,125,733**	**55,601,549**	**54,689,776**	**65,735,231**	**78,938,230**	**90,810,874**	**113,216,449**

General Assumptions

Long term financial plan (LTFP4.3)	Forecasts									
Financial year	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
CPI - Prudential (March 2016)	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Revenue:										
Rate peg	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Increase in number of Rate paying properties	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Rate Increase	**2.30%**	**2.40%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**
Pensioner rebates & Rate abandonment	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Domestic Waste Charge	3.00%	3.88%	2.80%	2.73%	2.65%	2.59%	2.52%	2.46%	2.40%	2.34%
Domestic Waste Charge annual increase $	15	20	15	15	15	15	15	15	15	15
Car Park Revenue - increase by CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Eastgate Car Park Revenue - 1st hour fee increase to $2 in 2017/18, then $0.50 increase every five years	644,000	-	-	-	-	595,297		-	-	-
Parking Meter Revenue - increase by 5 % per annum (CPI increase on price & remainder on growth)	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Parking Meter revenue - plus $0.50 increase in 2020/21 & 2024/25 (1,234,000 tickets x $0.50 = $614,7000 each increase)	-	-	-	614,700	-	-	-	614,700	-	-
Residential parking permit - increase by CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Parking Fine income - increase by CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Plus Increase due to Growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Parking Fine Income	**3.30%**	**3.40%**	**3.50%**	**3.50%**	**3.50%**	**3.50%**	**3.50%**	**3.50%**	**3.50%**	**3.50%**
User Charges - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grant & Contribution - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Operational Revenue - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Revenue:										
Section 94 Contributions increase to $7 million in 2017/18 to reflect the full effect of BJ levy increase, thereafter CPI	55.56%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Planning Agreement income (as per schedule below)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Grant & Contribution - Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Sale	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Operating Expenditure:										
Employee Costs										
Direct Employment Costs:										
Award % increases	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual step increase in salary system as per Staff Establishment	0.18%	0.07%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Service Margin - 20% of staff become eligible each year. As per Staff Establishment	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Position Regradings/Market Adjustments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Additional staffing numbers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Increase in provision for ELE	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*
Total Direct Employee Costs % increase	***2.48%***	***2.47%***	***2.52%***	***2.50%***	***2.50%***	***2.50%***	***2.50%***	***2.50%***	***2.50%***	***2.50%***
Change in base super of 12.6% as Defined Benefits employees retire/leave	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*
Total Direct Employee Costs % increase	**2.48%**	**2.47%**	**2.52%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**	**2.50%**
Superannuation Costs										
Total Direct Employee Costs % increase	2.48%	2.47%	2.52%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Additional Employer Superannuation Contribution	0.00%	0.00%	0.00%	0.00%	5.26%	5.00%	4.76%	4.55%	4.35%	0.00%
Total Superannuation Guarantee Contribution	**2.48%**	**2.47%**	**2.52%**	**2.50%**	**7.76%**	**7.50%**	**7.26%**	**7.05%**	**6.85%**	**2.50%**
Workers Compensation Premium	2.48%	2.47%	2.52%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Attachment 3b - LTFP 4.3 General Assumptions Council Meeting - 18 April 2016

Long term financial plan (LTFP4.3)	Forecasts									
Financial year	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Other Employment Costs - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contracts - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Borrowing Costs - based on TCorp's advice "Forecast Borrowing Interest Rate" on April 2016	3.44%	3.56%	3.68%	3.78%	3.87%	3.94%	4.00%	3.86%	4.10%	4.10%
Other Operating Expense - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Internal Charges - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Expenditure:										
Office Furniture & Equipment - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Library Resources - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Plant & Equipment - Based on Fleet Replacement Schedule	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Infrastructure Improvements - increased based on CPI	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Draft LTFP4.3 Capital Works Program and Funding Sources - 11 Years (2016/17 to 2026/27)

				Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	
	Project Code	Program Objective/Description	2016/17 Budget	2017/18 Projection	2018/19 Projection	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection	2024/25 Projection	2025/26 Projection	2026/27 Projection	Total Project Cost 2016/17 - 2026/27
1	BB PAMP	BB PAMP Development & Implementation	-	200,000	500,000	-	500,000	-	500,000	500,000	-			**2,200,000**
2	Bondi Park 03	Bondi POM Landscape works	1,700,000	-	1,000,000	1,493,571	428,574	493,571	1,493,571	-	-			**6,609,287**
3	Bondi Park 05	QED Tunnels 1 & 2	-	-	-	150,000	1,000,000	-	-	-	-			**1,150,000**
4	Bondi Park 06	Bondi Surf Club and Park Yark Project	500,000	3,000,000	300,000	-	-	-	-	-				**3,800,000**
5	Bondi Park PoM #	Structural renewal of Bondi Promenade & sea walls	-	-	-	-	-	5,200,000	5,200,000	-	-			**10,400,000**
6	Bondi Park PoM ##	Bondi PoM - underground car park feasibility	300,000	-		-	-	-	-	-	-			**300,000**
7	Bondi Pav 11	Bondi Pavilion Conservation upgrade project	3,800,000	29,050,000	3,950,000						-			**36,800,000**
8	Bronte Park 01	Bronte Replace Picnic Shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation.	600,000	500,000	-	-	-	-	-	-	-			**1,100,000**
9	Bronte Park PoM #	Structural renewal of Bronte Promenade & sea walls	45,000	-	2,000,000		-	-	-	-	-			**2,045,000**
10	Bronte Beach	Bronte Beach Lifeguard Tower	1,000,000	-	-	-	-	-	-	-	-			**1,000,000**
11	Cemetery	SAMP Category 9.1 - Waverley Cemetery	76,604	3,844,174	1,361,614	1,398,378	555,389	570,384	585,785	601,601	616,039	630,824	646,595	**10,887,388**
12	Cemetery	SAMP Category 9.2 - South Head Cemetery	76,879	757,673	196,450	201,754	207,202	212,796	218,541	224,442	229,829	235,345	241,228	**2,802,138**
13	Cemetery 08	Waverley Cemetery internal fencing & retaining structure	1,548,000	-	-	-	-	-	-	-	-			**1,548,000**
14	Child Care ##	New Child Care Centre	-	500,000	5,000,000	-	-	-	-	-	-			**5,500,000**
15	Coastal & Retaining Infrastructure	SAMP Category 7 - Coastal & Retaining Infrastructure construction	540,000	280,184	287,749	295,518	151,879	155,979	160,191	164,516	168,464	172,507	176,820	**2,553,808**

Draft LTFP4.3 Capital Works Program and Funding Sources - 11 Years (2016/17 to 2026/27)

				Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	
	Project Code	Program Objective/Description	2016/17 Budget	2017/18 Projection	2018/19 Projection	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection	2024/25 Projection	2025/26 Projection	2026/27 Projection	Total Project Cost 2016/17 - 2026/27
16	Complete Streets##	Complete Streets - Combined Other Projects	2,035,174	2,935,174	3,084,000	493,000	4,063,375	1,349,875	3,000,000	2,100,000	2,000,000			**21,060,598**
17	EAP - Alternative water sources	Recycled water feasibility & implementation	100,000	300,000	725,000	100,000	725,000	-	-	-	-			**1,950,000**
18	EAP - Residential Transport	Implement high priority transport projects	182,667	290,299	298,137	306,187	314,454	322,945	331,664	340,619	349,816			**2,736,788**
19	EAP - Street Lighting	Public and Street lighting energy efficiency	165,000	-	-	-	-	-	-	-	-			**165,000**
20	EAP - Water Efficiency	Facilities Sustainable water upgrades	150,000	50,000	100,000	100,000	-	-	-	-	-			**400,000**
21	EAP - Enviro 03	Facilities Sustainable Energy upgrades	-	100,000	100,000	100,000	-	-	-	-				**300,000**
22	EAP - Green Infrastructure	Bondi Junction Green Infrastructure Master Plan	500,000	1,000,000	1,000,000	1,000,000	400,000	-			-			**3,900,000**
23	EAP - Urban Ecology Plan implementation	Implement Urban Ecology Plan	425,000	433,283	244,981	456,996	469,335	482,007	495,021	508,386	522,112	536,209	549,614	**5,122,944**
24	Footpath Contruction Program	SAMP 4 Category 2- Footpath Construction & Upgrades	1,645,867	1,690,305	1,735,943	1,782,814	1,830,950	1,880,386	1,931,156	1,983,297	2,030,896	2,079,638	2,131,629	**20,722,880**
25	Hugh Bamford	Hugh Bamford Reserve Upgrade to building and fields	-	-	200,000	800,000	600,000	-	-	-	-			**1,600,000**
26	Invest Strategy ##	Eastgate Façade Upgrade	-	500,000		-	-	-	-	-	-			**500,000**
27	Invest Strategy 11	Spring St Conversion	-	-	-	1,000,000	-	-	-	-	-			**1,000,000**

Draft LTFP4.3 Capital Works Program and Funding Sources - 11 Years (2016/17 to 2026/27)

				Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	
	Project Code	Program Objective/Description	2016/17 Budget	2017/18 Projection	2018/19 Projection	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection	2024/25 Projection	2025/26 Projection	2026/27 Projection	Total Project Cost 2016/17 - 2026/27
28	Invest Strategy 16	Civic Heart project	500,000	500,000	19,650,000	13,950,000	13,450,000	11,950,000	-	-	-			**60,000,000**
29	Kerb & Gutter Program	SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)	765,000	874,608	898,222	922,474	947,381	972,960	999,230	1,026,209	1,050,838	1,076,058	1,102,960	**10,635,940**
30	Land Acquisition	Land Acquisition for Open Space - 5 Bondi Rd & 2A Waverley Crescent	-	-	-	1,850,000	-	-	1,850,000	-	-			**3,700,000**
31	Local Village DCP Improvement	Local Village DCP Streetscape Improvements (Seven Ways, main priority roads upgrades)	1,000,000	900,000		-		1,000,000	1,000,000	1,000,000	1,000,000			**5,900,000**
32	Misc Buildings 09	Tamarama Surf Club upgrade (Council conrtibution to works)	-	-	-	-	-	-	-	682,116				**682,116**
33	Misc Buildings 20	South Bronte (Bronte Community Centre) Toilet	-	1,000,000										**1,000,000**
34	Misc Buildings 17	North Bronte (Bronte Surf) Toilet	-	500,000										**500,000**
35	On Street Signage	SAMP - Category 10.1 - street signage	78,497	80,616	82,793	85,028	87,324	89,682	92,103	94,590	96,860	99,185	101,664	**988,342**
36	Open Spc/Rec 17	Playground Upgrades	-	137,500	137,500	137,500	137,500	137,500	137,500	137,500	137,500	137,500	140,938	**1,378,438**
37	Oxford Street East Upgrade	Oxford Street East streetscape upgrade	-	-	-	-	1,000,000	-	-	-	-			**1,000,000**
38	Parking 05	Replace off street parking equipment - access and payment equipment	-	-	950,000	-	-	-	-	-	1,073,500			**2,023,500**
39	Parking 06	SAMP - Category 10.1 - On Street Parking Infrastructure - Replace on street parking meters	-	-	-	4,542,500		-	-	-	-	4,996,750		**9,539,250**
40	Parking 7	Car Park Improvement Progam	1,100,000	-	-	-	-	-	-	-	-			**1,100,000**

Draft LTFP4.3 Capital Works Program and Funding Sources - 11 Years (2016/17 to 2026/27)

				Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	
	Project Code	Program Objective/Description	2016/17 Budget	2017/18 Projection	2018/19 Projection	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection	2024/25 Projection	2025/26 Projection	2026/27 Projection	Total Project Cost 2016/17 - 2026/27
41	Parks Infrastructure	SAMP Category 8.1 - Parks Infrastructure construction	1,610,131	1,097,553	1,127,187	1,157,621	907,533	932,036	957,201	983,046	1,006,639	1,030,798	1,056,568	**11,866,314**
42	Parks Landscapes	SAMP Category 8.2 - Parks Landscapes	300,000	733,343	753,144	773,479	794,363	815,810	837,837	860,459	881,110	902,257	924,813	**8,576,615**
43	Park Upgrade	Small Parks Upgrades	-	50,000	50,000	-	-	-	-	-	-			**100,000**
44	Public Art	Public Art Commissions - every 2 years	100,000	-	100,000	-	100,000	-	100,000	-	100,000		100,000	**600,000**
45	Roads Program	SAMP Category 1- Roads Construction & Upgrades	2,476,363	1,597,816	1,640,957	1,685,263	1,730,765	1,777,496	1,825,488	1,874,776	1,919,771	1,965,845	2,014,991	**20,509,531**
46	Rodney Reserve	Rodney Reserve - Sportsfield, fencing, lighting, amenities block, irrigation, resurfacing, upgrade to parking, goal posts	1,600,000	600,000	-	-	-	-	-	-	-			**2,200,000**
47	SAMP - Buildings	Renewal/Uplifting works on condition 4 & 5 buildings - Spotlight/Metro, Bondi Beach Cottage and 91 O'Brien Street	-	1,120,000	-	-	-	-	-	-	-			**1,120,000**
48	SAMP - Other Categories	SAMP Category 12 - Other: Fences, Stairs, Bus Shelters, Street Furnitures & Signages	689,788	285,966	293,687	301,617	296,060	304,053	312,263	320,694	328,391	336,272	344,679	**3,813,470**
49	School Zone safety program	School Zone safety program	-	-	100,000	-	100,000	-	100,000	-				**300,000**
50	Stormwater	SAMP Category 4 - Stormwater drainage construction & upgrades	653,134	333,736	342,747	352,001	361,506	1,571,265	1,581,290	1,591,585	1,600,983	1,610,607	1,650,872	**11,649,725**

Draft LTFP4.3 Capital Works Program and Funding Sources - 11 Years (2016/17 to 2026/27)

				Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	
	Project Code	Program Objective/Description	2016/17 Budget	2017/18 Projection	2018/19 Projection	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection	2024/25 Projection	2025/26 Projection	2026/27 Projection	Total Project Cost 2016/17 - 2026/27
51	Street Trees	SAMP Category 11 - Street Trees	132,659	136,241	139,919	143,697	147,576	151,561	155,653	159,856	163,693	167,621	171,812	**1,670,287**
52	T&T 05	Undertake minor footpath adjustments to improve disability access	-	-	25,000	-	25,000	-	25,000	-				**75,000**
53	T&T 29	Road safety & traffic calming	-	-	-	-	200,000	-	200,000	-	200,000		200,000	**800,000**
54	T&T 30	Bike Plan Implementation	80,000	-	300,000	300,000	300,000	300,000	300,000	300,000	-	-		**1,880,000**
55	Tamarama PoM	Tamarama promenade & sea walls	-	-	-	-	1,000,000	-	-	-	-			**1,000,000**
56	Tamarama/Bronte 40km/hr zone (T&T 18)	Tamarama/Bronte 40km/hr zone (combine with T&T 18). undertake traffic and pedestrian counts between Bronte Beach and Tamarama to enable application for a local traffic zone	-	550,000	-	-	-		-	-	-			**550,000**
57	Thomas Hogan Reserve PoM	Thomas Hogan Reserve PoM	235,000	-	-	-	-	-	-	-	-			**235,000**
58	Waverley Park PoM 1	Waverley Park PoM - undertake works identified in plan of management	544,000	50,000	50,000	118,000	140,000	-	-	-	-			**902,000**
59	New proposal	Artificial Turf for Waverley Park Field 3	-	2,500,000								500,000		**3,000,000**
60	New proposal	Sustainable Waste Strategy	100,000											**100,000**
61	New proposal	Waste infrastructure	140,000											**140,000**
62	New proposal	Campbell Parade streetscape upgrade project	519,124	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000					**6,519,124**
63	New Proposal	Bondi Creative Lighting Strategy (incl. entire length of Coastal Walk, Bondi Beach, Campbell Parade and Hall Street)	-	500,000										**500,000**
64	New proposal	Roscoe Street Streetscape upgrade project	510,000											**510,000**
		Total Expenditure	**28,523,887**	**59,978,471**	**49,725,031**	**36,997,399**	**33,971,165**	**31,670,306**	**25,389,494**	**15,453,692**	**15,476,440**	**16,477,416**	**11,555,183**	**325,218,484**

Capital Works Program Funding Sources												
Grants/Contributions	1,041,363	7,993,061	8,920,037	918,938	996,635	649,707	665,661	682,008	698,757	715,919	733,817	24,015,903
S94A funds	5,061,319	8,091,563	5,423,000	7,316,084	7,631,996	7,754,152	9,727,131	8,144,934	7,487,170	7,305,350	6,427,978	80,370,677
Planning Agreement Funds	2,035,174	1,874,680	1,544,206	1,035,379	3,286,411	872,080	871,382	870,666	869,933			13,259,912
SAMP Infrastructure Reserves	5,022,224	2,947,795	2,342,747	352,001	361,506	1,000,000	1,000,000	1,000,000				14,026,273
Investment Strategy Reserve	3,225,555	4,024,445	19,650,000	13,950,000	13,450,000	11,950,000						66,250,000
Car Park Reserve	338,000		257,550						836,777			1,432,327
Parking Meters Reserve				4,542,500						4,996,750		9,539,250
Suplus Land Sale Reserve				1,850,000			1,630,000					3,480,000
Looking Good Reserve		25,320				226,205						251,525
Social Housing Reserve		120,000										120,000
Central Reserve	3,273,121											3,273,121
Carry Over Reserve	1,719,932											1,719,932
Domestic Waste Reserve	170,000											170,000
New Loans		25,875,555	3,500,000									29,375,555
General Funds	6,637,199	9,026,052	8,087,491	7,032,497	8,244,618	9,218,162	11,495,321	4,756,084	5,583,804	3,459,396	4,393,387	77,934,010
Total Funding Sources	**28,523,887**	**59,978,471**	**49,725,031**	**36,997,399**	**33,971,165**	**31,670,306**	**25,389,494**	**15,453,692**	**15,476,440**	**16,477,416**	**11,555,183**	**325,218,484**

REPORT
CM/7.3/16.04

Subject: **Investment Portfolio Report - February 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 – February 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 February 2016, Council's investment portfolio generated $141,236 of interest. For the financial year to date Council's investment portfolio generated $2,267,588.

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 increased to $3,337,110, an increase of $237,770 or 7.67%. At the Council meeting of February 2016, as part of the Second quarter review the budgeted amount increased to $3,495,110, an increase of $158,000 or 4.73% on the First quarter reviewed figure. When compared to the original budget of $3,099,340 it represents a $395,770 or 12.77% increase.

The interest income for the month of February 2016 of $141,236 is 4.04% of the Q2 amended forecast of $3,495,110, while the year to date figure of $2,267,588 is tracking at 64.88%.

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 %	Tracking to Q2 amended Budget %
July	3,099,340	276,211	276,211	8.91		
August	3,099,340	313,683	598,894	19.03		
September	3,099,340	417,072	1,006,966	32.49		
Q1 adjustment	237,770					
October	3,337,110	307,813	1,314,779	42.42	39.40	
November	3,337,110	343,527	1,658,306	53.51	49.69	
December	3,337,110	310,665	1,968,971	63.53	59.00	
Q2 adjustment	158,000					
January	3,495,110	157,381	2,126,352	68.61	63.72	60.84
February	3,495,110	141,236	2,267,588	73.16	67.95	64.88

3. Relevant Council Resolutions

Council or Committee Meeting and Date	**Minute No.**	**Decision**
Council Meeting 15 March 2016	CM/7.3/16.03	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.
Council Meeting 15 March 2016	CM/7.2/16.03	That Council adopts the variations to the Operating and Capital Works budgets in accordance with Attachments 1 and 2 of this report.
Council Meeting 15 September 2015	CM/7.3/15.09	That Council: 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 February 2016 Council's cash investment portfolio generated interest earnings of $141,236 or 4.04% of the full year Quarter Two amended budget of $3,495,110.

Council's investment portfolio posted a Marked-to-Market return in February of 2.38% pa versus the AusBond Bank Bill Index benchmark return of 2.26% pa. Based on the 'yield only' calculation (Weighted Return of Investments) the portfolio posted a return of 2.98% pa.

The 2.38% 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 1.03% pa (3.28% vs 2.25% pa)

Portfolio Value

Council's investment portfolio, as at 29 February 2016, has a current market value of $149,125,037 which represents a premium of $2,399,431 above the $146,725,606 face value of the portfolio with the portfolio generating a 2.98% 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	$1,551,289	$51,289	6.00%
Cash Accounts	$11,473,156	$11,473,156	$0	1.72%
Floating Rate Notes	$12,500,000	$12,553,905	$53,905	3.47%
Managed Funds	$8,452,450	$8,452,450	$0	2.11%
Term Deposits	$112,800,000	$115,094,237	$2,294,237	3.07%
	$146,725,606	**$149,125,037**	**$2,399,431**	**2.98%**

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 1.03% pa (3.28% vs 2.25% 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 %
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
Feb-16	2.38	2.26	0.12
Average % return Over the last 12 months	**3.38**	**2.25**	**1.03**

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 29 February 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 $141,236 in interest receipts for the month of February 2016, and $2,267,588 for the financial year to date. Council is on track to achieve the amended Q2 adopted budget amount of $3,495,110 for the 2015 / 2016 financial year.

8. Attachments:

1. Waverley Council - Summary of Investment Portfolio - February 2016

WAVERLEY
COUNCIL

Investment Summary Report
February 2016

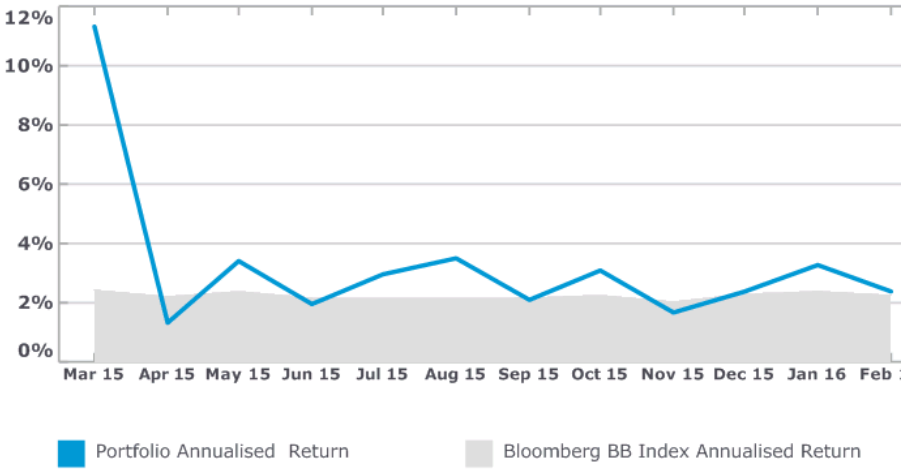
ecutive Summary

WAVERLEY COUNCIL

Investment Holdings

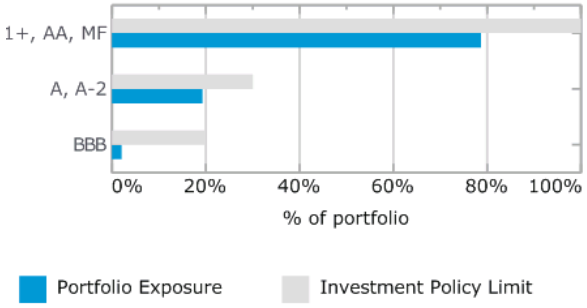
	Face Value ($)	Current Value ($)	Current Yield (%)
onds	1,500,000.00	1,551,288.79	6.0000
ash	11,473,156.24	11,473,156.24	1.7166
oating Rate Note	12,500,000.00	12,553,905.13	3.4662
anaged Funds	8,452,449.88	8,452,449.88	2.1059
erm Deposit	112,800,000.00	115,094,237.05	3.0749
	146,725,606.12	**149,125,037.09**	**2.9761**

Investment Performance

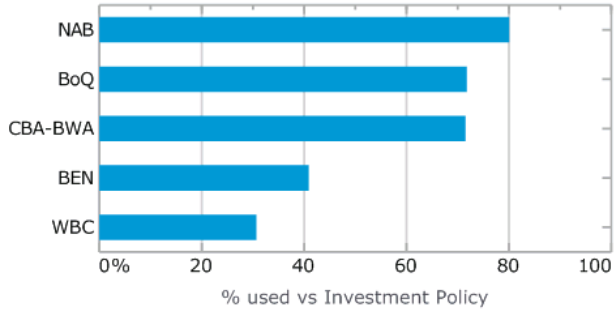


Investment Policy Compliance

Total Credit Exposure



Highest Individual Exposures



Term to Maturities

Maturity Profile	Face Value ($)	Policy Max
Between 0 and 1 Year	136,225,606	93% 100%
Between 1 and 3 Years	7,500,000	5% 50%
Between 3 and 10 Years	3,000,000	2% 30%
	146,725,606	

vestment Holdings Report

WAVERLEY COUNCIL

sh Accounts

Face Value ($)	Current Yield	Institution	Credit Rating	Current Value ($)	Deal No.	Referenc
7,100,000.00	1.8500%	Commonwealth Bank of Australia	A-1+	7,100,000.00	120789	24hr Ca
1,683,619.54	1.5000%	Commonwealth Bank of Australia	A-1+	1,683,619.54	120794	General Func
56,598.77	1.5000%	Commonwealth Bank of Australia	A-1+	56,598.77	120795	Trust Func
2,025,951.31	1.5000%	Commonwealth Bank of Australia	A-1+	2,025,951.31	120796	Cemetery Func
309,671.99	1.5000%	Commonwealth Bank of Australia	A-1+	309,671.99	120797	Depositor Func
26,139.79	1.5000%	Commonwealth Bank of Australia	A-1+	26,139.79	120799	Denison St C
197,335.77	1.5000%	Commonwealth Bank of Australia	A-1+	197,335.77	120800	Eastgate C
57,731.22	1.5000%	Commonwealth Bank of Australia	A-1+	57,731.22	120801	Hollywood Av C
16,107.85	1.5000%	Commonwealth Bank of Australia	A-1+	16,107.85	370151	Library Gi
11,473,156.24	**1.7166%**			**11,473,156.24**		

anaged Funds

Face Value ($)	Current Yield	Institution	Credit Rating	Fund Name	Current Value ($)	Deal No.	Referenc
2,337,027.05	1.8166%	New South Wales T-Corp	MF	Strategic Cash Facility	2,337,027.05	411310	Builder Deposi
6,115,422.83	2.2164%	New South Wales T-Corp	MF	Cash Facility	6,115,422.83	505262	
8,452,449.88	**2.1059%**				**8,452,449.88**		

rm Deposits

aturity Date	Face Value ($)	Rate	Institution	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Coupon Frequency	Referen
-Mar-16	1,500,000.00	2.9000%	ME Bank	A-2	1,500,000.00	11-Nov-15	1,513,115.00	511122	13,228.77	AtMaturity	
-Mar-16	1,500,000.00	2.9000%	National Australia Bank	A-1+	1,500,000.00	5-Aug-15	1,525,082.21	508054	24,908.22	AtMaturity	
-Mar-16	3,000,000.00	3.0500%	Bankwest	A-1+	3,000,000.00	16-Dec-15	3,020,067.25	533005	19,052.05	AtMaturity	
-Mar-16	2,500,000.00	3.0800%	National Australia Bank	A-1+	2,500,000.00	17-Mar-15	2,574,724.26	503171	73,835.62	AtMaturity	
-Mar-16	3,000,000.00	3.3000%	Westpac Group	A-1+	3,000,000.00	19-Mar-15	3,096,119.01	503194	94,389.04	AtMaturity	
-Mar-16	9,000,000.00	3.3000%	Westpac Group	A-1+	9,000,000.00	20-Mar-15	9,287,544.29	503204	282,353.42	Annually	
-Mar-16	3,000,000.00	3.3000%	Westpac Group	A-1+	3,000,000.00	24-Mar-15	3,095,632.56	503246	93,032.88	Annually	

vestment Holdings Report

WAVERLEY COUNCIL

rm Deposits

aturity Date	Face Value ($)	Rate	Institution	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Coupon Frequency	Referen
-Apr-16	2,500,000.00	3.0000%	Bank of Queensland	A-2	2,500,000.00	9-Oct-15	2,529,828.62	510091	29,589.04	AtMaturity	
-Apr-16	2,500,000.00	3.0700%	National Australia Bank	A-1+	2,500,000.00	13-Jan-16	2,512,593.39	533077	10,093.15	AtMaturity	
-Apr-16	2,500,000.00	2.8700%	National Australia Bank	A-1+	2,500,000.00	19-Aug-15	2,540,413.43	508191	38,332.19	AtMaturity	
-Apr-16	3,000,000.00	3.0200%	Commonwealth Bank of Australia	A-1+	3,000,000.00	21-Dec-15	3,021,208.96	533010	17,623.56	AtMaturity	
May-16	2,500,000.00	2.8500%	National Australia Bank	A-1+	2,500,000.00	8-Sep-15	2,536,825.88	509083	34,160.96	AtMaturity	
May-16	1,800,000.00	3.9500%	Bank of Queensland	A-2	1,800,000.00	21-May-14	1,859,385.99	452102	55,516.44	Annually	
May-16	2,000,000.00	3.0000%	National Australia Bank	A-1+	2,000,000.00	19-Feb-16	2,004,923.59	533215	1,808.22	AtMaturity	
May-16	3,000,000.00	4.5500%	Westpac Group	A-1+	3,000,000.00	23-May-13	3,120,637.36	389922	105,834.25	Annually	
May-16	4,000,000.00	2.8000%	Bank of Queensland	A-2	4,000,000.00	25-Aug-15	4,057,063.92	508256	57,994.52	AtMaturity	
-Jun-16	2,000,000.00	2.9500%	National Australia Bank	A-1+	2,000,000.00	16-Jun-15	2,045,252.61	506165	41,865.75	AtMaturity	
-Jun-16	9,000,000.00	3.0600%	Commonwealth Bank of Australia	A-1+	9,000,000.00	20-Mar-15	9,142,312.41	503205	122,232.33	SemiAnnually	
-Jun-16	4,000,000.00	2.7800%	National Australia Bank	A-1+	4,000,000.00	25-Aug-15	4,062,745.12	508257	57,580.27	AtMaturity	
-Jun-16	2,500,000.00	3.0000%	Bankwest	A-1+	2,500,000.00	24-Feb-16	2,506,443.78	533240	1,232.88	AtMaturity	
-Jun-16	3,000,000.00	3.0100%	National Australia Bank	A-1+	3,000,000.00	24-Mar-15	3,091,468.40	503242	84,857.26	Annually	
5-Jul-16	3,000,000.00	3.0500%	Bank of Queensland	A-2	3,000,000.00	4-Feb-16	3,008,423.22	533150	6,517.81	AtMaturity	
3-Jul-16	2,500,000.00	3.1000%	Bank of Queensland	A-2	2,500,000.00	12-Jan-16	2,512,477.49	533073	10,404.11	AtMaturity	
)-Jul-16	3,500,000.00	2.8500%	Commonwealth Bank of Australia	A-1+	3,500,000.00	17-Aug-15	3,559,991.29	508171	53,837.67	AtMaturity	
-Aug-16	2,500,000.00	2.8500%	National Australia Bank	A-1+	2,500,000.00	4-Nov-15	2,527,861.13	511042	23,034.25	AtMaturity	
-Aug-16	2,000,000.00	3.1000%	Bank of Queensland	A-2	2,000,000.00	11-Feb-16	2,005,258.17	533159	3,227.40	AtMaturity	
-Aug-16	4,000,000.00	2.9500%	National Australia Bank	A-1+	4,000,000.00	25-May-15	4,101,244.22	505252	90,843.84	Annually	
-Aug-16	4,000,000.00	2.7500%	Bendigo and Adelaide Bank	A-2	4,000,000.00	25-Aug-15	4,054,011.84	508258	56,958.90	AtMaturity	
-Sep-16	9,000,000.00	3.0500%	National Australia Bank	A-1+	9,000,000.00	20-Mar-15	9,297,091.00	503202	260,963.01	Annually	
-Sep-16	3,000,000.00	3.0100%	National Australia Bank	A-1+	3,000,000.00	24-Mar-15	3,097,071.30	503243	84,857.26	Annually	
-Oct-16	2,500,000.00	2.9300%	Commonwealth Bank of Australia	A-1+	2,500,000.00	20-Nov-15	2,530,965.05	511203	20,469.86	AtMaturity	
-Dec-16	4,500,000.00	3.0500%	National Australia Bank	A-1+	4,500,000.00	20-Mar-15	4,663,103.10	503203	130,481.51	Annually	
-Dec-16	4,500,000.00	3.0400%	Commonwealth Bank of Australia	A-1+	4,500,000.00	20-Mar-15	4,593,351.20	503206	60,716.71	SemiAnnually	

vestment Holdings Report

WAVERLEY COUNCIL

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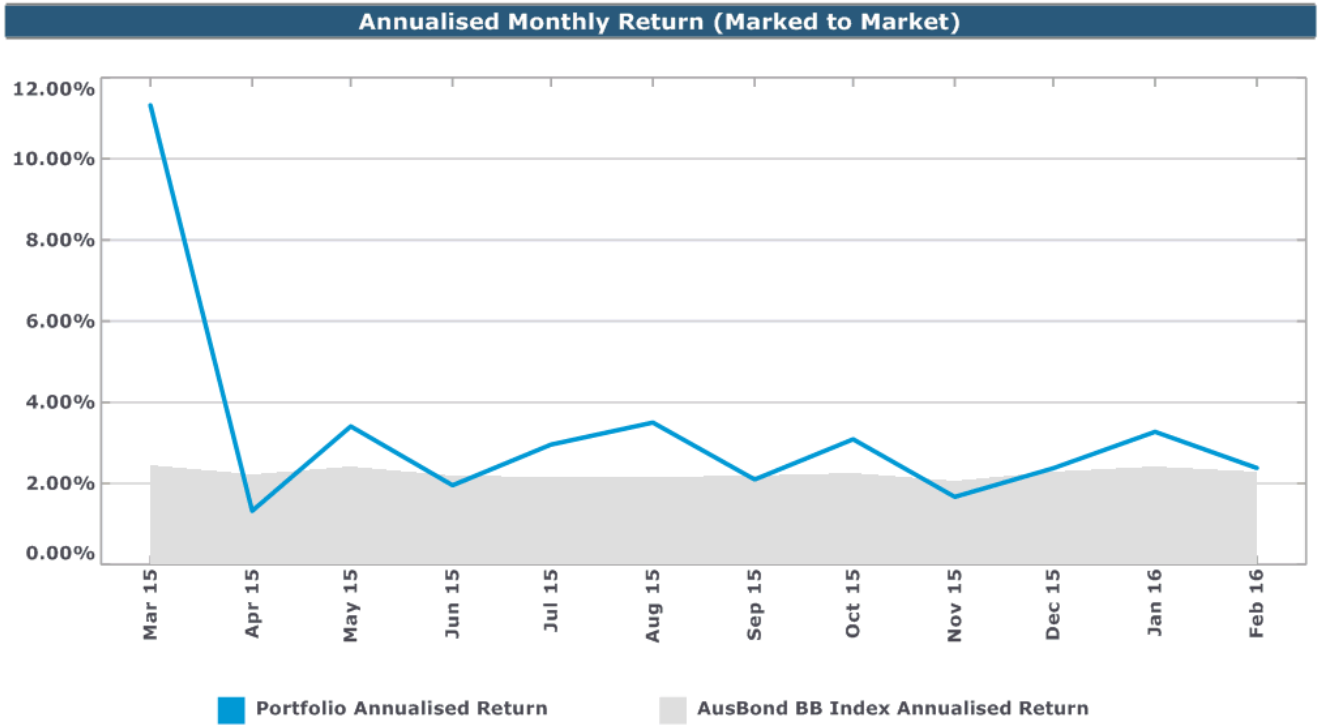
aturity Date	Face Value ($)	Rate	Institution	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Coupon Frequency	Referen
	112,800,000.00	**3.0749%**			**112,800,000.00**		**115,094,237.05**		**2,061,833.15**		

oating Rate Notes

laturity Date	Face Value ($)	Current Coupon	Security Name	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Next Coupon Date	Referen
-Nov-16	2,000,000.00	3.5400%	ME Bank Snr FRN (Nov16) BBSW+1.25%	A-2	2,000,000.00	28-Nov-13	2,006,073.97	402974	193.97	30-May-16	
-May-17	3,000,000.00	3.4850%	BEN Snr FRN (May17) BBSW+1.20%	A-	3,007,948.76	12-Sep-13	3,016,413.70	398449	3,723.70	17-May-16	
)-Oct-18	2,500,000.00	3.0650%	CBA Snr FRN (Oct18) BBSW+0.78%	AA-	2,500,000.00	19-Oct-15	2,501,892.12	510101	8,817.12	19-Apr-16	
-Nov-18	2,000,000.00	3.5550%	BEN Snr FRN (Nov18) BBSW+1.27%	A-	2,004,260.00	5-Feb-14	2,013,161.92	420520	2,921.92	16-May-16	
'-Apr-20	3,000,000.00	3.6733%	NPBS Snr FRN (Apr20) BBSW+1.35%	BBB+	3,000,000.00	7-Apr-15	3,016,363.41	504013	16,303.41	7-Apr-16	
	12,500,000.00	**3.4662%**			**12,512,208.76**		**12,553,905.13**		**31,960.13**		

xed Rate Bonds

laturity Date	Face Value ($)	Coupon	Security Name	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Purchase Yield	Referen
-Feb-17	1,500,000.00	6.0000%	NAB Snr Bond (Feb17) 6.00%	A-1+	1,483,470.00	15-Feb-12	1,551,288.79	336188	3,708.79	6.2601%	
	1,500,000.00				**1,483,470.00**		**1,551,288.79**		**3,708.79**	**6.2601%**	



Historical Performance Summary

	Portfolio	AusBond BB Index	Outperformance
Feb 2016	2.38%	2.26%	0.12%
Last 3 Months	2.69%	2.32%	0.37%
Last 6 Months	2.49%	2.24%	0.25%
Financial Year to Date	2.68%	2.21%	0.46%
Last 12 months	3.28%	2.25%	1.03%

ccrued Interest Report

WAVERLEY COUNCIL

ccrued Interest Report

set Type	Deal Number	Face Value ($)	Settlement Date	Maturity Date	Interest Received ($)	Days Accrued	Interest Accrued ($)	Percentage Return
nds								
B Snr Bond (Feb17) 6.00%	336188	1,500,000.00	15-Feb-12	15-Feb-17	45,000.00	29	7,170.33	6.00%
					45,000.00		**7,170.33**	**6.00%**
sh								
mmonwealth Bank of Australia	120789	7,100,000.00	1-Feb-16	1-Mar-16		29		
mmonwealth Bank of Australia	120794	1,683,619.54	1-Feb-16	1-Mar-16		29		
mmonwealth Bank of Australia	120795	56,598.77	1-Feb-16	1-Mar-16		29		
mmonwealth Bank of Australia	120796	2,025,951.31	1-Feb-16	1-Mar-16		29		
mmonwealth Bank of Australia	120797	309,671.99	1-Feb-16	1-Mar-16		29		
mmonwealth Bank of Australia	120799	26,139.79	1-Feb-16	1-Mar-16		29		
mmonwealth Bank of Australia	120800	197,335.77	1-Feb-16	1-Mar-16		29		
mmonwealth Bank of Australia	120801	57,731.22	1-Feb-16	1-Mar-16		29		
mmonwealth Bank of Australia	370151	16,107.85	1-Feb-16	1-Mar-16		29		
ating Rate Note								
Bank Snr FRN (Nov16) BBSW+1.25%	402974	2,000,000.00	28-Nov-13	28-Nov-16	17,551.78	29	5,594.52	3.52%
N Snr FRN (May17) BBSW+1.20%	398449	3,000,000.00	17-Sep-13	17-May-17	25,936.44	29	8,234.38	3.45%
A Snr FRN (Oct18) BBSW+0.78%	510101	2,500,000.00	19-Oct-15	19-Oct-18	0.00	29	6,088.01	3.07%
N Snr FRN (Nov18) BBSW+1.27%	420520	2,000,000.00	10-Feb-14	14-Nov-18	17,402.19	29	5,599.18	3.52%
BS Snr FRN (Apr20) BBSW+1.35%	504013	3,000,000.00	7-Apr-15	7-Apr-20	0.00	29	8,755.54	3.67%
					60,890.41		**34,271.63**	**3.45%**
naged Funds								
w South Wales T-Corp	411310	2,337,027.05	1-Nov-15	1-Mar-16	0.00	29	3,340.52	1.82%
w South Wales T-Corp	505262	6,115,422.83	1-Nov-15	1-Mar-16	0.00	29	10,642.32	2.22%

ccrued Interest Report

WAVERLEY COUNCIL

ccrued Interest Report

set Type	Deal Number	Face Value ($)	Settlement Date	Maturity Date	Interest Received ($)	Days Accrued	Interest Accrued ($)	Percentage Return
					0.00		**13,982.84**	**2.11%**
rm Deposit								
nkwest	507301	3,000,000.00	30-Jul-15	3-Feb-16	44,810.96	2	476.71	2.90%
ional Australia Bank	508131	2,000,000.00	13-Aug-15	10-Feb-16	28,761.64	9	1,430.14	2.90%
mmonwealth Bank of Australia	503185	2,000,000.00	19-Mar-15	19-Feb-16	56,320.55	18	3,008.22	3.05%
nkwest	511241	1,500,000.00	24-Nov-15	24-Feb-16	11,342.47	23	2,835.62	3.00%
Bank	511122	1,500,000.00	11-Nov-15	2-Mar-16	0.00	29	3,456.16	2.90%
ional Australia Bank	508054	1,500,000.00	5-Aug-15	9-Mar-16	0.00	29	3,456.16	2.90%
nkwest	533005	3,000,000.00	16-Dec-15	16-Mar-16	0.00	29	7,269.86	3.05%
ional Australia Bank	503171	2,500,000.00	17-Mar-15	17-Mar-16	0.00	29	6,117.81	3.08%
stpac Group	503194	3,000,000.00	19-Mar-15	21-Mar-16	0.00	29	7,865.75	3.30%
stpac Group	503204	9,000,000.00	20-Mar-15	21-Mar-16	0.00	29	23,597.26	3.30%
stpac Group	503246	3,000,000.00	24-Mar-15	30-Mar-16	0.00	29	7,865.75	3.30%
nk of Queensland	510091	2,500,000.00	9-Oct-15	13-Apr-16	0.00	29	5,958.90	3.00%
ional Australia Bank	533077	2,500,000.00	13-Jan-16	13-Apr-16	0.00	29	6,097.95	3.07%
ional Australia Bank	508191	2,500,000.00	19-Aug-15	20-Apr-16	0.00	29	5,700.68	2.87%
mmonwealth Bank of Australia	533010	3,000,000.00	21-Dec-15	27-Apr-16	0.00	29	7,198.36	3.02%
ional Australia Bank	509083	2,500,000.00	8-Sep-15	11-May-16	0.00	29	5,660.96	2.85%
nk of Queensland	452102	1,800,000.00	21-May-14	19-May-16	0.00	29	5,649.04	3.95%
ional Australia Bank	533215	2,000,000.00	19-Feb-16	20-May-16	0.00	11	1,808.22	3.00%
stpac Group	389922	3,000,000.00	23-May-13	23-May-16	0.00	29	10,845.21	4.55%
nk of Queensland	508256	4,000,000.00	25-Aug-15	23-May-16	0.00	29	8,898.63	2.80%
ional Australia Bank	506165	2,000,000.00	16-Jun-15	15-Jun-16	0.00	29	4,687.67	2.95%
mmonwealth Bank of Australia	503205	9,000,000.00	20-Mar-15	20-Jun-16	0.00	29	21,881.10	3.06%

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WAVERLEY COUNCIL

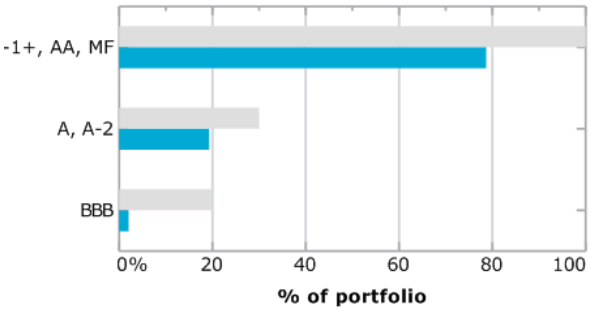
ccrued Interest Report

set Type	Deal Number	Face Value ($)	Settlement Date	Maturity Date	Interest Received ($)	Days Accrued	Interest Accrued ($)	Percentage Return
tional Australia Bank	508257	4,000,000.00	25-Aug-15	20-Jun-16	0.00	29	8,835.07	2.78%
nkwest	533240	2,500,000.00	24-Feb-16	22-Jun-16	0.00	6	1,232.88	3.00%
tional Australia Bank	503242	3,000,000.00	24-Mar-15	29-Jun-16	0.00	29	7,174.52	3.01%
nk of Queensland	533150	3,000,000.00	4-Feb-16	6-Jul-16	0.00	26	6,517.81	3.05%
nk of Queensland	533073	2,500,000.00	12-Jan-16	13-Jul-16	0.00	29	6,157.53	3.10%
mmonwealth Bank of Australia	508171	3,500,000.00	17-Aug-15	20-Jul-16	0.00	29	7,925.34	2.85%
tional Australia Bank	511042	2,500,000.00	4-Nov-15	3-Aug-16	0.00	29	5,660.96	2.85%
nk of Queensland	533159	2,000,000.00	11-Feb-16	9-Aug-16	0.00	19	3,227.40	3.10%
tional Australia Bank	505252	4,000,000.00	25-May-15	23-Aug-16	0.00	29	9,375.34	2.95%
ndigo and Adelaide Bank	508258	4,000,000.00	25-Aug-15	24-Aug-16	0.00	29	8,739.73	2.75%
tional Australia Bank	503202	9,000,000.00	20-Mar-15	20-Sep-16	0.00	29	21,809.59	3.05%
tional Australia Bank	503243	3,000,000.00	24-Mar-15	28-Sep-16	0.00	29	7,174.52	3.01%
mmonwealth Bank of Australia	511203	2,500,000.00	20-Nov-15	19-Oct-16	0.00	29	5,819.86	2.93%
tional Australia Bank	503203	4,500,000.00	20-Mar-15	20-Dec-16	0.00	29	10,904.79	3.05%
mmonwealth Bank of Australia	503206	4,500,000.00	20-Mar-15	20-Dec-16	0.00	29	10,869.04	3.04%
					141,235.62		**273,190.55**	**3.07%**
and Totals					**247,126.03**		**328,615.35**	**3.08%**

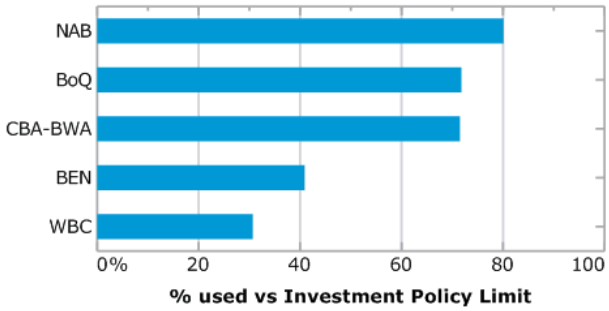
ıvestment Policy Compliance Report

WAVERLEY COUNCIL

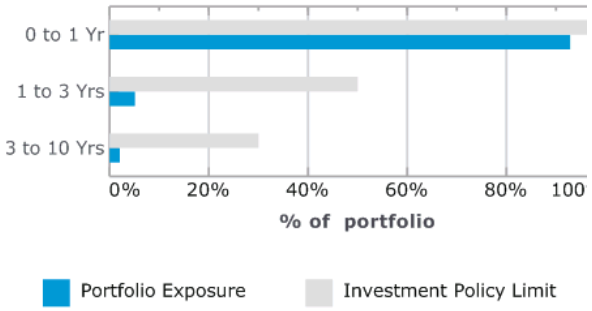
Total Credit Exposure



Individual Institutional Exposures



Term to Maturities



	Credit Rating	Face Value ($)		Policy Max	
ıort Term	A-1+	104,473,156			
ıort Term	MF	8,452,450			
ɔng Term	AA	2,500,000			
		115,425,606	**79%**	**100%**	✔
ıort Term	A-2	23,300,000			
ɔng Term	A	5,000,000			
		28,300,000	**19%**	**30%**	✔
ɔng Term	BBB	3,000,000			
		3,000,000	**2%**	**20%**	✔
		146,725,606	**100%**		

✔ = compliant
✘ = non-compliant

	% used vs Investment Policy Limit	
National Australia Bank (A-1+, AA-)	80%	✔
Bank of Queensland (A-2, A-)	72%	✔
Commonwealth Bank of Australia (A-1+, AA-)	72%	✔
Bendigo and Adelaide Bank (A-2, A-)	41%	✔
Westpac Group (A-1+, AA-)	31%	✔
Newcastle Permanent Building Society (A-2,	20%	✔
Members Equity Bank (A-2, BBB+)	16%	✔
New South Wales T-Corp (MF)	6%	✔

	Face Value ($)		Policy Max
Between 0 and 1 Year	136,225,606	93%	100%
Between 1 and 3 Years	7,500,000	5%	50%
Between 3 and 10 Years	3,000,000	2%	30%
	146,725,606		

Detailed Maturity Profile	Face Value ($)	
01. Less Than 30 Days	40,425,606	28%
02. Between 30 Days and 60 Days	13,500,000	9%
03. Between 60 Days and 90 Days	13,300,000	9%
04. Between 90 Days and 180 Days	42,000,000	29%
05. Between 180 Days and 365 Days	27,000,000	18%
06. Between 365 Days and 3 Years	7,500,000	5%
07. Between 3 Years and 5 Years	3,000,000	2%
	146,725,606	

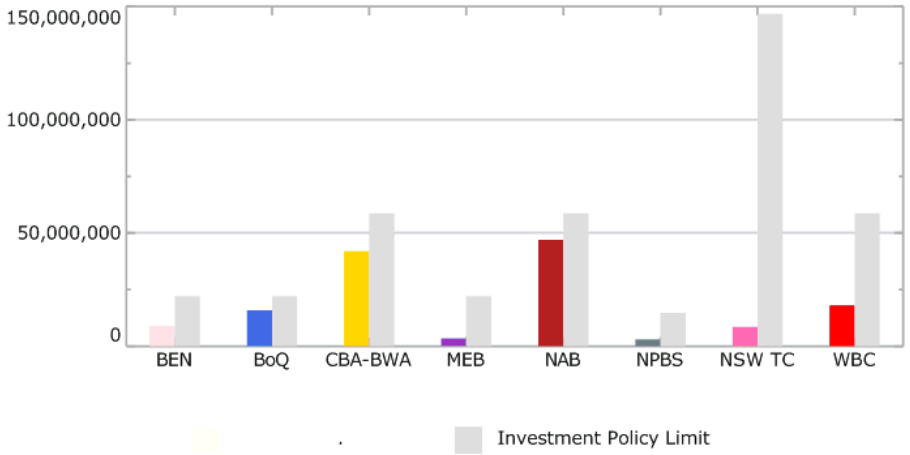
ndividual Institutional Exposures Report

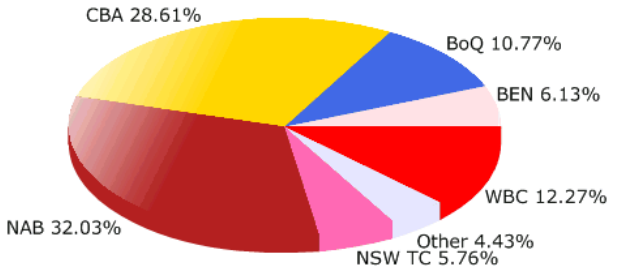
WAVERLEY COUNCIL

Individual Institutional Exposures

arent Group	Credit Rating	Portfolio Exposure ($)	Investment Policy Limit ($)
ank of Queensland	A-2, A-	15,800,000	22,008,841
endigo and Adelaide Bank	A-2, A-	9,000,000	22,008,841
ommonwealth Bank of Australia	A-1+, AA-	41,973,156	58,690,242
lembers Equity Bank	A-2, BBB+	3,500,000	22,008,841
lational Australia Bank	A-1+, AA-	47,000,000	58,690,242
lew South Wales T-Corp	MF	8,452,450	146,725,606
lewcastle Permanent Building Society	A-2, BBB+	3,000,000	14,672,561
Vestpac Group	A-1+, AA-	18,000,000	58,690,242
		146,725,606	

Individual Institutional Exposure Charts





ash Flows Report

WAVERLEY COUNCIL

urrent Month Cashflows

Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
3-Feb-16	507301	Bankwest	Term Deposits	Interest - Received	44,810.96
		Bankwest	Term Deposits	Maturity Face Value - Received	3,000,000.00
				Deal Total	3,044,810.96
				Day Total	**3,044,810.96**
4-Feb-16	533150	Bank of Queensland	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				Deal Total	-3,000,000.00
				Day Total	**-3,000,000.00**
10-Feb-16	508131	National Australia Bank	Term Deposits	Interest - Received	28,761.64
		National Australia Bank	Term Deposits	Maturity Face Value - Received	2,000,000.00
				Deal Total	2,028,761.64
				Day Total	**2,028,761.64**
11-Feb-16	533159	Bank of Queensland	Term Deposits	Settlement Face Value - Paid	-2,000,000.00
				Deal Total	-2,000,000.00
				Day Total	**-2,000,000.00**
15-Feb-16	336188	National Australia Bank	Bonds	Coupon - Received	45,000.00
				Deal Total	45,000.00
	420520	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	17,402.19
				Deal Total	17,402.19
				Day Total	**62,402.19**
17-Feb-16	398449	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	25,936.44
				Deal Total	25,936.44
				Day Total	**25,936.44**
19-Feb-16	503185	Commonwealth Bank of Australia	Term Deposits	Interest - Received	56,320.55
		Commonwealth Bank of Australia	Term Deposits	Maturity Face Value - Received	2,000,000.00
				Deal Total	2,056,320.55
	533215	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-2,000,000.00
				Deal Total	-2,000,000.00

ash Flows Report

WAVERLEY COUNCIL

urrent Month Cashflows

Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
				Day Total	**56,320.55**
24-Feb-16	511241	Bankwest	Term Deposits	Interest - Received	11,342.47
		Bankwest	Term Deposits	Maturity Face Value - Received	1,500,000.00
				Deal Total	1,511,342.47
	533240	Bankwest	Term Deposits	Settlement Face Value - Paid	-2,500,000.00
				Deal Total	-2,500,000.00
				Day Total	**-988,657.53**
29-Feb-16	402974	ME Bank	Floating Rate Note	Coupon - Received	17,551.78
				Deal Total	17,551.78
				Day Total	**17,551.78**
				Net Cash Movement for Period	**-752,873.97**

ext Month Cashflows

Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
2-Mar-16	511122	ME Bank	Term Deposit	Interest - Received	13,347.95
		ME Bank	Term Deposit	Maturity Face Value - Received	1,500,000.00
				Deal Total	1,513,347.95
				Day Total	**1,513,347.95**
9-Mar-16	508054	National Australia Bank	Term Deposit	Interest - Received	25,861.64
		National Australia Bank	Term Deposit	Maturity Face Value - Received	1,500,000.00
				Deal Total	1,525,861.64
				Day Total	**1,525,861.64**
16-Mar-16	533005	Bankwest	Term Deposit	Interest - Received	22,812.33
		Bankwest	Term Deposit	Maturity Face Value - Received	3,000,000.00
				Deal Total	3,022,812.33
				Day Total	**3,022,812.33**
17-Mar-16	503171	National Australia Bank	Term Deposit	Interest - Received	77,210.96
		National Australia Bank	Term Deposit	Maturity Face Value - Received	2,500,000.00
				Deal Total	2,577,210.96
				Day Total	**2,577,210.96**
21-Mar-16	503194	Westpac Group	Term Deposit	Interest - Received	99,813.70

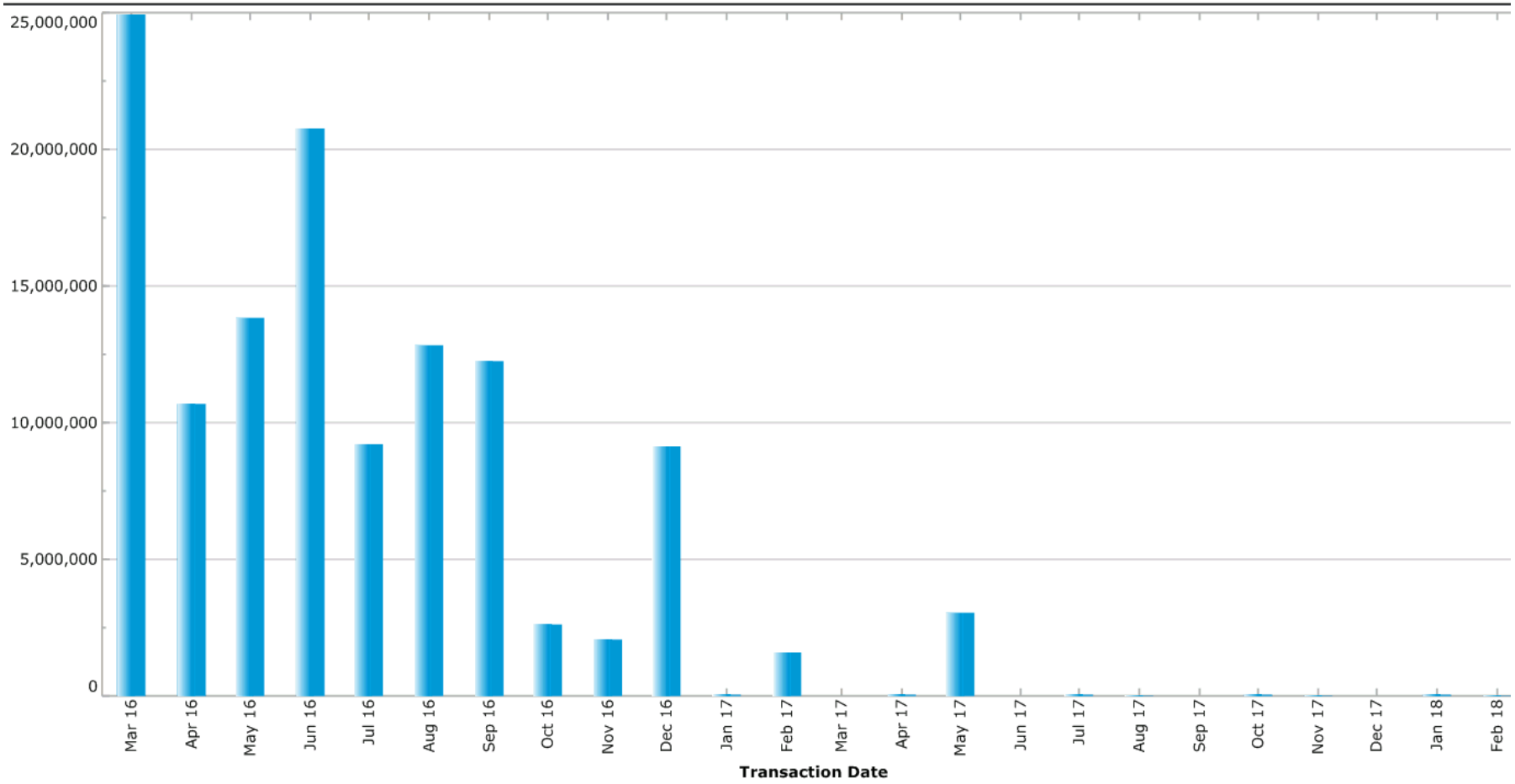
ash Flows Report

WAVERLEY COUNCIL

ext Month Cashflows

Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
		Westpac Group	Term Deposit	Maturity Face Value - Received	3,000,000.00
				Deal Total	3,099,813.70
	503202	National Australia Bank	Term Deposit	Interest - Received	276,004.11
				Deal Total	276,004.11
	503203	National Australia Bank	Term Deposit	Interest - Received	138,002.05
				Deal Total	138,002.05
	503204	Westpac Group	Term Deposit	Interest - Received	298,627.40
		Westpac Group	Term Deposit	Maturity Face Value - Received	9,000,000.00
				Deal Total	9,298,627.40
	503205	Commonwealth Bank of Australia	Term Deposit	Interest - Received	137,322.74
				Deal Total	137,322.74
	503206	Commonwealth Bank of Australia	Term Deposit	Interest - Received	68,212.60
				Deal Total	68,212.60
				Day Total	**13,017,982.60**
24-Mar-16	503242	National Australia Bank	Term Deposit	Interest - Received	90,547.40
				Deal Total	90,547.40
	503243	National Australia Bank	Term Deposit	Interest - Received	90,547.40
				Deal Total	90,547.40
	503246	Westpac Group	Term Deposit	Interest - Received	99,271.23
				Deal Total	99,271.23
				Day Total	**280,366.03**
30-Mar-16	503246	Westpac Group	Term Deposit	Interest - Received	1,627.40
		Westpac Group	Term Deposit	Maturity Face Value - Received	3,000,000.00
				Deal Total	3,001,627.40
				Day Total	**3,001,627.40**
				Net Cash Movement for Period	**24,939,208.90**

ash Flows Report



REPORT
CM/7.4/16.04

Subject: **Bondi Pavilion Upgrade & Conservation Project**

TRIM No.: A15/0272

Author: Cathy Henderson, Director Waverley Life

Director: Cathy Henderson, Director Waverley Life

RECOMMENDATION:

That Council:

1. Acknowledges the valuable feedback from the community on the draft concept plan for the Bondi Pavilion Upgrade & Conservation Project.

2. Approves submitting a development application for the project with the following amendments to the concept plan and associated arrangements:
    a. Inclusion of acoustic treatment to one or more of the designated meeting rooms labelled "Community Spaces" to allow for use for music rehearsals.
    b. The northern "Gallery/Community/Exhibition" space be allocated as principally Meeting, Activity & Recreation Space, with a sprung floor.
    c. Amended landscaping of the internal courtyards in order to accommodate temporary seating and screen for people within the courtyards for outdoor cinema.
    d. Changes to the theatre and immediate surrounds to ensure suitable protected access from the theatre to the dressing room, green room and toilets.
    e. Include a box office facility in a suitable location on the ground floor.

3. Notes that further reports will be provided to Council as follows:
    a. A report recommending the new location for the music studio recording facilities.
    b. A report recommending the new location for the pottery studio.
    c. A report recommending the process for tendering the commercial tenancies at Bondi Pavilion, and recommending which areas will be tendered.
    d. A report recommending arrangements for footpath dining in the Bondi Pavilion forecourt including provision of shade.
    e. A report recommending a policy on the programming and hire of the new theatre.

4. Acknowledges community concern about potential commercial tenancies on the first floor, while noting that cafes and restaurants are enjoyed by the Bondi community.

5. Notes that any additional commercial income could be applied towards Bondi Pavilion conservation and upgrade costs, running costs, maintenance, cultural programming, and/or the establishment of a dedicated Bondi Pavilion Reserve.

6. Notes that Council has previously received preliminary financial modelling.

7. Requests an updated business case including updated financial modelling for the project, to form part of the report referred to in 3(c). The updated modelling should be based on the first floor being either (i) fully commercially leased; or (ii) partially commercially leased.

8. Approves the variation of $468,495.50 to Tonkin Zulaikha Greer architects as principal design consultants, due to revised cost estimates for the project, noting that the additional fee allows variations to the architect's scope as well as sub-consultants.

9. Agrees to proceed to detailed design for the project, with a further report to be provided to Council prior to releasing any tender for construction.

10. Notes that the tender for construction would only proceed if funding has been secured.

11. Notes that a total project sum of $38 million has been recommended for inclusion in the Waverley Council proposed Long Term Financial Plan, to be funded from grants, Council general revenue, and borrowings, which are offset by likely increased commercial income.

1. Executive Summary

- The Bondi Beach Park and Pavilion Plan of Management was adopted by Council in November 2014 and sets out a vision and actions for the Bondi Pavilion.
- Community feedback throughout the Plan of Management process included strong views about the importance of Bondi Pavilion as an iconic heritage landmark and as a much loved community facility – but a facility needing repair and restoration, and ongoing care.
- In February 2015 Council set the scope for the Bondi Pavilion Upgrade & Conservation Project (see detailed resolution set out at Attachment 1). This scope included
    - Improvement and upgrade of community and visitor facilities, including more and better toilets, attractive courtyards, and a staffed tourism information point.
    - Conservation of the building's heritage fabric as set out in the Bondi Pavilion Conservation Management Plan.
    - Retention of the Pavilion as a vital hub of community life, with a mix of cultural, community and commercial uses.
    - Five Green Star environmental sustainability rating.
- In December 2015 Council approved concept plans designed by architects Tonkin Zulaikha Greer for the purposes of community consultation (see plans at Attachment 3A). Community submissions closed on 13 March 2016.
- The most common issues raised in community feedback were:
    - Concerns over increased commercialisation of the Pavilion and perceived loss of community facilities.
    - Concern over loss of the purpose built music recording studio facilities.
- To confirm whether existing recreation activities at Bondi Pavilion could be accommodated in the new design, an analysis was done for a sample week in mid-February 2016. :
    - 100% of venue bookings (excluding music studios) could be accommodated on the ground floor of the new design.

- 76% of music studio bookings could be accommodated on the ground floor of the new design.

- This report recommends that the project proceed, with some amendments including
  - Provision of new music recording facility in the LGA
  - Some investigations of adjustments to the theatre and inclusion of a box office
  - Further advice and reports to come back to Council for consideration at a future date, including decisions about tenancy areas and tenancy processes later in the year.

2. Introduction/Background

Significance

Constructed in 1928-29, Bondi Pavilion has exceptional heritage significance and is included in national, state and local heritage inventories:

- The Pavilion sits within a site that holds special significance in terms of Aboriginal heritage and history as well as having ongoing significance to the Aboriginal community's spiritual and creative life.
- Bondi Pavilion was the largest and most resolved beach pavilion in Sydney in its day, and now. Its 1920s Mediterranean Georgian Revival architecture style in a beach front setting on the scale at Bondi is unique in Sydney.
- The building has come to represent Australian bathing and beach culture.
- The building's use as a local government cultural and community centre has heritage significance.

Bondi Pavilion is very significant to the local Waverley community, who value the building for its cultural and community activities, its amenities for beachgoers, and its café and restaurant facilities.

Adopted purpose statement for Bondi Pavilion

The Bondi Park, Beach and Pavilion Plan of Management (adopted by Council in November 2014) set out the purpose and broad goals for Bondi Pavilion as follows:

> *"Bondi Pavilion Purpose Statement*
> Located in a unique setting, Bondi Pavilion overlooks spectacular Bondi Beach and is a much loved, heritage building. It has an important purpose:
>
> -As a landmark building, contributing to the unique heritage character of Bondi;
>
> -As the centre of community life, accommodating a vibrant mix of cultural, community and commercial uses; and
>
> -Providing a grand entrance from the street to Bondi beach.
>
> This purpose should be achieved by making sure the Pavilion is sensitively looked after and well used. As the centrepiece it should be:
>
> - Attractive and inviting with welcoming entrances front and rear, good internal signage and tourism information that is accessible.
> - A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well designed and engaging foyer with activities throughout that entertain.
> - Delivering a vibrant cultural and community life including interesting theatre, cultural happenings, great cafes and appropriately located programs.
> - Well maintained, clean and functional with improved spaces for hire and good amenities to service people visiting the building, Park or Beach.

- Environmentally efficient, as much as possible.
- Financially sustainable so that it can meet community expectations, providing a good balance of community and commercial activities."

Scope for Upgrade & Conservation Project

The Bondi Park, Beach and Pavilion Plan of Management 2014 sets out a number of actions in relation to Bondi Pavilion. This includes engaging an architect to review design and layout of the building, and carry out numerous other actions. Relevant extracts of the Plan of Management are included in Attachment 2.

Subsequent to the adoption of the Plan of Management, Council decided to commission a full Conservation Management Plan for Bondi Pavilion. This was completed by heritage consultants Tanner Kibble Denton and then adopted by Council in May 2015.

This Conservation Management Plan formed a key part of the architect scope for the Bondi Pavilion Upgrade and Conservation project.

The scope for the Upgrade & Conservation Project was set by Council in February 2015, after considering the actions and principles in the Plan of Management, community feedback received as part of the Plan of Management process, and the review of Bondi Pavilion commercial income that had been completed.

This resulted in a detailed Council resolution which set out the scope of the project in some detail (see the February 2015 resolution in Attachment 1).

Study & Design process

In June 2015, Council awarded the tender for the project's principal design consultants to architects Tonkin Zulaikha Greer. This firm is renowned for its experience with heritage architecture and innovative design, having led projects such as the Paddington Reservoir Gardens, the refurbishment of Sydney's Customs House, the National Centre for Indigenous Excellence, and the National Arboretum buildings in Canberra. They also have strong experience with cultural facilities, with projects including Carriageworks and the Eternity Playhouse in Darlinghurst.

The project team includes expertise and specialist advice in the areas of heritage, environmental design, landscape architecture, theatre design, strategic property consulting and engineering.

Following their appointment, Tonkin Zulaikha Greer worked on background studies and then developed a concept design in order to implement Council's design requirements.

This concept design was considered by Council in December 2015 and Council unanimously agreed to approve the designs for the purposes of community consultation.

Consultation

The consultation period closed on 13 March 2016. Information about the submissions received is set out in the Consultation section below, and in Attachments 4-8. Officer comment on the submissions is included in this main report, particularly in the Discussion section.

3. Relevant Council Resolutions

Relevant past Council resolutions are set out at Attachment 1.

4. Discussion

Key issues are addressed in turn below.

4.1 Consultation and reporting timeline

Community feedback:

- Concern about the initial consultation deadline of 28 February (later extended to 13 March)
- Concern that this report will be on the agenda for the Council meeting on 19 April, which is during school holidays.

Officer response:
The initial consultation deadline was extended which meant that the 12 week consultation period included 6 weeks of non-school holidays. Many community members believe this was too short.

In terms of the date of this report, delaying the report would mean further delay to the project timeline. Council could certainly choose to delay consideration and delay the project.

One risk is that every month's delay may reduce the chances that construction can commence in autumn 2017, and reduce the likelihood of the construction being completed and the building re-opening to the public during summer 2018.

The most frequent issue raised by submissions is the issue of commercialisation. This report proposes that the decision about which spaces are commercially leased not be made now, but be considered by Council in July 2016.

4.2 Hireable space

Community feedback:

- Concern that current activities in Bondi Pavilion (such as kids dance classes) will have to be relocated or cancelled
- Concern there will be a reduction in square metre space for community meetings and recreation classes and activities
- Perceived loss of rooms with sprung floors suitable for dance classes.
- Concern that prices will increase and force out recreation classes and community activities.

Officer response:

<u>Accommodating current activities</u>
It is expected that all or almost all current Bondi Pavilion venue bookings could be accommodated in the ground floor meeting and community spaces in the concept design. This is with the partial exception of music studio bookings.

An analysis exercise was carried out to transpose existing Bondi Pavilion room bookings for the week beginning 15 February 2016, against available spaces in the new design. This exercise showed that **all activities in hireable spaces could be comfortably accommodated on the ground floor** apart from some bookings in the music studios.

Table 1 – Bondi Pavilion Bookings in a Sample Week (week beginning 15 February 2016)

	No. bookings in sample week February 2016, in existing layout	No. bookings accommodated under proposed layout	No. bookings NOT accommodated under proposed layout	% of bookings accommodated
Meeting & recreation	65	65	Nil	100%

spaces (excluding music studios)				
Music studios	29	22	7*	76%
Combined total	*94*	*87*	*7**	*93%*

*Presuming Council decides to provides a new music studio facility elsewhere in Waverley, these seven music studio bookings would be accommodated there. This is discussed at 4.3 below.

The detailed allocation of room bookings for the sample week is set out at Attachment 7.

In the transposing of existing bookings to the proposed layout, the theatre space is vacant most of the time and on most evenings. This shows that there would be considerable capacity for additional performances and cultural activities in the new layout.

Transposing the room bookings to the ground floor does require the use of the northern gallery/exhibition/community space. This room should probably be considered to be primarily a bookable space (rather than primarily a gallery/exhibition space). There could still be heritage and art displays in the space from time to time.

It is also assumed in this exercise that one or both community meeting spaces on the western side of the building would have acoustic treatment, to allow for music rehearsals there.

Square metre space comparison

In relation to square metre space, the square metre areas of existing and proposed bookable spaces have been published and distributed by Council (see plans at Attachments 3B and 3C). Depending on how "community space" is defined, the proposed ground floor square metres of community space can be calculated as roughly equivalent to, or less than, the existing spaces available across both floors.

Sprung floors

It was expected that at least the theatre would have a sprung floor and probably additional spaces too. It is recommended that Council also install sprung floors in the northern gallery/exhibition/meeting space and the community space in the southern courtyard. This would provide three bookable spaces with sprung floors.

Pricing

Council conducted a review of venue hire fees and fee structures in late 2014. This benchmarked fees against similar facilities and set in place a principle that community not for profit providers should receive a 50% discount on the standard price. It is expected that fees would continue to be set at a level which encourages use by community groups and also encourages bookings by small commercial recreation providers.

Currently, the large majority of the regular hirers at Bondi Pavilion are commercial fee for service providers, providing a valuable service to the community. Examples include dance classes, martial arts classes, baby ballet and Gymbaroo.

4.3 Music studios

Community feedback: Many people expressed concern that the purpose built music studios are not included in the design. There were concerns at the loss of this facility, and also at the change to the character of the Pavilion.
Officer response:

Continuation of music programs
The music studios are important to Waverley cultural life because they support the development of music skills, the creating and recording of music, and encourage a sense of community among musicians and aspiring musicians. This can be through rehearsal, jamming, writing, recording and producing music.

Council wishes to continue its music programs and support community music activities. The concept design as currently included would easily accommodate music rehearsals, jamming, choir rehearsals and similar.

A purpose built music recording facility is not included in the current plan for Bondi Pavilion. There were 84 community submissions expressing concern and sometimes alarm about this exclusion.

Typically, people using the studios and control room for recording purposes are musicians at later stages in their careers (or younger/emerging musicians being guided by more experienced practitioners). In this way the recording facility provides an additional offering to more established members of our musical community and serves as a focal point for aspiration for others.

The provision of a facility to record music is seen as an important part of providing an integrated offering to musicians in the area.

In response to community feedback, Council may wish to include a music studio in the Bondi Pavilion Conservation and Upgrade project; or to relocate existing studio facilities; or build improved studio facilities elsewhere.

It may be useful to consider some data on usage of the music studios, and how much of the usage is related to music recording (as compared to rehearsing).

Music studio usage data
In a sample six month period July – December 2015 the music studios have occupancy rates as follows:

- Music Studio 1: 33% occupancy rate
- Music Studio 2: 39% occupancy rate

The following table shows the number of bookings in the music studios and in the control room. Bookings involving music recording will include the control room as well. The figures below show

Table 2: Number of Music Studio and Control Room booking numbers, for the period 1 July 2014 – 13 April 2016

	No. bookings	Average no. bookings per week
Studio 1	823	9.1
Studio 2	1052	11.7
Control Room	41	0.5

Note:

- These figures are for the period 1 July 2014 – 13 April 2016, a period of 93 weeks. The start date was chosen because this was the date Council's electronic bookings system was introduced and when current data collection commenced.
- In the figures above, the "Average number per week" is the number of bookings divided by 90 weeks. (The actual duration is 93 weeks, but 3 weeks is deducted as an approximate allowance for Christmas breaks during the period.)
- Many bookings will be for both Studio 1 and Studio 2 (recorded as two separate bookings above), sometimes with the Control Room also (recorded as a further separate booking above). If the control room is booked this indicates the music recording facility is being used, for recording or mixing.
- Bookings can be for extended periods, and bookings involving the control room are often over multiple days. The longest booking in the period was for 96 hours.

The above figures show that the overwhelming majority of current music studio usage is not for the purposes of recording or mixing.

To further examine the bookings for music recording and mixing:

Table 3: Control Room: number of bookings, duration of bookings, and number of groups booking, for the period 1 July 2014 – 13 April 2016

	No. bookings	No. of different hirers	Total hours booked over period	Average hours per week
External (community) bookings of Control Room	35	15	527.5	5.9
Internal (Council) bookings of Control Room	6	N/A (Council only)	86	1.0
Total external & internal	*41*		*613.5*	*6.7*

Options for music recording facility

Two options are:

- *Relocate or build afresh a Music Studio recording facility in a new venue.* Ideally, a new venue would be suitably close to transport and have easy loading arrangements. There needs to be the ability to store musical instruments and equipment for some days at a time. Co-location of the music studios with other art forms is highly desirable.

  Technical experts are being consulted in determining the suitability of existing council properties. So far Eastgate level 5 and Waverley Library have been investigated as potential sites, with the Library having very good potential. It is expected that the cost of building a new music studio with contemporary quality recording equipment would be above $200,000, and could be more depending on technical equipment chosen.

- *Include a recording music facility with control room in Bondi Pavilion Upgrade & Conservation Project.* This would need to be on the ground floor, not too far from loading facilities and would need to have facility for storing equipment. Music equipment would need to be trolleyed in from the nearby loading facility.

  Under this option, the recording facility would need to replace one of the spaces on the ground floor - perhaps a tenancy space or one of the community meeting rooms.

Both options are open to Council. The use of the music recording facility is important but on the basis of current figures it is not likely to be a high usage/ high occupancy use. Replacing one of the proposed community meeting rooms (which is likely to be highly used) with a music recording facility may not be the best solution.

This report recommends that a new music studio be built in a different location within the Waverley LGA, and that a report come to Council later in this year recommending the location and arrangements. Officers will further consult with people in the music industry and people who currently use the recording facility during coming months to help inform this report.

4.4 Pottery

Community feedback: Concern that pottery programs are being relocated.

Officer response
The pottery studios at Bondi Pavilion are used for Council-managed pottery programs. The space is not hireable to the public. Community members participate in the Council workshops and programs held there.

It is proposed that the Council pottery program would relocate. A strong possibility for further investigation is the Waverley Woollahra School of Arts. A ceramics program is already in place there. There are two kilns available for use there (compared to Bondi Pavilion's one) and a pleasant ceramics studio space, where pottery and sculpture workshops are taught.

Council officers had held significant discussions with board members for the Council pottery program to be accommodated in the Waverley Woollahra Arts School facilities. This would be a very good addition to the visual arts community of practice at the Arts School. It would also provide an additional income stream for the school.

Recently, elections resulted in a change of board membership for Waverley Woollahra Arts School. Council officers look forward to discussions with the new board.

It is proposed that a report on the future location of the pottery program be brought back to Council later this year.

4.5 New theatre

Community feedback: Concerns raised about the theatre include
- Current theatre perceived to be working satisfactorily
- Proximity to toilets, green room and dressing room
- Proximity to bar and balcony
- Reduction in seating capacity
- It won't be a "proper" theatre.
- No box office is provided.

Officer response
The current theatre can be used and is used. However there are challenges with its operation, as identified in interviews with former tenants Rock Surfers:
- Significant sound transference issues
- Would benefit from having flexible seating, to allow for different types of performance
- Only about 130 seats have prime sight lines for drama performances.

The new theatre is being designed as a fully functioning performance space, suitable for drama, film and music. It will include:

- Retractable raked seating, with good sight lines for 200 seats
- Fly bars or mesh grid system for lighting and rigging
- Motorised lighting trusses
- Large drop down cinema screen, with projection equipment and professional quality surround sound system
- PA system for live music and theatre
- Functional bio box and extensive AV patching
- Motorised scenic battens
- Appropriate sound attenuation to ensure effective separation of internal and external activities
- Full room drape set
- Sprung floor
- Dressing room and green room facilities
- Foyer space, with bar facilities when performances are scheduled.

The seating capacity of the theatre is expected to be 200 (with raked seating in place) or 250 with flat floor seating. It's expected that for some performances and events, there could be a few rows of flat floor seating in front of the raked seating, which would increase capacity to 240 or even possibly 260.

As above, seating capacity of the new theatre could be increased but this would require an increase in scale. The current theatre is not often at capacity and it is expected that 200 raked seats with quality sight lines will be sufficient for most existing and future theatre uses.

No box office was marked on the concept plan for the Bondi Pavilion Upgrade & Conservation Project. This needs to be amended so that there is a ground floor box office facility for theatre performances and potentially other arts and culture programming in the building. A suitable location may be underneath the caretakers' residence, at the Campbell Parade entrance to the Pavilion but there may also be other alternatives.

It is important that the linkage between the theatre, the green room and the dressing rooms is workable. Some concerns have been expressed by community members that the current proposal may be problematic in this regard. This report proposes investigation into possible changes to make sure that there is suitable protected access between the theatre, dressing room, green room and toilets.

4.6 Festivals

Community feedback: Some submissions expressed concern that festivals would not be able to be accommodated in the new layout. Specific concerns were raised by Shir Madness Jewish music festival and Flickerfest short film festival about whether they would be able to operate in the new project.

Key Shir Madness concerns were:

- Concern that they would no longer be able to accommodate multiple performances of different audience sizes, and that temporary marquees could not be built in the courtyard
- Concern about whether there would be sufficient rooms to use as green rooms
- Wooden floors need to be present in some rooms
- They need the flexibility to expand into the grassed area.

Key Flickerfest concerns are:

- Flickerfest requires both an indoor cinema and an outdoor cinema. Flickerfest advises the outdoor cinema needs to be contained behind walls, in order to contain surrounding noise and light spill and maintain the screening quality.
- Although Bondi Open Air Cinema runs successfully in the external amphitheatre, it would not be appropriate for Flickerfest due to noise and light spill.
- The raked seating capacity of indoor theatre would be 200. This is a reduction on existing theatre capacity.
- The upstairs bar and balcony is important for Flickerfest including for the gala opening and closing nights.
- A ticket office is required.

Officer response:
Festivals would generally be very well accommodated under the project:

- The natural amphitheatres to the west and the south would easily accommodate outdoor performances with small, medium or large audiences.
- The building would have openings to the south, so that people can move between the south amphitheatre and the courtyard space and new theatre.
- At any one time, performances could be accommodated in the ground floor theatre, in the gallery and exhibition spaces, and in the two natural amphitheatres. There could also be smaller performances in the community meeting spaces and courtyards.
- As part of the project funds, Council can purchase temporary seating for the natural amphitheatre/s as a way of encouraging community events there, and temporary fencing for ticketed events. This would offer considerable functionality to the landscaped spaces external to the building.

Shir Madness is an important and much valued Jewish festival which brings high quality and varied musical performances to Bondi Pavilion. It is the only large scale Jewish music festival in Australasia and is a key part of Waverley's cultural life.

Officers met with the Shir Madness Festival Director after his submission was received. After working through the elements of the proposed new layout it appears that Shir Madness would operate very well in the new design. There would even be opportunity to expand the activities and festival offerings of Shir Madness.

Flickerfest is a key part of Waverley's cultural calendar and important to film culture in Sydney and nationally. In relation to the issues raised:

- During the detailed design phase, amendments to the proposed landscaping should be investigated so that temporary raked seating and a screen could be accommodated within the courtyard walls.
- The current Bondi Pavilion theatre usually holds 228 seats, although other theatre users advise that many of these seats have relatively unsatisfactory sight lines. For the proposed theatre, it would be theoretically possible to increase the seating capacity but this would mean an increase to the bulk of the theatre building (width or height).
- A ticket office is required on the ground floor.

4.7 Consultation with La Perouse Local Aboriginal Land Council

The December 2015 Council resolution required that

> "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. "

Officers have provided Information about the project during the consultation process to representatives of the La Perouse Local Aboriginal Land Council (LALC). Feedback was invited on the project as a whole, and also on the specific proposals above. Waverley Council staff will continue to follow up. Hopefully a meeting can be scheduled with the LALC in due course, and/or that feedback can be provided some other way.

Incorporating Aboriginal elements in courtyard water feature, the courtyard design or in other forms of interpretation at the Pavilion would certainly be possible. This could be an important way to commemorate Aboriginal heritage and contemporary connection to the site.

In relation to the possibility of traditional underground cooking, this needs discussion with the LALC before further advice can be provided.

One of the submissions received (no. 36) stated that the Aboriginal Torres Strait Islander Community supported an identified Aboriginal Reconciliation Indigenous space, and proposed celebrating wider public awareness of Bondi Beach Aboriginal burials and ancestral remains. Support was also expressed for current music studio programs and for the Bucket List.

4.8 Heritage

Community feedback:

- Concern at perceived failure to protect and conserve the heritage of Bondi Pavilion

Officer response

The project scope was strongly driven by heritage considerations, with Council's resolution requiring that the project

> "Addresses the Conservation Management Plan currently in preparation [approved June 2015]; and
>
> - includes the following:
>
> A. Reinforcing Bondi Pavilion's status as a landmark building, contributing to the unique heritage of Bondi, through:
>
> A.1 Investigating opportunities for celebrating and interpreting the heritage of Bondi Pavilion and Bondi Beach, for example through exhibition space;
>
> A.2 Conserving significant heritage fabric and character, including investigating the restoration of the symmetry the heritage beach frontage of Bondi Pavilion through removal of the modern external addition to Shop 1;"

The concept design and costings includes significant conservation and maintenance of heritage fabric including:

- Removing items identified as being "intrusive" in a heritage sense, according to the detailed Bondi Pavilion Conservation Management Plan:
    - the concrete amphitheatre which currently dominates the courtyards

  - the glazed semi circular addition to the northern end, beach facing façade (currently occupied by the Bucket List), which resulted in a loss of the Pavilion's distinctive symmetry.

- Replacing the modern concrete roof tiles with terracotta tiles, similar to the original tiles, which will significantly restore the look of the building to its original appearance
- Pedestrianising the rear of Bondi Pavilion which will allow the natural amphitheatre to again be used for concerts and performances.
- Removing the modern fire stairs (and building new fire stairs in a less obtrusive location) revealing the internal façade of the building when viewed from the courtyard.

The judgement on whether the project meets heritage requirements and objectives will be best answered through formal assessment by heritage authorities.

The project has been the subject of a presentation to the NSW Heritage Council, and Heritage Council members responded positively. That is informal feedback only, and the minutes of that meeting have not yet been published. In any case, formal assessment by the Heritage Council cannot take place until a formal application has been submitted.

4.9 Commercialisation and tenants

Community feedback:

- Concern at privatising the Pavilion
- Concern at a change in the proportions of non-commercial to commercial space
- Concern at the possibility of commercially leasing out all or part of the first floor.

Concerns over commercialisation and losing community facilities was by far the most frequent theme in community submissions.

In terms of existing tenants, 21 submissions expressed support for the Bucket List tenancy and many people raised the issue in person with Council officers and Councillors.

Officer comment:

<u>Commercialisation</u>
The project assumes that Council would continue to manage Bondi Pavilion. The design includes office space for Council's venue management staff.

The building's current mix of uses includes commercial tenancies and it will include commercial tenancies in the future. The kiosk, café, restaurant, and surf recreation services provided by the current tenants provide an important service to locals and visitors. The majority of the building's regular venue hirers are fee-for-service commercial providers providing service to the community.

The proposed concept plan puts community uses of the Pavilion right at the heart of the building, centred around the courtyards. The intention would be that all or almost all current classes and recreation activities for adults and children would continue at Bondi Pavilion. The new state of the art theatre would encourage more performances and cultural events to be scheduled there.

The first floor was designated in the concept plan as undecided "Restaurant/café/meeting space" and "bar/restaurant". Submissions have opposed leasing out these spaces on the first floor.

If Council decides to introduce upstairs commercial tenancies, this would provide new and upgraded café and restaurant facilities. In addition to providing service to the community and visitors, it would provide additional revenue stream to support the Pavilion's maintenance and programming.

If none of the first floor space was commercially leased, then there would actually be a reduction in commercial tenancy square metrages in the building overall, compared to the current layout. This is because the removal of the modern ground floor and first floor additions to the northern tenancy (Bucket List) will reduce the amount of commercial tenancy space.

If all of the first floor space was commercially leased, then this will be an increase in commercial tenancy area in the building overall.

Once Council's directions on the project have been clarified, further financial modelling will be done on the commercial tenancy options. A report will come back to Council in July 2016 recommending areas to be tenanted and the process for selecting tenancies. This can include recommendations on safeguards to ensure that there is a viable, accessible and appropriate mix of types of cafes and restaurants.

Existing tenants

The submission from the Bucket List business owners set out in detail issues and concerns about tenancies including:

- Tenancies should be larger
- Replace the existing addition to the northern façade with a new sympathetically designed modern glass addition in order to allow tenancies unobstructed beach views
- Enable ground floor tenancies to service the courtyards as well as the pavilion forecourt.

It's possible that one or more tenancies would be able to provide service to the courtyards and could be involved in providing services to the theatre. The July 2016 report on commercial tenancies will consider this issue and make recommendations to Council. It will also look at changing the internal walls of the tenancies facing the beach in order to provide a smaller number of larger tenancies.

Outdoor dining on the Pavilion forecourt facing the beach is expected to continue. Shade would be provided by quality removable umbrella shade structures, perhaps modelled after the new picnic shelters that will be installed in Bondi Park in 2016-17. Further consideration of this proposal is required and a recommendation will be brought back to Council.

Let's Go Surfing have also made a submission which suggest that they could provide a visitor welcome centre. The new tourism information / visitor welcome centre included in the concept plan is currently proposed to be operated via a volunteer program, supported by Council staff. However the Let's Go Surfing suggestion will be considered in the report to come back to Council about commercial tenancies.

Under State Government Crown Land management requirements, commercial leases over Crown Land generally require a competitive tender process. Current commercial tenants would be very welcome to tender in any future process.

4.10 Weather impacts

Community feedback: Concern that a wind tunnel effect will be created in the courtyards and in the building. Concern that the building will not be adequately weatherproofed.

Officer response: The design team includes specialist environmental consultants who are advising on managing wind and other weather issues. Various measures will be designed as part of the detailed design process. The building construction will be designed for a harsh marine environment, for instance through selection of materials.

4.11 Basketball courts

Community feedback: It was proposed that the courtyards of Bondi Pavilion include a basketball court, possibly covered. Alternatively, a basketball court could be included in the Park. Other community members have in the past suggested netball courts in the courtyard.

Officer response: Inclusion of basketball and netball courts in the courtyards would not be consistent with the existing project scope. However Waverley has a shortage of active recreation facilities and if a suitable location could be found in Bondi, this would be a good outcome.

4.12 Accessibility

Waverley Council's Access Committee made a number of recommendations about the Bondi Pavilion Upgrade & Conservation Project.

The project design currently includes opportunity for significantly improved access and facilities for people of all abilities. An access consultant is providing advice to the project. The building will of course need to be compliant with all necessary access and compliance requirements.

Many of the opportunities for improving access and facilities will be addressed during the detailed design period. A working group on this topic has met, including staff members from Caring Waverley to contribute to access improvements.

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

The relationship to *Waverley Together 3*, *Delivery Program 2013-17* and *Operational Plan 2015-16* is as follows:

Direction:	C2 The community is welcoming and inclusive and people feel they are connected and belong.
Strategy:	C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness..
Deliverable:	Affordable and accessible community facilities
Key Activity:	Bondi Pavilion Upgrade and Conservation Project
Outcome:	Bondi Pavilion Upgrade and Conservation Project completed on time and within budget

6. Financial impact statement/Timeframe/Consultation

Financial impact

Costing
It is estimated that the cost of the project, including substantial contingency, will be approximately $38 million. This includes design costs and project management costs already incurred.

Estimated project cost is made up of:

Table 4: Bondi Pavilion Upgrade & Conservation Project Cost

Item	***$***
Quantity surveyor estimate of costs including 10.9% contingency (based on December 2015 concept design)	$32,697,610
Plus Additional Council contingency for the project, including any required program relocation costs and temporary facilities	$5,302,390
Total project cost	**$38,000,000**
Less Design & project management costs incurred 2015-16 financial year	$ 1,200,000
Funds required for remaining years of project (2016-17 to 2018-19)	$36,800,000

All figures exclude GST.

In comparison, there is a 'base case' of repairs, maintenance and bringing the building up to standard. This base case has been costed by quantity surveyors as approximately $9 million plus contingency.

Principal design consultant contract

Because the project has significantly increased in value since the principal design consultant tender process, design costs need to be increased to align with the additional design work required. The original 2015 contract with Tonkin Zulaikha Greer was for $1,292,922 excluding GST.

Following the change in scale to the project, and following negotiation, Tonkin Zulaikha Greer provided an itemised schedule setting out a variation to the contract sum of $468,495.50. This variation is partly for Tonkin Zulaikha Greer work and partly for subconsultants work (such as engineers and other consultants).

A variation of 36% is considered reasonable given that the project has increased in value so significantly. The 2015-16 budget and proposed 2016-17 budget fully provide for the principal design consultant costs in those years.

Financial modelling and business case

Council has previously received preliminary financial modelling for commercial income for the project as well as analysis of potential commercial tenancy options. Once Council's directions are clear about the concept design, updated financial modelling will be commissioned and an updated business case provided to Council.

It would be possible for Council to resolve to set aside income from Bondi Pavilion, to ensure that income from Bondi Pavilion is invested into Bondi Pavilion maintenance and running costs, community facilities and cultural programs. There could be a Bondi Pavilion Reserve established which allowed money to be set aside over successive years.

The above will form part of the report to Council about tenancies, expected to be in July 2016.

Long Term Financial Plan

The proposed Long Term Financial Plan, being considered by Council on 19 April 2016, includes provision for the project to be funded by grants, Council funds and borrowings. The Plan includes increased commercial income for Bondi Pavilion - however the actual commercial income result significantly depends on future Council decisions and future tender processes.

This estimated additional income would fund most but not all of the loan repayments, with Council general revenue also contributing.

If Council decides on the future direction for this project, then a development application should be prepared and submitted, even if some funding is not yet finalised. However, the public tender for construction should not be released until funding arrangements are finalised.

Timeframe

Previously advised and current timelines are set out below.

Table 5: Comparison of previous advised timeline and current estimated timeline

Milestone	***Date as advised to Council Feb 2015***	***Revised date as of April 2016***
Develop principal design consultants (architect) brief	Late Feb - early March 2015	✓
Advertise EOIs, invite select tender	Early March - May 2015	✓
Council meeting to award tender to architect	June 2015	✓
Architect draws up concept designs, along with commercial feasibility work, risk management, cost planning & value management	July - Oct/Nov 2015	✓
Councillor workshop & Council meeting - concept designs	Nov/Dec 2015	✓
Community consultation on concept designs	Jan -Feb 2016	Dec 2015 – Mar 2016
Council meeting - consider community comment, approve proceeding to detailed design & DA submission	March 2016	April 2016
Preparation and submission of development application (including heritage application)	April - May 2016	May – June 2016
Preparation of detailed documentation	June- Oct 2016	July – Nov 2016
Construction tender advertised	Nov / Dec 2016	Dec – Jan 2016
Development consent including heritage approvals issued	By April 2017	By April 2017*
Construction tender awarded & contract executed	March - April 2017	April – May 2017
Construction commences	May 2017	May – June 2017

*The timeframe for development consent and heritage approvals will depend on timelines and outcomes of the Joint Regional Planning Panel, and heritage bodies. This could shorten or extend the project timeline overall.

It is expected that future reports will be provided to Council as follows:

a. A report recommending the new location for the music studio recording facilities – by July/August 2016.

b. A report recommending the new location for the pottery studio – by July/August 2016

c. A report recommending the process for tendering the commercial tenancies at Bondi Pavilion, and which recommends which areas will be tendered – July 2016.

d. A report recommending arrangements for footpath dining in the Bondi Pavilion forecourt including provision of shade – likely to be later in 2016.

e. A report recommending a policy on the programming and hire of the new theatre – likely to be during the 2016-17 year.

Consultation

The concept design were distributed to community and stakeholder representatives on 11 December 2015. At that time, stakeholder and tenant briefings were held. The documentation was then publicly released on the Council website on 19 December and publicised via social media, newspaper advertisements and other promotional methods. The project also received significant media coverage including Channel 9 News, Sydney Morning Herald and The Daily Telegraph.

The consultation period was originally approved to run until 28 February 2016. In response to community requests for an extension of deadline, Council extended this deadline until 13 March. Many community members would have preferred the deadline be further extended.

An information session was held as part of the Meet the Mayor event at Bondi Pavilion on 7 February 2016. Council officers and architect Peter Tonkin attended the Bondi Beach precinct meeting in the Bondi Pavilion Theatre on 7 March 2016. Over December 2015 – March 2016, other small meetings were held with stakeholders and tenants, and with people interested or concerned in the project. Council held a general information stall for two hours on both Thursday 10 and Friday 11 March 2016 to disseminate information relating to the project, and encourage people to give their feedback on the design. This was aimed at passers-by of the Pavilion.

About 707 submissions were received, ranging from one line emails to detailed submissions. Some people made multiple submissions.

A brief summary of community submissions by theme is set out at Attachment 4. The full submissions are set out in Attachments 5 and 6 issued separately with the Council agenda.

Key themes from community submissions were concerns about potential loss of community facilities and commercialisation.

If the project proceeds, a statutory exhibition period will be required as part of consideration of the development application. This will provide additional opportunity for community input. Any community member will be able to make a submission on the integrated development application. It is expected that the application will be decided by the Joint Regional Planning Panel, on advice from the NSW Heritage Council.

7. Conclusion

Community concerns have been strongly expressed about the Bondi Pavilion Upgrade & Conservation project. It is important that Council carefully considers the submissions made.

Many concerns are about issues of substance related to relocation of pottery and music recording facilities. The most common concern was about commercialisation. Some of the concerns raised are based on misunderstandings, for instance concerns that dance classes won't be accommodated in the new layout.

Some amendments need to be made to the project, as outlined above. Further consideration needs to be given to topics including tenancy areas and tenancy processes. In coming months it will be critical to confirm the location and design of new music studios and the relocation of the pottery program.

The project would deliver multiple significant benefits to the Waverley community including:

- Major conservation and restoration of the building's heritage fabric in line with the Bondi Pavilion Conservation Management Plan, including removing intrusive modern additions.
- Creating a grand entrance from Campbell Parade, and a spacious and welcoming atrium and foyer.
- Upgraded new public amenities , with more public toilets, showers and lockers, and a doubling of the number of women's toilets.
- A state-of-the-art new theatre equipped for drama and music performances, and film screenings, with green room, dressing room and stage
- Two natural amphitheatres for community events and festivals.
- Opportunity for heritage exhibitions, heritage interpretation and public art.
- Community, meeting and function rooms.
- Continuation and potential expansion of Council's music, theatre and arts programs.
- Beautiful courtyards and spaces for rest and relaxation.
- Environmentally sustainable with 5 green star rating.

It is recommended that the project proceed, with some amendments to the plans and further considerations of some aspects of the project.

8. Attachments:

1. Attachment 1 Bondi Pavilion Council Resolutions
2. Attachment 2 Extracts Bondi Park, Beach + Pavilion Plan of Management
3. Attachment 3A.1 - Ground Floor Concept Design Dec 2015
4. Attachment 3A.2 - First Floor Concept Plan Dec 2015
5. Attachment 3B.1 - Ground Floor Existing A4
6. Attachment 3B.2 - First Floor Existing A4
7. Attachment 3C.1- Ground Floor Proposed Square Metres A4
8. Attachment 3C.2 - First Floor Proposed Square Metres A4
9. Attachment 4 Feedback Themes
10. Attachment 5 Submissions Part 1 (under separate cover)
11. Attachment 6 Submissions Part 2 (under separate cover)
12. Attachment 7 Bondi Pavilion Bookings Comparison

Attachment 1
Relevant Council Resolutions - Bondi Pavilion Upgrade & Conservation Project

Council or Committee Meeting & Date	Resolution No.	Resolution
Council Meeting 16 Feb 2016	CM/5.3/16.02	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 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. 2. Officers distribute the costing study and the feasibility study to councillors under confidential cover.
Council Meeting 15 Dec 2015	CM/7.4/15.12	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.
Council Meeting 16 June 2015	CM/10.2/15.06	That: 1. The report be treated as confidential in accordance with section 11(3) of the Local Government Act 1993, as it relates to a matter specified in section 10A(2) of the Local Government Act 1993. 2. Council endorses the recommendation to enter into contract with the preferred tenderer, Tonkin Zulaikha Greer (TZG) Pty Ltd for Principal Design Consultant services for the Bondi Pavilion Upgrade and Conservation. 3. Successful and unsuccessful tenderers be notified of the decision.
Council Meeting 19 May 2015	CM/7.7/15.05	That: 1. Council adopts the Bondi Pavilion and Surroundings Conservation Management Plan for the purposes of: a) Guiding future works to Bondi Pavilion and the surrounding area. b) Submission to the NSW Heritage Branch (Office of Environment and Heritage) for endorsement.

Council or Committee Meeting & Date	Resolution No.	Resolution
		c) Publishing on the Waverley Council website. 2. On page 148 of the Bondi Pavilion and Surroundings Conservation Management Plan, the following amendment is inserted after Policy 7: 'Policy 8: All physical works affecting Aboriginal heritage conservation to be undertaken in consultation with the La Perouse Local Aboriginal Land Council.'
Council Meeting, 17 Feb 2015	CM/10.2/15.02	That Council: 1. Treats this report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as it relates to a matter specified in section 10A(2) of the *Local Government Act 1993;* 2. Notes the purpose statement, actions and directions for Bondi Pavilion approved in the 2014 Bondi Park, Beach and Pavilion Plan of Management, with the Bondi Pavilion purpose statement reading as follows: *"Located in a unique setting, Bondi Pavilion overlooks spectacular Bondi Beach and is a much loved, heritage building. It has an important purpose:* - *As a landmark building, contributing to the unique heritage character of Bondi;* - *As the centre of community life, accommodating a vibrant mix of cultural, community and commercial uses; and* - *Providing a grand entrance from the street to Bondi beach.* *This purpose should be achieved by making sure the Pavilion is sensitively looked after and well used. As the centrepiece it should be:* - *Attractive and inviting with welcoming entrances front and rear, good internal signage and tourism information that is accessible.* - *A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well designed and engaging foyer with activities throughout that entertain.* - *Delivering a vibrant cultural and community life including interesting theatre, cultural happenings, great cafes and appropriately located programs.* - *Well maintained, clean and functional with improved spaces for hire and good amenities to service people visiting the building, Park or Beach.* - *Environmentally efficient, as much as possible.* - *Financially sustainable so that it can meet community expectations, providing a good balance of community and commercial activities."* 3. Notes the recommendations of the Bondi Pavilion Commercial Review , commissioned as required by the Plan of Management, to examine ways to increase commercial income at Bondi Pavilion;

Council or Committee Meeting & Date	Resolution No.	Resolution
		4. Approves the preparation of a detailed consultant brief to prepare concept designs and detailed design documentation which: - meets the purpose and directions set out in the Bondi Park, Beach and Pavilion Plan of Management 2014; - addresses the Conservation Management Plan currently in preparation; and - includes the following: A. Reinforcing Bondi Pavilion's status as a landmark building, contributing to the unique heritage of Bondi, through: A.1 Investigating opportunities for celebrating and interpreting the heritage of Bondi Pavilion and Bondi Beach, for example through exhibition space; A.2 Conserving significant heritage fabric and character, including investigating the restoration of the symmetry the heritage beach frontage of Bondi Pavilion through removal of the modern external addition to Shop 1; A.3 Inclusion of Environmental Sustainable Design features to reduce greenhouse gas emissions, decrease mains water demand, maximise the proportion of waste recycled and improve waste management; B. Ensuring Bondi Pavilion, as the centre of community life, has a vibrant mix of cultural, community and commercial uses through: B.1 Transforming the internal courtyards, including investigating opportunities for an all weather events space (preferably with retractable or removable roof/shade covering) and a native garden and/or interactive art installation; and investigate restoration of the full-length covered verandah in the northern courtyard; B.2 Inclusion of an art gallery, exhibition space or other cultural attractor/s on the ground floor; B.3 Potential increase in arts & community space on the ground floor, including the potential conversion of one or both music studios to flexible rehearsal, performance and community use; B.4 Improved theatre and back of house theatre facilities, of seating capacity of at least 110; B.5 Inclusion of a staffed tourism information point; B.6 Increasing the number of toilets available, with public access to ground floor toilets preferably from the sides of the Pavilion;

Council or Committee Meeting & Date	Resolution No.	Resolution
		B.7 Increased number of commercial tenancies, for example through relocation and reduction in size of staff offices; B.8 Increases commercial usage in appropriate places, with the increased commercial revenue to fund appropriate maintenance, upkeep and activities within Bondi Pavilion; B.9 Investigating creative and innovative approaches to improving views from the first floor where possible (subject to heritage approvals); B.10 Improved meeting room and conference facilities, supported by a kitchen and bar; C. Providing a grand entrance from the street to Bondi beach through: B.11 Restoring the entrance facing Campbell Parade as a pedestrian throughway, with enhanced view lines and connection through the building B.12 Improving the connectivity and permeability of the building, opening up view lines where possible through the building; 5. Authorises the commencement of an open, advertised expression of interest and selective tender process for the consultant on the basis of the above brief, and delegate to the General Manager the power to approve the list invited for select tender; 6. Notes that later in 2015 Council will receive and consider a report recommending the awarding of the consultant's tender; 7. Notes that after the consultants are appointed, a concept design will be presented for consideration by Council and for community consultation, after which a development application will be prepared; 8. Agrees that all commercial space will be the subject of a public tender process at a future date, once detailed design has progressed; 9. Approves extension of tenancies in the interim as follows: (i) Bucket List (for which current lease expires 31/12/15), to be extended on a holdover basis to 31 March 2017, or until just prior to construction; (ii) Between the Flags (for which current lease expires 31/8/2016), to be extended on a holdover basis to 31 March 2017, or until just prior to construction; (iii) Lush on Bondi (for which lease expires 14/12/2016), to be extended on a holdover basis to 31 March 2017, or until just prior to construction;

Council or Committee Meeting & Date	Resolution No.	Resolution
		(iv) Rock Surfers (for which licence expires 15/9/2015), licence to be extended on a holdover basis to 31 March 2017, or until just prior to construction; (v) Let's Go Surfing (for which licence is currently on month to month), licence to be extended on a holdover basis to 31 March 2017, or until just prior to construction.
Council Meeting, 18 Nov 2014	CM/7.6/14.11	That Council: 1. Receives and notes this report. 2. Notes the findings from the Public Exhibition period (refer Attachment 1). 3. Adopts the Bondi Park, Beach and Pavilion Plan of Management 2014-2024 (refer Attachment 3) 4. Notes that Council will receive a separate report identifying details of upcoming projects identified in the Bondi Beach, Park and Pavilion Plan of Management.
Council Meeting, 20 Aug 2013	1308.12.9	That Council: 1. Receive and note this report. 2. Amend Clause 9, Action Plan table of the Draft Bondi Park, Beach and Pavilion Plan of Management as follows: (a) The order of the categories be reorganised so that: · Category A1 becomes Category A3 · Category A2 becomes Category A1 · Category A3 becomes Category A2 (b) The Director, Community and Recreation Services, inserts in the appropriate place the phrase "to give consideration to the installation of public art." 3. Authorise public exhibition of the draft Bondi Park, Beach and Pavilion Plan of Management for the statutory period of 28 days. 4. Note that the public exhibition will commence following review of the plan by the State Government Crown Lands division. 5. Consider the revitalisation of the Wally Weekes Pool. 6. Investigate the potential development of the Scarborough slope. 7. Consider prohibiting dogs on the part of the walkway adjacent the children's pool. 8. The 10 kilometre zone, that is already approved, be implemented.

ATTACHMENT 2

WAVERLEY COUNCIL

BONDI PARK, BEACH AND PAVILION PLAN OF MANAGEMENT 2014

Selected Extracts Relating to Bondi Pavilion - providing framework for Bondi Pavilion Upgrade & Conservation Project

From Section 6 - Vision (p.57):

BONDI PAVILION PURPOSE STATEMENT

Located in a unique setting, Bondi Pavilion overlooks spectacular Bondi Beach and is a much loved, heritage building. It has an important purpose:

- As a landmark building, contributing to the unique heritage character of Bondi;
- As the centre of community life, accommodating a vibrant mix of cultural, community and commercial uses; and
- Providing a grand entrance from the street to Bondi beach.

This purpose should be achieved by making sure the Pavilion is sensitively looked after and well used. As the centrepiece it should be:

- Attractive and inviting with welcoming entrances front and rear, good internal signage and tourism information that is accessible.
- A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well designed and engaging foyer with activities throughout that entertain.
- Delivering a vibrant cultural and community life including interesting theatre, cultural happenings, great cafes and appropriately located programs.
- Well maintained, clean and functional with improved spaces for hire and good amenities to service people visiting the building, Park or Beach.
- Environmentally efficient, as much as possible.
- Financially sustainable so that it can meet community expectations, providing a good balance of community and commercial activities.

From Section 5 - Site Analysis, Culture and Heritage (p.44)

Statement of Heritage Significance
"Bondi Beach, Park and Pavilion, surf life saving clubs and many contributory elements combine to form a remarkable cultural landscape of State and National significance. Bondi typifies better than any other site the Australian beach going experience. It is also significant as the first site of an Australian surf bathers life saving club and beneficiary of the largest beach improvement scheme to be carried out in the inter-war years. The place also demonstrates the local Council's response to the rapid increase in popularity of beach-going once restrictions on surf bathing were eased in the early 20th century.

The Pavilion has considerable aesthetic appeal and landmark qualities, and together with all its associated facilities such as the promenade and car parking, with virtually direct access from visitors' cars to the Beach, have made it a place of high social significance and a symbol of Australia's popular beach culture. The retention of the Bondi Surf Bathers' Life Saving Club building adjacent to it has reinforced that significance. Although the Pavilion and its uses have been modified internally over time (it became the Waverley Cultural Centre in 1975) its relationship to the promenade and Beach has remained intact.

The site has also retained its connection with Campbell Parade, especially via two pedestrian concrete overpass bridges with period standard lamps, together with several pathways in their original 1928 locations. Although there have been numerous modifications over the decades, this complex place retains its essential integrity to the 1928 beach improvement design.

Bondi Pavilion
The Clive Lucas Stapleton & Partners Conservation Analysis summed up the Pavilion's cultural significance in 1997 as follows:

- In its original function and location at Bondi Beach, the Pavilion has come to represent at a national level, the culture of beach bathing which has dominated the past and present popular image of the Australian outdoors lifestyle. In this context it is an icon regularly used in works of art and promotional material.
- It is representative of a 1920s Mediterranean/ Georgian Revival architectural style and town planning, which in a beach front setting on the scale at Bondi is now unique in Sydney. It was the largest and most resolved example of a beach pavilion in Sydney when it was constructed, and continues to be so to this day."[1]

Key Issues

- The nationally significant cultural landscape of Bondi, encompassing the Park, Pavilion and Beach, should be carefully conserved and enhanced. Proposed uses and changes should seek to preserve the heritage values of the place.
- An understanding of the historic landscape design of the park area should be reinforced in new landscape works.
- The Bondi Pavilion should retain its historic importance as the dominant built element in the landscape.

[1] 1 Mayne-Wilson Heritage Landscape Consultants. Bondi Park and Pavilion Heritage Review, 2012. p66

- The iconic status of the Bondi Pavilion needs to be recognised through removal of unsympathetic works where possible, reinstatement of original features if appropriate, and a striving for excellence in design for new works.
- The heritage fabric of Bondi Pavilion has been compromised by unsympathetic building additions and inadequate maintenance. Conservation works should be undertaken.
- To date, the heritage values of Bondi have not always been considered in the planning and construction of new work.

From Section 7 - Values & Directions (p.60-61)

Culture & Heritage

- Interpret and tell the story of the place.
- Strengthen and expres the cultural values of the place through community and arts activities.
- Ensure the cultural landscape is expressed in the design and management of the site.
- Conserve and maintain the heritage fabric of the Park and Pavilion.

Looking and Feeling Good

- Ensure the landscape and architectural character and design reflect best practice and excellence in design.
- Provide a memorable experiences for all users by celebrating the site's unique character and scenic qualities.
- Ensure materials and finishes are high quality, robust and designed to befit the setting.
- Reinforce the sense of arrival to the site.

Management and Maintenance of Facilities

- Ensure a clear and effective management structure for the Park, Beach and Pavilion.
- Review management of finances and resources to improve operational effectiveness.
- Ensure that the Park, Beach and Pavilion environment are safe for users at all times.
- Ensure facilities are well maintained and appropriately serviced.
- Promote programs, activities and events in the Park, Beach and Pavilion to a greater range of people.
- Review on site regulations and program an enforcement schedule.

From Section 8 - Master Plan

Key Idea 3: Restore the Pavilion as a Gateway to the Beach (p.71)

Bondi Pavilion is a beautiful, iconic building dating to 1928. This key idea responds to the community view that although the Pavilion is much loved, it needs to be better used and more carefully looked after.

The Master Plan proposes to restore Bondi Pavilion as a grand entrance and pedestrian thoroughfare to the Beach. This involves works to the rear of the Pavilion and courtyard, including: relocating the car parking and rubbish storage area; opening the roller shutter and stage, relocating the amphitheatre seating for continued use by FlickerFest; and opening up some walls; to achieve a physical and visual connection from Campbell Parade through to the Beach. Improving this area will help bring patronage to the Pavilion through increased safety and access. Relocating public transport stops along Campbell Parade and new signage would also support restoring the Pavilion as the main entrance.

Bringing people through the Pavilion will help connect the community with the place and consequently invigorate the building.

In addition the Pavilion's courtyards and internal spaces and uses would be reviewed to ensure that the community is getting the most value from this important asset. The courtyards would be beautified.

Toilets and amenities would be reviewed, re-designed and upgraded within the building. Car parking and rubbish bin storage would be relocated to the underground car park. The Pavilion would be serviced via an opening in the north-east corner of the courtyard connecting to the new loading zone to the rear of the Bondi Surf Bathers' Life Saving Club. The paving, lighting and landscape would also be upgraded.

Key Idea 5: Provide places for play and respite (p.75)

Council has received much feedback regarding the desire to expand and upgrade recreation facilities. In addition, trees and shade were frequently mentioned when the community were asked what was important about the site...

... The Pavilion courtyards provide excellent areas of respite that would be improved with supplementary shade.

Key Idea 6: Respect Bondi's heritage (p. 77)

This key idea recognises that Bondi has national, state and local heritage significance.

The Master Plan reinforces the need to respect the culturally significant items on the site and to reinforce and celebrate them through site interpretation, careful maintenance, and cultural programs and activities.

In addition and in association with Bondi's surf lifesaving history, the place has other historically significant elements, the beach improvement scheme of the inter war years and the Bondi Pavilion history.

The history of use by Indigenous people in this place deserves special mention and requires careful protection, investigation and research and interpretation where required....

From Section9 - Action Plan

(Bondi Pavilion actions, from p. 89 onwards)

"A5.1 Restore Bondi Pavilion as a pedestrian entryway from Campbell Parade, works to consider:

- Provide accessible pathway through the Pavilion;
- Remove the planting bed in the Pavilion foyer;
- Remove the amphitheatre structure to provide an accessible pathway through the Pavilion archway. Refer to action B1.3;
- Upgrade entrance doors at the front of the Pavilion; and
- Upgrade the access path from the rear of the Pavilion to Campbell Parade.

A5.2 Provide equal access to and through the Pavilion, works to consider

- Provide clear unobstructed pathway and direct access route through the Pavilion ie remove loose furniture (signs etc) and tables and chairs;
- Provide handrails, TGSI and contrast on nosing at the Pavilion steps;
- Provide accessible principal entrance (door width, luminance contrast of door);
- Improve way finding and signage to Pavilion entrance and facilities;
- Provide a clear, unobstructed pathway at rear of Pavilion; and
- Remove pedestrian/vehicle conflict at rear of Pavilion through relocation of loading zone."

"B1.1 Engage an architect to review the Pavilion internal layout and fixtures to consider:

- Amenities for beachgoers are ideally positioned within the building;
- Rooms for hire are adaptable and flexible to accommodate functions, meetings and events;
- Toilets and change rooms are meeting people's needs;
- Implementing the feasibility study (refer F2.1);
- Fixtures in the Art Gallery are able to accommodate both local and regional exhibitions;

- Entry foyer improvements to ensure it's better used. Reconsider materials and layout including flooring, planting bed, entry doors;
- Review the community offices (caretakers residences/stage building) and investigate future uses;
- Upgrade office and studio space and review arrangement within the Pavilion and consider relocating offices to be better located away from the front of the Pavilion;
- Review the placement of facilities such as storage and kitchen facilities;
- An effective tourist information point at the Pavilion;
- Investigate if the theatre requires further refurbishment to back stage;
- Determine whether any further works are required to the bar and amenity areas taking into account requirements and expectations of the NSW Office of Liquor Gaming and Racing; and
- Conserving and restoring heritage character.

B1.2 Design and upgrade the Pavilion courtyard to better accommodate a range of events, programs and use as a passive recreation space. Works to consider:

- Amenities for beachgoers are ideally positioned within the building;
- Replacement of pavement in southern courtyard with uniform surface (preferably brick paving);
- Shade tree planting and soft landscaping;
- Replacement of turf areas in northern courtyard;
- Edge definition between the courtyard and any commercial outdoor seating areas;
- Options for weather proof covering; and
- Provision for public art.

B1.3 Remove amphitheatre hardstand in Pavilion courtyard as part of Pavilion Courtyard upgrade works (refer to action B1.2). In consultation with Flickerfest, consider/identify options for temporary installation of amphitheatre within the courtyard, to be used for the Flickerfest short film festival and other events as required."

"B4.1 Review building uses and hirers within the Pavilion, particularly the meeting spaces.

B4.2 Provide a feasibility study to identify opportunities for increased income generation in order to fund building improvements."

"D1.1 Investigate the possibility of showcasing or interpreting historic items and memorabilia in or throughout the Pavilion and Park. Any memorabilia or monuments should have a demonstrated connection with the site's heritage."

"D4.1 Conserve the Pavilion's heritage character, including its front forecourt and internal Courtyards areas:

- Retain the arched, colonnaded facades of the Pavilion and repair cracks, damp, peeled stucco and paint.
- Continue to adapt to alternative uses within the Pavilion as demands for these areas arise and/or change. (Refer to action B1.1.)
-

D4.2 Improve the condition of Bondi Pavilion, in consultation with a heritage expert, identify a suitable colour scheme and use for regular painting (every 5 to 7 years).

D4.3 Consider updating the Lucas, Stapleton and Partners Pty Ltd, Bondi Pavilion Surf Club and Surrounds: Conservation Analysis and Conservation Guidelines for Bondi Pavilion."

"E3.1 In consultation with an architect, develop detail design guidelines for the Pavilion, including colours, materials and type of fixtures such as temporary seating, umbrellas and signs which may apply to new leases and licence areas. This study to be done in conjunction with the architectural review, signage and way finding study and consider heritage values of the site."

"E4.1 Ensure that the Pavilion is attractive, inviting and welcoming by:

- Make the Pavilion entrances welcoming at front and rear
- Good external and internal signage
- Consider a new tourism information point."

"F1.1 Convene a regular Bondi Pavilion working group including Council officers with relevant experience to advise on:

- Oversee relevant studies such as the Business Plan, Feasibility Study and ARchitectural Review;
- Operational issues;
- Revenue raising;
- Maintenance and upgrade priorities; and
- Signage."

F1.2 Manage cafe and restaurant operations for good service and compliance with lease conditions."

"F2.1Provide a feasibility study to identify opportunities for increased income generation from the Pavilion to support better maintenance.

F2.2 Undertake a risk assessment identifying the risk, responsibilities and any required actions for insurances and liability, emergency management, occupational health and safety, land and environment management, asset management, staff, contractors and volunteers and financial management.

F2.3 Develop a business plan to identify opportunities and constraints for the Bondi Pavilion Cultural and Community programs, identify benchmarks, funding sources, marketing adn take into account feasibility work and understanding of required directions. The plan to consider:

- Whether art studios, music studios, pottery studios or art gallery should remain at the Pavilion or be relocated elsewhere

- Review the building use, particularly room hire and use of meeting spaces and the booking and fee structure.

F2.4 Continue appropriate management practices and arrangements for leases and licenses in accordance with requirements of the Crown Lands Act.

F2.5 Following the analysis and Feasibility Study, review all areas of revenue to identify new funding / business opportunities."

"F3.1 Engage lighting designer to prepare lighting plan for main pedestrian routes and on pathways through the Pavilion in keeping with the building's heritage character. In particular improve:

- Lighting at rear of the Pavilion and through courtyard,
- Architectural lighting around the Pavilion.

F3.2 Review security systems and resources in the Pavilion and upgrade if required."

"F4.1 Undertake a regular planned maintenance program for the Pavilion, including toilets, change rooms, commercial tenancies and fire, emergency, hydraulic, electrical and sewer services.

F4.2 Improve the condition of Bondi Pavilion ensuring routine repairs are undertaken efficiently and the condition of toilets and meeting rooms is improved."

F6.1 Develop a marketing strategy that covers Bondi Pavilion cultural services, community events and programs

F6.2 Continue to implement inclusive child, youth and family orientated initiatives that include programs for older people who are socially isolated."

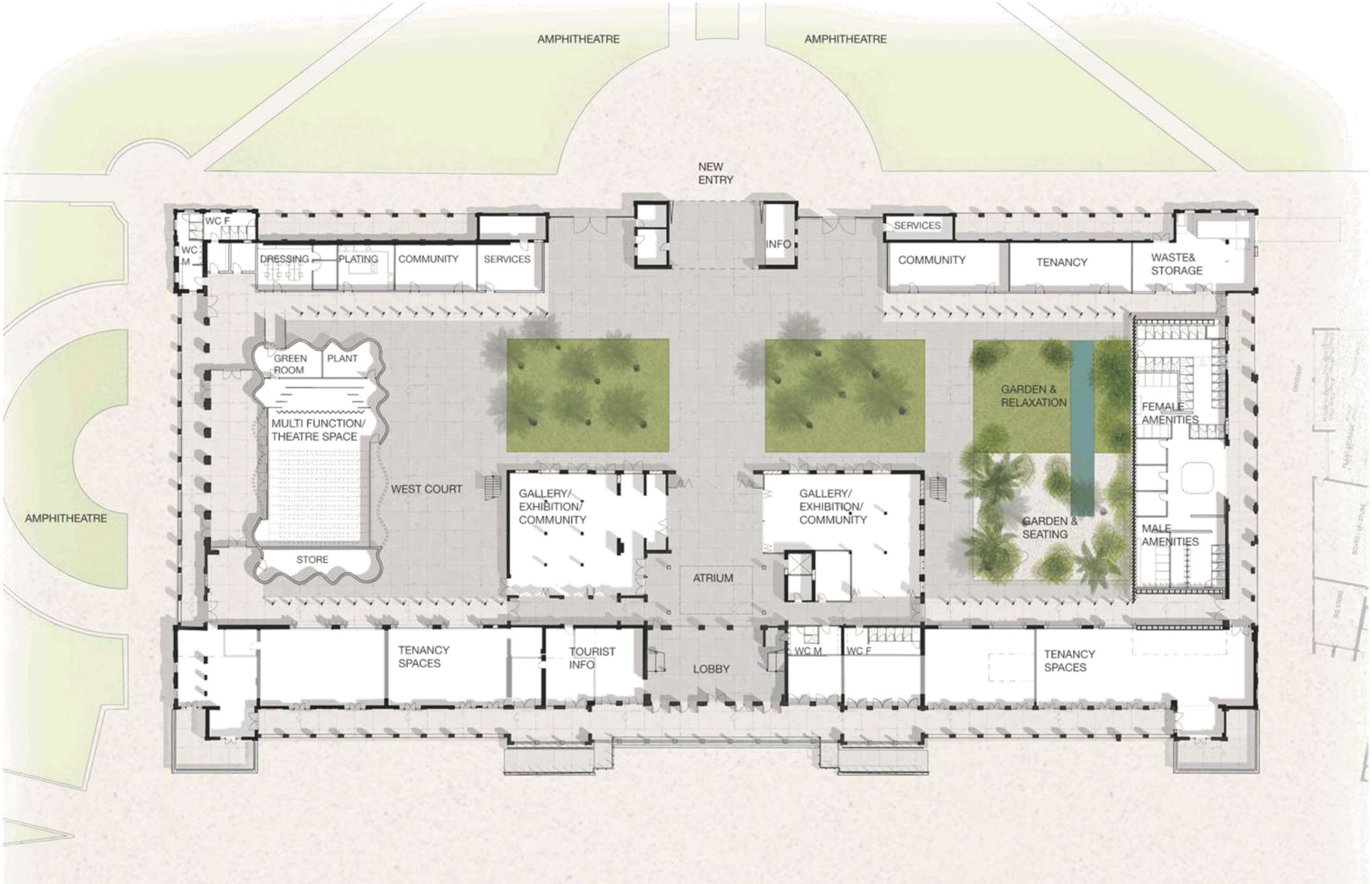
From Section 10 - Implementation and Funding (p.116)

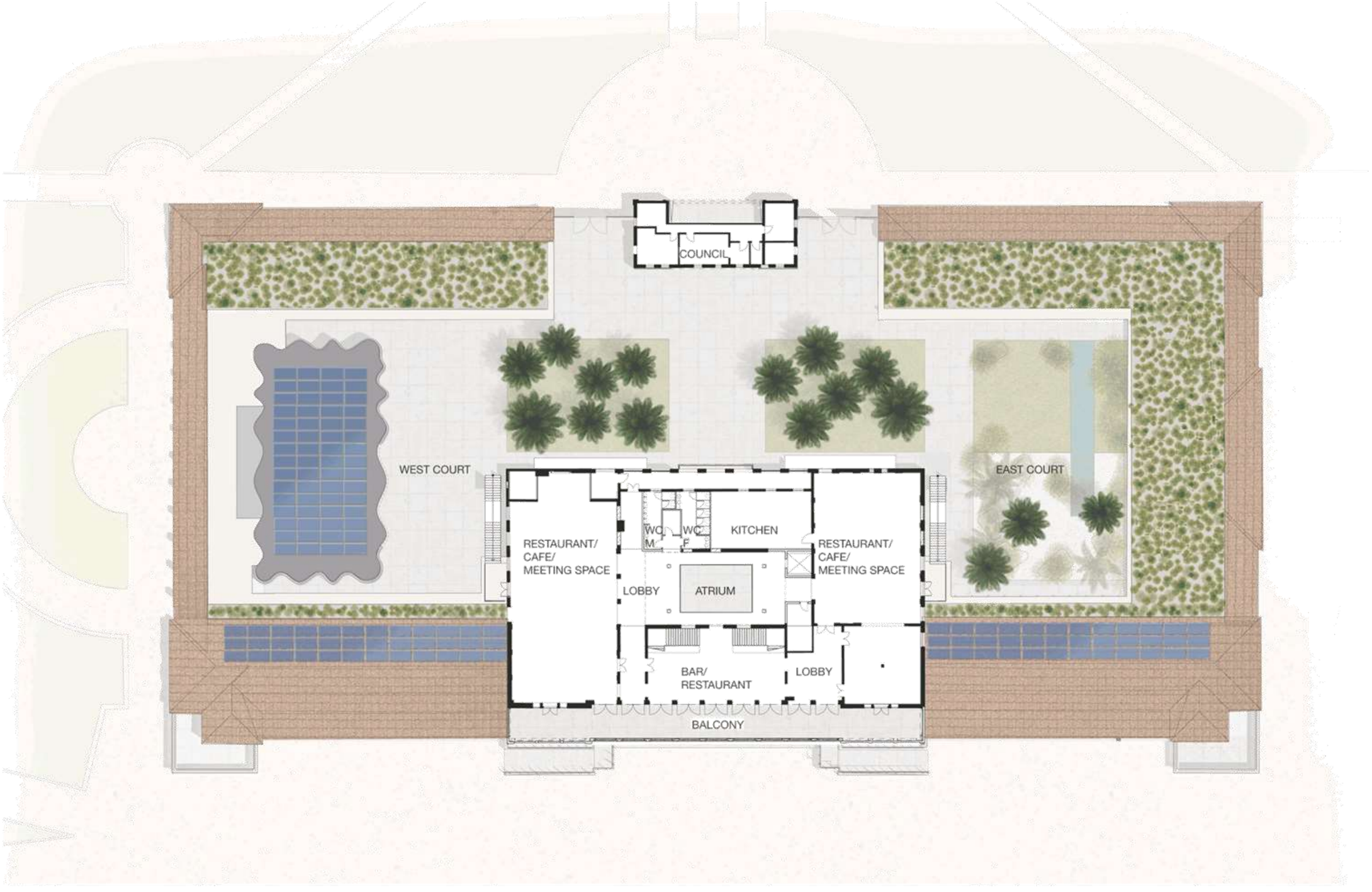
Pavilion Management

The proposed improvement works associated with the Pavilion are substantial, ranging from physical refurbishment projects to the less tangible aspects of managing the various events, programs and businesses within the space. The responsibility of caring for the Pavilion and implementing these actions, falls within several Council divisions. To ensure that the Pavilion is well looked after and is able to become the vibrant, attractive and welcoming hub that is envisaged, coordination between key stakeholders within and external to Council is essential. For this purpose, it is recommended that the management of these groups as well as proposed upgrade works, be coordinated by a Project Manager.

In addition to providing a management structure to achieve these desired outcomes, some key planning works will need to be in place prior to any upgrades or refurbishments taking place. These works include:

1. Appointment of Project Manager
2. Reform the Bondi Pavilion working group
3. Undertake a feasibility study
4. Develop a business plan
5. Undertake a cost benefit analysis
6. Decide on best mix of community / business enterprises within the Pavilion
7. Engage an architect to review the building structure and layout to provide the appropriate amenities
8. Seek funding through grant applications and partnership projects
9. Plan a detailed sequence of works to upgrade/refurbish the Pavilion and develop a detailed action plan
10. Proceed with upgrade projects.

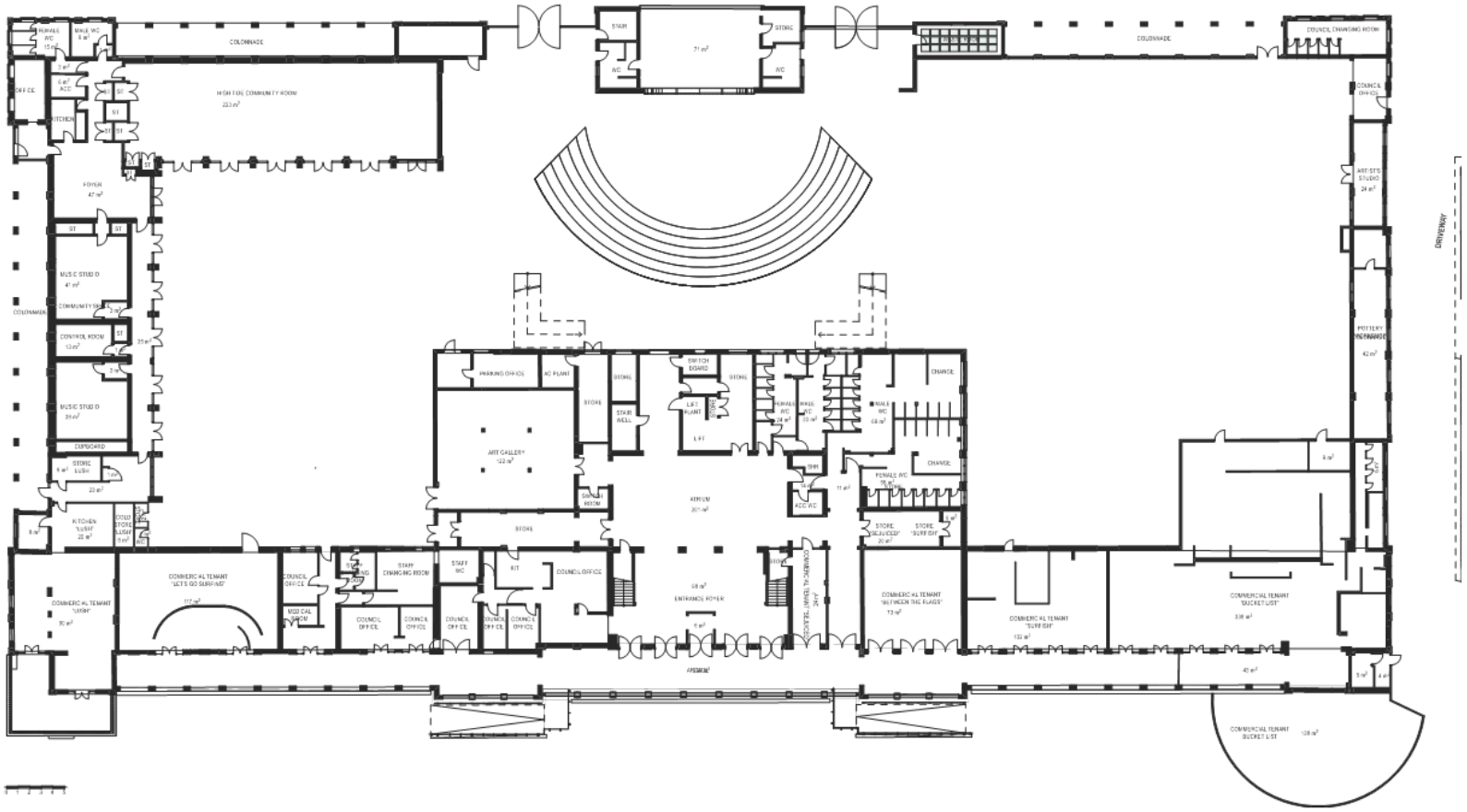

AMPHITHEATRE
AMPHITHEATRE
NEW ENTRY
WC F
WC M
DRESSING
PLATING
COMMUNITY
SERVICES
INFO
SERVICES
COMMUNITY
TENANCY
WASTE& STORAGE
GREEN ROOM
PLANT
MULTI FUNCTION/ THEATRE SPACE
STORE
WEST COURT
GALLERY/ EXHIBITION/ COMMUNITY
GALLERY/ EXHIBITION/ COMMUNITY
ATRIUM
GARDEN & RELAXATION
GARDEN & SEATING
FEMALE AMENITIES
MALE AMENITIES
AMPHITHEATRE
TENANCY SPACES
TOURIST INFO
LOBBY
WC M
WC F
TENANCY SPACES


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KITCHEN
RESTAURANT/
CAFE/
MEETING SPACE
LOBBY
ATRIUM
BAR/
RESTAURANT
LOBBY
BALCONY

BONDI PAVILION UPGRADE AND CONSERVATION PROJECT

WAVERLEY COUNCIL

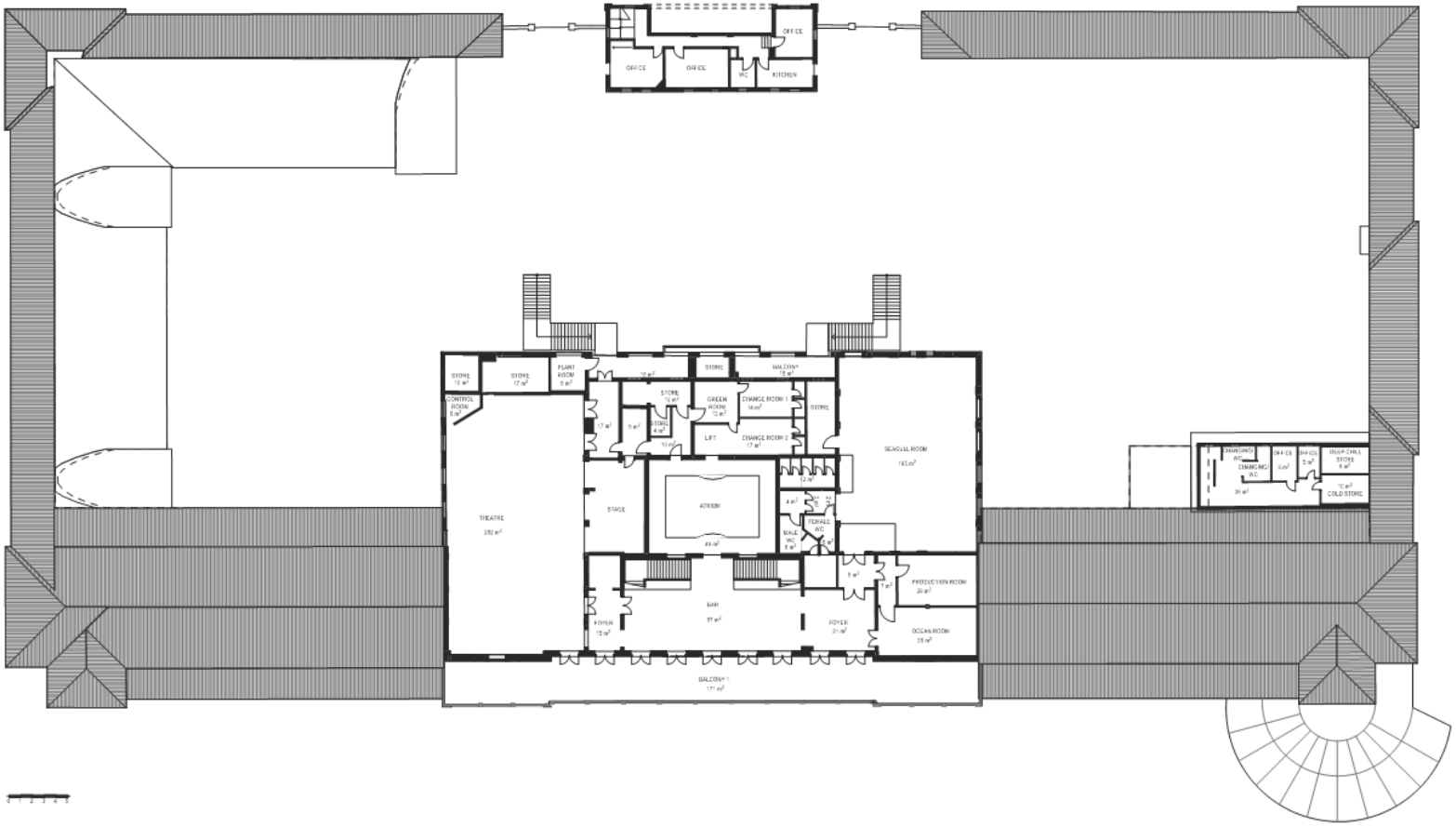
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BONDI PAVILION UPGRADE AND CONSERVATION PROJECT

WAVERLEY COUNCIL

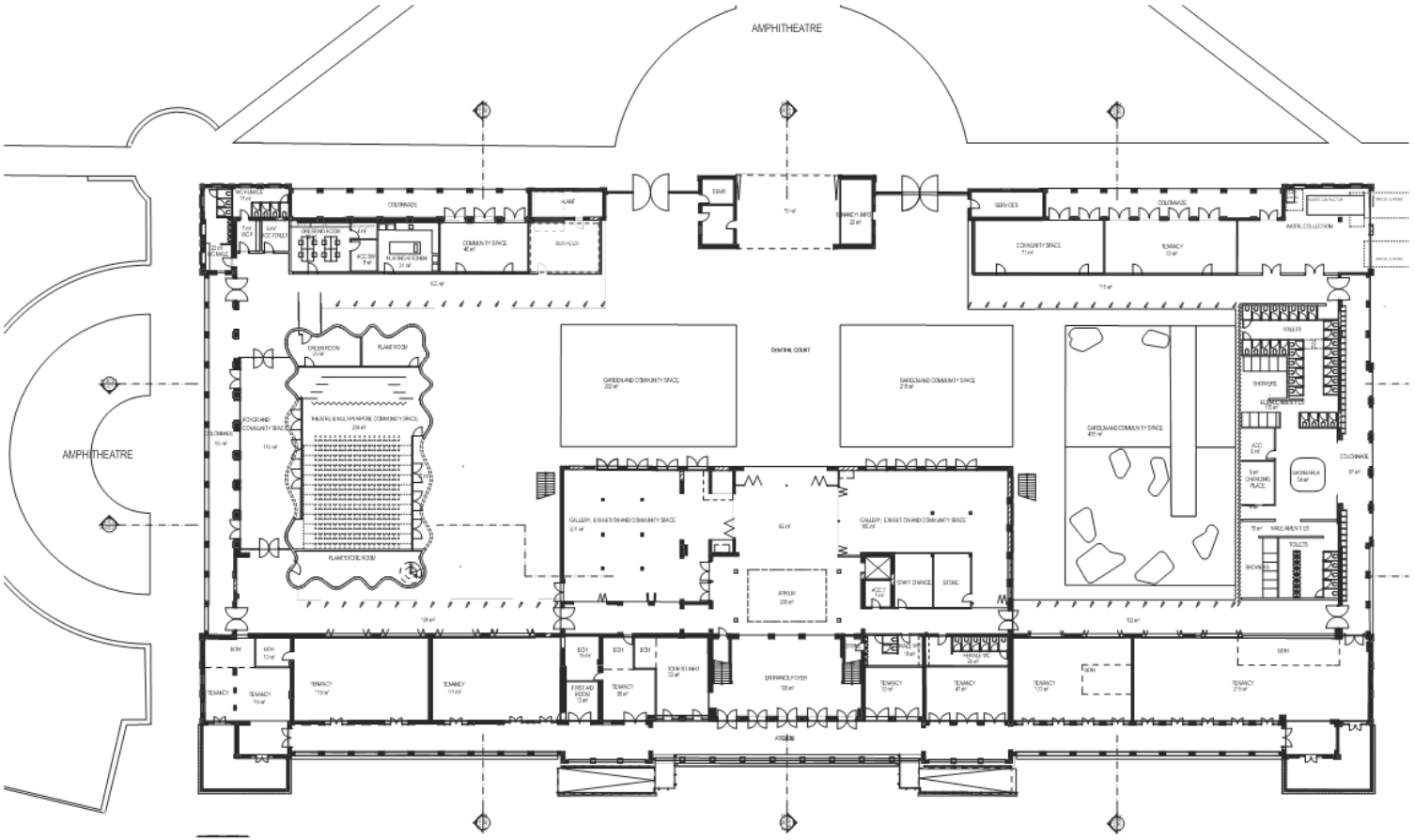
FIRST FLOOR EXISTING



BONDI PAVILION UPGRADE AND CONSERVATION PROJECT

WAVERLEY COUNCIL

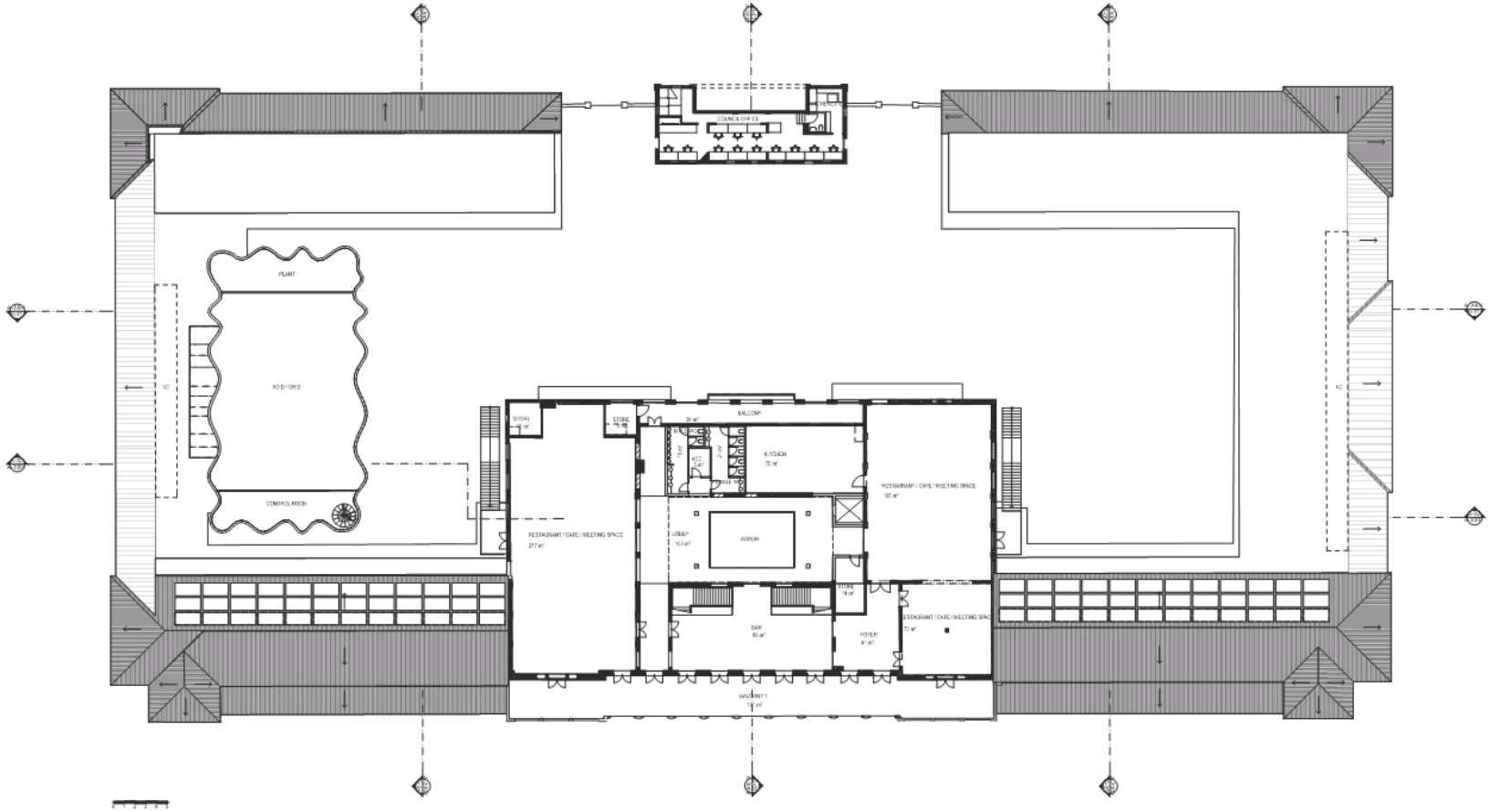
GROUND FLOOR PROPOSED



BONDI PAVILION UPGRADE AND CONSERVATION PROJECT

WAVERLEY COUNCIL

FIRST FLOOR PROPOSED



Attachment 4 - Community Submissions Counted by Theme

Bondi Pavilion Upgrade & Conservation Project

Theme	No. of submissions	% of submissions
Extension of community consultation time	22	3.1%
Wide openings = wind tunnels	6	0.8%
Concerns of pond/water safety	3	0.4%
Concerns of commercialisation/privatisation	239	33.8%
Concerns of loss of community facilities	250	35.4%
Concerns over the permanency of Council depot next door	2	0.3%
New theatre doesn't fit (asthetically)	15	2.1%
New theatre is a multipurpose space, not fit for theatre productions	29	4.1%
Keep theatre upstairs	43	6.1%
Pavilion should be reserved for community/cultural space	264	37.3%
No more cafes/restaurants	75	10.6%
Put in a museum	5	0.7%
Need pottery space	48	6.8%
Need music studios	84	11.9%
Positive about toilets	1	0.1%
New theatre has no toilets *	2	0.3%
New theatre has no foyer*	2	0.3%
Concerns on capacity of events ie. Flickerfest, Shir Madness	27	3.8%
Concerns of limited number of seats in theatre	3	0.4%
Concerns with trees in courtyard	3	0.4%
Concerned that current hirers have been told by Council they need to vacate	0	0.0%
Positive about new restuarants/cafes	2	0.3%
Happy with concept design	9	1.3%
Keep the Pavilion how it is currently, don't change	53	7.5%
Positive regarding heritage conservation	5	0.7%
Design should consider Aboriginal heritage	6	0.8%
Don't want to feel like the area is upmarket	3	0.4%
Maintain The Bucket List	21	3.0%
Abandon plans and start afresh	23	3.3%
Concerns of underground car park	9	1.3%
Encourages an underground car park	2	0.3%
Concerns over funding	22	3.1%

Note: percentages do not sum to 100 because many submissions included more than one theme.

Total submissions: 707.

Attachment 7: Bondi Pavilion Event Booking Comparisons - Week beginning 15 Feb 2016				
Start Date/Time	**End Date/Time**	**Event Name**	**Existing space utilised**	**Space in new design**
26 Jan to 27 March 10:00 AM	Mon - Sun 05:00 PM	Art Exhibition **[38257] Martin Parr - Australian Centre of Photography**	Art Gallery	Gallery/ Exhibition/ Community Space (South)
Mon 15/02/2016 08:00 AM	Mon 09:00 AM	Support service meeting **(Community group)**	Ocean	Community Room (South)
Mon 15/02/2016 10:00 AM	Mon 11:00 AM	Recreation class **Karate**	Ocean	Theatre Foyer
Mon 15/02/2016 03:30 PM	Mon 04:30 PM	Educational class **Mini Meditation**	Ocean	Community Room (North)
Mon 15/02/2016 07:30 AM	Mon 02:30 PM	Recreation class **Gymbaroo Bondi**	Seagull	Gallery/ Exhibition/ Community Space (North)
Mon 15/02/2016 04:00 PM	Mon 07:00 PM	Recreation class **Bondi Dance Co.**	Seagull	Gallery/ Exhibition/ Community Space (North)
Mon 15/02/2016 07:00 PM	Mon 09:00 PM	Recreation class **No Lights No Lycra**	Seagull	Gallery/ Exhibition/ Community Space (North)
Mon 15/02/2016 07:30 PM	Mon 08:30 PM	Internal Booking Casual **Council staff booking**	Theatre	New Theatre
Mon 15/02/2016 09:30 AM	Mon 10:30 AM	Recreation class **Dee's Fit For Life**	High Tide	Community Room (North)
Mon 15/02/2016 10:30 AM	Mon 01:00 PM	Recreation class **Baby Ballet Academy**	High Tide	Community Room (North)
Mon 15/02/2016 06:00 PM	Mon 07:30 PM	Recreation class **Tae Kwon Do**	High Tide	Community Room (North)
Mon 15/02/2016 8:00 PM	Mon 09:00 PM	Recreation class **Fitness 4 Mums**	High Tide	Community Room (North)

Start Date/Time	End Date/Time	Event Name	Existing space utilised	Space in new design
Mon 15/02/2016 10:00 AM	Mon 12:00 PM	Multicultural Program / Activity **Seniors Choir**	Music Studio 1	New Theatre
Mon 15/02/2016 12:30 PM	Mon 04:00 PM	Music rehearsal	Music Studio 1	Community Room (South)
Mon 15/02/2016 04:00 PM	Mon 06:00 PM	Music rehearsal	Music Studio 1	Not Accommodated - Relocated to new studio facility
Mon 15/02/2016 07:30 PM	Mon 09:30 PM	Music rehearsal	Music Studio 1	Community Room (South)
Mon 15/02/2016 09:30 AM	Mon 11:30 AM	Recreation class **Einsteinz Music**	Music Studio 2	Community Room (South)
Mon 15/02/2016 8:30 PM	Mon 9:30 PM	Music rehearsal	Recording Control room	Not Accommodated - Relocated to new studio facility
Tue 16/02/2016 08:00 AM	Tue 09:00 AM	Support service meeting **(Community group)**	Ocean	Community Room (South)
Tue 16/02/2016 12:00 PM	Tue 02:00 PM	Internal Booking **Council staff booking**	Ocean	Community Room (South)
Tue 16/02/2016 02:00 PM	Tue 03:00 PM	Internal Booking **Council staff booking**	Ocean	Community Room (South)
Tue 16/02/2016 03:00 PM	Tue 06:00 PM	Recreation class **Karate**	Ocean	Community Room (South)
Tue 16/02/2016 04:30 PM	Tue 05:30 PM	Recreation class **Bondi Dance Co.**	Dolphin	Theatre Foyer
Tue 16/02/2016 09:30 AM	Tue 03:00 PM	Internal Booking **Council staff booking**	Dolphin	Venue Office Meeting Room
Tue 16/02/2016 02:00 PM	Tue 03:00 PM	Internal Booking **Council staff booking**	Dolphin	Venue Office Meeting Room

Start Date/Time	End Date/Time	Event Name	Existing space utilised	Space in new design
Tue 16/02/2016 07:30 AM	Tue 08:30 AM	Recreation class **Surf Yoga**	Seagull	Community Room (North)
Tue 16/02/2016 04:00 PM	Tue 05:30 PM	Recreation class **Action Atelier**	Seagull	Gallery/ Exhibition/ Community Space (North)
Tue 16/02/2016 05:30 PM	Tue 06:30 PM	Recreation class **Bondi Dance Co.**	Seagull	Gallery/ Exhibition/ Community Space (North)
Tue 16/02/2016 07:00 PM	Tue 08:00 PM	Recreation class **Bright Light Yoga**	Seagull	Gallery/ Exhibition/ Community Space (North)
Tue 16/02/2016 10:00 AM	Tue 11:30 AM	Recreation class **Baby Ballet Academy**	High Tide	Community Room (North)
Tue 16/02/2016 11:30 AM	Tue 12:30 PM	Recreation class **Fitness 4 Mums**	High Tide	Community Room (North)
Tue 16/02/2016 04:00 PM	Tue 07:30 PM	Recreation class **Capoeira Brazil Bondi Beach**	High Tide	Community Room (North)
Tue 16/02/2016 07:30 PM	Tue 08:30 PM	Recreation class **Zumba Australia**	High Tide	Community Room (North)
Tue 16/02/2016 10:00 AM	Tue 03:00 PM	Music rehearsal/Recording	Music Studio 1	Not Accommodated - Relocated to new studio facility
Tue 16/02/2016 07:00 PM	Tue 09:30 PM	Music rehearsal	Music Studio 1	Not Accommodated - Relocated to new studio facility
Tue 16/02/2016 09:30 AM	Tue 11:30 AM	Recreation class **Einsteinz Music**	Music Studio 2	Community Room (South)
Tue 16/02/2016 06:00 PM	Tue 07:30 PM	Recreation class	Music Studio 2	Community Room (South)
Tue 16/02/2016 07:30 PM	Tue 09:30 PM	Music rehearsal	Music Studio 2	Community Room (South)

Start Date/Time	End Date/Time	Event Name	Existing space utilised	Space in new design
Wed 17/02/2016 08:00 AM	Wed 09:00 AM	Support service meeting **(Community group)**	Ocean	Community Room (South)
Wed 17/02/2016 09:00 AM	Wed 04:00 PM	General Meetings Casual **World Wildlife Fund meeting**	Ocean	New Theatre
Wed 17/02/2016 04:00 PM	Wed 06:00 PM	Recreation class **Bondi Dance Co.**	Ocean	Community Room (South)
Wed 17/02/2016 06:00 PM	Wed 09:00 PM	Recreation class **Kind Kids Project**	Ocean	Community Room (South)
Wed 17/02/2016 09:30 AM	Wed 10:30 AM	Internal Booking **Council staff meeting**	Dolphin	Venue Office Meeting Room
Wed 17/02/2016 07:30 AM	Wed 02:30 PM	Recreation class **Gymbaroo Bondi**	Seagull	Gallery/ Exhibition/ Community Space (North)
Wed 17/02/2016 04:00 PM	Wed 07:00 PM	Recreation class **Bondi Dance Co.**	Seagull	Gallery/ Exhibition/ Community Space (North)
Wed 17/02/2016 09:00 AM	Wed 03:00 PM	Community org. Casual **Marine Excursions**	Amphitheatre	Theatre Foyer
Wed 17/02/2016 09:30 AM	Wed 10:30 AM	Recreation class **Dee's Fit For Life**	High Tide	Community Room (North)
Wed 17/02/2016 06:00 PM	Wed 07:30 PM	Recreation class **Tae Kwon Do**	High Tide	Community Room (North)
Wed 17/02/2016 02:00 PM	Wed 04:00 PM	Music rehearsal	Music Studio 1	Community Room (North)
Wed 17/02/2016 09:30 AM	Wed 11:30 AM	Recreation class **Einsteinz Music**	Music Studio 2	Community Room (South)
Wed 17/02/2016 12:30 PM	Wed 04:00 PM	Music rehearsal	Music Studio 2	Community Room (South)

Start Date/Time	End Date/Time	Event Name	Existing space utilised	Space in new design
Thu 18/02/2016	Thu 08:00 AM 09:00 AM	Support service meeting **(Community group)**	Ocean	Community Room (South)
Thu 18/02/2016	Thu 10:00 AM 11:00 AM	Recreation class **Karate**	Ocean	Theatre Foyer
Thu 18/02/2016	Thu 04:00 PM 06:00 PM	Recreation class **Karate**	Dolphin	Theatre Foyer
Thu 18/02/2016	Thu 08:30 AM 12:00 PM	Casual **Film Shoot**	Seagull	Gallery/ Exhibition/ Community Space (North)
Thu 18/02/2016	Thu 03:00 PM 04:00 PM	Recreation class **Karate**	Seagull	Gallery/ Exhibition/ Community Space (North)
Thu 18/02/2016	Thu 04:00 PM 05:30 PM	Recreation class **Bondi Dance Co.**	Seagull	Gallery/ Exhibition/ Community Space (North)
Thu 18/02/2016	Thu 5:30 PM 7:00 PM	Recreation class **Action Atelier**	Seagull	Gallery/ Exhibition/ Community Space (North)
Thu 18/02/2016	Thu 07:00 PM 08:00 PM	Recreation class **Bright Light Yoga**	Seagull	Gallery/ Exhibition/ Community Space (North)
Thu 18/02/2016	Thu 07:30 AM 08:30 AM	Recreation class **Surf Yoga**	High Tide	Community Room (North)
Thu 18/02/2016	Thu 5:00 PM 07:30 PM	Recreation class **Capoeira Brazil Bondi Beach**	High Tide	Community Room (North)
Thu 18/02/2016	Thu 07:30 PM 08:30 PM	Recreation class **Zumba Australia**	High Tide	Community Room (North)
Thu 18/02/2016	Thu 03:00 PM 05:00 PM	Music rehearsal	Music Studio 1	Community Room (South)
Thu 18/02/2016	Thu 09:30 AM 11:30 AM	Recreation class **Einsteinz Music**	Music Studio 2	Community Room (South)

Start Date/Time	End Date/Time	Event Name	Existing space utilised	Space in new design
Fri 19/02/2016 08:00 AM	Fri 09:00 AM	Support service meeting **(Community group)**	Ocean	Community Room (South)
Fri 19/02/2016 07:30 AM	Fri 02:30 PM	Recreation class **Gymbaroo Bondi**	Seagull	Gallery/ Exhibition/ Community Space (North)
Fri 19/02/2016 09:00 AM	Fri 11:00 AM	Recreation class **Baby Ballet Academy**	High Tide	Community Room (North)
Fri 19/02/2016 01:00 PM	Fri 04:00 PM	Music rehearsal	Music Studio 1	Community Room (South)
Fri 19/02/2016 05:00 PM	Fri 06:00 PM	Music rehearsal	Music Studio 1	Community Room (South)
Fri 19/02/2016 09:30 AM	Fri 11:30 AM	Recreation class **Einsteinz Music**	Music Studio 2	Community Room (South)
Sat 20/02/2016 10:00 AM	Sat 11:00 AM	Recreation class **Laughter Club**	Ocean	Small Room - activity to start 30 minutes earlier
Sat 20/02/2016 10:00 AM	Sat 01:00 PM	Recreation class **Bondi Dance Co.**	Seagull	Gallery/ Exhibition/ Community Space (North)
Sat 20/02/2016 01:00pm	Sat 3:00 PM	Recreation class **Karate**	Seagull	Gallery/ Exhibition/ Community Space (North)
Sat 20/02/2016 04:00 PM	Sat 01:00 AM	Function **Farewell Party**	Seagull	Gallery/ Exhibition/ Community Space (North)
Sat 20/02/2016 08:30 AM	Sat 10:00 AM	Recreation class **Ki Yoga**	High Tide	Community Room (North)
Sat 20/02/2016 10:30 AM	Sat 01:00 PM	Recreation class **Capoeira Brazil Bondi Beach**	High Tide	Community Room (North)
Sat 20/02/2016 01:30 PM	Sat 03:45 PM	Recreation class **Patio De Tango**	High Tide	Community Room (North)

Start Date/Time	End Date/Time	Event Name	Existing space utilised	Space in new design
Sat 20/02/2016 10:00 AM	Sat 10:00 PM	Music rehearsal/recording	Music Studio 1	Not Accommodated - Relocated to new studio facility
Sat 20/02/2016 10:30 AM	Sat 12:30 PM	Recreation class **Mahasiddha Meditation**	Music Studio 2	Community Room (South)
Sat 20/02/2016 03:00 PM	Sat 05:00 PM	Music rehearsal	Music Studio 2	Community Room (South)
Sat 20/02/2016 06:30 PM	Sat 08:30 PM	Music rehearsal	Music Studio 2	Community Room (South)
Sun 21/02/2016 08:30 AM	Sun 11:00 AM	Support service meeting **(Community group)**	Seagull	Gallery/ Exhibition/ Community Space (North)
Sun 21/02/2016 11:00 AM	Sun 03:00 PM	Internal Booking **Council Info Session**	Seagull	Gallery/ Exhibition/ Community Space (North)
Sun 21/02/2016 09:00 AM	Sun 12:30 PM	Childrens party	High Tide	Community Room (North)
Sun 21/02/2016 12:30 PM	Sun 04:00 PM	Childrens party	High Tide	Community Room (North)
Sun 21/02/2016 12:00 PM	Sun 02:00 PM	Music rehearsal	Music Studio 1	Community Room (South)
Sun 21/02/2016 02:00 PM	Sun 04:30 PM	Music rehearsal	Music Studio 1	Community Room (South)
Sun 21/02/2016 05:00 PM	Sun 06:30 PM	Music rehearsal	Music Studio 1	Community Room (South)
Sun 21/02/2016 08.30 AM	Sun 12.30PM	Community meeting **Impact Church**	Theatre	New Theatre
Sun 21/02/2016 11:00 AM	Sun 02:00 PM	Music rehearsal	Music Studio 2	Not Accommodated - Relocated to new studio facility

Start Date/Time	End Date/Time	Event Name	Existing space utilised	Space in new design
Sun 21/02/2016 05:00 PM	Sun 08:00 PM	Music rehearsal	Music Studio 2	Community Room (North)
Sun 21/02/2016 09:00 AM	Sun 10:00 AM	Music rehearsal	Music Studio 2	Not Accommodated - Relocated to new studio facility

REPORT
CM/7.5/16.04

Subject: **Surf Club Funding**

TRIM No.: A05/1309

Author: Scott Field, Executive Manager Safe Waverley

Director: Cathy Henderson, Director Waverley Life

RECOMMENDATION:

That Council:

1. Approves an increase of $2,565 to the annual Surf Club grant in support of lifesaving services, to be provided to each of the four Waverley Surf Clubs in recognition of the important services provided.

2. Supports the future review of funding to all Surf Clubs after State Government Local Government amalgamation proposals are finalised, to ensure consistency in funding across all Surf Clubs within the LGA.

1. Executive Summary

The purpose of this report is to increase Council funding for the four surf Clubs in the Waverley LGA to $18,000 per Club for this financial year to cover their increasing running costs and to have Council's endorsement for a review into funding to ensure all Surf Clubs in the amalgamated Council receive the same financial support for Lifesaving Services.

2. Introduction/Background

Waverley Council is proudly served by four Surf Clubs: Bronte, Tamarama, Bondi and North Bondi. For over 100 years this support service to Councils professional Lifeguards has operated on weekends and public holidays during the warmer months.

Bondi Beach has always been a destination for local, interstate and international visitors with patronage regularly in excess of 40,000 on peak days. Whilst historically most people would meet at the beach and congregate, gradually over the last couple decades people have tended to take to the water more regularly and increased the demand on Life Saving Services. This popularity has extended to Tamarama and Bronte Beaches which can attract 5,000 and 10,000 beach users on a nice day.

Clubs have reported doing more preventative actions and rescues this year than they have in the last decade. Lifeguard reports would verify the demands and reflect similar results. The demands of the services range from preventative measures, rescues, first aid and general advisory information for beach users.

Council, in appreciation of this support, has given an annual grant for these services in recognition of the outstanding commitment made by the Clubs' volunteers.

3. Relevant Council Resolutions

There are no previous resolutions to this item.

4. Discussion

Recently Council was approached by the four Clubs for an increase in funding. The Clubs stated the increased patronage on the Beaches and the continual upkeep in training, governance, building maintenance and equipment had not been reflected by the minor Consumer Price Index (CPI) increases to annual grants received from Council.

Regular discussions with the Local Surf Clubs have involved the increased demands on them to maintain a well-trained and educated volunteer group. Additionally there was the need to provide courses for the squads and the associated governance and administration required to meet the necessary standards. This has resulted in Clubs appointing paid administrative staff to help keep up with demand.

Clubs have also raised that since the seventies when females were permitted to join, the demand has grown exponentially with whole families now enjoying the life style of being a part of the Surf Club culture. This increase has placed enormous demand on the physical size of the Clubs and has resulted in a need for additional courses, renovations and upkeep of the buildings.

Council acknowledged their concerns and explained the budget was set for the year and any increase would need to be offset by a saving in the recurrent budget. Further to this, the impending amalgamation would result in a need for a review of all surf clubs and support in the new Council Local Government Area. The Surf Club presidents were understanding and supportive of the unique situation Council was in at this time.

Council has allocated $15,435 this financial year to each of the Surf Clubs in support of Lifesaving Services this financial year. This amount is adjusted according to the CPI each year.

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:	C5 People feel safe in all parts of Waverley.
Strategy:	C5c Maintain a high level of beach safety at Bondi, Bronte and Tamarama..
Deliverable:	Financial and other support to surf lifesaving clubs in the Waverley area to support the provision of volunteer lifesaving programs.

6. Financial impact statement/Timeframe/Consultation

There will be no impact to the current budget as the monies will be funded through operational savings.

7. Conclusion

Waverley Council recognises the support to Lifesaving Services it receives from the four Surf Clubs within the LGA. Whilst Council supports these Clubs financially through an annual grant, the increase in numbers of visitors to our beaches over the past few years has seen the need for these Clubs to expand to accommodate for additional personnel, training, administration and equipment.

The growth of these clubs to meet user demands has seen annual expenses to these Clubs increase accordingly. An increase to the annual grant received from Waverly Council to these clubs by $2,565 will help these clubs significantly and allow them to maintain their high standards of service to the community.

Further to this, as we move closer towards the resolution of the State Government's proposed council amalgamations, it is important to consider out a future review of funding to all to all Surf Clubs within the new LGA to ensure that there is consistent and equitable funding across all Surf Clubs within this new area.

8. Attachments:

Nil

REPORT
CM/7.6/16.04

Subject: **Campbell Parade Design Review**

TRIM No.: A14/0512

Author: Sam George, Urban Designer

Director: Peter Monks, Director Waverley Futures

RECOMMENDATION:

That Council:

1. Authorises the public exhibition of the Campbell Parade Design Review attached to this report for a period of 28 days.

2. Notes that a report will be presented to Council following the public exhibition period summarising the outcomes of the feedback and next steps.

1. Executive Summary

Shaping Waverley has undertaken a design review of Campbell Parade with the goal of enhancing this important streetscape. The review includes pedestrian amenity, public and private seating, and landscaping on both sides of Campbell Parade along the full length. The report makes a range of high level conceptual recommendations to improve the streetscape and seating arrangements which are intended to guide the detailed design and implementation of capital works on Campbell Parade, as well as footpath seating policy matters.

Shaping Waverley is seeking Council's authorisation to exhibit the design review (Attachment A) for public comment for 28 days. During this time, Council will consult with the community to achieve a high level of communication and feedback from the community and businesses during this time. An overview of this community engagement is outlined within this report.

Following public exhibition, the outcomes of the engagement process and recommendations will be tabled to Council for final determination.

2. Introduction/Background

Campbell Parade is the gateway to Bondi Beach, the key connection from town to beach and an inseparable part of the Bondi experience for both residents and visitors. For such an important street there are a range of qualities that should be delivered:

a. As the gateway to the world famous Bondi Beach, Campbell Parade should welcome people with a high quality public realm, generous footpaths and seating, a high level of landscape amenity and safe and convenient access for all modes and users;
b. Campbell Parade should connect the town and the beach seamlessly with a distinctly coastal character (materials, built form, art and landscape), strong visual connection to the beach,

convenient and safe crossing points across the street, and a range of amenities to complement the beach experience;

c. Campbell Parade should be considered an iconic, world-class street, a memorable part of the Bondi experience and a destination in its own right. Unique qualities such as the inter-war architecture, landscape, views and art should be enhanced to strengthen the 'Bondi' identity.

In this context the street lacks a place-specific design strategy, quality control and consistency to the level expected of a world-class street. There are infrastructure quality issues along the street, some areas cannot cope with the current pedestrian demands, attention needs to be given to public and private seating and shade structures, and the overall appearance of the public realm could be greatly enhanced.

There are currently a number of projects which affect Campbell Parade:

- Bondi Beach Park and Pavilion Plan of Management: a broad range of upgrades including pedestrian access, parking, landscape and furniture of the beachfront. Two major projects underway are the Bondi Park Stage 1 upgrades and the Bondi Pavilion upgrade.
- Bondi Beach Inter-War Study: A strategic effort to retain and enhance the architectural qualities on Campbell Parade;
- Implementation of Council's Strategic Asset Management Plan (SAMP4) including footpaths and streetscape upgrades;
- Pacific Bondi, the near-completed major development occupying an entire block spanning 120m along the middle of Campbell Parade;
- Roscoe St Mall public art installation.

In light of the various projects underway, it is timely to develop a holistic strategy for Campbell Parade to ensure all projects are integrated with a common vision in order to realise the full potential for an iconic, world-class street.

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
16 September 2014 Council Meeting	MM.15/14	That Council: 1. Officers conduct a workshop with Councillors to consider: a) A brief for the engagement of consultants to review the footpath seating provisions in the DCP relating to Campbell Parade. The brief might address: i. Allowances for inviting interest and/or a competitive process for architects to be involved in the design of the areas; ii. A review of shopfronts usage of outdoor seating; iii. A review of existing public art installations and opportunities for renewed and/or additional public art; iv. A review of the designated areas; v. Recommendations for amendments to clauses of the DCP, if required; and vi. A community engagement strategy. b) An analysis of the existing income generated by the lease arrangements associated with the existing footpath seating areas and projected future income from adjusted footpath seating areas. The analysis is to include the change of land usage along

		Campbell Parade.
18 August 2015 Council Meeting	CM/7.2/15.08	That Council: 1. Agrees to waive the "Footpath Seating" fee as outlined in Council's Pricing Policy Fees & Charges 2015/2016 up to a maximum of 40% of the total construction costs of the outdoor dining area or a maximum of $408,000 in foregone outdoor dining licence revenue for the three year period of the Pilot Program for the footpath dining area adjacent to the Pacific Bondi development on Campbell Parade, Bondi Beach with the balance of the cost to be borne by the developers of the Pacific Bondi project. 2. Notes that the applicant has indicated that the tenancy with Pacific Bondi development on the ground floor on the corner of Campbell Parade and Curlewis Street will be the subject of a hotel liquor license although no tenant has yet been signed for this tenancy nor a development application for this tenancy yet submitted. 3. Notes that the development applications for the remainder of the ground floor tenancies in the Pacific Bondi development have been lodged and consist of a range of restaurant, café and retail tenancies. 4. Resolves that the proposed footpath seating area adjacent to the Pacific Bondi development shall not be used by or associated with any “hotel” licensed premises within the Pacific Bondi development and the assessment of the current application for formal approval of the Pilot Project three year trial under Section 125 and Section 138 of the Roads Act shall not be approved until the applicant has received a development application approval for the corner site tenancy demonstrating that the footpath seating is to be set up and managed in such a way that will ensure the outdoor dining area is used exclusively for dining purposes only by approved Pacific Bondi restaurant or café tenancies.

4. Discussion

The Campbell Parade Design Review sets out the vision, principles and best practice examples to set the foundations for the review. The report then provides a comprehensive analysis of:

- pedestrian accessibility and footpath condition;
- pedestrian and seating surveys;
- public seating and public art assessment;
- footpath seating design;
- landscaping and street furniture;

A range of recommendations are proposed in order to address the issues raised and to enhance the streetscape and footpath seating quality, and ultimately improve the user experience. The recommendations are grouped into 3 sections:

a. Pilot Project
   The purpose of the pilot project is to partner with a major developer (Pacific Bondi) to trial a new footpath seating, shade structure and landscape design for the community and businesses to experience and provide feedback on. This provides a low cost and low risk way for Council to gain

clear insights and make informed decisions on design concepts and policies to be applied elsewhere on Campbell Parade. The Pilot Project was approved for a 3 year period at the August 2015 Council meeting.

b. Footpath seating upgrades
Should the Pilot Project prove successful, locations have been proposed for the same shade structures to be installed along Campbell Parade, replacing the existing structures and providing a high quality environment for users along the beachfront. A net increase to footpath seating is proposed while all existing public seating areas are maintained unaffected.

c. Streetscape enhancement
A range of upgrades are proposed to footpaths, crossings, landscape and seating along the full length of Campbell Parade. The concepts will greatly improve the safety and aesthetic of Campbell Parade to a world-class standard and improve the overall experience for users at Bondi Beach.

Estimated costs have been prepared for the conceptual designs set out in the recommendations, which are discussed further in Section 5.1 of this report.

The report concludes with guidance for the implementation of the recommendations. Importantly, the report provides the vision and design guidance - the construction and delivery of all recommendations will be undertaken through existing programs and budgets. This Review does not constitute a new project in itself, but ties together and provides strategic guidance to existing delivery programs.

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: L6 Streets are safe and vibrant places which facilitate movement and interaction.
Strategy: L6d Create place based centres which prioritise the pedestrian experience..
Deliverable: Improved public domain infrastructure .

6. Financial impact statement/Timeframe/Consultation

6.1 Financial impact

Pilot Project

Construction: $0. The developer will cover all upfront costs of the project. In recognition of the public benefit Council agreed in August 2015 to waive the footpath seating fees for the 3 year trial up to a maximum of 40% of the total construction costs (a maximum of $408,000).

Public consultation

Costs associated with advertising and display materials will be accommodated within the existing Shaping Waverley budget.

Footpath seating upgrades

The proposed replacement of existing shade structures along Campbell Parade as depicted in the recommendations has an estimated total cost of $1,760,000. The structures generate revenue from footpath seating fees and the capital expenditure is forecast to have a payback period of between 4 – 8 years (8 years if the footpath seating fees remain unchanged, or 4 years if the fees were increased in line with other beachfront locations in Sydney). After the payback period, the structures will generate additional revenue above the current expected income from footpath seating fees.

Streetscape enhancement

The preliminary cost estimate for all the proposed streetscape enhancements including new footpath paving, corner bulb-outs, trees and bike infrastructure is $6,440,543.

The delivery of all the streetscape upgrades would be undertaken through a number of existing programs and budgets and will be subject to further detailed design. A more detailed implementation plan with staging and costs would be developed after public exhibition and after any future Council amalgamation when both the community's and Council's feedback on the recommendations can be considered.

6.2 Timeframe

The key milestones are:

April 2016	Council approval for public exhibition
June 2016	Launch of Pilot Project and public exhibition period (to be confirmed)
August 2016	Review of submissions
September 2016	Report to Council for adoption of concept plans, policies and implementation plan for Campbell Parade

6.3 Consultation

To date the following consultation has been undertaken:

- Two Councillor workshops;
- Project Control Group meetings with Council staff from urban design, planning, approvals, engineering, public art, landscaping, sustainability, leasing and communications; and
- Regular meeting with the architects and developers of Pacific Bondi regarding pilot project design.
- Meeting with restaurant businesses on Campbell Parade to present and discuss the shade structure designs.
- Meeting with Bondi Beach and North Bondi Precinct Committees.

This report seeks approval for public exhibition for a minimum of 28 days. Community engagement will focus on the pilot project, expected to launch in June 2016. Modes of consultation will include online submissions through haveyoursaywaverley.com.au; information session/s; and feedback collated from social media.

Information boards and sample paving will be displayed near the new footpath seating and shade structures to ascertain community feedback on the pilot project specifically, and how this could apply to the broader Design Review. This is considered to be a very effective way of enabling the community, businesses and visitors to get a good perspective of the proposal and provide meaningful feedback.

Council staff will also be kept updated about the project, and through them information will be distributed to their wider networks.

At the conclusion of the exhibition period all feedback received through the various channels will be compiled into an outcomes report, together with responses to the submissions. This information will be used to inform the finalisation the Design Review recommendations.

7. Conclusion

In summary, the Campbell Parade Design Review seeks to enhance the quality and appeal of this important gateway to Bondi, strengthen the connection between town and beach, and improve the experience for all users. The Review will provide holistic strategy for Campbell Parade to ensure all current and future projects on Campbell Parade are integrated with a common vision.

The Pilot Project will provide an interactive and meaningful way to present the design recommendations and will be an effective way to generate feedback from the community, businesses and visitors. The feedback from the public exhibition will enable the Review to be refined and adopted to provide guidance on delivery projects and help to deliver a world-class street.

8. Attachments:

1. Attachment A - Campbell Parade Design Review 07.04.16 low resolution


WAVERLEY
COUNCIL
Campbell Parade
Design Review
Draft for public comment
April 2016

Campbell Parade Design Review

Draft for public comment
April 2016

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Background

The Campbell Parade Design Review stems from a request from Council in September 2014 to review the footpath seating arrangements on Campbell Parade (MM15/14).

In November 2014 a Councillor workshop was held to discuss key issues with Campbell Parade and to develop the scope of the review. It was also agreed that Council would work collaboratively with the developers of Pacific Bondi to trial a new design of footpath seating which, if successful, could potentially be implemented along the length of Campbell Parade.

Footpath seating is influenced by a range of matters such as pedestrian movement, footpath width, public transport access, street furniture and amenity. Therefore in order to inform decisions on footpath seating a more holistic Design Review was undertaken first to analyse the broader streetscape. A pedestrian survey and footpath seating survey were also undertaken to obtain data on the use of the footpath and seating at different times and a curatorial assessment was commissioned to establish information on the condition and quality of the public art mosaic seating. This analysis has formed the basis for making recommendations on footpath seating.

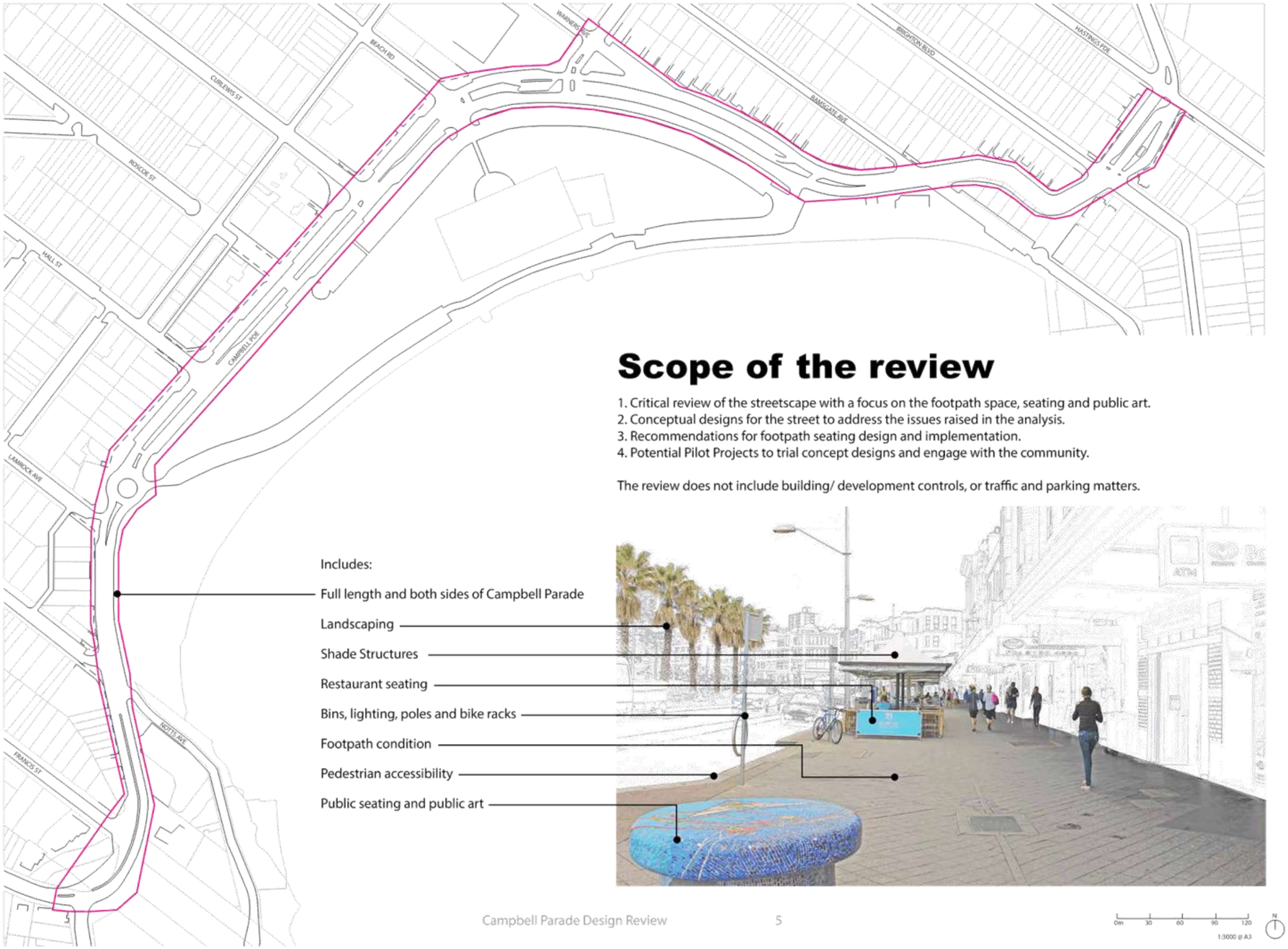
In May 2015 Council approved the proposed Pilot Project for footpath seating and shade structures. The approval was subject to a number of conditions including consultation with immediate businesses, an economic assessment and for detailed matters of the application to be determined under delegation.

In June consultation was undertaken with businesses on Campbell Parade eligible for footpath seating (ie. food-based businesses), as well as the Bondi Beach and North Bondi Precinct Committees.

Staff presented the findings of the analysis, and the proposed Pilot Project footpath seating design. The consultation found a high level of support for moving forward.

The economic considerations of the Pilot Project, including a discounted lease rate, were approved by Council in August 2015.

It is intended that this Design Review be exhibited for community feedback when the Pilot Project is opened so that the community and businesses can experience first-hand the proposed design, which will help to envisage this elsewhere on Campbell Parade.



Scope of the review

1. Critical review of the streetscape with a focus on the footpath space, seating and public art.
2. Conceptual designs for the street to address the issues raised in the analysis.
3. Recommendations for footpath seating design and implementation.
4. Potential Pilot Projects to trial concept designs and engage with the community.

The review does not include building/ development controls, or traffic and parking matters.

Includes:

- Full length and both sides of Campbell Parade
- Landscaping
- Shade Structures
- Restaurant seating
- Bins, lighting, poles and bike racks
- Footpath condition
- Pedestrian accessibility
- Public seating and public art

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Strategic Context

Campbell Parade is the gateway and urban edge to the world famous Bondi Beach, offering restaurants, cafes, bars, shops, hotels and convenience outlets. More than simply an access point to the beach, Campbell Parade is a crucial part of the Bondi Beach experience. The arrival, views, architecture, landscape, land uses, the amenities it offers beach users, the movement and accessibility it provides, and the street life and atmosphere it supports all intrinsically affect the beach experience.

In this context, the street lacks a place-specific design strategy, quality control and consistency to the level expected of a world-class street. There are infrastructure quality issues along the street, some areas cannot cope with the current pedestrian demands and attention needs to be given to seating and structures. There are also assets that should be protected such as the inter-war architecture, views to the beach and wide footpaths.

There has been a positive cultural shift in Council which recognises the economic stimulus as well as community and social benefits that improved public domains provide. The Bondi Junction Complete Streets Project uses streetscape and public domain upgrades as a way to revitalise and increase the desirability and value of the strategic regional centre. The Public Domain Technical Manual is being updated to ensure a consistent, best-practice, high quality public domain is realised throughout the LGA. The Urban Intervention Program is trialling a range of innovative 'pop-ups' to enliven the public domain such as parklets, ping pong tables, and urban lounges.

Council has also hosted a number of workshops by international experts in place-making and public domain to help inform and strengthen these initiatives.

There are also significant changes currently occurring on both sides of Campbell Parade. Major works are being undertaken in Bondi Beach Park as part of the Bondi Beach Plan of Management including new footpaths, seating, landscaping and lighting. New public artwork is being commissioned in Roscoe Mall. And a major development is nearing completion, The Pacific Bondi, which occupies an entire block in the middle of Campbell Parade.

With significant changes occurring in Bondi, and greater attention to streetscape and public realm improvement throughout the LGA, now is an appropriate time to review the streetscape design of Campbell Parade to integrate strategic projects and develop a strategy to realise the potential for a quality, world-class street.







Campbell Parade over time...



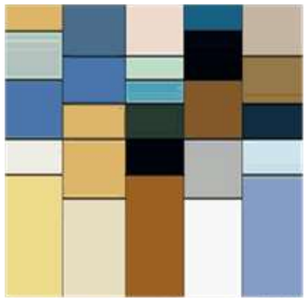
The iconic topography and curve of the beach



Heritage listed buildings on Campbell Parade







Heritage colours (Waverley DCP)

Character Context

Campbell Parade has evolved radically over the last century. Recognised early on for its recreation appeal, a tram line was built to the largely undeveloped Bondi Bay in the early 1900's helping to fuel growth. During the Inter-War period (1915 - 1940) considerable development occured along the length of Campbell Parade, and the Bondi Pavilion and major beach upgrade was completed in 1929. Much of the inter-war architecture and colour palette remains today and is a key defining character of Campbell Parade.

Following the closure of the tram in 1969, Campbell Parade transitioned to a more vehicle-oriented street in the 1970's resulting in a more barren landscape. In the 1990's masterplanning was undertaken for major streetscape enhancements including new wide footpaths and the iconic palm trees in the central median. The rejuvinated street vastly improved the experience for beach users and restaurants discovered the value of outdoor dining, building permanent structures on the footpath for year-round use.

Since major exposure during the 2000 Sydney Olympics Bondi has continued to soar as one of the most visited tourism destinations in Australia, with an estimated 50,000 visitors per day in peak season. The beach also hosts major events such as City to Surf, Sculptures by the Sea, Festival of the Winds as well as popular TV shows such as Bondi Rescue.

While there are some significant new buildings and landscape works on Campbell Parade, the inter-war architecture, the open landscape of Bondi Park, the gently curved waterline, and the topography which creates a natural amphitheatre all remain extremely important elements of the heritage and cultural character of Bondi.

The Bondi Beach Cultural Landscape is listed on the Register of the National Estate, the National Heritage List and NSW State Heritage Register and is the only beach in Australia that has been given national listing. Under the Waverley LEP 20 buildings on Campbell Parade are listed as heritage items. Additionally the entire area of Campbell Parade and Bondi Beach is identified as a Heritage Conservation Area.

Campbell Parade is a key part of the Bondi Beach experience as the gateway to Bondi, the urban-beach interface, and as the destination for entertainment and amenities. In this context, Campbell Parade should be a world-class streetscape in terms of the quality of footpaths, seating, landscape and other urban design elements. However in re-imagining the street and planning future enhancements, strong consideration and sensitivity needs to be given to the established character and heritage of Bondi Beach.

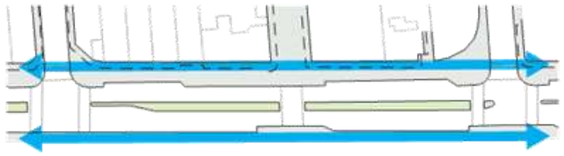

Vision for Campbell Parade
1. As the gateway to the world famous Bondi Beach, Campbell Parade should welcome people with a high quality public realm, generous footpaths and seating, a high level of landscape amenity and safe and convenient access for all modes and users;
2. Campbell Parade should connect the urban area with beach seamlessly with a distinctly coastal character (materials, built form, art and landscape), strong visual connection to the beach, convenient and safe crossing points across the street, and a range of amenities to complement the beach experience;
3. Campbell Parade should be considered a world-class street and a memorable part of the Bondi experience. Unique qualities such as the inter-war architecture, landscape, views and art should be enhanced to strengthen the 'Bondi' identity.
Guiding Principles:
- Place-specific design that complements the local character
- Pedestrian-focussed design - safe, convenient access that caters for high pedestrian volumes
- Premium design quality for a world-class street
- Open feel with views to the beach, avoiding enclosure or obstructions
- Offers reasonable protection from the wind, rain and sun while recognising they are outdoor spaces
- Provides a mix of public and private seating in appropriate locations
- Introduces soft landscaping and greenery to improve amenity
ONE WAY
Campbell Parade Design Review

Design Considerations

In order to review the public domain it is important to recognise the specific priorities which influence the design of the footpath space on Campbell Parade. There are aspects that allow for the ease of pedestrian movement in and around Bondi Beach. There are also elements that encourage people to stay longer and enjoy the area.

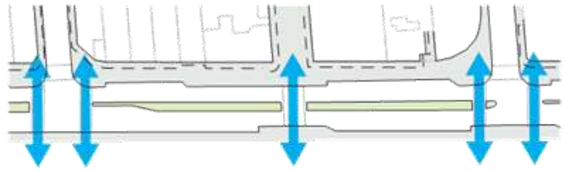
- Bus stop
- Public seating
- Public art (rondel)
- Tree
- Light pole
- Restaurant seating
- Bin
- Bike rack
- Parking metre
- Phone box

'Moving'



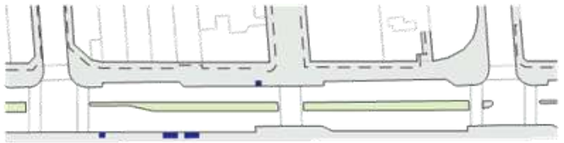
1. Pedestrian Flow

Firstly, sufficient space is required for the volumes of pedestrians that use Campbell Parade. A 4m clear thoroughfare adjacent to the building edge is required in the commercial core.



2. Beach Access

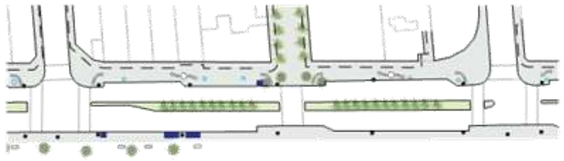
The access points across Campbell Parade need to be direct and provide sufficient space for waiting at corners to allow for seamless transition between the beach and town.



3. Bus stops

It is important that bus stops provide adequate amounts of sheltered seating for waiting customers and the set-down only bus stops require adequate space for egress and clear wayfinding for visitors.

'Staying'



4. Public Seating, Lighting, Trees, Public Art

Once the space has been created, amenities such as seating, landscaping, lighting and art can be designed to make the space more enjoyable for pedestrians and improve the overall streetscape.



5. Restaurant Seating

The public amenities can be complemented with footpath seating for restaurants and cafes to help the activity from businesses spill outside into the public realm, creating more vibrant street life.

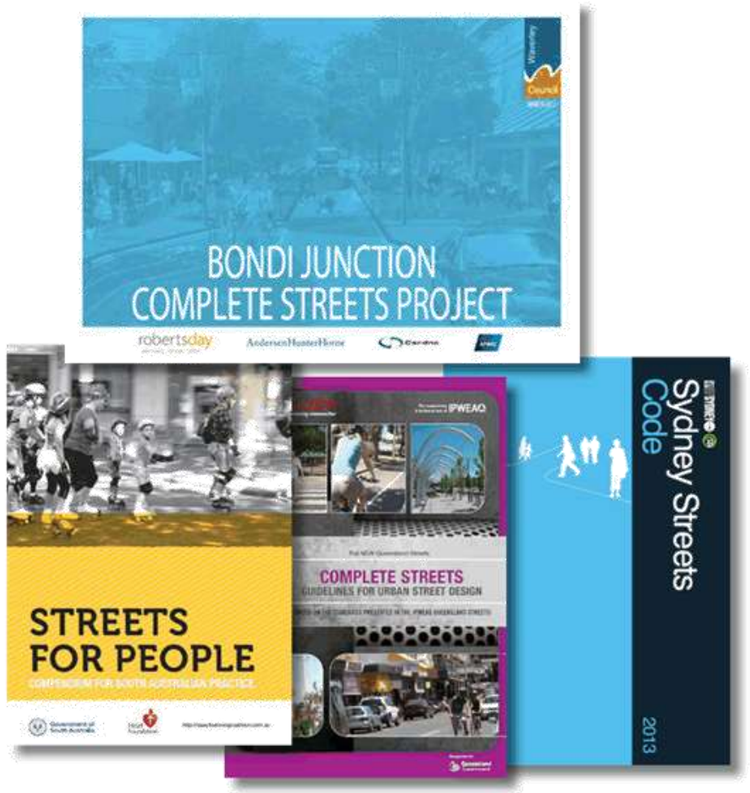


6. Services

A range of practical elements such as bins, signs, bike racks, parking metres and phone boxes are required but should be integrated subtlely around the previous elements rather than clutter and obstruct the footpath.

Best Practice: Policy

Campbell Parade should be a 'world-class' street - but what exactly is this? This section provides a brief look at local and global best practice in policy and design to help benchmark our approach to this Design Review.



There are a growing number of local authorities preparing policies focussed on re-balancing their streets to cater for all users - from pedestrians, cyclists, public transport and vehicles. There is also a returning awareness that streets are more than simply transport corridors - they are community spaces to socialise, eat, watch, rest, shop, run businesses, and hold events. Waverley is a leader in this field with its comprehensive Complete Streets Project for Bondi Junction.



Hundreds of Street Design Manuals and Complete Street Policies focussed on creating safer, more attractive and walkable streets have been adopted by transport and health agencies and local Councils around the world. These policies are often insitgated with landmark studies by international practitioners such as Gehl Architects and Project for Public Space who have a wealth of data and experience to help create pedestrian-friendly streets. This well-established global policy trend reflects the widespread recognition that enhanced public domains are not only more attractive, safer and enjoyable, but tend to have a range of social, health and economic benefits to the community too.

Best Practice: Paving

Footpath paving for main streets is often larger format stone or concrete, clean and crisp, and constructed with attention to the detail of cuts, joints and finishes, and is complemented with excellent maintenance.



Complimentary materials used for features areas



Paving defined with crisp borders



Use of subtle patterned pavers



Paving can become iconic, for example Rio de Janeiro, Brazil



Light paving or concrete suits the coastal character



Large format pavers work well in large open spaces

Best Practice: Public Seating

Public seating is public art - it should offer beautiful sculptural elements that compliment the space, and be comfortable, durable and functional.

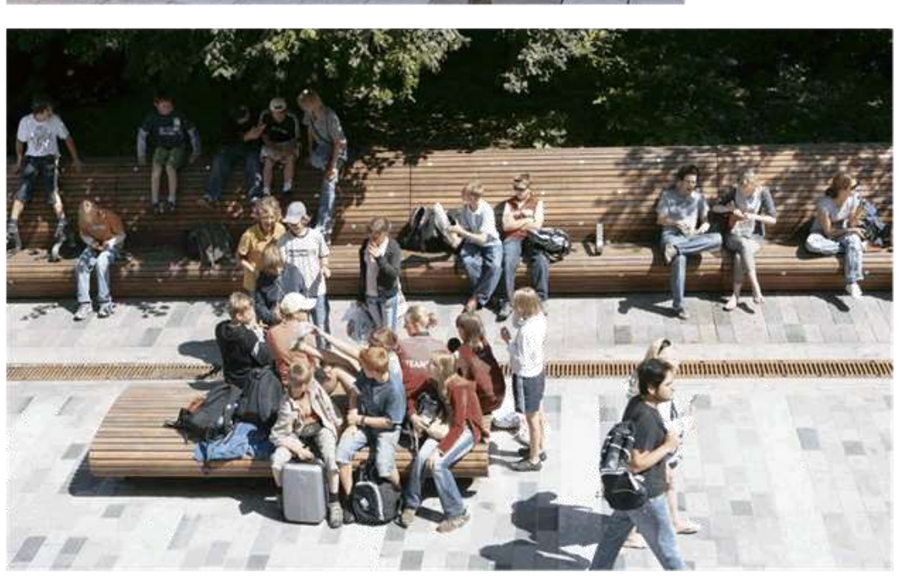






New seating installed in Bondi Park





Best Practice: Footpath Dining

Local businesses can make a significant contribution to the streetscape with both visual interest and active street life. Footpath seating should use high quality furniture that suits the character, but also introduces individuality. There could be diversity in colour and also form, for example benches looking over the beach, or couches for ultra-comfortable socialising, and landscaping is highly effective at creating a more attractive environment.







Best Practice: Lighting

Good lighting is essential to help a street reach its evening potential. Night time activity on mainstreets is good for business, for socialising, and for safety through passive surveillance. Lighting for pedestrian areas should be warm and create ambience using elegent lighting fixtures, as well as integrating lighting into seating, buildings and public art. Lighting can also be used to enhance building facades and introduce new colours.



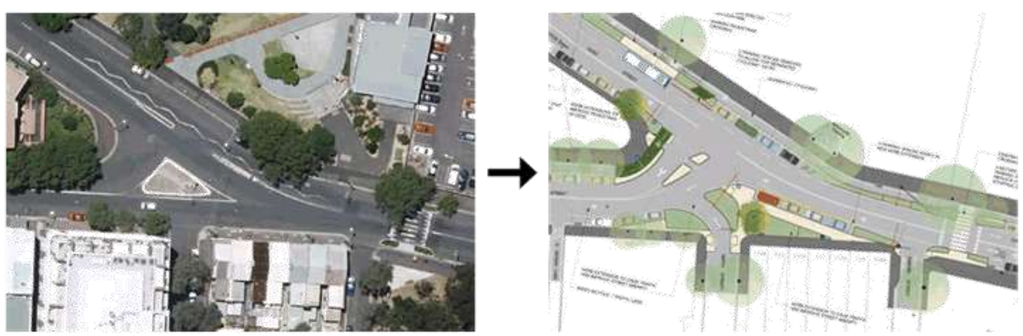






Best Practice: Space allocation

Streets occupy around 30% of the land area in town centres, and its vital this space is used as efficiently as possible. Surplus roadway space can be reclaimed for pedestrians, seating and landscaping, making town centres more attractive, safer and convenient to move around. A key opportunity is the 'no standing' areas near corners, intersections, and zebra crossings, and also the design of diagonal intersections. Some examples of footpath reclamation are provided below. Such changes can reduce pedestrian crossing distances and slow vehicle turning speeds without affecting parking or traffic flow.







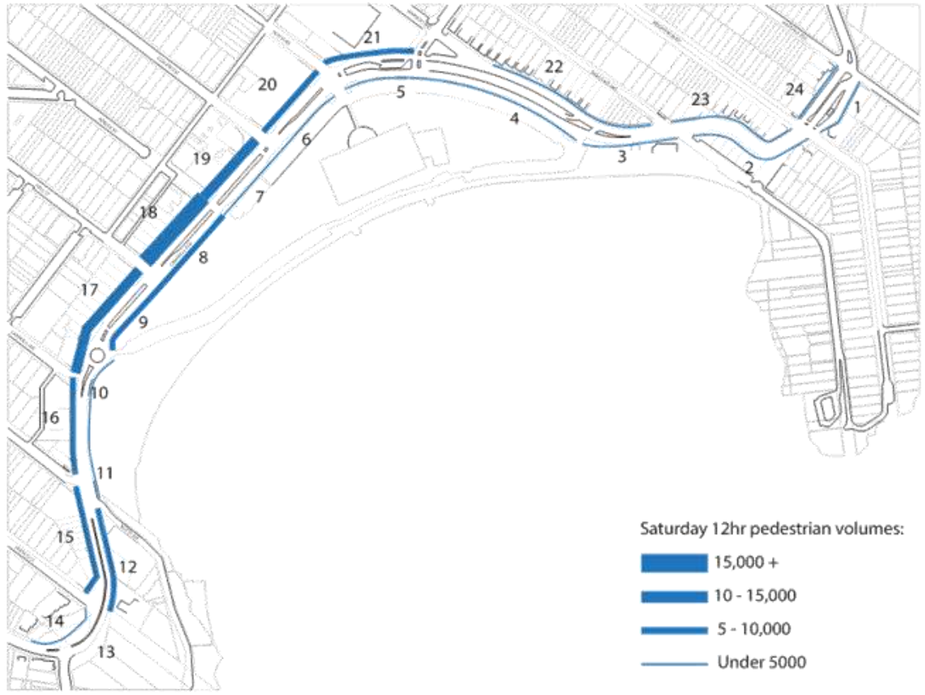


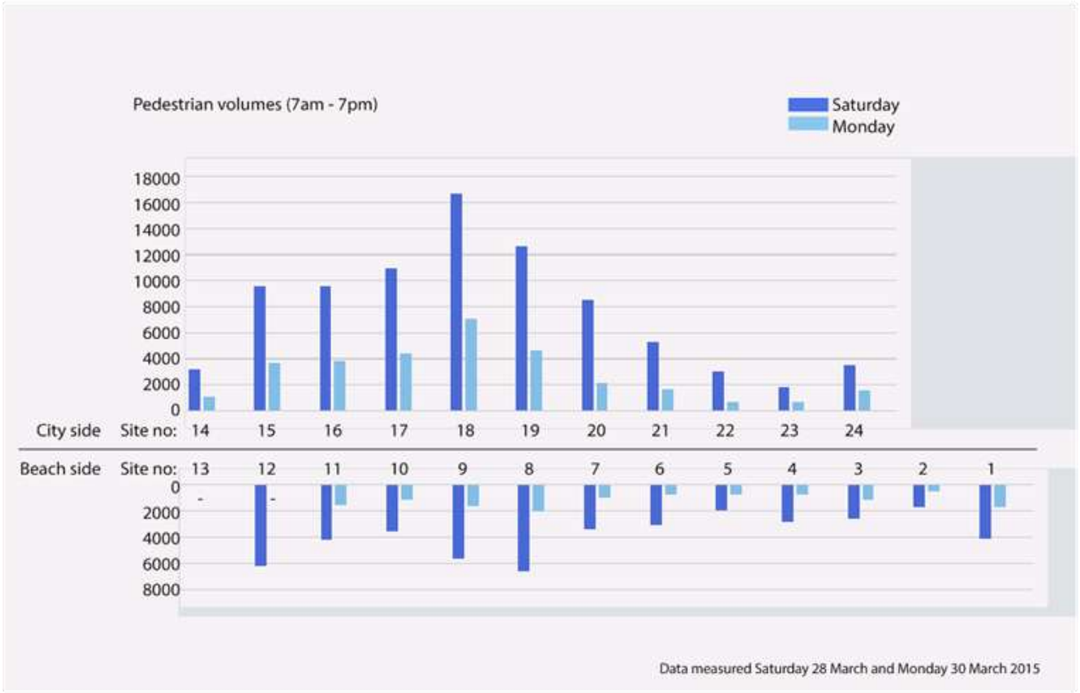
Examples of street reclamation in Campbell St, Surry Hills (left) and USA (right).

Analysis

A review of the existing Campbell Parade streetscape

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16,705 pedestrians on Saturday

(Saturday 7am - 7pm in Autumn between Hall St - Roscoe Mall)

The majority of pedestrians were recorded between Francis St and Beach Road which corresponds to the areas with most retail and food/ beverage outlets.

The highest pedestrian volumes were observed between Hall St and Roscoe Mall on both the Saturday and the Monday and numbers generally decrease the further north and south one travels from this area. This site is situated in the centre of the busy Hall St restaurant/ cafe strip and the central part of Bondi Beach and Pavilion, the two key destinations in Bondi, and also includes a key bus stop used by visitors to the beach.

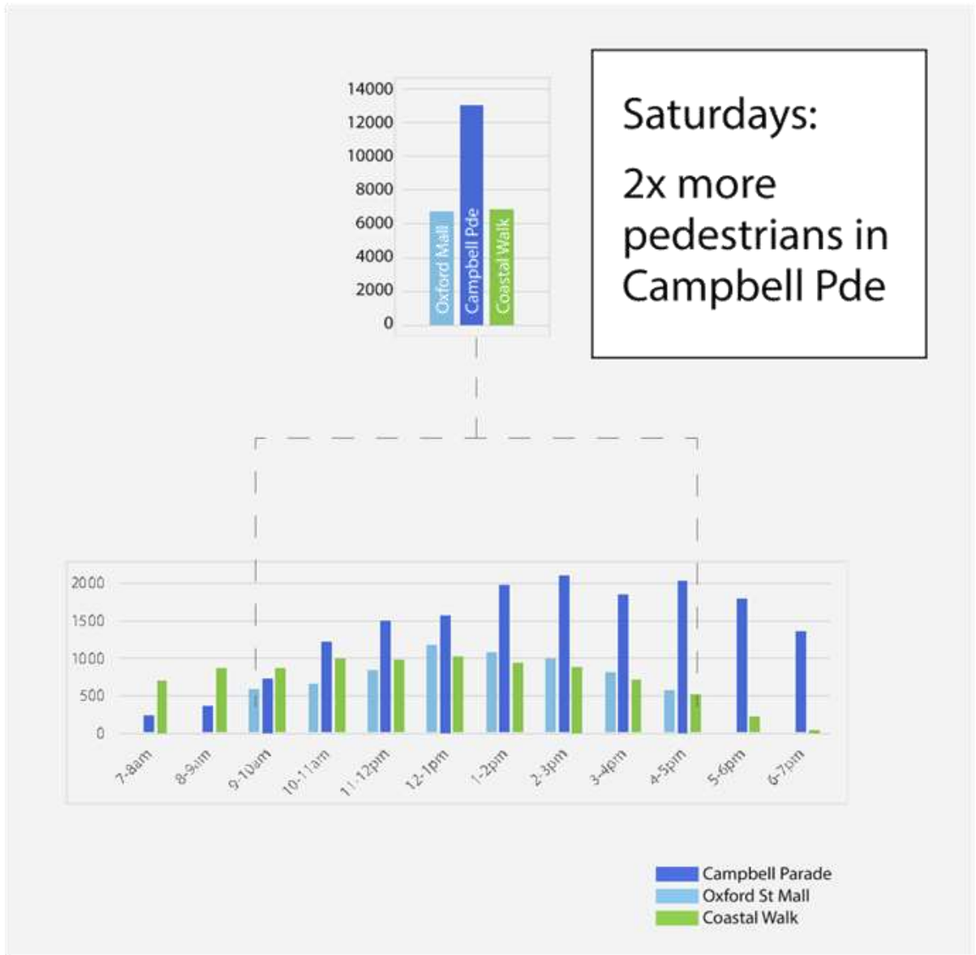
2.5x more pedestrians Saturday vs Monday

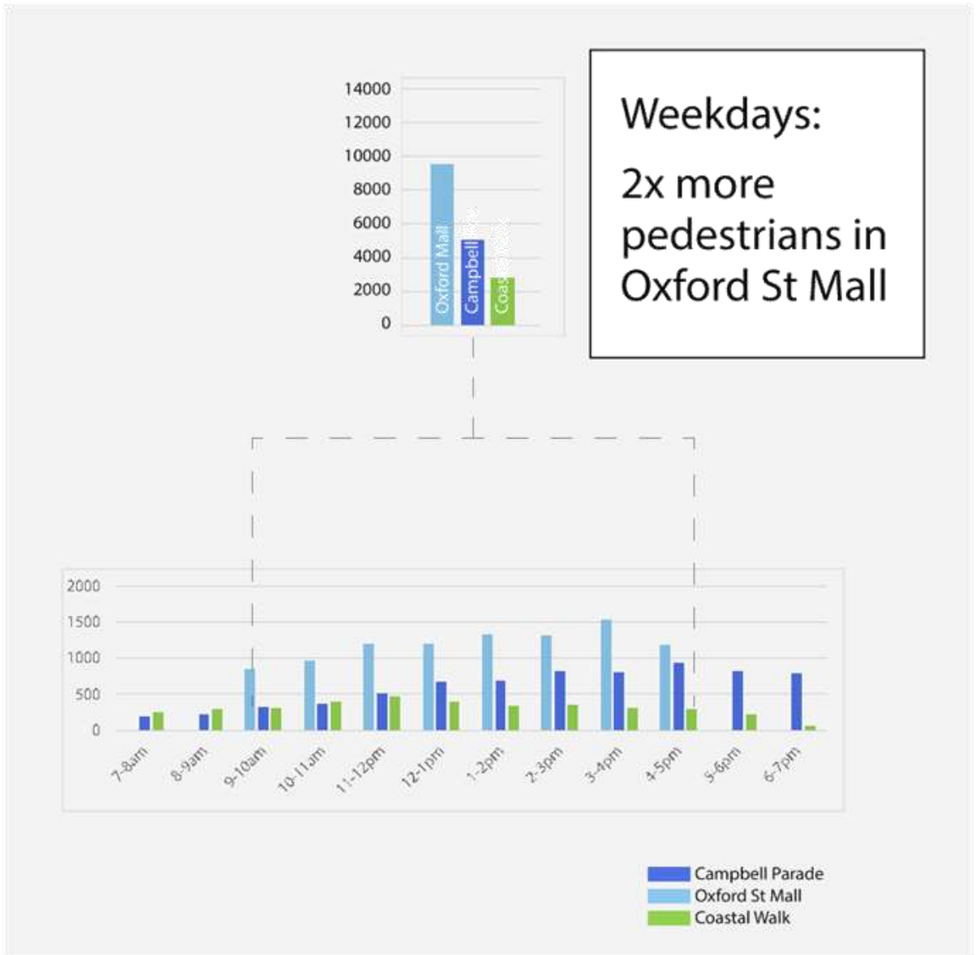
Campbell Parade is clearly more of a weekend destination, with a peak of 16,705 pedestrians on Saturday (7am-7pm) compared to a peak of 7060 pedestrians on Monday.

All locations along Campbell Parade measured less than half the pedestrian volumes on Monday compared to Saturday.

Pedestrian numbers were higher on the town side of Campbell Parade compared to the corresponding site on the beach side, with the only exception being North Bondi Surf Club. This trend is likely because of pedestrians on the beach side using the promenade rather than the footpath on Campbell Parade.

Existing pedestrian volumes





The pedestrian volumes have been compared to Oxford St Mall and the Bondi to Bronte Coastal Walk in order to get a better understanding of the unique trends occurring on Campbell Parade. As expected the tourism/ recreational aspect of Bondi Beach has a significant influence on the variation between weekdays and weekends.

On Saturdays between 9am-5pm Campbell Parade has more than double the number of pedestrians (12,963) compared to Oxford St Mall (6705) and the Coastal Walk (6862).

On a typical weekday Oxford St Mall is the busiest with 9510 pedestrians between 9am-5pm compared to 5066 on Campbell Parade and 2794 on the Coastal Walk.

On weekends Campbell Parade has higher volumes throughout the afternoon and into the evening. In contrast Oxford St Mall has more of a lunchtime peak and the Coastal Walk is busier in the mornings.

On weekdays all locations experience a steady flow of pedestrians throughout the day.

Note:
Oxford Mall: Surveyed at Grosvenor St entry, Saturday 27 August 2011 and 3 September 2011 (average used to get Saturday data) and Tuesday 6 September and 13 September 2011 (average used to get Weekday data).

Campbell Parade: Surveyed between Hall St – Roscoe Mall on north side, Saturday 28 March 2015 (24.5C sunny) and Monday 30 March 2015 (23.9C sunny), then scaled using parking data to estimate the summer flow.

Coastal Walk: Surveyed at Tamarama (Mackenzies Bay) Saturday 12 September 2015 (25.4C, sunny) and Monday 14 September 2015 (23.6C sunny)

Pedestrian Comparison



Footpath on commercial side near Hall St



Footpath adjacent to Bondi Park near Hall St



Footpath near Curlewis St

Within the commercial core (between Lamrock Avenue - Beach Road) the footpaths are wide and flat with generally good condition paving, ramps and kerbs and consistent use of materials. This creates a good foundation for pedestrians in the busiest areas.

Existing footpath conditions













Outside of the commercial core many sections of footpath are insufficient width for the volume of pedestrians and/or contain obstructions/ trip hazards.

Existing footpath conditions

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Sections of footpath that are insufficient width for the volume of pedestrians and/or contain obstructions/ trip hazards.

Existing footpath conditions


CURLEWIS ST
BEACH RD
WARNERS AVE
BRIGHTON BLVD
HASTINGS PDE
RAMSGATE AVE
ROSCOE ST
HALL ST
CAMPBELL PDE
LAMROCK AVE
NOTTS AVE
FRANCIS ST
Areas of footpath that are insufficient width for the volume of pedestrians and/or contains obstructions/ trip hazards.
Existing footpath conditions
Campbell Parade Design Review
23
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N



Paving is reasonable quality in the commercial core, but is not exceptional. Consideration should be given to a modern larger format paver comparable to the best-practice examples shown in the introduction.



Outside the commercial core material choice appears ad hoc and repairs to footpaths often do not match the existing material.

Existing footpath paving



Square paver.

Washed concrete.

Brick paver.

New concrete.

Old concrete.

Asphalt.

A uniform paver is proposed for the full length of Campbell Parade to create a more coherent identity for the street, and to enhance the pedestrian experience.

Existing footpath paving

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Signalised crossings are provided throughout the commercial core with generous waiting space, good paving and wide ramps.



Good zebra crossing - directly aligned with desire line, continuous extension of footpath, tight corner radius to slow turning vehicles, ramps provided (a raised crossing flush with the footpath is even better).



Poor zebra crossing - no kerb indents to alert and slow approaching traffic, crosses multiple lanes, confusing/ ambiguous pedestrian refuges, contains trip hazards.

Existing pedestrian crossings



The southern section of Campbell Parade is extremely wide, has poor visibility, no pedestrian refuge for crossing, and many unsafe crossings regularly observed.





Unnecessarily wide intersection with oversized truncations.



Poor corner design - despite the addition of an island the corner is still too large to slow turning vehicles, does not increase footpath space, and does not complement or integrated well with the public domain.



This intersection has high volumes of pedestrians but the crossing distance is too wide and the poor kerb ramps and steep narrow footpaths present a trip hazard.



An example of good corner design - continuous extension of footpath, usable space, tight corner radius to slow turning vehicles, integrated with surrounding public space.

Existing pedestrian crossings



Diagonal intersections make excessively wide crossings - these could be reduced in width with kerb extensions.







This intersection is 40m wide with no stop sign or design controls to slow vehicles.



This zebra crossing has trip hazards and could be reduced in width with kerb extensions and pedestrian refuges.



This intersection has recently been upgraded to extend the footpath and landscaping.

Existing pedestrian crossings





Uncontrolled pedestrian crossings could be reconsidered. Insufficient waiting space at the southern crossing (left image) due to busy bus stop.





There are no crossing points for 300m along this section of Campbell Pde, resulting unsafe crossings.

Existing pedestrian crossings

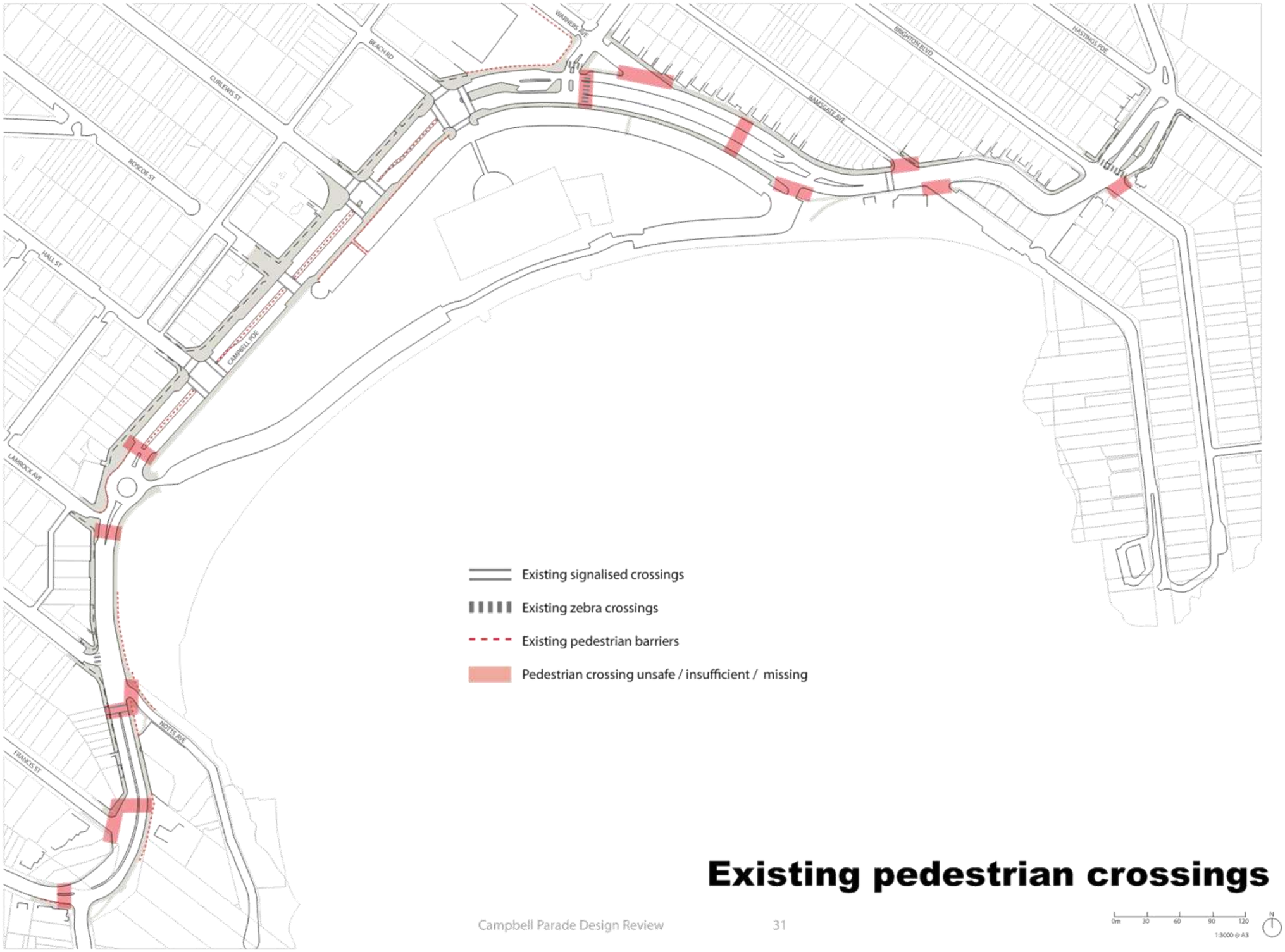




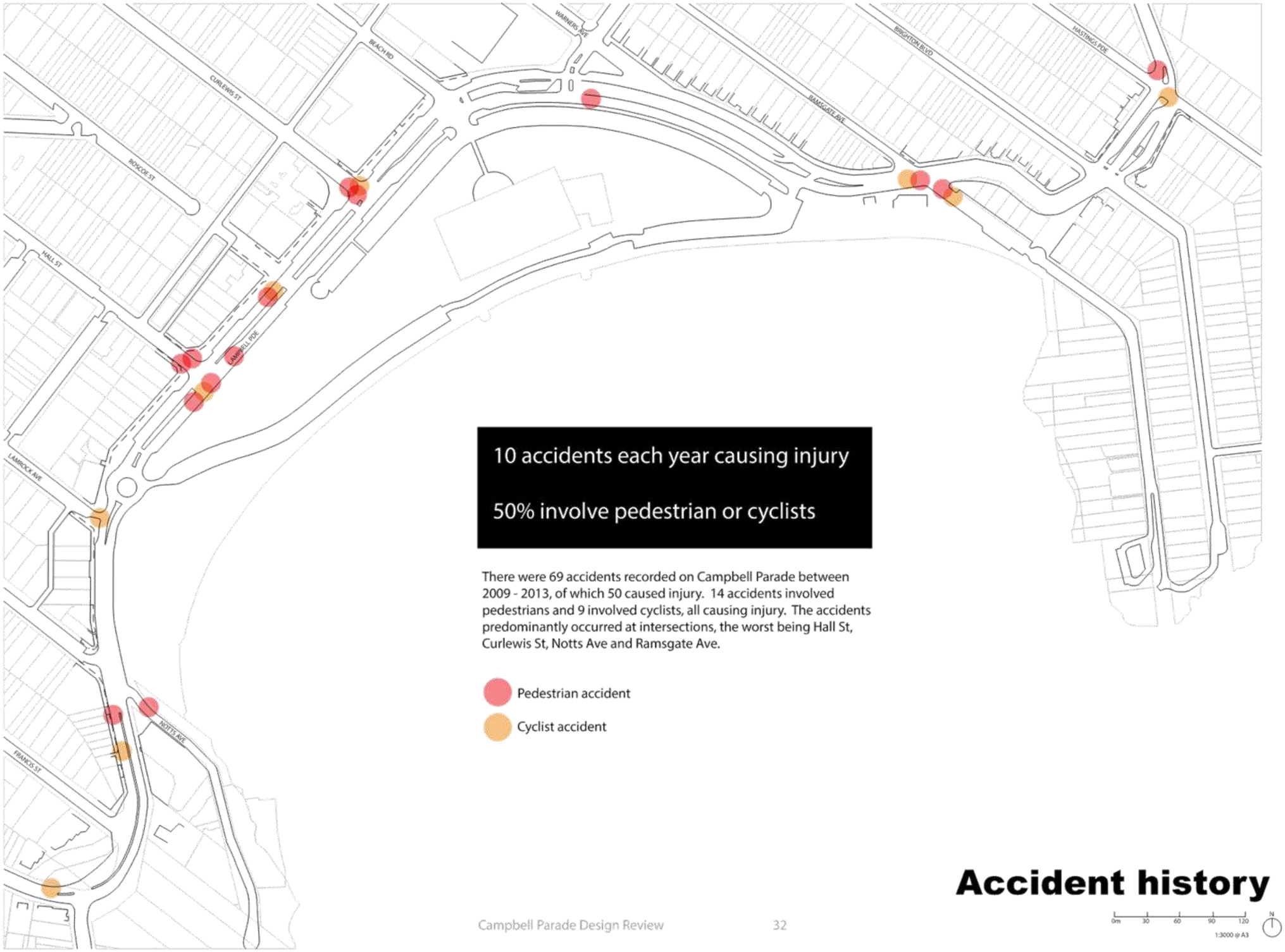


Pedestrian barriers are not required on safe, people-friendly streets, however if deemed necessary the concrete barriers could be improved visually.

Existing pedestrian crossings



Existing pedestrian crossings



10 accidents each year causing injury

50% involve pedestrian or cyclists

There were 69 accidents recorded on Campbell Parade between 2009 - 2013, of which 50 caused injury. 14 accidents involved pedestrians and 9 involved cyclists, all causing injury. The accidents predominantly occurred at intersections, the worst being Hall St, Curlewis St, Notts Ave and Ramsgate Ave.

Pedestrian accident

Cyclist accident

Accident history

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1:3000 @ A3



Pedestrian crossings - opportunities

Campbell Parade Design Review 33



There are no bike lanes in the southern half of Campbell Parade, but the wide roads could accommodate it.



The bike lane is not continuous in North Bondi despite the road being wide enough.



Continuous bike lanes are provided through the commercial core.







While some bike racks are provided, more bike racks should be provided on each block near the end destination.

Existing cycling infrastructure



Existing cycling infrastructure

Campbell Parade Design Review 35


Near Hall St


Near Roscoe Mall



Between Hall St - Roscoe Mall

A series of 27 public bench seats with mosaic tile artworks exist between Beach Road and Lamrock Avenue. Commissioned in 1997, the seats are in varying condition from poor to good. Either all or some of the seats can be retained and maintained with further investment, and there is the opportunity for new public seats to be designed and installed. The survey undertaken as part of this review found the seats were never more than 25% occupied, suggesting a potential over-supply of seating in these areas.


Near Francis St


Near Sir Thomas Mitchell Rd

There are a number of other styles of public seating which are currently ad hoc and do not provide the quality or amenity required for this important streetscape. The image on the left is key vista on arrival to Bondi Beach via Bondi Road and is a key opportunity for improvement.


The new seating being installed in Bondi Park (pictured), could provide the basis for a consistent material palette.


Near Notts Ave


Near Hall St

Some bus stops have insufficient or no seating. The two pictured above experience high volumes of passengers and should be upgraded as a priority.

Existing public seating







Existing shade structures for footpath seating vary in style and quality. Central post are superior to the corner post. However all existing examples create an issue with roll down plastic blinds which blur the beach views, enclose the footpath too much, and are susceptible to dirt and deterioration resulting in detraction to the street amenity. A modern consistent design unique to Campbell Parade would greatly help to improve the overall appearance and strengthen local identity.







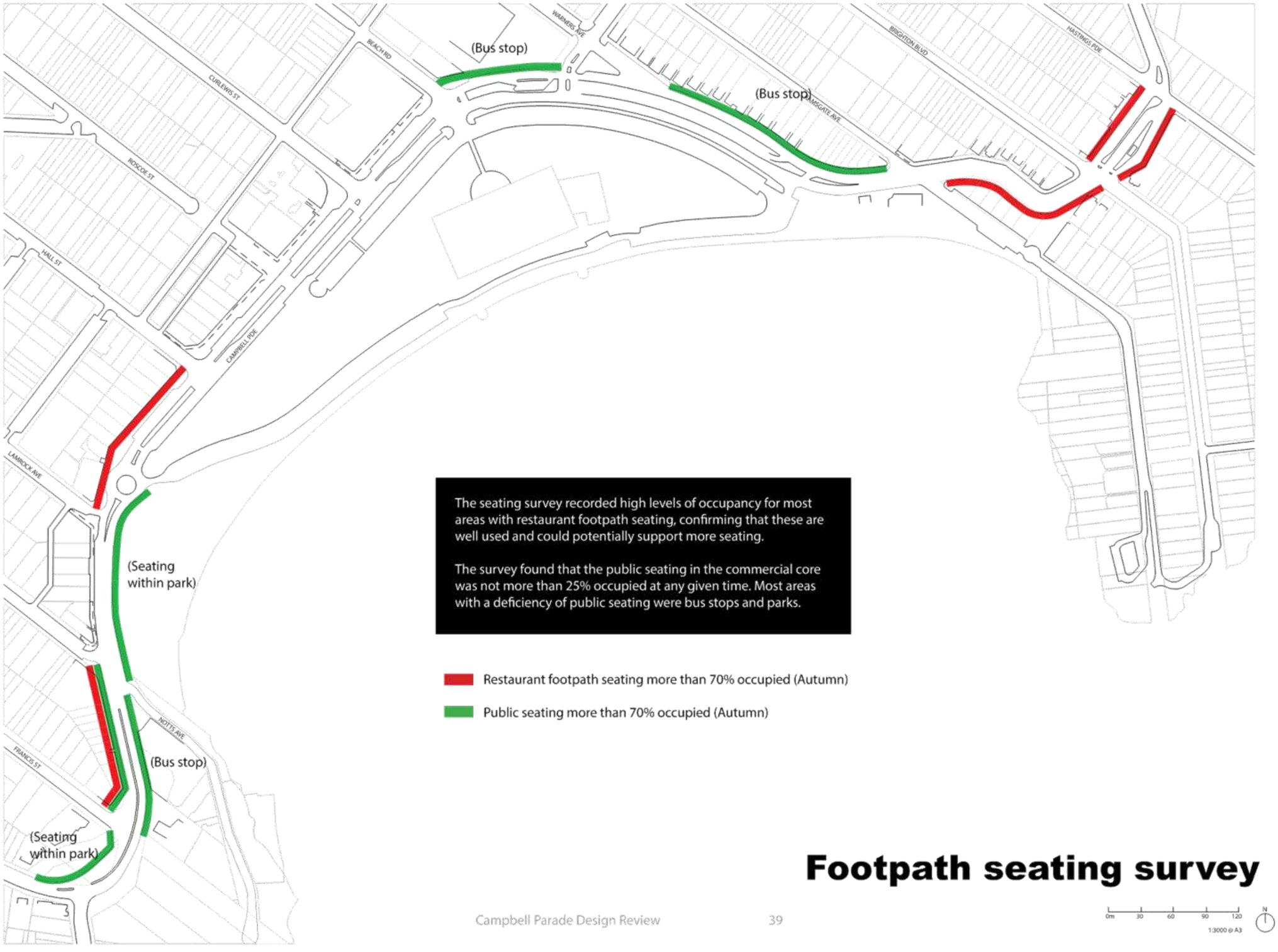


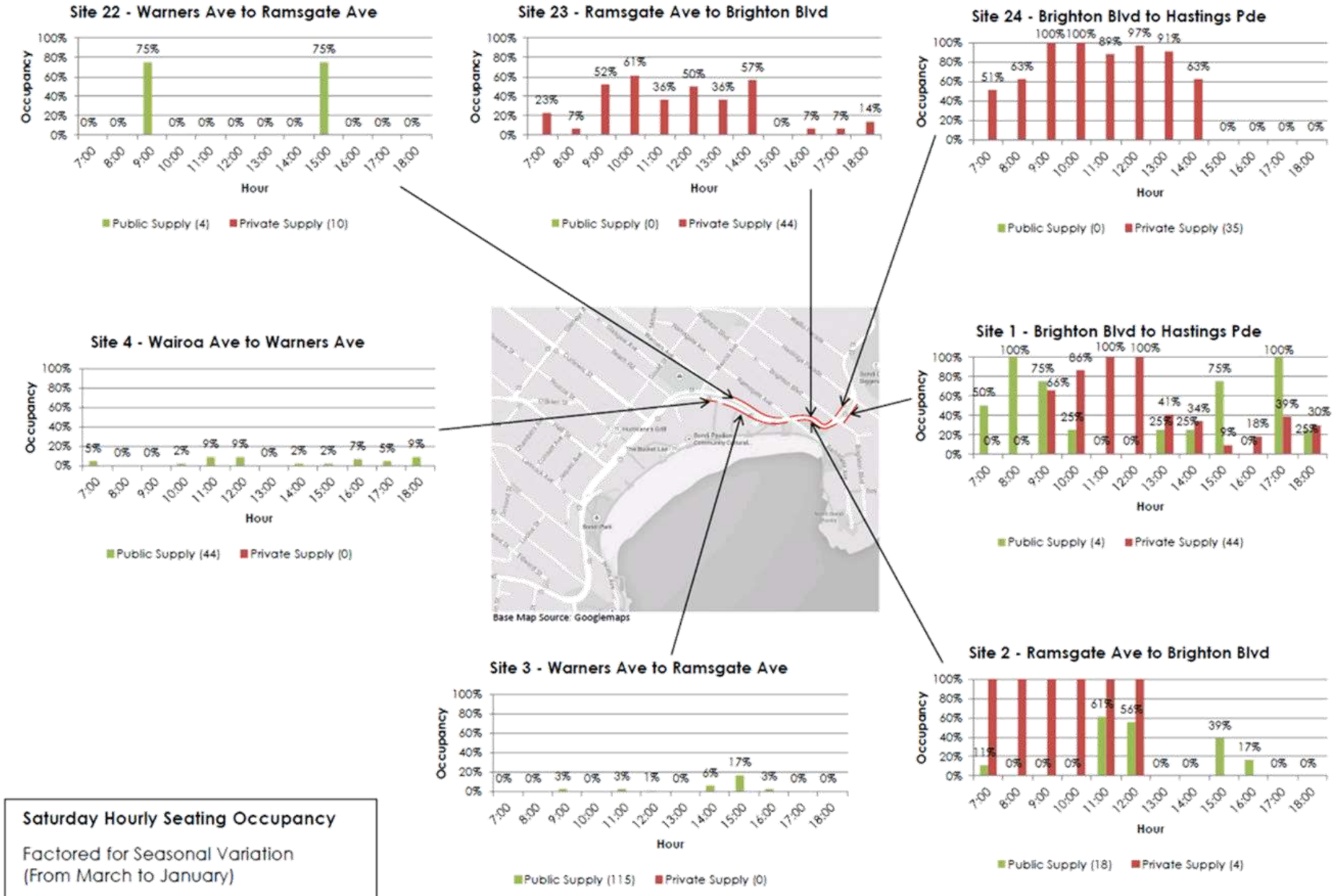
There are also a range of other footpath seating arrangements - under awnings, temporary umbrellas, and uncovered seating. These can be constrained by footpath width especially outside the commercial core area.

Existing restaurant footpath seating



Campbell Parade Design Review 38

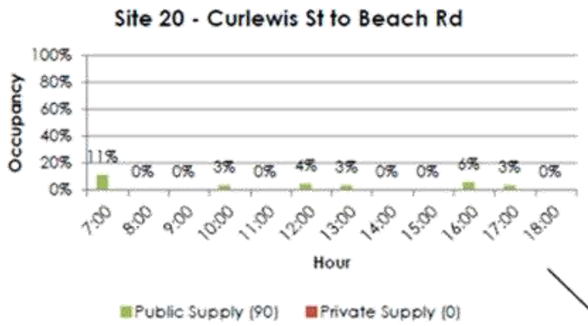

(Bus stop)
(Bus stop)
(Seating within park)
(Bus stop)
(Seating within park)
CURLEWIS ST
BEACH RD
WARNERS AVE
BRIGHTON BLVD
HASTINGS PDE
ROSCOE ST
HALL ST
CAMPBELL PDE
LAMBOCK AVE
NOTTS AVE
FRANCIS ST
The seating survey recorded high levels of occupancy for most areas with restaurant footpath seating, confirming that these are well used and could potentially support more seating.
The survey found that the public seating in the commercial core was not more than 25% occupied at any given time. Most areas with a deficiency of public seating were bus stops and parks.
Restaurant footpath seating more than 70% occupied (Autumn)
Public seating more than 70% occupied (Autumn)
Footpath seating survey
0m 30 60 90 120
1:3000 @ A3
N
Campbell Parade Design Review 39

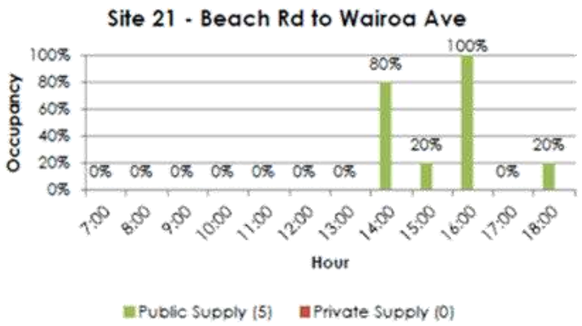


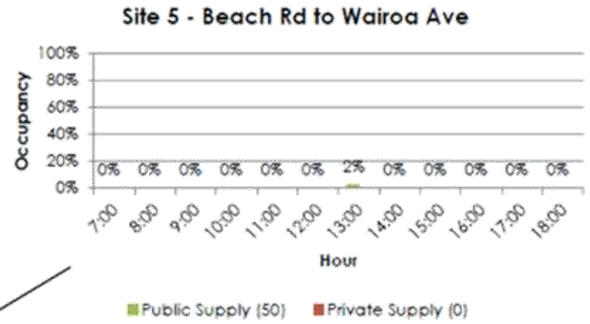
Saturday Hourly Seating Occupancy

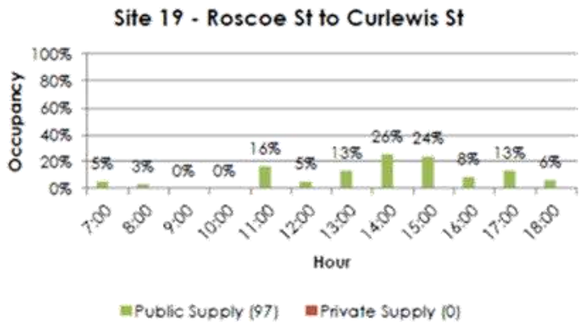
Factored for Seasonal Variation
(From March to January)

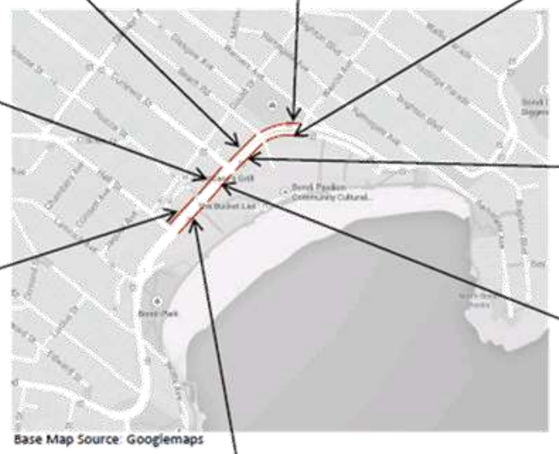
Footpath seating survey

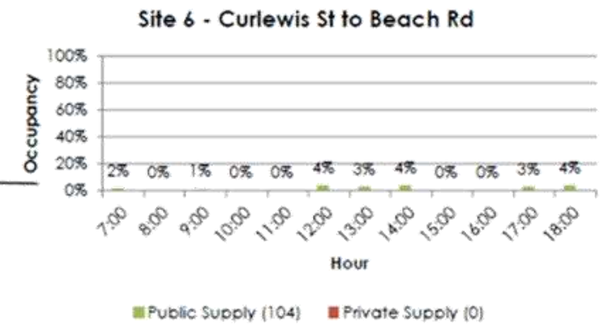


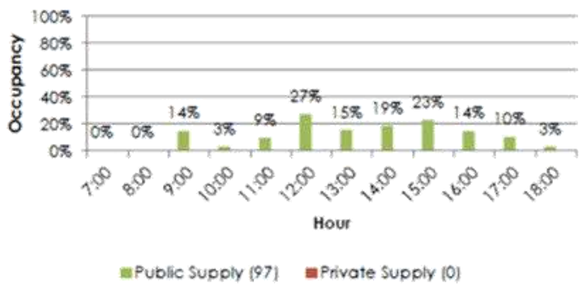


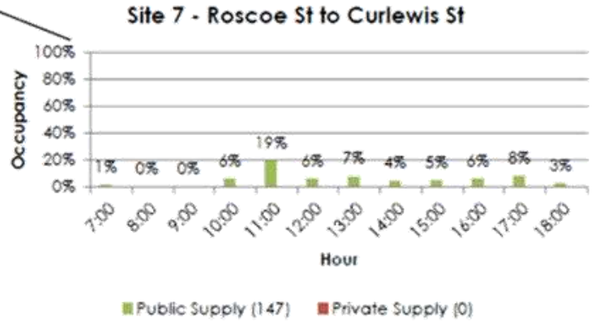


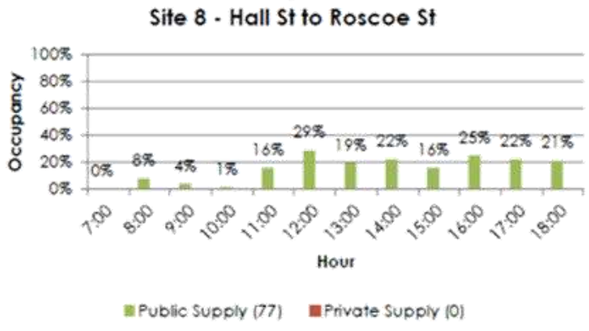








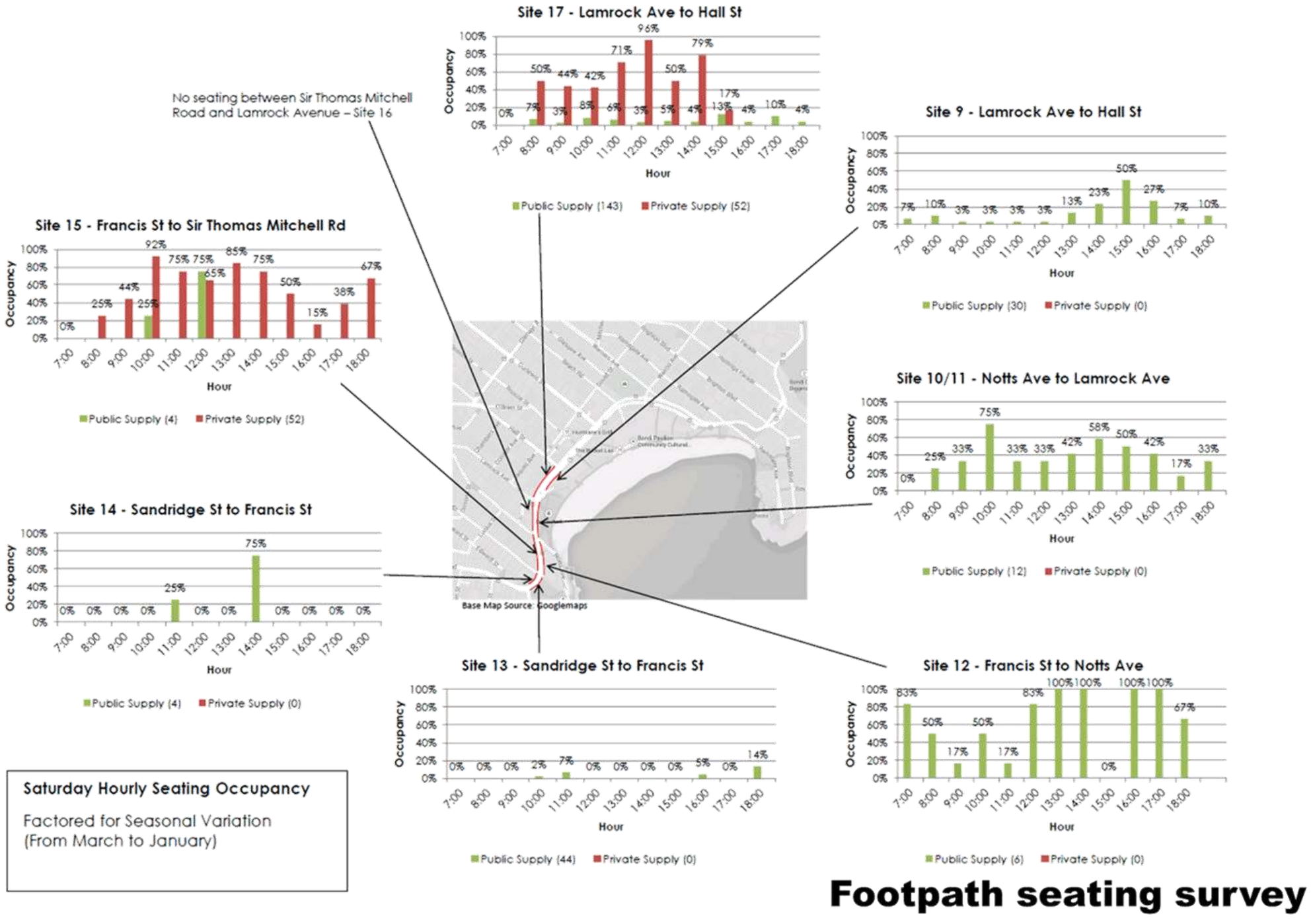




Saturday Hourly Seating Occupancy

Factored for Seasonal Variation
(From March to January)

Footpath seating survey


No seating between Sir Thomas Mitchell Road and Lamrock Avenue – Site 16
Site 17 - Lamrock Ave to Hall St
Occupancy
Hour
Public Supply (143)
Private Supply (52)
Site 9 - Lamrock Ave to Hall St
Public Supply (30)
Private Supply (0)
Site 15 - Francis St to Sir Thomas Mitchell Rd
Public Supply (4)
Private Supply (52)
Site 10/11 - Notts Ave to Lamrock Ave
Public Supply (12)
Private Supply (0)
Base Map Source: Googlemaps
Site 14 - Sandridge St to Francis St
Public Supply (4)
Private Supply (0)
Site 13 - Sandridge St to Francis St
Public Supply (44)
Private Supply (0)
Site 12 - Francis St to Notts Ave
Public Supply (6)
Private Supply (0)
Saturday Hourly Seating Occupancy
Factored for Seasonal Variation
(From March to January)
Footpath seating survey







The sections of Campbell Parade in North and South Bondi are devoid of trees and greenery, to the detriment of streetscape amenity. While some sections are exposed to winds, street trees are maintained in much harsher coastal climates around Australia. The introduction of regular street tree planting would be transformational to these areas.





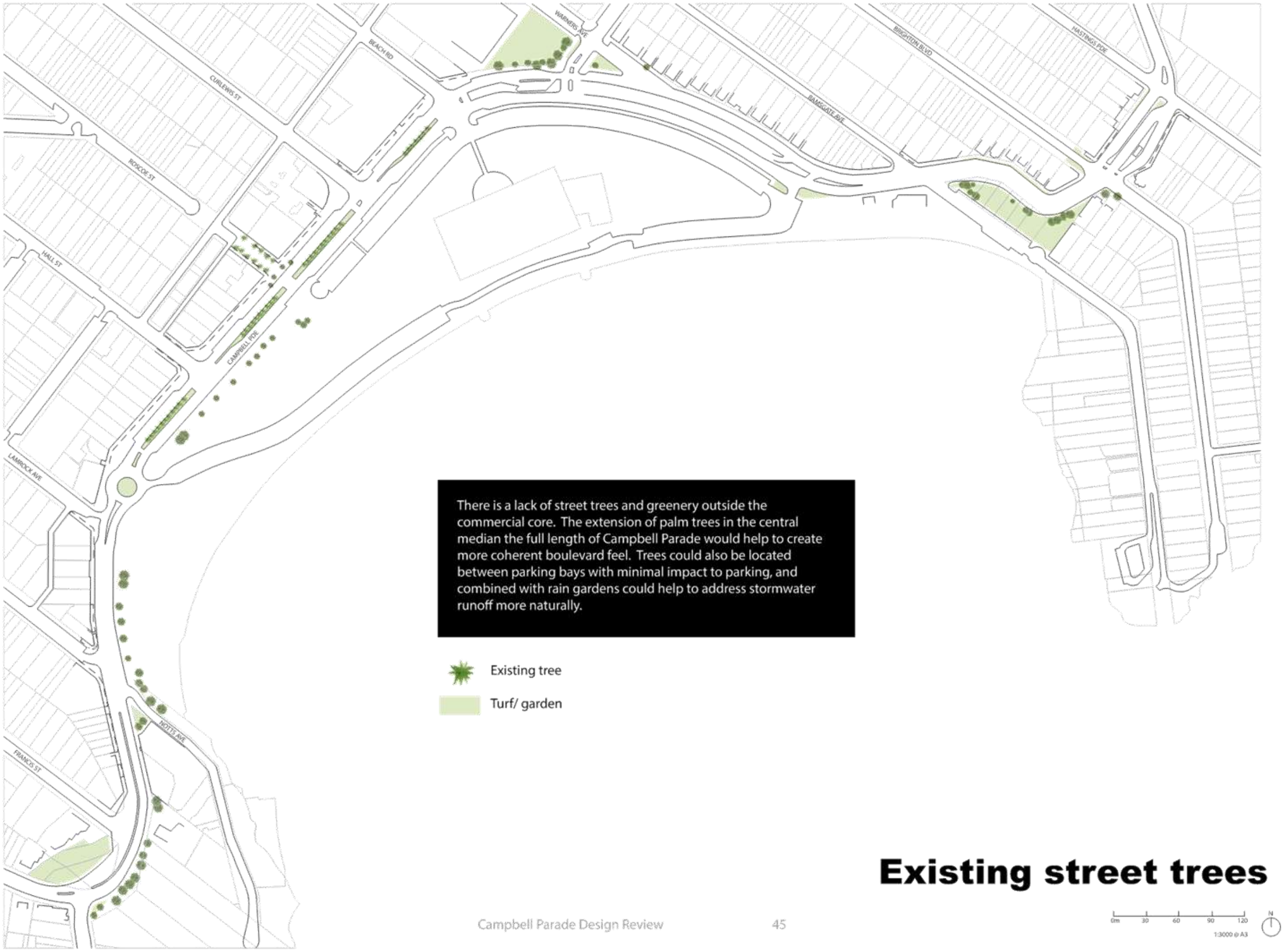
Formally arranged palm trees in the central median create a strong boulevard effect in the commercial core and have become a defining character of Campbell Parade.





Historically significant pine trees remain within Bondi Park and are well suited to the coastal conditions.

Existing street trees



There is a lack of street trees and greenery outside the commercial core. The extension of palm trees in the central median the full length of Campbell Parade would help to create more coherent boulevard feel. Trees could also be located between parking bays with minimal impact to parking, and combined with rain gardens could help to address stormwater runoff more naturally.

Existing tree

Turf/ garden

Existing street trees

0m 30 60 90 120 N

1:3000 @ A3


Near Lamrock Ave



Near Notts Ave



Near Lamrock Ave

As many commercial tenants have no laneway access, their bins are stored on the footpath for collection. These occupy precious footpath space, impact on the amenity of the street and smell bad, especially in the summer months. Screened bin areas may assist somewhat, but will occupy more footpath space and could present difficulties with numerous businesses sharing bin stores.


Near Lamrock Ave

There is a good provision of high quality uniformly designed bins along Campbell Parade, although some obstruct the footpath. Unfortunately at many locations there are not separate bins for recycling.

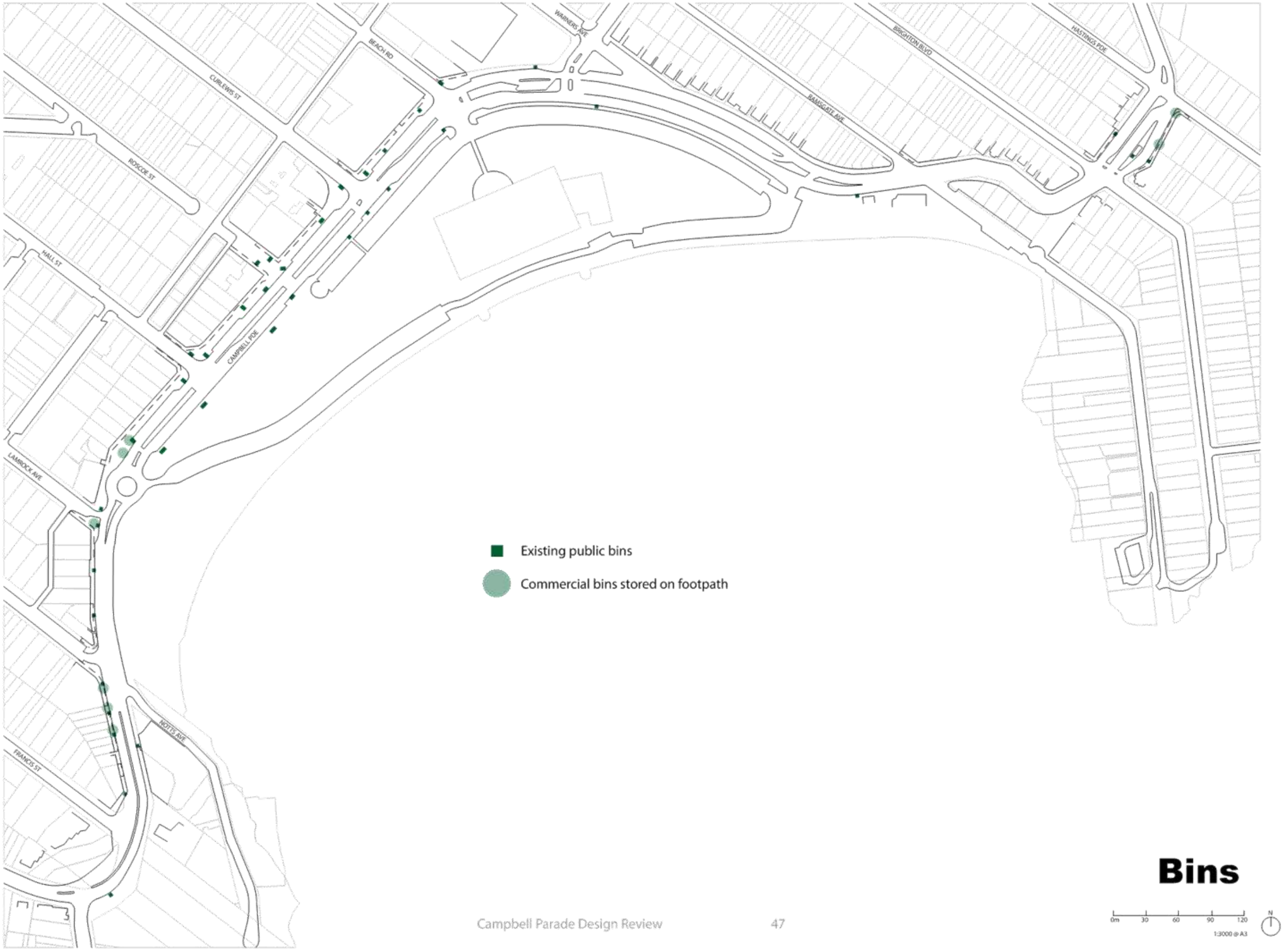


Near Lamrock Ave


Near Sir Thomas Mitchell Rd

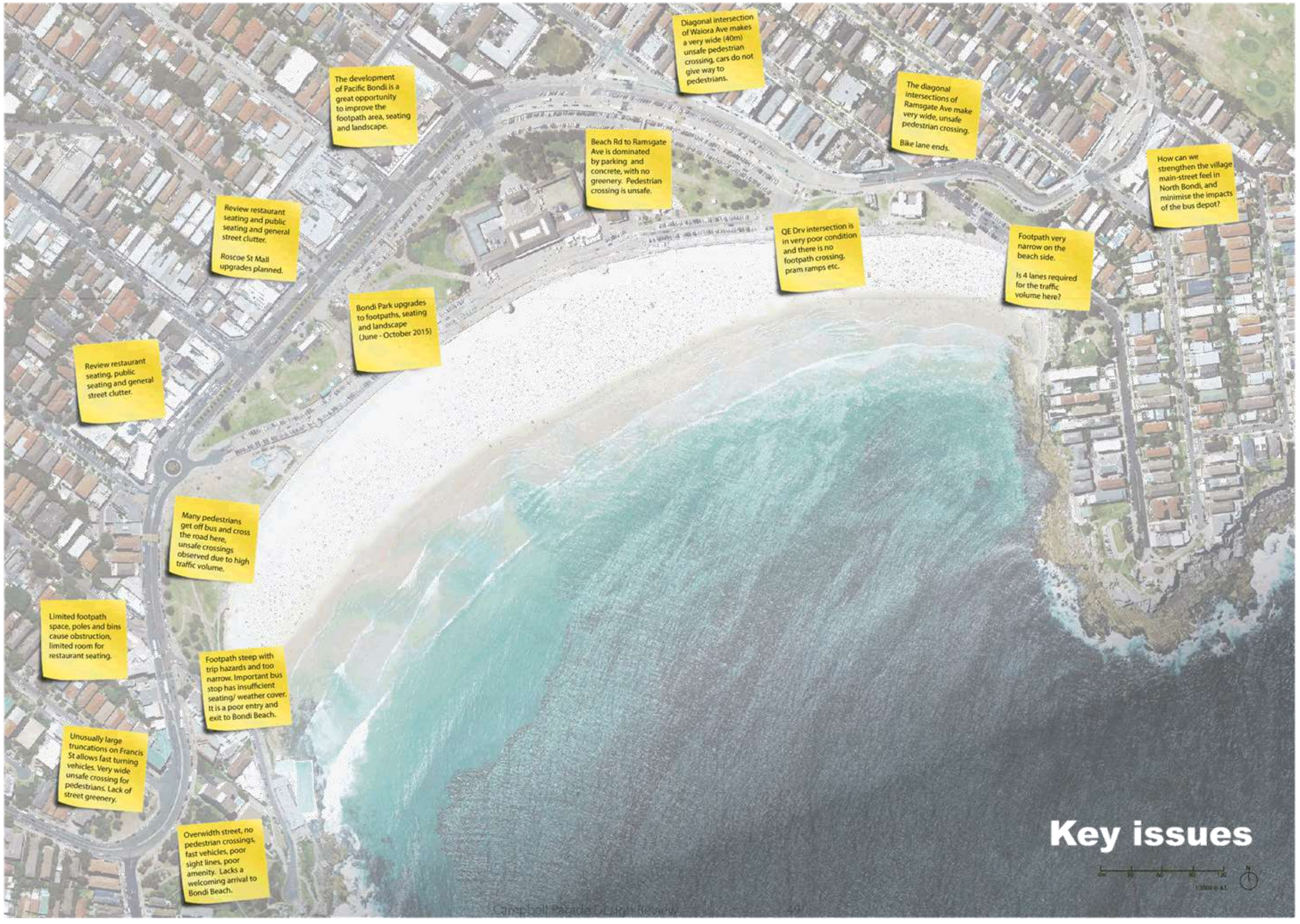
Consideration should be given to underground waste storage and transport technology for both public and private waste. This would free up footpath space, reduce the labour for collection, avoid overflows, and enable greater recycling.

Existing bins



Campbell Parade Design Review 47

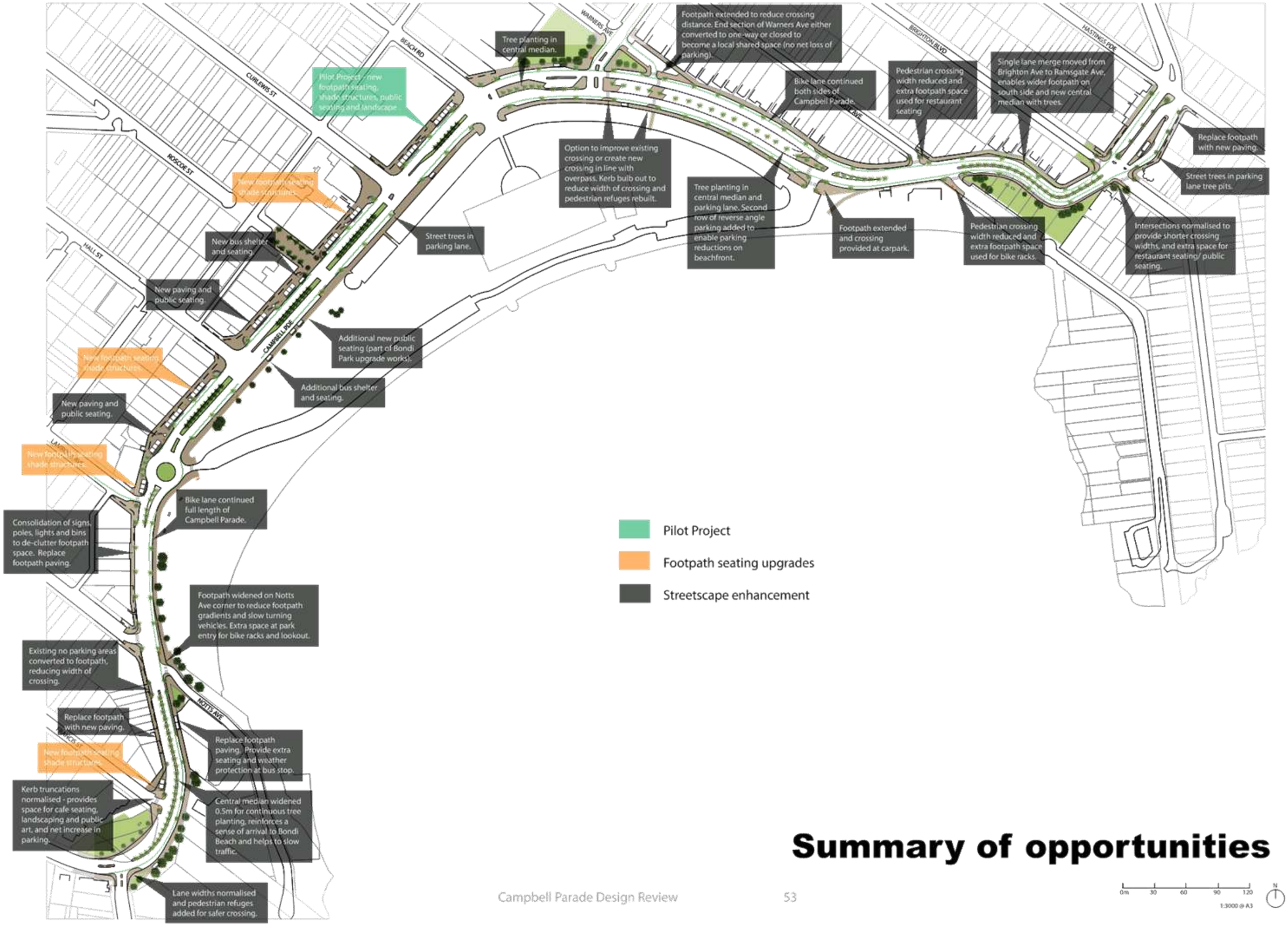

VARNEYS ACR
BEACH RD
CURLEWIS ST
ROSCOE ST
HALL ST
CAMPBELL PDE
LAMROCK AVE
NOTTS AVE
FRANCIS ST
RAMSGATE AVE
BRIGHTON BLVD
HASTINGS PDE
Light poles
Parking meters
Telephone box
Other street elements
0m 30 60 90 120
1:3000 @ A3
N


The development of Pacific Bondi is a great opportunity to improve the footpath area, seating and landscape.
Diagonal intersection of Waiora Ave makes a very wide (40m) unsafe pedestrian crossing, cars do not give way to pedestrians.
The diagonal intersections of Ramsgate Ave make very wide, unsafe pedestrian crossing.
Bike lane ends.
How can we strengthen the village main-street feel in North Bondi, and minimise the impacts of the bus depot?
Beach Rd to Ramsgate Ave is dominated by parking and concrete, with no greenery. Pedestrian crossing is unsafe.
Review restaurant seating and public seating and general street clutter.
Roscoe St Mall upgrades planned.
QE Drv intersection is in very poor condition and there is no footpath crossing, pram ramps etc.
Footpath very narrow on the beach side.
Is 4 lanes required for the traffic volume here?
Bondi Park upgrades to footpaths, seating and landscape (June - October 2015)
Review restaurant seating, public seating and general street clutter.
Many pedestrians get off bus and cross the road here, unsafe crossings observed due to high traffic volume.
Limited footpath space, poles and bins cause obstruction, limited room for restaurant seating.
Footpath steep with trip hazards and too narrow. Important bus stop has insufficient seating/ weather cover. It is a poor entry and exit to Bondi Beach.
Unusually large truncations on Francis St allows fast turning vehicles. Very wide unsafe crossing for pedestrians. Lack of street greenery.
Overwidth street, no pedestrian crossings, fast vehicles, poor sight lines, poor amenity. Lacks a welcoming arrival to Bondi Beach.
Key issues

Recommendations

A way forward with trial projects, short term upgrades and longer term streetscape enhancement.

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Pilot Project	55
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Summary of opportunities

Pilot Project

A trial to test the new vision
for footpath seating



Proposed view south from Beach Road

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Pilot Project Overview

The Pilot Project is about testing a new vision for footpath seating in Campbell Parade. Partnering with a major developer to trial the new design provides a low cost and low risk way for Council to enable the community and businesses to experience and provide feedback and ulitmately make informed decisions on the design and policies to be applied elsewhere on Campbell Parade. The Pilot Project relates to the section of footpath from Curlewis St to Beach Rd and will operate for a 3 year period after which Council can decide whether it continues permanently or not.

The design has developed from a collaboration between the developer of Pacific Bondi, their architect and Council staff. Throughout the process the following objectives have guided the design (as agreed at the November Councillor workshop):

- Unique to Bondi
- Complements the local character
- Open, light and maintains views to the beach
- Provides protection from the wind, rain and sun while recognising this is an outdoor space
- Avoids enclosure or obstruction of the footpath
- Provides a mix of public and private seating
- Provides soft landscaping (greenery)
- Is durable and high quality
- Integrates the public art mosaic seating
- Is adaptable to being used in various locations on Campbell Parade

Shade Structures

The structures are modular and free-standing with slender central columns branching into a cantilevered roof frame. The design references the conventional beach umbrella structure in a modern context and the resulting curved roof form reflects the ocean swells. The design is distinctive yet subtle, and complements both the inter-war and modern architecture that exists on Campbell Parade.

Each module measures 4.5m x 4.5m and two sets of 6 modules are proposed for the Pilot Project. The roofs overhang 0.6m beyond seating areas on all four sides to ensure rain runoff does not impact users.

The structures are constructed using white steel tubing with translucent white nylon roof material. The structures integrate electric radiant heaters and adjustable LED up-lighting of the roof to create an ambient effect. Electricity supply will be provided underground and via the central columns.

A 1.5m tall frameless glass balustrade with stainless steel brackets is proposed along the street edge, set back 0.9m from the kerb. The balustrade has a 2.4m opening in the middle of the long edge, which aligns with a 2.4m gap in the seating area in order to provide pedestrian access to street parking. The glass would be kept free from signage and advertising, maintianing clear sight lines to the beach. For the areas used for restaurant seating, freestanding glass signage panels approximately 1.5m tall x 0.4m wide would be fixed into the ground near the entry to identify the business to which each seating area belongs.

The design provides a total of 169sqm of useable space within the confines of the shade structure. Use of the space within the confines of the shade structures can be for private or public purposes. It is proposed that a section of the undercover space be allocated for Council to use as exhibition space where plans and information could be displayed.

The layout retains a minimum 4m footpath width for the length of the block. The pedestrian survey undertaken in March 2015 found that while Roscoe Street Mall is the busiest section of Campbell Parade (peak of 1560 ped/hr), the subject area of Campbell Parade was still very high (976 ped/hr) despite being a construction area with no active land uses. It is likely that once Pacific Bondi opens this section of Campbell Parade may become the busiest section of the street.

Public Art Mosaic Seating

Seven pieces of mosaic seating exist along this section of Campbell Parade, which were installed in 1998. These comprise one long bench and small table top at each end of the block and two long benches and circular seating/ planter in the centre. The condition report undertaken in March 2015 concluded the items on the ends of the block are in poor condition and the items in the centre are in good condition.

The seating survey undertaken in March 2015 found that throughout the day on a Saturday and Monday, the public seating between Lamrock Avenue and Curlewis Street was only used at 20% capacity. The seats in the Pilot Project area were not accessible due to construction, however it is reasonable to assume that the public seating usage in this block would be consistent with the other blocks surveyed.

Various options were considered for the existing seating including retaining all seats, retaining only the items on the ends of the block and retaining only the central items. After considering the condition of the seats, the likelihood that restaurants will be located at the ends of the blocks and the need to activate the corners, it was decided that the mosaic seats on the ends of the block could be removed and the central items retained.

The central seating is proposed to be enhanced with new feature paving and additional public seating and planting will also be provided in the central area to enhance the public amenity.

Footpath Paving

A uniform paving type is proposed for Campbell Parade and several options have been identified which will be included in the public exhibition period for feedback. However as the paving type is yet to be determined the Pilot Project retains the existing paving.

Landscape and Street Furniture

Low planter boxes with shrubs are proposed at each end of the block to demark the restaurant seating and provide greenery at the ends of the block. In the centre of the block 2 new circular seats with landscaping are proposed (species to be determined). Tree pits are proposed between on-street car parking incorporating water sensitive urban design principles by capturing stormwater runoff. Tall palms are proposed in the parking lane, matching the palms in the central median and enhancing the coastal boulevard-style streetscape. Locating trees in the parking lane also helps to create the perception of a narrower street, which has a natural effect of slowing vehicles through this busy pedestrian area. The design also incorporates 6 bike racks at each end of the block plus relocated bins and parking meters.

Street Parking

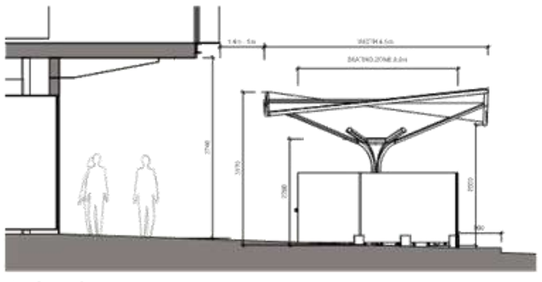
Currently there are 7 on-street parking bays plus a hotel bus parking area. The proposed design includes 9 on-street bays and no hotel bus parking.

Costs

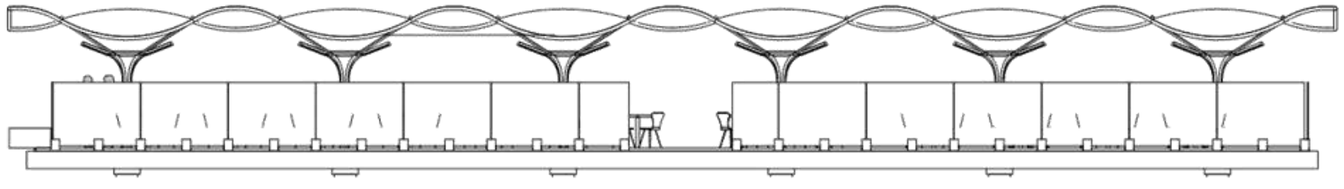
In August 2015, following independent commercial assessment, Council agreed to waive the footpath seating fees for the Pilot Project up to a maximum of $408,000 in foregone outdoor dining licence revenue for the 3 year period. This represents approximately a 40% contribution to the total cost of the construction of the outdoor dining area with the balance of the cost to be borne by the Pacific Bondi developer. The developer will also be responsible for all maintenance associated with the structure and half yearly engineering checks.



Plan view



Side elevation



Front elevation

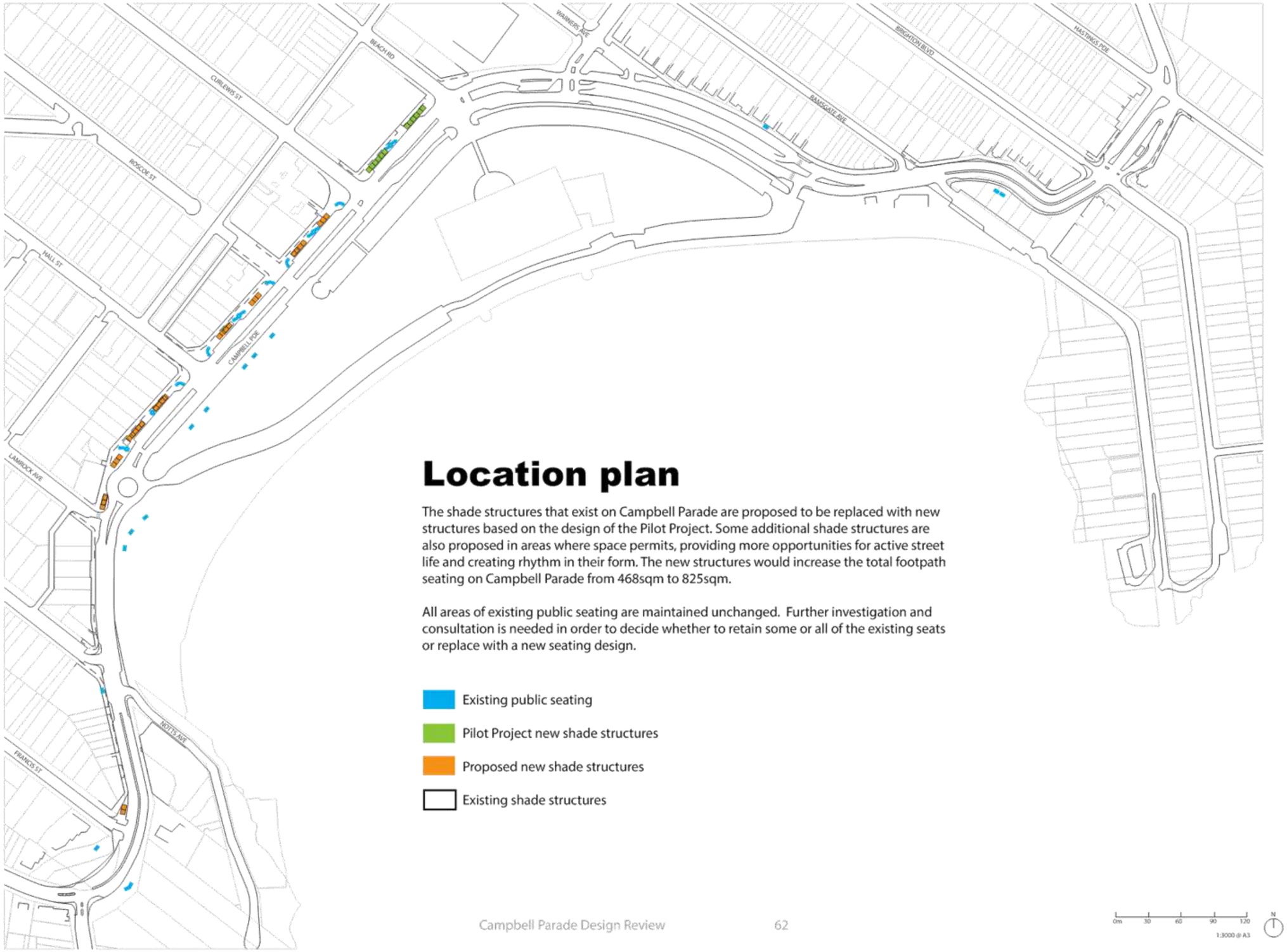
Pilot Project Layout



Proposed view north from Curlewis Street

Footpath Seating Upgrades

Proposed implementation of new footpath seating along Campbell Parade



Location plan

The shade structures that exist on Campbell Parade are proposed to be replaced with new structures based on the design of the Pilot Project. Some additional shade structures are also proposed in areas where space permits, providing more opportunities for active street life and creating rhythm in their form. The new structures would increase the total footpath seating on Campbell Parade from 468sqm to 825sqm.

All areas of existing public seating are maintained unchanged. Further investigation and consultation is needed in order to decide whether to retain some or all of the existing seats or replace with a new seating design.

- Existing public seating
- Pilot Project new shade structures
- Proposed new shade structures
- Existing shade structures

0m 30 60 90 120 N
1:3000 @ A3



Proposed view north from Lamrock Ave



Proposed view north from Hall St

Cost estimates and implementation

The estimated costs and returns for the proposed footpath seating upgrades are set out below. Note that the Pilot Project between Curlewis and Beach Road has been excluded as this is covered in the previous section.

Estimated costs:
The estimated total capital cost of the proposed new shade structures (31 modules) is $1,760,000. This is based on the pro-rata cost estimates prepared for the Pilot Project. Maintenance costs for the structures is estimated at $85,800 per annum. This is based on a weekly clean by a team of two using a high pressure hose and assumes $150/hr x 2 employees including materials.

Projected income from footpath seating:
Currently Waverley Council leases 468sqm of footpath seating space to 31 businesses for a total of $360,182pa. The footpath seating is leased at 2 different rates, $850/sqm for footpath space along Campbell Parade between Lamrock Avenue & Beach Road and $550/sqm for all other areas.

Given the enhanced infrastructure proposed to be provided, it is recommended that the lease fees for footpath seating under the shade structures be reviewed. Council has reviewed other comparable footpath seating areas around Sydney and also obtained an independent valuation. For example, a similar comparison is South Steyne Manly where a lease fee of $1028/sqm applies for use of the footpath space. When the beachfront location combined with the new shade structures is taken into account, the footpath space under the shade structures has been valued at $1100 – 1200 per sqm.

Several options have been provided to estimate future revenue which include increased lease fees under the shade structures - refer table 1 and 2. For all options the lease fee for areas outside the shade structures remains unchanged.

The projections suggest that the cost of the new shade structures can be fully recovered from the additional revenue generated over a period of 5 – 9 years depending on the lease fee charged, and is projected to generate additional income to Council within 10 years.

Construction:
It would be most feasible for Council to manage the construction of the shade structures due to multiple tenancies using the structures, the upfront costs involved, and to ensure consistent standards and materials. It is envisaged an open or invited tender would be issued to obtain the most competitive quotes for construction and installation. Council would own the structures and be responsible for maintenance, and these costs have been included in the revenue projections.

Licencing:
It is recommended that Council prepares either a guideline or policy for footpath seating on Campbell Parade to set out the criteria for assessing applications for use of the space, the assessment process and requirements for Plans of Management. Council would also need to amend the DCP in terms of designated footpath seating areas and the standard Deed of Agreement may need to be amended to include items specific to Campbell Parade shade structures.

It is envisaged that preference would be given to the businesses adjacent to the shade structure and if not fully leased then other nearby businesses could apply to use the space. There is also the opportunity for the spaces to be used for purposes other than dining such as vendors, exhibitions, buskers - all of which add vitality to the public street life.

Existing footpath seating licences would either need to expire before new shade structures are constructed, or Council could end the licences on an earlier date subject to providing sufficient advance notice.

Table 1. Estimated revenue

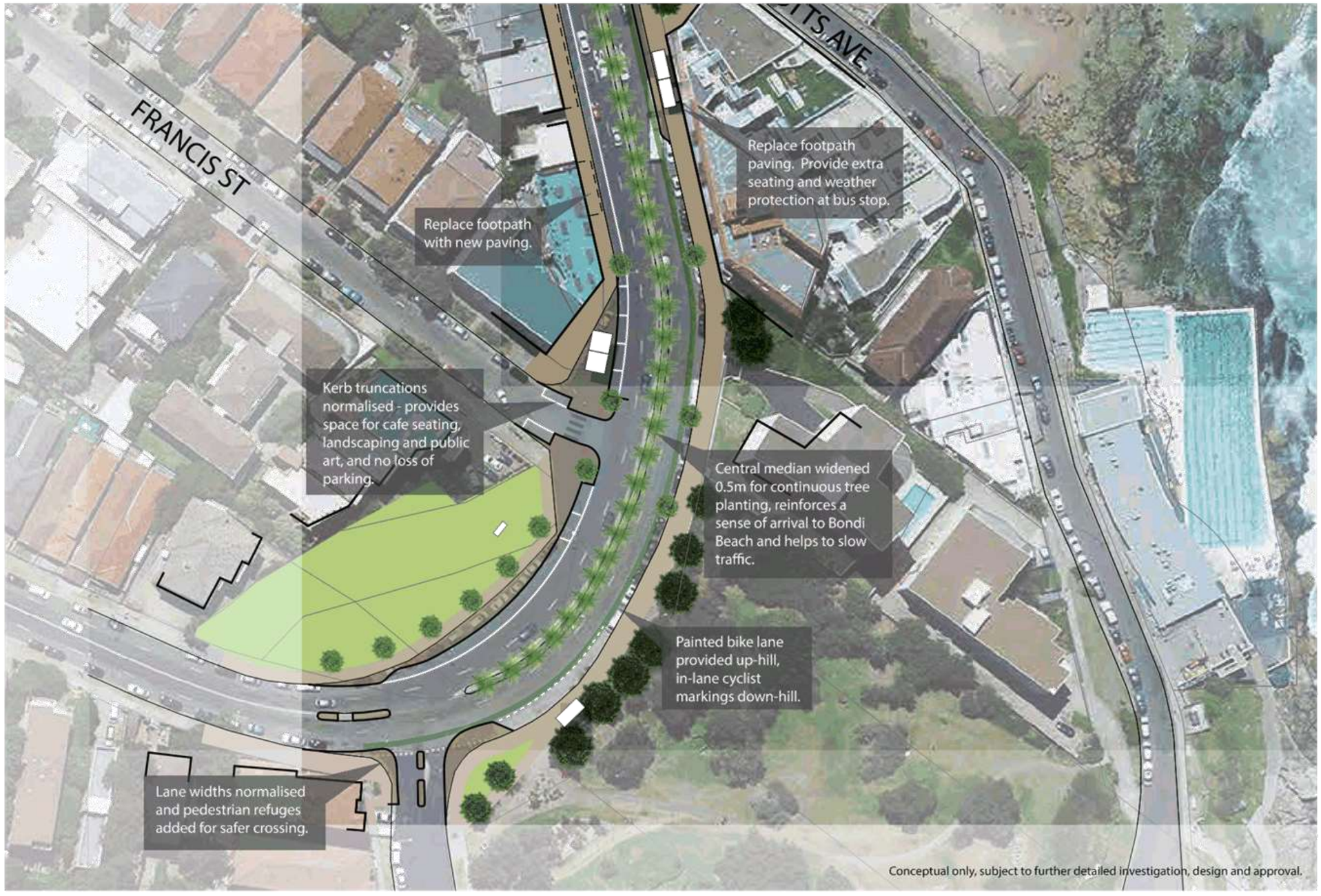
Option	Footpath seating area	Income (pa) (includes deduction of maintenance costs for options 1-4)	Net change in income (pa) compared to existing
Existing	468sqm (ranging $550-850 per sqm)	$360,182	
Option 1	825sqm ($850 per sqm under shade structures and $550-850 per sqm elsewhere)	$567,691	$207,509
Option 2	825sqm ($1,000 per sqm under shade structures and $550-850 per sqm elsewhere)	$646,741	$286,559
Option 3	825sqm ($1,100 per sqm under shade structures and $550-850 per sqm elsewhere)	$701,141	$340,959
Option 4	825sqm ($1,200 per sqm under shade structures and $550-850 per sqm elsewhere)	$755,541	$395,359

Table 2. Estimated payback period and net financial effect

Option	Payback period (based on the additional revenue generated above existing situation and using a capital cost of $1.76m)	Net financial effect over 10 years compared to current situation
Option 1	8.5 years	+ $315,090
Option 2	6.25 years	+ $1,105,590
Option 3	5.25 years	+ $1,649,590
Option 4	4.5 years	+ $2,193,590

Streetscape Enhancement

Longer term changes for a world-class street



Campbell Parade Design Review 68



Indicative view north from Francis St



Francis St - Lamrock Ave





Indicative view south from Notts Ave

Campbell Parade Design Review 71



Indicative view north at Notts Ave

Campbell Parade Design Review 73



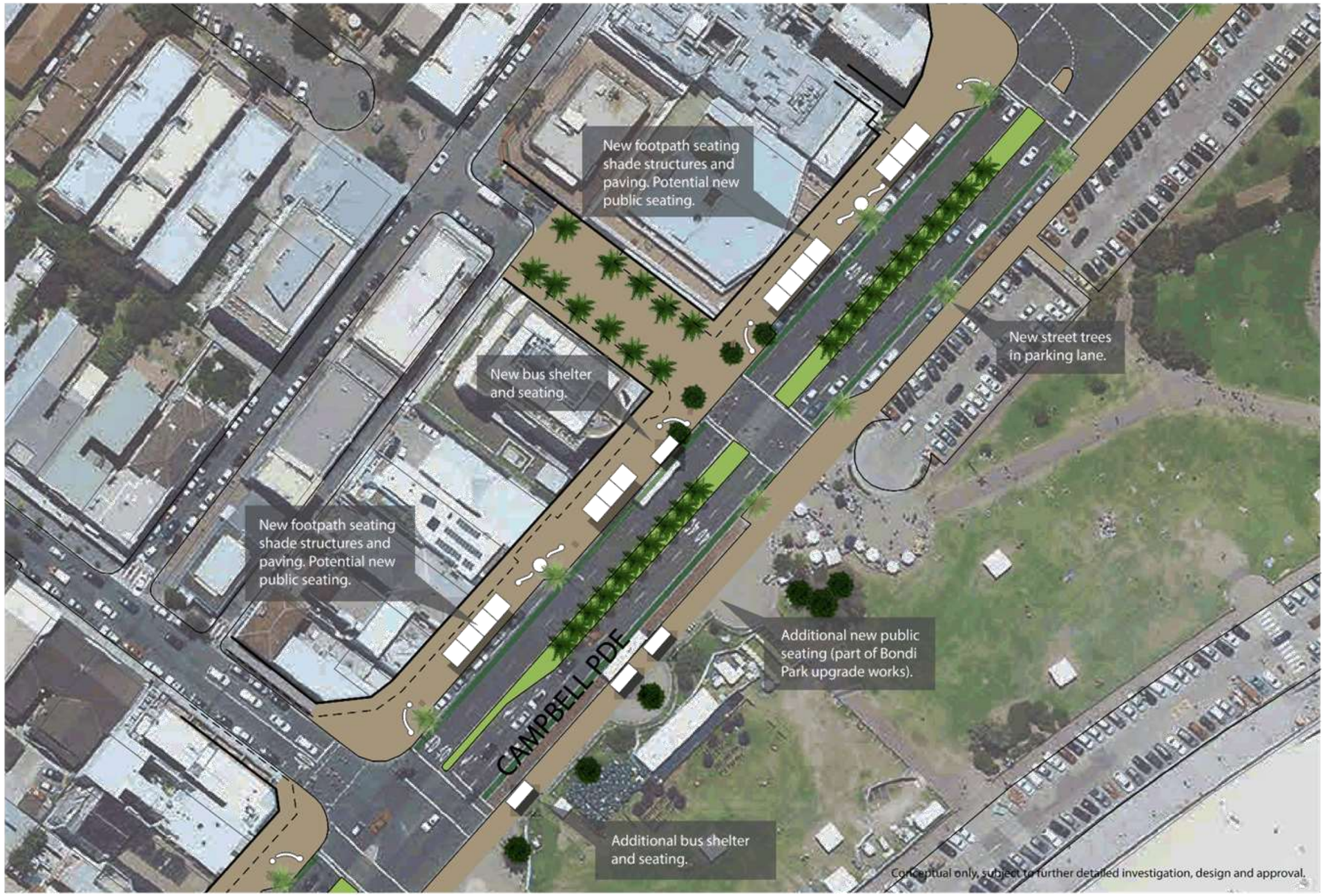
Bus stop
Public seating
Public art (rondel)
Tree
Light pole
Footpath seating shade structure
Bin
Bike rack
Parking metre
Phone box

Lamrock Ave - Hall St

Campbell Parade Design Review 74



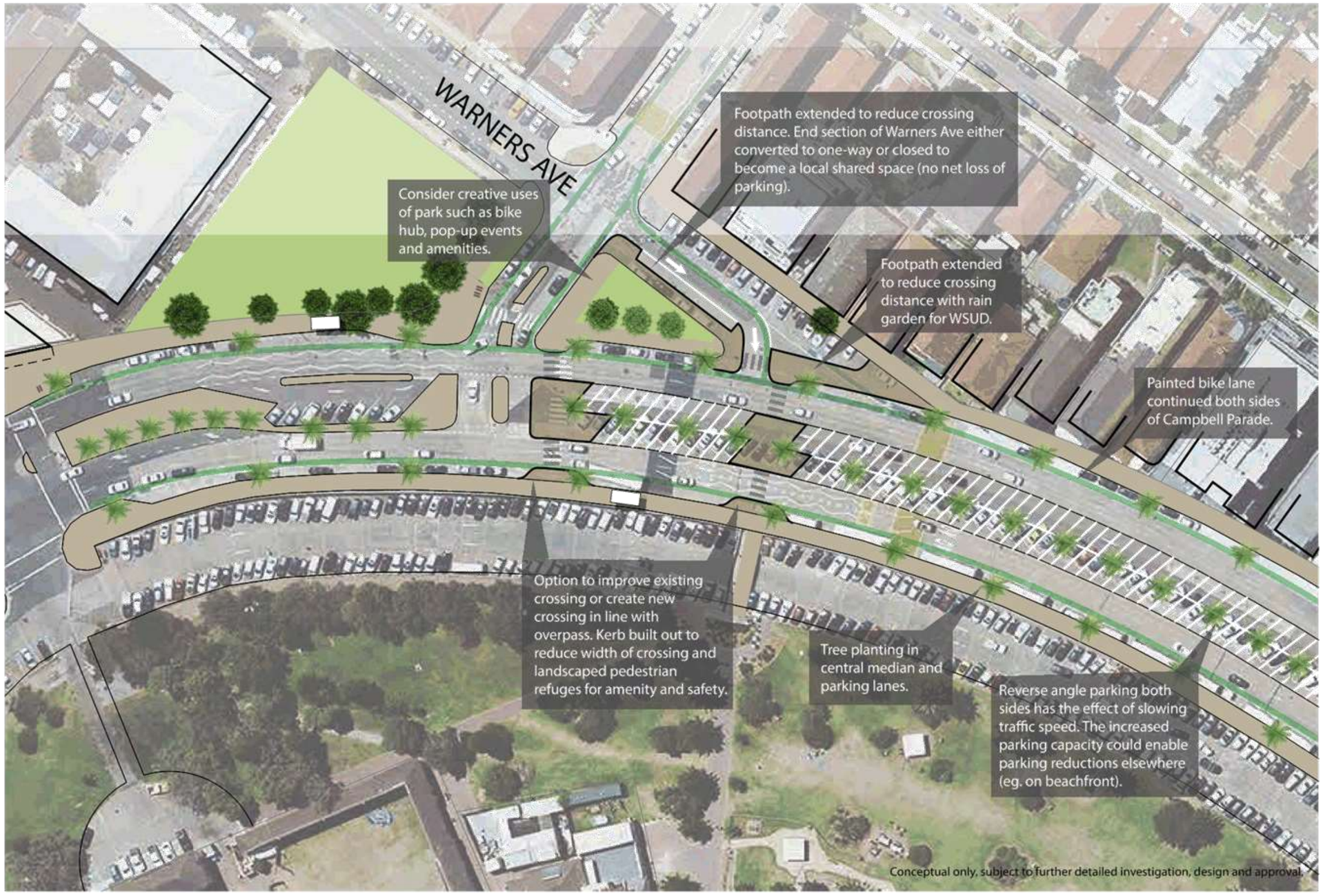
Indicative view north from Lamrock Ave



Campbell Parade Design Review 76



Indicative view south from Roscoe Mall



Bus stop
Public seating
Public art (rondel)
Tree
Light pole
Footpath seating shade structure
Bin
Bike rack
Parking metre
Phone box

Wairoa Ave - Warners Ave





Indicative view east from Warners Ave



Bus stop
Public seating
Public art (rondel)
Tree
Light pole
Footpath seating shade structure
Bin
Bike rack
Parking metre
Phone box

Queen Elizabeth Drv - Ramsgate Ave

Campbell Parade Design Review 80





Indicative view south from Brighton Blvd



Ramsgate Ave - Hastings Pde

Campbell Parade Design Review 82





Indicative view north at Brighton Blvd





Standard gun metal stone pavers in the commercial area



A light stone paving is proposed for the full length of Campbell Parade.



Due to the extent and condition, the existing washed concrete is proposed to remain adjoining Bondi Park.

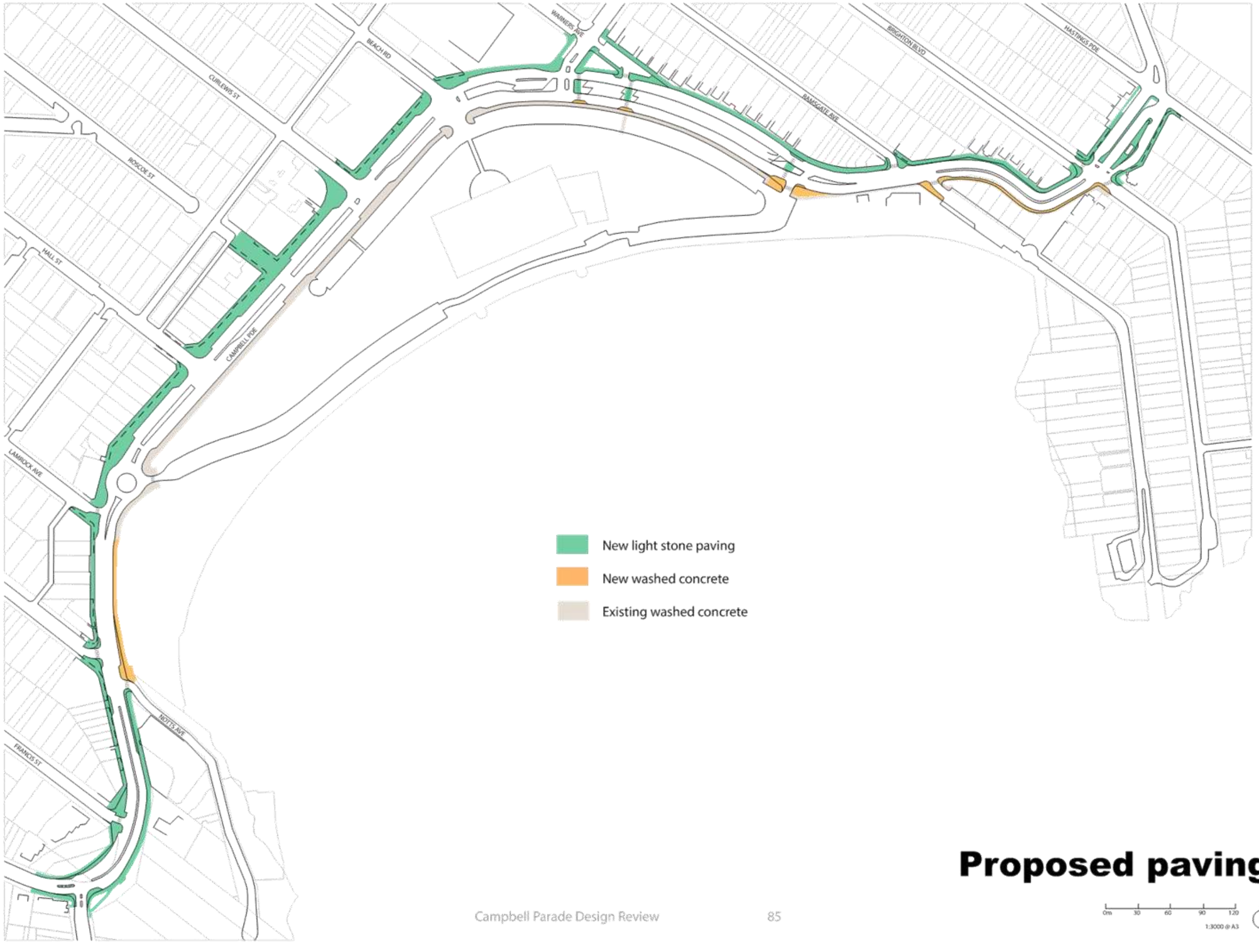


New brick paving currently being installed in Bondi Park.



Indicative light stone paving proposed for Campbell Parade.

Proposed paving


WARNERS AVE
BEACH RD
CURLEWIS ST
ROSCOE ST
HALL ST
CAMPBELL PDE
LAMBROCK AVE
FRANCIS ST
MOTTS AVE
RAMSGATE AVE
BRIGHTON BLVD
HASTINGS PDE
New light stone paving
New washed concrete
Existing washed concrete
Proposed paving
0m 30 60 90 120
1:3000 @ A3
N

Cost estimates

Approximate cost estimates have been calculated for implementing all streetscape opportunities on Campbell Parade including footpath paving, landscaping, public seating and bike infrastructure. Costs exclude shade structures which are covered in the previous section.

Item	Sandridge St - Lamrock Ave	Lamrock Ave - Hall St	Hall St - Curlewis St	Curlewis St - Beach Rd	Beach Rd - Ramsgate Ave	Ramsgate Ave - Brighton Ave	Brighton Ave - Hasting Pde	**Total**
New paving	$865,750	$435,750	$641,390	$278,040	$609,140	$218,250	$313,750	$3,362,070
New washed concrete	$30,200	N/A	N/A	N/A	$106,000	$153,600	N/A	$289,800
Kerbs	$117,600	N/A	N/A	N/A	$112,500	$205,500	$30,300	$465,900
Street trees	$324,000	$54,000	$48,000	$36,000	$360,000	$192,000	$66,000	$1,080,000
Public seating	$48,000	N/A	N/A	N/A	$16,000	$24,000	N/A	$88,000
Bike path	$20,625	N/A	N/A	N/A	$45,163	$18,590	$8,250	$92,628
Bike racks	$9,000	$11,000	$5,000	$6,000	$9,000	$2,000	$1,000	$43,000
Relocate parking metres, signs etc	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$70,000
Contingencies (10%)	$142,520	$51,075	$70,440	$33,000	$126,780	$82,400	$42,930	$549,145
Consultants (eg. survey, detailed design and documentation)	$50,000	$75,000	$75,000	$50,000	$50,000	$50,000	$50,000	$400,000
Total	$1,617,695	$636,825	$849,830	$413,040	$1,444,583	$956,340	$522,230	**$6,440,543**

Assumptions:
- Paving: $250/sqm to supply and install 600x400 stone pavers including concrete base and mortar bed
- Washed concrete: $200/sqm to supply and install washed concrete with exposed aggregate
- Kerbs: $300/lin m to supply and install 150mm integral kerb and gutter
- Trees: $6000/tree to supply and install 4m tree
- Public seating: $8000/ bench to supply and install 2700 x 1125mm concrete and timber bench with 1800mm long double backrest
- Bike path: $55/lin m to mill and re-sheet roadway and supply and install 1.2m wide green paint and edge lines
- Bike racks: $1000 to supply and install 2 stainless steel hoops

Next Steps:

June 2016

Public exhibition
+
Pilot Project

August 2016

Evaluate submissions received
+
Refine recommendations

October 2016

Report to Council for approval of recommendations

2016 - 2020

Implementation of recommendations in stages

REPORT
CM/7.7/16.04

Subject: **Evaluation of Tender - Replacement of mobile elevated work platform - Tree operations**

TRIM No.: A15/0289

Author: Matthew McGovern, Manager Public Spaces

Director: Emily Scott, Director, Waverley Renewal

RECOMMENDATION:

That Council:

1. Treats the Evaluations of Findings report attached to Council's file as confidential as it contains information specified in section 10A(2)(c) of the Local Government Act 1993.

2. Enters into a contract under clause 178 of the *Local Government (General) Regulation 2005* with Aerial Access Australia Pty Ltd for Principal Landscape Contractor services for the one off supply, build and deliver of a mobile Elevated Work Platform (EWP).

3. In accordance with clause 179 of the *Local Government (General) Regulation 2005* notifies unsuccessful tenderers of the decision.

1. Executive Summary

The purpose of this report is to outline the findings from the Assessment Panel created to evaluate the supply and build of replacement of a Mobile Elevated Work Platform (EWP).

2. Introduction/Background

Waverley Council uses an EWP to undertake general tree maintenance including pruning and inspections of trees in the public domain. It is recognized as a safe and practical means of pruning trees and responding to emergencies during storm events.

Waverley Council's EWP which had reached 15 years operational use and was no longer compliant for use under AS 1418.10. Procurement by tender was the method selected to acquire this equipment.

The Local Government Act requires Council to call tenders for any purchase of goods or services for contracts that have a total contract value of above $150,000. Tenders were called as an avenue that provided Council with an opportunity to test the market and recommend a company or companies that could provide Council with the best value for money.

The tendering process was initiated and the Tender Evaluation Plan and methodology were developed by Jason Douglas – Tree Operations Supervisor. An Assessment panel was formed, comprising representatives from the most relevant departments within Council. Members of the Assessment Panel used the Assessment Procedure and methodology to determine which firms offered the best value for money for one off supply, build and deliver replacement EWP.

Tenders were called on 6 October 2015 and closed at 10.00am 30 October 2015. Advertisements for the tender were placed in the Local Government Tenders section of the Sydney Morning Herald and Wentworth Courier.

3. Relevant Council Resolutions

There have been no previous Council resolutions on this matter.

4. Discussion

Tender Assessment
Tenders were evaluated strictly in accordance with Council's Purchasing Policy, Procedures and Evaluation Procedure and in compliance with the provisions of the Local Government Act 1993 and Tendering Regulation 2005.

A Tender Assessment Procedure was developed and approved by the Procurement Manager prior to the close of tender. The roles and responsibilities of the Assessment Panel members and Council are outlined in the Tender Assessment Procedure attached to the file.

Tenders Received
The Tenders received were from the following companies:

- Aerial Access
- Australian Crane
- GMJ
- Telescopic

Late Tenders
No late tenders were received.

Conforming Tenders
All tenders met the mandatory requirements and proceeded to tender evaluation.

Evaluation Methodology
The objective of the evaluation was to select the contractor offering the best value for money in a rational and defensible way that is fair to all tenderers. The evaluation criteria and criteria weightings applied to this evaluation process are on file A15/0289 as procedure.

Tender Evaluation Process
The evaluation was conducted in four stages:

a) An initial cull of any seriously non-conforming tenders, i.e. late tenders, tenders not following the instructions set out in the tender, or tenders which clearly were not of an acceptable standard to warrant further detailed evaluation. No tenders submitted were culled in this initial stage.

b) The tender panel undertook an objective analysis of tenderers' ability to meet both mandatory and desirable criteria.

c) The tendered information and specific questions were listed under the evaluation criteria and weighted in order of importance to the overall evaluation. Panel members scored the tenders against the criteria in accordance with the Tender Assessment Procedure.

d) The Tender Evaluation Matrix details the ranking of each submission and the recommendation of the Assessment panel on the preferred submission. The Tender Evaluation Matrix is attached to the file.

Assessment Committee
The Assessment Committee comprised:

- Mathew McGovern, Manager Public Spaces – Clean and Attractive
- Jason Douglas, Tree Operations Supervisor - Clean and Attractive Waverley
- David Petrie, Senior Arborist - Clean and Attractive Waverley
- Rod McGregor, Safety Partner - Corporate Performance Waverley

Evaluation Criteria and Methodology
It was proposed that a shortlist tender be selected for assessment. A weighting methodology was employed to evaluate the tenderers, with each criteria given a weighting out of 100%. The members of the Assessment Panel scored each tenderer's submission against the criteria using a 0-4 rating. The scores are agreed by the Assessment Panel with the weighting applied to provide the final weighted score.

The following tender evaluation criterion was used to assess the value for money basis and in consideration of whole life of cost offered by the tenderers.

Evaluation Criteria	Weighting
1. Compliance with Specification including EWP compatibility with recommended cab chassis.	35%
2. Demonstrated experience in supply and build of EWP's to Australian Standards and in accordance with all relevant engineering and electrical certification, Australian Design Rules and WH&S Legislative requirements	15%
3. Availability and delivery to Waverley Council	10%
4. Warranties and Guarantees	10%
5. Price	30%

Findings
All tenders were assessed and preliminary scoring was completed for each tenderer against the advertised evaluation criteria listed in the tender document, using the weightings agreed to by the Assessment Panel. The tender specification asked to price on supply and build cab chassis and mounted elevated work platform. The panel evaluated all tenders and based specification portion of the evaluation on components that were agreed by the tender panel as the most commonly used in the tree industry.

After scores were tallied for each of the criteria, the panel agreed on one submission that scored highest overall for providing complete package that meets council requirements.

Summary of Recommended Contractor
Aerial Access Australia is a leading supplier in EWPs (Elevating work platforms) in Australia. Over the years they have sold over 500 EWPs to Councils, Electricity Supply industry, Power Line Maintenance industry and many other independent businesses, Majority consisting of vegetation management.

Aerial Access boast a modern 12 bay workshop and a 1,000 square metre assembly plant, located in Mount Kuring-Gai with the necessary equipment to manufacture and service EWPs and highly trained staff qualified for all aspects of EWP manufacture, operation and maintenance. The maintenance and repair service includes mechanical and electrical test facilities.

Aerial Access represents Time Manufacturing of the United States who manufactures the *Versalift* range of EWPs. This brand has been in Australia since 1978 and represented by Aerial Access for over 20 years.

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:	G6 Waverley's assets are well maintained for their current purpose and for future generations.
Strategy:	G6c Implement the adopted Asset Management Continuous Improvement Plan.
Deliverable:	On-track delivery of 80% of scheduled activities in adopted Asset Management Continuous Improvement Plan each year.

6. Financial impact statement/Timeframe/Consultation

a) The funding source for this purchase is the Specialised Equipment Budget, which forms part of the Fleet Replacement Budget. The replacement of this equipment is consistent with planned expenditure for this asset.

b) The supplier will be able to deliver the EWP within 10 - 16 weeks of receipt of order.

c) As part of the procurement process, key stakeholders within Clean and Attractive and Corporate performance were consulted. This ensured that users of the equipment are confident that the recommended EWP is fit for purpose and meets operational requirements. In addition Mechanical Services provided expert technical advice on specialised, heavy plant maintenance and service requirements, ensuring that the selected EWP is suitable from a service and repair perspective.

7. Conclusion

Evaluation of tenderers against the specified evaluation criteria demonstrated that Aerial Access submitted the best value to Council for the supply, build and deliver a Mobile Elevated Work Platform (EWP).

8. Attachments:

Nil

REPORT
CM/7.8/16.04

Subject: **Evaluation of Tender - Design, Supply & Installation of 5 Solar Photovoltaic Systems on Council Buildings**

TRIM No.: A16/0125

Author: Nikolaos Zervos, Coordinator Sustainable Energy

Director: Peter Monks, Director Waverley Futures

RECOMMENDATION:

That Council:

1. Treats the Evaluation of Findings report attached to Council's file as confidential as it contains information of the kind referred to in section 10A(2)(c) of the *Local Government Act 1993*.

2. Enters into a contract under clause 178 of the *Local Government (General) Regulation 2005* with Autonomous Energy Pty Ltd for the design, supply and installation of 5 solar photovoltaic systems on Council buildings.

3. In accordance with clause 179 of the *Local Government (General) Regulation 2005* notifies unsuccessful tenderers of the decision.

1. Executive Summary

The purpose of this report is to seek Council's approval for the appointment of the preferred tenderer for the installation of Solar Photovoltaic Systems (PV) on five Council buildings as recommended by the Tender Evaluation panel.

The Facilities Sustainable Energy upgrades budget was endorsed as part of Council's Long Term Financial Plan and budgeted for 2015/16 and 2016/17 capital works program to facilitate Sustainable Energy projects on Council buildings.

2. Introduction/Background

Council undertook feasibility studies in late 2015 to identify the best suited Council buildings to install Solar PV. These extensive studies identified sites with maximum energy use reductions, greenhouse gas emission reductions and payback periods. From these studies, sites were selected by the Project Control Group for inclusion in the Solar PV project.

The project includes the design, supply, installation and commissioning of solar PV on the following Council buildings:

I. Margaret Whitlam Recreation Centre
II. Tamarama Kiosk
III. Marks Park Amenities
IV. Mill Hill Early Education Centre
V. Waverley Library (Provisional)

Waverley Library is included on provisional terms based on further site condition clarifications and further approvals to proceed.

The Tender called for submissions for the design, supply and installation of rooftop PV on Council facilities to deliver maximum energy use reductions, greenhouse gas emission reductions and cost savings via cost-effective technologies.

Key benefits of the Facilities Sustainable Energy Upgrades project for Council include:

I. Operational energy use reduction across various sites;
II. Cost savings on energy bills over the lifetime of the solar PV systems with estimated $18,000 saving per annum (>25 years);
III. Delivering emission reductions to meet Council's carbon reduction target with estimated 140 tonnes of CO^2 avoided, and
IV. Demonstrating leadership in the community in supporting distributed generation and renewable energy uptake for delivering financial savings and positive environmental outcomes.

An independent PV engineer consultant provided expert advice on the technical specifications for the tender documents.

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
NIL	NIL	NIL

4. Discussion

The Tender was evaluated in accordance with Council's Purchasing Procedure and Evaluation Plan and in compliance with the provisions of the Local Government Act 1993 and Tendering Regulation 2005.

A Tender Evaluation Plan was developed and approved by the Project Coordinator prior to the tender close. The roles and responsibilities of the Evaluation Committee members and Council are outlined in the Tender Evaluation Plan attached to the file.

Tenders Received

Tenders were received from the following respondents:

I. MG Consulting
II. Autonomous Energy
III. Australia's Better Choice

****Late Tenders***

One Tenderer provided a conforming tender however was unable to provide their entire proposal by the Tender closing time. Council received the missing documentation after the closing time and decided not to use this documentation as part of the tender evaluation process in accordance with the above stated policies, procedures and regulations.

Conforming Tenders

All Tenders met the mandatory requirements and proceeded to Tender evaluation.

Tender Evaluation Process

The evaluation was conducted in two stages:

Stage 1: Initial Cull

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

Stage 2: Non-price Criteria (Technical) & Price (Commercial)

Evaluating of all submissions against the evaluation criteria as specified in the Tender Schedules. The scoring criteria included a 0-4 rating. Comparing the respondent's price was through a normalised price model.

This stage also includes ensuring each respondent's response to the compliance criteria as specified in the Tender Schedules ('Yes' or 'No');

Tender Assessment Panel

Nikolaos Zervos	Coordinator, Sustainable Energy
Andrew Best	Manager, Waverley Facilities
Trevor Ackland	Photovoltaic Engineer, Independent Expert (Enhar Pty Ltd)

Evaluation Criteria and Methodology

A weighting methodology was employed to evaluate the tenderers, with each criteria given a weighting out of 100% per the table below.

Evaluation Criteria	**Weighting**
Demonstrated expertise in the supply, installation and commissioning of Photovoltaic Solar Systems.	30%
Technical Expertise and capacity to carry out project work under the contract.	20%
Capacity to meet all health, safety, quality and environmental management requirements.	10%
Proposed project program, methodology and innovation.	10%
Total Price and Pricing components.	30%
Total	**100%**

Evaluation Results

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

Tender Evaluation Panel Endorsement

Following a rigorous evaluation process of all submitted tenders, the Tender Evaluation Committee is confident in its recommendation that the services offered by Autonomous Energy 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:	E1 Waverley's community contributes to the reduction of greenhouse gas emissions.
Strategy:	E1b Investigate and implement low carbon technologies..
Deliverable:	Opportunities for low carbon and renewable technologies on Council assets are investigated and implemented

6. Financial impact statement/Timeframe/Consultation

Financial impact

The funding for project has been fully allocated under the 2015/16 and 2016/17 Capital Works Budget. The tender price falls within the allocated budget of $204,495 for the project.

Timeframe

- Construction tender awarded: April 2016
- Project commences: May 2016
- Completion September 2016

Consultation

Council staff in the Enriching Waverley team, the Capital Works Strategic Group and onsite facility managers have been consulted. A project control group has been established to involve all necessary stakeholders in the project development and execution.

7. Conclusion

Evaluation of the tenders against the specified evaluation criteria showed that Autonomous Energy Pty Ltd (AE) provided the best value to Council for the provision of solar power systems.

The tender evaluation team agreed that the tender process has enabled the team to recommend AE as the principal contractor to undertake the Solar PV installations on Council buildings.

AE scored well in all criteria of non-price (technical) schedules and were the number 1 ranked for this stage. AE 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.

The tender evaluation team has formed the view that this company, taking into consideration all of the information provided, are the most suitable company to recommend for the Solar PV project.

8. Attachments:

Nil

REPORT
CM/7.9/16.04

Subject: **Evaluation of Tender - Waverley Park Multi Purpose Courts**

TRIM No.: A15/0582

Author: Robert Sabato, Project Manager

Director: Emily Scott, Director, Waverley Renewal

RECOMMENDATION:

That Council:

1. Treats the Evaluation of Findings report attached to Council's file as confidential as it contains information of the kind referred to in section 10A(2)(c) of the *Local Government Act 1993*.

2. Enters into a contract under clause 178 of the *Local Government (General) Regulation 2005* with Court Craft for Principal Landscape Contractor services for the Waverley Park Multi Purpose Courts.

3. In accordance with clause 179 of the *Local Government (General) Regulation 2005* notifies unsuccessful tenderers 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 Waverley Park Multi-purpose Courts as recommended by the Tender Evaluation Committee (TEC).

The Waverley Multi-Purpose Court upgrade project includes refurbishment of an existing court and the addition of 2 new multi-purpose sporting courts, lighting, new fencing, landscape improvements and other equipment.

2. Introduction/Background

The upgrade of Waverley Park Multi-purpose Courts 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 area.

Council has resolved to approve the calling for a Request For Tender (RFT).

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Nil	Nil	Nil

4. Discussion

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 the signed conflict of interest and deed of non-disclosure declarations (Appendix A).

Tenderers Received

The Tenders received by the advertised closing date of 2.00pm 01 April 2016 were as follows:

- Court Craft
- Regal Innovations

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 (Appendix B).

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

- Terry Dodds, Executive Manager, Project Waverley

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 tender assessment scoring summary in Appendix B 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: C2 The community is welcoming and inclusive and people feel they are connected and belong.
Strategy: C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness..
Deliverable: Affordable and accessible community facilities
.

6. Financial impact statement/Timeframe/Consultation

The funding for the project has been fully allocated under the 2015/16 budget. The tendered price falls within the budget.

Construction tender awarded	April 2016
Construction commences	May 2016

7. Conclusion

The TEC agreed that the tender process has enabled the Committee to recommend **Court Craft** as Principal Landscape Contractor of Waverley Park Multi-Purpose Court upgrade.

Court Craft scored well in all criteria of Stage 3 non-price and were the number 1 ranked for this stage. Court Craft 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.

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

- Knox Grammar Tennis courts
- Parramatta Auburn Netball Courts

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 Waverley Park Multi-Purpose Court upgrade.

8. Attachments:

Nil

REPORT
CM/7.10/16.04

Subject: **Petition - Flooding in Simpson Street, Bondi Beach**

TRIM No.: A07/0521

Author: Richard Coelho, Governance Officer

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That the petition requesting Council to address the flooding issue on the western side of Simpson Street, Bondi Beach, be forwarded to the Executive Manager, Creating Waverley, for appropriate action.

1. Executive Summary

Council has received a petition containing 25 signatures from residents requesting Council to address the flooding issue on the western side of Simpson Street, Bondi Beach.

The petition reads as follows:

> '*We demand Waverley Council immediately address the long-term flooding issue on [the] western side of Simpson Street between Francis St and O'Brien Street, Bondi. We demand a solution that solves the flooding of properties at 27, 29-31, 33-35 and 37 Simpson Street for a maximum probable flood, not just a short-term band aid of raising the footpaths and driveway crossings slightly that will only work for storms up to a 1 in 5 year event.'*

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

REPORT
CM/7.11/16.04

Subject: **Petition - Partial Street Parking Restrictions in New Street, Bondi**

TRIM No.: A03/2581

Author: Richard Coelho, Governance Officer

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That the petition requesting the implementation of partial street parking restrictions in New Street, Bondi, be forwarded to the Executive Manager, Creating Waverley, for appropriate action.

1. Executive Summary

Council has received a petition containing 23 signatures from residents requesting the implementation of partial street parking restrictions in New Street, Bondi.

The petition reads as follows:

> '*We, the undersigned, petition the Mayor and Councillors of Waverley to partial street parking restrictions (on the eastern side of New Street, Bondi) to limit parking for 2 hours only between 8 am to 10 pm on Monday to Sunday (residents with parking permits excepted). This is on the basis that New Street currently has no parking restrictions at all and it is frequently impossible for New Street residents, particularly those with no off-street parking, to park in the street.*
>
> *Parking has become even more difficult in recent times with surrounding streets having all been zoned 2 hour parking (residents excepted) making New Street more attractive to leave cars for extended periods by people who do not live in the area such as backpackers/people going on long holidays/people using New Street as free parking and then catching the bus or walking to the train station. The recently completed development in the street has also placed additional pressure on the small number of existing car spots available in the street.*
>
> *The proposal for partial street parking restrictions is considered a reasonable compromise which balances the rights of residents advocating for stronger parking restrictions to ease parking difficulties for residents, particularly those with no off street parking and to deter parking in the street by people who are not from the area with the rights of residents who preferred not to have parking restrictions in place for the entire street*.'

2. Introduction/Background

Council accepts written petitions from persons who have a direct interest in the Waverley Local Government Area s 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

REPORT
CM/7.12/16.04

Subject: **Petition - Busby Lane Road Resurfacing**

TRIM No.: A03/0604

Author: Richard Coelho, Governance Officer

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That the petition requesting the resurfacing of Busby Lane, Bronte, be forwarded to the Executive Manager, Creating Waverley, for appropriate action.

1. Executive Summary

Council has received a petition containing 25 signatures from residents of Busby Parade and Chesterfield Parade, Bronte, requesting the resurfacing of Busby Lane.

The petition contains the following statement from the chief petitioner:

> *'I am writing to you on behalf of many of the residents of Busby Parade and Chesterfield Parade, Bronte (whose names and signatures are listed as an addendum to this statement) to request that the dilapidated road surface of Busby Lane be repaired by way of resurfacing.*
>
> *Busby Lane, is identified on the map as…being two roads that meet to form a T -shape. The area of focus specifically is the stretch of lane parallel to Busby Parade and Chesterfield Parade. I represent a group of motivated residents with a keen interest to utilise Busby Lane for more than just vehicular garage access. This lane also acts also as a communal meeting point for conversations amongst neighbours and for children to play. There has been much talk amongst residents as to how the lane could be improved; organising communal working bees, adding plants to 'green' and activate the space – much like many of the wonderful city fringe laneways that have been lovingly adapted and 'greened' by their residents, and so on.*
>
> *One major impediment to any of this however is the dilapidated road surface which renders the lane challenging and dangerous to those who use it. Water filled potholes are becoming larger and in greater quantity, and debris of broken tarmac and loose rocks are creating further hazards still to the many residents including some quite elderly that utilise this lane as a means of pedestrian access to their property. Many residents seeking a safe refuge from the surrounding roads for their children to ride their bikes and scooters would choose the lane were it not so difficult and dangerous due to the condition of its surface.*
>
> *We would like to request that council place this much-needed repair work on the next scheduled programme of maintenance works for this type of infrastructure.*
>
> *We hope that you will consider this matter worthy of imminent attention.'*

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

REPORT
CM/7.13/16.04

Subject: **2016 National General Assembly of Local Government - Attendance by Councillors**

TRIM No.: A13/0314

Author: Al Johnston, Governance Officer

Director: Arthur Kyron, General Manager

RECOMMENDATION:

That Council:

1. Nominates interested councillors to attend the 2016 National General Assembly of Local Government held at the National Convention Centre in Canberra from Monday 19 June to Wednesday 22 June 2016.

2. Meets the registration fee, travel, accommodation, meal and incidental expenses in accordance with its Councillor Expenses and Facilities Policy for those Councillors nominated to attend the Assembly.

3. Notes the Councillor Expenses and Facilities Policy requires councillor attendees to provide a written report to Council on aspects of the Assembly relevant to Council's business and/or the local community.

1. Executive Summary

The 2016 National General Assembly of Local Government is being held at the National Convention Centre in Canberra from Monday 19 June to Wednesday 22 June 2016.

This report recommends that Council nominates interested councillors to attend the Assembly.

The attending councillors' expenses will be met in accordance with Council's Councillor Expenses and Facilities Policy.

The date of the Assembly clashes with the June 2016 Council meeting. Council could take the opportunity to reschedule the Council meeting based on the number of councillors nominated to attend the Assembly.

2. Introduction/Background

Council has been advised by the Australian Local Government Association (ALGA) of its 2016 National General Assembly of Local Government (NGA) to be held at the National Convention Centre, Canberra from Monday 19 June to Wednesday 22 June 2016.

The ALGA advises that the NGA is the premiere local government event that brings together around 700 representatives from councils across Australia to develop local government policy ideas, meet with key federal politicians and hear from renowned experts on the key issues affecting local government in Australia.

The ALGA advises that this year's theme will be 'Partners in an Innovative and Prosperous Australia', and its aim is to focus attention on the role local government can play in creating a prosperous Australia.

A copy of the NGA program is attached.

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Nil	Nil	Nil

4. Discussion

Please note that the NGA is on at the same time as the Council meeting scheduled for Tuesday 21 June 2016.

If Council deems it appropriate to reschedule the June Council meeting based on the number of Councillors attending the Assembly, it should move such a motion when considering this matter in order to allow the necessary arrangements to be made in a timely manner.

The estimated cost for registration (early bird - $925) and accommodation (ranges from $210-$345 per night for 3 nights) per councillor attending the Assembly is $2,000. These costs as well as each councillor's travel, meal and incidental expenses will be met by Council in accordance with its Councillor Expenses and Facilities Policy.

Note also that the Councillor Expenses and Facilities Policy requires that after returning from a conference, councillors are to provide a written report to Council detailing the specific sessions attended as well as the aspects of the conference relevant to Council's business and/or the local community.

The General Manager will also be attending the Assembly. The General Manager's attendance has been approved by the Mayor in accordance with Council's Staff Travel Guidelines. The registration fee, travel, accommodation, meal and incidental expenses for the General Manager to attend the Assembly will be met by Council in accordance with its Staff Travel Guidelines.

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: G1c Our leaders advocate on our behalf to promote the area's interests and win resources.
Deliverable: Mayor's role in advocating the provision of resources for the Waverley local government area.

6. Financial impact statement/Timeframe/Consultation

Under the Councillor Expenses and Facilities Policy Council allocates up to $20,000 per year (including GST) to fund attendance at conferences and similar events. There are enough funds in the budget to cover councillors attendance at the NGA.

To be eligible for the early bird registration fee, payment must be received by the ALGA by Friday 6 May 2016.

No additional consultation is required on this matter.

7. Conclusion

This report recommends Council nominates interested councillors to attend the 2016 National General Assembly of Local Government in Canberra from Monday 19 June to Wednesday 22 June 2016.

The attending councillors' expenses will be met in accordance with Council's Councillor Expenses and Facilities Policy.

The date of the Assembly clashes with the June 2016 Council meeting. Council could take the opportunity to reschedule the meeting based on the number of councillors nominated to attend the Assembly.

8. Attachments:

1. National General Assembly of Local Government 2016 - Provisional Program

2016 PROVISIONAL PROGRAM

Sunday 19 June 2016

8.00am	Registration Opens
5.00pm	**WELCOME RECEPTION**

Monday 20 June 2016

8.00am	Registration Opens
9.00am	**Opening Ceremony**
9.20am	Prime Minister, the Hon Malcolm Turnbull MP (invited)
10.00am	**Keynote Speaker** George Megalogenis
10.30am	**MORNING TEA**
11.00am	**Panel Session** The future of Local Government
12.30pm	**LUNCH**
1:30pm	**Panel Session** Surfing the wave of disruption
2.30pm	Leader of the Australian Greens, Senator Dr Richard Di Natale
3.00pm	**AFTERNOON TEA**
3:30pm	Debate on Motions
5.00pm	Close Day 1
7.00pm	**BUFFET DINNER, National Convention Centre**

Tuesday 21 June 2016

8.00am	Registration Opens
9.00am	Minister for Major Projects, Territories and Local Government, the Hon Paul Fletcher MP (invited)
9:30am	**Keynote Speaker** Pip Marlow, Managing Director, Microsoft
10.00am	Speaker Q&A
10.30am	**MORNING TEA**
11.00am	**Panel Session** Digital transformation at the Local Government level
12.30pm	**LUNCH**
1.30pm	**Concurrent Sessions** ◦ New approaches to improve your business ◦ The infrastructure challenge ◦ Innovative approaches to the environment ◦ Northern Australia
3.00pm	**AFTERNOON TEA**
3:30pm	Leader of the Opposition, the Hon Bill Shorten MP (invited)
4.00pm	Debate on Motions
5.00pm	Close Day 2
7.00pm	**OFFICAL DINNER, Parliament House**

Wednesday 22 June 2016

9.00am	Shadow Minister for Regional Development and Local Government, the Hon Julie Collins MP (invited)
9.30am	Debate on Motions
10.30am	**MORNING TEA**
11.00am	**Panel Session** Local Government's role in facilitating prosperity
12.30pm	**Keynote Speaker** Robert de Castella AO MBE
1.00pm	**LUNCH/CLOSE**

CONFERENCE SECRETARIAT: CONFERENCE CO-ORDINATORS
Phone: 02 6292 9000 **Email:** NGA@confco.com.au
Fax: 02 6292 9002 **Address:** PO Box 4994 CHISHOLM ACT 2905

NOTICE OF MOTION
CM/8.1/16.04

Subject: **Amalgamations - Information strategy about changes to service provision**

TRIM No.: A16/0054

Submitted by: Councillor Strewe

MOTION:

That Councillors be advised of any detailed information strategy prepared by the General Manager to keep Waverley residents informed of the likely impacts resulting from amalgamations with Randwick on services in Waverley.

Background

Can the General Manager please explain when and how Waverley residents will be informed of changes to service provision and how reduction in services and reduction in quality of services will be prevented during and after amalgamation?

NOTICE OF MOTION
CM/8.2/16.04

Subject: **Amalgamations - Council decision making during merger proposal periods**

TRIM No.: A16/0054

Submitted by: Councillor Wakefield
Councillor Strewe
Councillor Masselos

MOTION:

That Council:

1. Seeks legal advice on its responsibilities and scope of action now that Waverley Council is the subject of a Boundaries Commission review for merger.

   On 18 December 2015 the Minister for Local Government issued guidelines entitled "Council decision making during merger proposal periods". These guidelines, issued under Section 23A of the Act, provide guidance to Councils which are the subject of merger proposals on the appropriate exercise of their functions during the period in which a merger proposal is under consideration. Waverley Council is subject to a merger proposal and is therefore required to consider these Guidelines when exercising its functions.

   Under the Guidelines, Councils need to act in the best interests of their community and for the purposes of meeting the needs of that community. Councils should not make decisions that needlessly impose an avoidable cost on a new (merged) Council.

   The Guidelines require Councils to ensure that they do not make decisions during the merger proposal period which would (inter alia) impede the operational effectiveness of a new Council by:

   - Making significant and/or ongoing financial commitments that will be binding on a new Council;

   - Making other significant undertakings or commitments that will be binding on a new Council; and

   - Making decisions that are designed to limit the flexibility or discretion of a new Council.

2. In particular, seeks legal advice giving interpretation of these Guidelines in relation to two major projects; the development of the Bondi Junction Civic Precinct and the upgrade of the Bondi Pavilion.

NOTICE OF MOTION
CM/8.3/16.04

Subject: **Amalgamations - Submission to Minister for Local Government about current councillors forming interim committee**

TRIM No.: A16/0054

Submitted by: Councillor Wakefield
Councillor Strewe
Councillor Masselos

MOTION:

That Council:

1. Notes the Minister for Local Government's recent request for Expressions of Interest from Councillors in regard to future merged councils.

2. Makes a submission to the Minister for Local Government stating that:

   (a) Council believes that community outcomes would be best served by the current Councillors forming a "committee of the whole" as an interim arrangement to oversee any merger.

   (b) This Interim Committee would operate until the next Local Government Election.

NOTICE OF MOTION
CM/8.4/16.04

Subject: **Snake warning signs**

TRIM No.: SF16/406

Submitted by: Councillor Guttman-Jones

MOTION:

That Council, at the start of each season, erect signs in our bushland areas such as Bronte Gully and Tamarama Gully, to warn walkers of the possibility of snakes. The wording and placement of these signs is to be at the discretion of Council officers.

Background

Last week a red bellied black snake was found on Old South Head Rd near the cemetery. Last year just before Christmas, the Courier showed a photo of a brown snake that had its head caught in a drink can. A few years ago, during the drought, it was revealed on television, that our sewerage system had many snakes who were drawn there for the water and a good supply of rats. With council's policy of increasing our bushland areas, added by a good supply of rodents, it has become more attractive for snakes. Randwick council already has a policy of erecting signs at the commencement of each season warning walkers of the possible danger.

NOTICE OF MOTION
CM/8.5/16.04

Subject: **Deferral of Bondi Pavilion Upgrade and Conservation Project**

TRIM No.: A15/0272

Submitted by: Councillor Wy Kanak

MOTION:

That Council:

1. Suspends its evaluation and decision making on the Bondi Pavilion Upgrade Concept (redesign) plans pending analysis of these proposed heritage impacts by the respective heritage authorities of the Australian Heritage Council and the Heritage Council of NSW.

2. Defers any adoption of the Bondi Pavilion Upgrade Concept plans and forward these plans to the State and Federal Ministers for Heritage matters, and their departments, to allow these bodies to properly assess the impacts on the important heritage and cultural values of the Bondi Pavilion and its relationship to the community.

Background

boondi boondi Bondi Residents , Bondi Pavilion Users and other Community Members have lodged an open letter with Waverley Council in the following terms:

"Open letter to the Heritage Council of NSW, the Australian Heritage Council and Waverley Council.

We the undersigned are most concerned that Waverley Council has commissioned concept plans for the redesign of the Bondi Surf Pavilion and that these plans pay scant respect to the heritage values of the building, its current use as a cultural centre for the community, nor do they show a distinctive vision for the future.

We respectfully request that evaluation and decision making on these plans be suspended pending analysis of the heritage impacts by the respective heritage authorities.

Bondi Beach and Bondi Surf Pavilion have been listed on the National Estate since 1993 and on the National Heritage List and the State Heritage Register since 2008. These listings recognise the innate beauty of the coastal landscape of Bondi, the vibrant local culture and the fact that for interstate and international tourists it is the most popular Sydney precinct after the Opera House.

Since 1924 when the first design for Bondi Pavilion was chosen, it has been the subject of at least 35 reports, master plans, inquiries, special committees, task forces, redevelopment plans, heritage reviews and conservation analyses.

The most significant re-imagining of the Pavilion came directly from the Bondi community in 1974 when it became the Bondi Arts Centre - this resonates in its current title, Bondi Pavilion Community Cultural Centre.

It has about 30 regular weekly bookings, from Alcoholics Anonymous to Zumba, and nearly 20 yearly events.

Under the guise of 'Heritage' and 'Conservation', the proposed concept plan designs by architects Tonkin Zuliakha Greer significantly remodel the Pavilion building and spaces in response to a confidential brief by Waverley Council.

We have serious concerns with aspects of the concept plan in relation to the heritage values of the Bondi Pavilion. They are as follows:

First - the essential historical function of the Pavilion was to provide change rooms, showers and ablutions. These have been designed to the sidelines, the only entrance to the main toilets being in the alley between the Pavilion and the Bondi Surf Club.

Second, there was never a 'grand entrance' from the direction of Campbell Parade, yet this is repeatedly referred to as a key feature of the design and wording. (It was a May 1931 'special committee' which recommended 'improvements' such as turning the single-storey building facing Campbell Parade into an auditorium with a caretaker's lodging on the second storey.) Moreover, it is likely that the wide axial swathe of the proposal, with the stage of the proscenium removed and the rear wall of the Pavilion cut open, will produce a severe wind tunnel. This realignment makes a mockery of Council statements that "No underground car park is associated with the Bondi Pavilion project." There is a $100,000 feasibility study for a car park between Campbell Parade and the Pavilion already underway.

Third, under the guise of 'being restored to original structure', there is the removal of the theatre (rebuilt in 2011 at a cost of $350,000) and demolition of the music studios and hall (part of a 1997 $7 million refurbishment). These elements are part of the evolving cultural heritage of the Pavilion.

Fourth, the relocation of the external fire safety stairs is claimed as restoration or enhancement of heritage features, but will actually damage existing heritage features (the distinctive windows) in the upstairs rooms. The plan claims these stairs are to be relocated to their original location, despite the old photographs showing that there were no external stairs in the original building.

Fifth, the replacement of the masonry parapet fence on the beach front first floor balcony with slats designed to improve beach views will have a direct impact on the Pavilion's facade, identified in the heritage listings as an item of particular importance.

Sixth, there is the proposed removal of 'intrusive outdoor additions', specifically the glazed semi-circle of the Bucket List. Although this was an unfortunate addition as the upmarket "Nick's Seafood" in 2004, it is relatively light weight structure and has become the most successful and popular tenant of the Pavilion. This success is because it connects the Pavilion to the beach right at ground level. The patrons, in sandy feet or high heels, can stroll in for fish and chips and a beer and watch the fascinating passing parade of the beach and bay. With regard to the 'community consultation' - there was never any set of criteria presented by Waverley Council to justify a $38 million project that will significantly alter the Pavilion and render it unusable for a minimum of two years.

Waverley Council's decision to presenting these changes as a "concept plan" means that most of the documents necessary to support the more rigorous development application process are missing. The absence of a business plan, heritage and environmental impact statements, interim toilet facilities, tenant relocation plan, maintenance schedule and detailed costings mean that the Council, stakeholders and the ratepayers remain uninformed of crucial details of the plan. Also, a report to the Council on 'potential commercial rental projections' of the proposed design has remained confidential.

Nonetheless, the key design decisions will be effectively locked in if and when the concept plan is approved. When these documents are available as part of any subsequent development applications it will be too little too late.
We also note our concern that plans of such heritage, community and financial significance were put on display by Waverley Council during the summer holiday period, and that now the report and potential acceptance of the concept plan is also scheduled during the April school holidays.

We believe that a significantly more thorough consultation with the Bondi community and interested parties is essential to give all parties – locals, Sydneysiders and global visitors – the Pavilion Bondi deserves. We call on the Australian Heritage Council and the Heritage Council of NSW to request a deferment of any adoption of the concept plans to allow these bodies to properly assess their impacts on the important heritage and cultural values of the Bondi Pavilion.

Yours sincerely, (followed by signatures)”

NOTICE OF MOTION
CM/8.6/16.04

Subject: **Waverley Aboriginal Cultural Heritage Study**

TRIM No.: A07/1307-02

Submitted by: Councillor Wy Kanak

MOTION:

That Waverley Council fully adopts all the recommendations from the Waverley Aboriginal Cultural Heritage Study into its Local Environment Plan and Development Control Plan.

NOTICE OF MOTION
CM/8.7/16.04

Subject: **Amalgamations - Retention of all current councillors on new governing body**

TRIM No.: A16/0054

Submitted by: Councillor Wy Kanak

MOTION:

That Council:

1. Notes the Minister for Local Government's recent request for Expressions of Interest from Councillors in regard to future forced amalgamation of councils.

2. Notes that Councillors were elected in 2012 for a 4 year term and affirms that they do not have to reapply for their positions should a forced amalgamation occur.

3. Writes to the Minister stating that Council believes that community outcomes and local democracy would be best served by all the current Councillors being retained on any governing body that is established if and when a forced amalgamation occurs.

Background

Note the issues with the Expression of Interest letter and its mandatory criteria for acceptance.

Notes that the Premier, Minister Toole, Vaucluse MP and Attorney General Upton explicitly promised not to forcibly amalgamate councils prior to the 2015 election and that Waverley Councillors have also indicated their opposition to any forced amalgamation of Councils.

URGENT BUSINESS
CM/9/16.04

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/10/16.04

Subject: **Moving into Closed Session**

Author: Arthur Kyron, General Manager

RECOMMENDATION:

That:

1. Council moves into closed session to deal with the matters listed below, which are classified as confidential under the provisions of Section 10A (2) of the Local Government Act 1993 for the reasons specified:

   CM/10.1/16.04 CONFIDENTIAL REPORT - Sydney Talmudical College Association Debt Agreement

   This matter is considered to be confidential in accordance with Section 10A(2)(d)i of the Local Government Act, and the Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

2. Pursuant to Section 10A(1), 10A(2) and 10A(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of Section 10A(2) of the Local Government Act 1993.

3. The correspondence and reports relevant to the subject business be withheld from the media and public as provided by section 11(2) of the Local Government Act 1993.

Introduction/Background

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

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

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

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

RESUMING IN OPEN SESSION
CM/11/16.04

Subject: **Resuming in Open Session**

Author: Arthur Kyron, General Manager

RECOMMENDATION:

That Council resumes in Open Session.

Introduction/Background

In accordance with Clause 253 of the Local Government (General) Regulation 2005, when the meeting resumes in open session the Chair will announce the resolutions made by Council, including the names of the movers and seconders, while the meeting was closed to members of the public and the media.