

COUNCIL MEETING

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

7.00PM, TUESDAY 17 APRIL 2018

Pole Monto

Peter Monks Acting General Manager

Waverley Council PO Box 9 Bondi Junction NSW 1355 DX 12006 Bondi Junction Tel. 9083 8000 E-mail: info@waverley.nsw.gov.au

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AGENDA

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The General Manager will read the following Opening Prayer:

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.

The Mayor will read the following Acknowledgement of Indigenous Heritage:

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

5.

6.

7.

CM/7.6/18.04

CM/7.7/18.04

CM/7.8/18.04

- 2. Declarations of Pecuniary and Non-Pecuniary Interests
- 3. Addresses by Members of the Public

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	Nil	

11. Meeting Closure

CONFIRMATION AND ADOPTION OF MINUTES CM/4.1/18.04 Subject: Confirmation of Minutes - Council Meeting - 20 March 2018 TRIM No.: SF18/215 Author: Al Johnston, Governance and Internal Ombudsman Officer

RECOMMENDATION:

That the minutes of the Council Meeting held on 20 March 2018 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 - 20 March 2018.



MINUTES OF THE WAVERLEY COUNCIL MEETING HELD AT WAVERLEY COUNCIL CHAMBERS, CNR PAUL STREET AND BONDI ROAD, BONDI JUNCTION ON TUESDAY, 20 MARCH 2018

Present:

- Councillor John Wakefield (Mayor) (Chair) Councillor Dominic Wy Kanak (Deputy Mayor) Councillor Sally Betts Councillor Angela Burrill Councillor George Copeland Councillor Leon Goltsman Councillor Tony Kay Councillor Tony Kay Councillor Elaine Keenan Councillor Steven Lewis Councillor Steven Lewis Councillor Paula Masselos Councillor Will Nemesh Councillor Marjorie O'Neill
- Bondi Ward Bondi Ward Hunter Ward Lawson Ward Waverley Ward Bondi Ward Waverley Ward Lawson Ward Hunter Ward Hunter Ward Waverley Ward

Staff in attendance:

Peter Monks	Acting General Manager
Linda Bathur	Acting Director, Waverley Life
George Bramis	Acting Director, Waverley Futures
Emily Scott	Director, Waverley Renewal
Jane Worthy	Internal Ombudsman

At the commencement of proceedings at 7.03 pm, those present were as listed above.

At 10.20 pm, Cr Burrill left the meeting and did not return.

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The General Manager read the following Opening Prayer:

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.

The Mayor read the following Acknowledgement of Indigenous Heritage:

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 was received:

2.1 Cr Copeland declared a pecuniary interest in Item CM/8.5/18.03 – Bondi Pavilion Upgrade and Conservation Project – Outstanding Reports, and informed the meeting that he has part-time employment at the Pavilion, and will absent himself from the Chamber for this item.

3. Addresses to Council by Members of the Public

- 3.1 C Davitt CM/4.2/18.03 Adoption of Minutes Waverley Traffic Committee Meeting 22 February 2018 TC/C.02/18.02 Macpherson Street, Waverley Proposed Relocation of Pedestrian Crossing and Bus Zone at St Catherine's School.
- 3.2 L Kulakauskas CM/7.2/18.03 High Impact Events Review.
- 3.3 S Blackadder (recruitment consultant) CM/10.1/18.03 CONFIDENTIAL MAYORAL MINUTE Appointment of General Manager

4. Confirmation and Adoption of Minutes

CM/4.1/18.03 Confirmation of Minutes - Council Meeting - 20 February 2018 (SF18/215)

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

That the minutes of the Council Meeting held on 20 February 2018 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting, subject to Item CM/8.3/18.02 – Rodney Reserve – Radio Astronomy Memorial being amended to note that the mover and seconder of the motion accepted an amendment to clause 3, being the insertion of 'and consults with the relevant Precinct'.

CM/4.2/18.03 Adoption of Minutes - Waverley Traffic Committee Meeting - 22 February 2018 (SF18/241)

MOTION / DECISION	Mover:	Cr Wakefield
	Seconder:	Cr Kay

That Part 1 of the minutes of the Waverley Traffic Committee Meeting held on 22 February 2018 be received and noted, and that the recommendations contained therein be adopted.

Save and except the following:

- TC/C.02/18.02 Macpherson Street, Waverley Proposed Relocation of Pedestrian Crossing and Bus Zone at St Catherine's School.
- TC/C.05/18.02 Bronte Cutting, Bronte Pedestrian Walkway Barrier Trial.
- TC/V.08/18.02 Old South Head Road, Bondi Junction Bon Accord Avenue and Victoria Road Shared Path.

And that these items be dealt with separately below.

C Davitt addressed the meeting.

CM/4.2.1/18.03 Adoption of Minutes - Waverley Traffic Committee Meeting - 22 February 2018 -TC/C.02/18.02 - Macpherson Street, Waverley - Proposed Relocation of Pedestrian Crossing and Bus Zone at St Catherine's School (PD-16/2013)

MOTION / UNANIMOUS DECISIONMover:Cr MasselosSeconder:Cr Keenan

That Council does not approve the following items as shown on drawing No. C15 'Macpherson Street – New Signage Plan' revision P6 prepared by Taylor Thomson Whitting (TTW) attached to the report accompanying agenda item TC/C.02/18.02:

1. The proposed relocation of the raised pedestrian crossing.

- 2. Changes to the signage and line marking.
- 3. Changes to the bus zones.

CM/4.2.2/18.03 Adoption of Minutes - Waverley Traffic Committee Meeting - 22 February 2018 -TC/C.05/18.02 - Bronte Cutting, Bronte - Pedestrian Walkway Barrier Trial (A03/0042-04)

MOTION / UNANIMOUS DECISION

Mover: Cr Masselos Seconder: Cr Keenan

That:

- 1. Council notes the officer's report to the Traffic Committee relating to the Bronte Cutting Pedestrian Project, including consideration of alternative options including a 10 km/h shared zone.
- 2. Council requests Council officers to report to the Strategic Planning and Development Committee with options for the improved pedestrian connection in the Bronte Cutting, consistent with the recommendations contained in the People, Movement and Places report and all the options in the draft Bronte Park and Beach Plan of Management.
- 3. The options presented to the Strategic Planning and Development Committee also include a stakeholder consultation strategy.

CM/4.2.3/18.03 Adoption of Minutes - Waverley Traffic Committee Meeting - 22 February 2018 -TC/V.08/18.02 - Old South Head Road, Bondi Junction - Bon Accord Avenue and Victoria Road - Shared Path (SF17/1438)

MOTION

Mover: Cr Kay Seconder: Cr Betts

That Council approves the upgrade of the southern path of Old South Head Road between Bon Accord Avenue and Victoria Road to a shared path for bicycles and pedestrians as per the drawings L.001 L.002, L101, L102, L201, L202, L301, L302 (issue 'D') prepared by Spackman Mossop Michaels attached to the report, subject to Council officers:

- 1. Including a footpath landscaped area adjacent to the resident gateway of 151 Old South Head Road to minimise the possibility of bike/pedestrian conflict when residents step out from their gateway, similar to the design approved by the May 2017 Waverley Traffic Committee meeting and in consultation with the property owner.
- 2. Working with Woollahra Council to:
 - (a) Install kerb ramps across the exit of Syd Einfeld Drive at Old South Head Road for access to the shared use path on the north side of Old South Head Road.
 - (b) Install and/or upgrade pavement markings and signage to improve the safety of the shared use path on the north side of Old South Head Road between Syd Einfeld Drive and Victoria Road.
 - (c) Develop a Code of Conduct for shared use path users on both sides of Old South Head Road.

FORESHADOWED MOTION

Mover: Cr Lewis Seconder: Cr Kay

That Council:

- Approves the upgrade of the southern path of Old South Head Road between Bon Accord Avenue and Victoria Road to a shared path for bicycles and pedestrians as per the drawings L.001 L.002, L101, L102, L201, L202, L301, L302 (issue 'D') prepared by Spackman Mossop Michaels attached to the report, including a footpath landscaped area adjacent to the resident gateway of 151 Old South Head Road to minimise the possibility of bike/pedestrian conflict when residents step out from their gateway, similar to the design approved by the May 2017 Waverley Traffic Committee meeting and in consultation with the property owner.
- 2. Works with Woollahra Council to:
 - (a) Install kerb ramps across the exit of Syd Einfeld Drive at Old South Head Road for access to the shared use path on the north side of Old South Head Road.
 - (b) Install and/or upgrade pavement markings and signage to improve the safety of the shared use path on the north side of Old South Head Road between Syd Einfeld Drive and Victoria Road.
 - (c) Develop a Code of Conduct for shared use path users on both sides of Old South Head Road.

THE MOTION WAS PUT AND DECLARED LOST.

Division

For the Motion:Crs Betts, Burrill, Copeland, Goltsman, Kay and Nemesh.Against the Motion:Crs Keenan, Lewis, Masselos, O'Neill, Wakefield and Wy Kanak.

THE FORESHADOWED MOTION NOW BECAME THE SUBSTANTIVE MOTION, AND WAS PUT AND DECLARED CARRIED UNANIMOUSLY.

UNANIMOUS DECISION: That the Substantive Motion be adopted.

5. Mayoral Minutes

CM/5.1/18.03 CONFIDENTIAL MAYORAL MINUTE - Appointment of General Manager (A17/0616)

Council moved into closed session to deal with this item (see CM/10.1/18.03 below).

CM/5.2/18.03 Inclusion of Bondi Junction in the Property Council of Australia's Office Market Report (A18/0181)

MOTION / UNANIMOUS DECISION Mover: Cr Wakefield

That Council officers approach the Property Council of Australia to include the Bondi Junction Commercial Centre in the Property Council's regular Office Market Report (OMR), and report back to Council with a detailed proposal including timetable.

Background

The Property Council of Australia's OMR is a comprehensive survey of office market conditions in 24 office markets around Australia. The report is produced biannually and is a respected industry standard, which tracks the supply and demand of office space. The research is used by both industry and government as a gauge for tenant demand and a tool for trend analysis and forecasting.

Bondi Junction currently does not feature within this report, despite the fact that the Greater Sydney Commission (GSC) recognises Bondi Junction as a Strategic Centre, which 'underpins the success of Greater Sydney' (Draft Eastern City District Plan).

Presently, the development of residential floor space far outweighs that of commercial floor space in Bondi Junction. This may threaten the economic integrity of the area and undermine the Centre's capacity to deliver future employment targets. The draft Eastern City District Plan noted a range of key actions to safeguard the area, including the protection of job targets and the expansion of the Centre's floor space for health-focused businesses.

While vacancy rates for office floor space are low, it is vital that Bondi Junction is recognised as a significant commercial centre and employment generator in the future. Ensuring Bondi Junction is included in a future Property Council OMR will assist in maintaining and publicising Bondi Junction's competitiveness amongst those delivering commercial office supply.

Inclusion of the Bondi Junction Commercial Centre into the Property Council of Australia's OMR from 2019 onwards will provide research on the following items:

- Total office stock.
- Vacancy: both direct and sublease.
- Disaggregation of stock and vacancy by quality grade.

The report will also include a comprehensive list of future supply (refurbishments and new supply) and development details including: construction type, completion year, project address, project name, development stage, owner and net lettable area (NLA).

A contribution is sought from Waverley Council towards the cost of conducting this research.

Funding requested:

2018/19 (pilot study and inaugural release)	\$16,000 incl. GST
January 2020 release	\$8,000 incl. GST
January 2021 release	\$9,000 incl. GST
January 2022 release	\$10,000 incl. GST
January 2023 release	\$11,000 incl. GST

The level of support required in 2019 is higher than in subsequent years due to the significant amount of work required in developing a comprehensive and accurate stocklist. The Property Council of Australia holds the copyright to the OMR, and data may be used by permission from the Property Council of Australia.

CM/5.3/18.03 Beach Amenity and Safety (A18/0182)

MOTION / UNANIMOUS DECISION

Mover: Cr Wakefield

That Council:

- 1. Reviews detailed signage at the approaches to Bondi Park and on the entrance to the ramps at Bondi Beach to include as a priority:
 - (a) Clear and prominent beach safety warnings.
 - (b) Standard regulatory advice regarding 'No dogs allowed', 'No smoking', 'No littering', 'No alcohol' and a ranger phone number.
 - (c) Positive messaging.
 - (d) International signage for non-English speakers.
- 2. Plans for the construction of additional outdoor shower stems associated with ramps along the Bondi Beach promenade and with extra stems in high demand areas, and ensures adequate water pressure is available.
- 3. Improves signage of the pedestrian crossing and shared zone on Queen Elizabeth Drive directly in front of the Bondi Pavilion
- 4. Officers consult staff, Councillors, surf clubs, and the community on the following:
 - (a) The current policy in regard to designated surf zone 'red and yellow' flag area including the potential for the introduction of flagged buffer zones on either side to preclude surf craft boards (with a fin).
 - (b) Review Council's current definition of surf boards to include 'soft' boards with fins.
 - (c) The need, under standard surf conditions, for a minimum of two sets of flags on Bondi Beach.
 - (d) Review current operations of lifeguards to ensure best practice risk minimisation.
 - (e) Prepare a policy for 'beach amelioration grading' to pre-emptively minimise 'rip and gutter' outcomes as a result of the formation of a beach berm.
 - (f) The issue of bike-riding and skateboarding on the promenade be considered.
 - (g) Consider the implications of implementation across Waverley's beaches.

CM/5.4/18.03 Teacher's Beach Parking Permit (A18/0183)

MOTION / UNANIMOUS DECISION Mover: Cr Wakefield

That:

1. Council introduces a new category of Beach Parking Permit for use by teachers employed at schools within the Waverley LGA for a trial period of 12 months.

- 2. The new Teacher's Beach Parking Permit be valid Monday–Friday during school terms between the hours of 7.30 am–6 pm only, and valid for use in line with the terms and conditions of the existing beach parking permit.
- 3. Council publicly exhibits the proposed introduction of a Teacher's Beach Parking Permit to be included in the Beach Parking Permits Fees section of the Pricing Policy, Fees and Charges 2017–18 for a period of 28 days, in accordance with section 610F of the *Local Government Act 1993*, with the fee set at \$450 per annum.
- 4. Council officers investigate the introduction of a similar 'teacher-only' parking permit for use at Hollywood Avenue Car Park in Bondi Junction, and report back to Council.
- 5. A limit be placed on the total number of passes issued to teachers in each school in consultation with the school.

Background

A representative from Bondi Beach Public School P&C wrote to Council on 30 November 2017 requesting assistance with their current parking situation. This letter detailed the growth of enrolments at the school stating the school would have 700 students enrolled in 2018. To accommodate the increased enrolment numbers, there has been a need to convert playground area for use by demountable classrooms.

The combination of the growing student numbers and the restriction on the available outdoor space has raised a number of issues, which includes the safety of children in the crowded school grounds and demountable classrooms in close proximity to vehicles. As the school community has decided to separate the cars and students, the 35 staff who currently park on the school grounds will no longer be able to.

Council should consider introducing a new type of beach parking permit into the Fees and Charges Policy on a 12-month trial basis. The Permit type would be available only to teachers employed at schools located within the Waverley LGA, and valid only for weekdays during the school term and be valid for use in line with the terms and conditions of the existing Beach Parking Permit.

The introduction of a new fee into the Fees and Charges Policy would require public exhibition for a period of 28 days.

6. Obituaries

Reinier Jessurun

Ross Marshall

MOTION / UNANIMOUS DECISION

Mover: Cr Betts Seconder: Cr Goltsman

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

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

7. Reports

CM/7.1/18.03 Market Operations in Oxford Street Mall, Bondi Junction - Interim Management by Council (A10/0384)

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

That:

- 1. Council treats the attachment to 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)(d)(i) of the *Local Government Act 1993*. The attachment contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.
- 2. Council assumes direct control of the Oxford Street Mall markets for an interim period of up to six months, in accordance with the management process set out in this report.
- 3. Pursuant to section 610E of the *Local Government Act 1993*, Council, on the basis of hardship, reduces the stall hire fee in Council's Pricing Policy, Fees and Charges for existing stallholders during the interim period, so their fees are maintained at the rates currently charged by the licensee, as attached to this report.
- 4. The General Manager be given the authority to sign the licence agreements with stallholders on Council's behalf, and to do all things necessary to facilitate the continuation of the current market operation.

CM/7.2/18.03 High Impact Events - Review (A11/0687)

MOTION / UNANIMOUS DECISION	Mover:	Cr Wakefield
	Seconder:	Cr Wy Kanak

That Council :

- 1. Notes the review undertaken of high impact events between October 2015 and December 2017.
- 2. Notes the list of high impact events for 2018 that have been previously delivered or scheduled.
- 3. Approves the proposed changes to the event-reporting process for all future events.
- 4. Notes a review of Council's Events Policy will be undertaken with a report submitted by September 2018, and consideration be given to the following:
 - (a) Minimising cumulative effects of events occurring concurrently and/or consecutively.
 - (b) Establishing more stringent selection criteria to determine if events are consistent with Council's Community Strategy and placemaking vision (including cultural, climatic and natural considerations) for event locations that include iconic and sensitive beachside environments.
 - (c) Improving the monitoring of events while underway for noise, waste management and other compliance issues.

- (d) Ensuring best practice outcomes for events in Waverley consistent with relevant laws and regulations.
- (e) Analysing the 117 complaints over the past three years generated by the Sculptures by the Sea event.

Crs Kay and Nemesh were not present for the vote on this item.

L Kulakauskas addressed the meeting.

CM/7.3/18.03 Ocean Lovers Festival (A17/0607)

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

That:

- 1. Following the additional information provided by the organisers, Council enters into an Event Venue Hire Agreement with Avisso Public Relations to hold the Ocean Lovers Festival at Bondi Beach, Bondi Park and Bondi Pavilion over four days in April 2019, subject to the deletion of the bonfire element of the event.
- 2. All First-Nation-related components of the festival to be the subject of further consultation between the Ocean Lovers event organiser and Aboriginal traditional owners.
- 3. This resolution be communicated to the La Perouse Local Aboriginal Land Council and referred to the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF).
- 4. The event organiser makes a presentation to the Bondi Beach Precinct.
- 5. A further report come back to Council in four months on the progress of the event organiser's event management and delivery plan, and its processes to put in place cultural protocols and permissions based in Aboriginal sovereignty.
- 6. No events take place at Ben Buckler and MacKenzies Point.

CM/7.4/18.03 Petition - Busby Parade, Bronte - Conversion to One-way Street (A03/0042-04)

MOTION / UNANIMOUS DECISION

Mover: Cr Masselos Seconder: Cr Keenan

That the petition requesting that Busby Parade, Bronte, be converted to a one-way street with a reduced speed limit, be forwarded to the Executive Manager, Creating Waverley, for appropriate action, and referred to Council's traffic engineer to prepare a concept design.

CM/7.5/18.03 Investment Portfolio Report - February 2018 (A03/2211)

MOTION / UNANIMOUS DECISION

Mover: Cr Copeland Seconder: Cr Lewis

That Council:

- 1. Receives and notes the Investment Portfolio Report for February 2018.
- 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/7.6/18.03 Tender Evaluation - Bronte Picnic Shelters Upgrade Works (A18/0089)

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

That Council:

- 1. Treats the Tender Evaluation Matrix attached to 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.
- Increases the Bronte Picnic Shelter project budget by \$50,000 to a total of \$300,000 to cover construction costs, contingency and project management fees, and that an adjustment be made at Q3 Budget Review.
- 3. Under clause 178(1)(a) of the *Local Government (General) Regulation 2005*, accepts Facilities Fix Pty Ltd as the preferred tenderer for Bronte Picnic Shelters Upgrade Works for the sum of \$269,210 (excluding GST).
- 4. Authorises the General Manager, or delegated representative, to enter into a contract on behalf of Council with Facilities Fix Pty Ltd.
- 5. Notifies unsuccessful tenderers of the decision in accordance with clause 179 of the *Local Government (General) Regulation 2005.*

8. Notices of Motion

CM/8.1/18.03	RESCISSION MOTION - Operations and Community Service Committee Meeting - 6 March 2018 - OC/5.2/18.03 - New Councillo Expenses and Facilities Policy (A17/0452)		-
MOTION		Mover: Seconder:	Cr Goltsman Cr Kay

That the Rescission Motion be adopted.

THE MOTION WAS PUT AND DECLARED LOST.

Division

For the Motion:	Crs Betts, Burrill, Goltsman, Kay and Nemesh.
Against the Motion:	Crs Copeland, Keenan, Lewis, Masselos, O'Neill, Wakefield and Wy Kanak.

CM/8.2/18.03 RESCISSION MOTION - Operations and Community Services Committee Meeting -6 March 2018 - OC/5.4/18.03 - Appointment of Councillor Members to Committees (A04/0335)

MOTION	Mover:	Cr Betts
	Seconder:	Cr Goltsman

That the Rescission Motion be adopted.

THE MOTION WAS PUT AND DECLARED LOST.

Division	
For the Motion:	Crs Betts, Burrill, Goltsman, Kay and Nemesh.
Against the Motion:	Crs Copeland, Keenan, Lewis, Masselos, O'Neill, Wakefield and Wy Kanak.

CIVI/0.5/10.05 ADUNGINAL CHINGREN TAKEN NUMBER FAIMINES (AUZ/042)	CM/8.3/18.03	Aboriginal Children Taken from their Families	(A02/0424)
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MOTION / UNANIMOUS DECISION	Mover:	Cr Wy Kanak
	Seconder:	Cr Copeland

That:

- 1. Council supports Grandmothers Against Removals (GMAR) and the Aboriginal Legal Service's call for an independent, Aboriginal-controlled review of all cases of Aboriginal children taken from families in the past 24 months, and that Council writes to the Minister for Family and Community Services (FACS), the Hon. Pru Goward, requesting this review.
- 2. The Mayor and Deputy Mayor write to the Mayors of Woollahra and Randwick City Councils requesting the support of all three Councils for GMAR and for a joint action, working with GMAR, on International Children's Day, 1 June 2018.
- 3. Council further notes that:

- (a) There is ongoing research into Waverley, eastern suburbs households, organisations, and colonial charities having historically been connected with, and most likely benefitted from, what has become known as the 'Stolen Generations', in that Aboriginal women/girls were indentured to colonial households as domestic servants under what has been termed 'The Lousy Little Sixpence' stolen wages issue.
- (b) Research is ongoing into the context of the Benevolent Society's 'Scarba House' as a place where Stolen Generation young Aboriginal girls who became pregnant while in domestic servitude were taken to have their babies as 'mothers out of wedlock'.
- (c) Waverley Council has previously, under former mayor Cr George Newhouse, proposed a plaque at Bondi Pavilion, Bondi Beach, as an acknowledgement/memorial of/for the Stolen Generations.
- (d) Deputy Mayor, Cr Wy Kanak, in his capacities as chairman of the Eastern Region Local Government Aboriginal Torres Strait Islander Forum, President of the NSW Local Government Aboriginal Network and Secretary of the NSW Reconciliation Council has assisted/supported Stolen Generation eastern suburbs Aboriginal elders to attend the 2018 10-year anniversary of 'The Apology' speech by former Prime Minister Kevin Rudd, hosted at Price Waterhouse Coopers, Barangaroo.
- (e) Council's program at the Bondi Pavilion Community Cultural Centre has hosted art exhibitions and public awareness raising nights for the Stolen Generation Aboriginal men who were taken and sent to Kinchela Boys Home at Kempsey NSW.
- (f) Jeanie Bartley, a recently locally living Stolen Generation member, has presented her story as part of the curriculum at Kesser Torah College, Dover Heights, before taking up a carer's role for Aboriginal elder Uncle Cec Bowden, who was taken from his family while his father was overseas serving in the WW2 Australian Military Forces.
- (g) Local community Stolen Generation Aboriginal elders continue to support Council's ERLGATSIF Reconciliation Week Awards Ceremony, in remembrance and celebration of the life of Pauline McLeod, former eastern suburbs resident, and Australia's first Aboriginal storyteller regularly appearing on the ABCTV program 'Play School'.

Crs Burrill and Nemesh were not present for the vote on this item.

CM/8.4/18.03 Voluntary Planning Agreements (VPAs) (A13/0099)

MOTION

Mover: Cr Keenan Seconder: Cr Wy Kanak

That Council officers prepare a report setting out all voluntary planning agreements (VPAs) adopted by Council from June 2012 to March 2018, with the following detail for each VPA:

- 1. The excess floor space.
- 2. The excess height.
- 3. The total dollar amount received by Council.
- 4. A summary of expenditure of income received as a result of the VPA against the purpose for which it

is was obtained.

AMENDMENT

Mover: Cr Goltsman Seconder: Cr Kay

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

'Council notes that the Planning Agreement Register on Council's website contains much of the information that is required within the above report.'

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division

For the Amendment:Crs Betts, Goltsman, Kay and Nemesh.Against the Amendment:Crs Copeland, Keenan, Lewis, Masselos, O'Neill, Wakefield and Wy Kanak.

THE MOVER AND SECONDER OF THE MOTION THEN ACCEPTED AMENDMENTS TO THE MOTION SUCH THAT IT NOW READ AS FOLLOWS:

That Council officers:

- 1. Prepare a report setting out all voluntary planning agreements (VPAs) adopted by Council from June 2012 to March 2018, with the following detail for each VPA:
 - (a) The excess floor space.
 - (b) The excess height.
 - (c) The total dollar amount received by Council.

(d) A summary of expenditure of income received as a result of the VPA against the purpose for which it is was obtained.

- 2. Add additional height sought to the Planning Agreement Register.
- 3. Conduct a Councillor workshop on the report and the Planning Agreement Policy prior to the report coming back to Council.

THE MOTION WAS THEN PUT AND DECLARED CARRIED UNANIMOUSLY.

UNANIMOUS DECISION: That the Motion be adopted.

CM/8.5/18.03 Bondi Pavilion Upgrade and Conservation Project - Outstanding Reports (A15/0272)

Cr Copeland declared a pecuniary interest in this item, and informed the meeting that that he has part-time employment at the Pavilion. Cr Copeland was not present at, or in sight of, the meeting for the consideration and vote on this item.

MOTION / UNANIMOUS DECISION

Mover: Cr Betts Seconder: Cr Goltsman

That Council officers report to Council on the progress and/or relevance of the following reports:

- 1. Fair Use Policy.
- 2. Cultural and community impact assessment.
- 3. Report on redesign of existing theatre to improve functionality and sightlines.
- 4. Policy on the programming and hire of the theatre.
- 5. Report on future technology for the theatre, music studios and the building more widely.
- 6. Process for tendering commercial tenancies.
- 7. Footpath seating in front of the Pavilion.
- 8. Financial aspects of the building in terms of income and outgoings.

Cr Burrill was not present for the consideration and vote on this item.

CM/8.6/18.03 Make Arden Street Safe (A03/0496)

MOTION / DECISION

Mover: Cr Keenan Seconder: Cr Masselos

That Council:

- 1. Undertakes a safety review of Arden Street, between Macpherson Street and Boundary Street, and which runs in front of Clovelly Public School (1 Arden Street, Waverley), to assess the use and speed of vehicles on that section of road, and the potential safety impact on students of Clovelly Public School and residents.
- 2. Approaches Randwick City Council to assess the use and speed of vehicles on Arden Street, between Boundary Street and Clovelly Road, and the potential safety impact on students of Clovelly Public School and residents.
- 3. Develops a joint submission with Randwick City Council for the introduction of a 40 km/h zone on Arden Street, between Macpherson Street and Clovelly Road.
- 4. Sends the joint submission to the Waverley Traffic Committee for endorsement.

CM/8.7/18.03 Support the Uptake of Electricity Microgrids (A17/0645)

MOTION / UNANIMOUS DECISION	Mover:	Cr Copeland
	Seconder:	Cr Wy Kanak

That Council:

- Notes that Waverley Council was accepted into the second round offer of the Cities Power Partnership in January 2018, and officers are investigating options for inclusion into the (minimum) five pledges required by the Partnership. There are now a total of 70 councils that have been accepted.
- 2. (a) Supports the development of microgrids and promotes the implementation of this technology within Waverley and across the broader community.
 - (b) Works with relevant stakeholders to build support for policy updates to encourage and enable a decentralised energy model, and continues to investigate the potential for standalone and embedded microgrids in Waverley.
 - (c) Officers prepare a report on the opportunities and barriers to the implementation of standalone and embedded microgrids in a brownfields urban area.
- 3. Notes that microgrids are powered by renewable energy (generally using smart grid technology to balance loads), mainly from rooftop solar photo voltaic cells in an urban environment, but possibly also from other local renewable sources; wind, wave energy or ocean temperature gradients might be a possibility.
- 4. Notes that microgrids in the Council area is innovative and will increase the resilience of the community by decentralising electricity production and control, by reducing greenhouse gas emissions via using renewable energy, and by reducing electricity costs via removing the need for extra wires and poles to handle peak periods.

Cr Burrill was not present for the consideration and vote on this item.

CM/8.8/18.03 International Women's Day 2019 (A06/1761)

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

That Council:

- 1. Hosts a civic event for International Women's Day 2019.
- 2. Invites a high-profile, inspiring female speaker to address the gathering.
- 3. Officers prepare a report to Council detailing logistics, budget, possible speaker and categories of possible invitees.

CM/8.9/18.03 Cycleway and Bike Facilities Advisory Committee - Establishment (A11/0612)

MOTION / UNANIMOUS DECISION

Mover: Cr Keenan Seconder: Cr Wy Kanak

That:

- 1. Council establishes a Cycleway and Bike Facilities Advisory Committee.
- 2. The Committee consist of:
 - (a) Three Councillors (Mayor or delegate, two Councillors).
 - (b) Two nominees representing BIKEast (one male, one female).
 - (c) Five community members.
- 3. Council officers establish Terms of Reference for the Committee, which will include, but not be limited to, the purpose of the committee, which is to enhance consultation between Council and the bike-riding community, including:
 - (a) Reviewing and providing advice on proposed Council bike-related capital work projects.
 - (b) Yearly draft budget process by recommending appropriate bike-related projects.
 - (c) Cycleway and bike facility issues involving significant planning proposals and development applications before Council.
 - (d) The Waverley Council bike plan.
 - (e) Regional Cycle Strategy with neighbouring Councils.
 - (f) Promoting and encouraging cycling at schools.
- 4. Council officers report back to Council.

Cr Burrill was not present for the consideration and vote on this item.

CM/8.10/18.03	Resident Parking Scheme Area 10 - Extension	(A03/2581)
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MOTION / DECISION	Mover:	Cr Wakefield
	Seconder:	Cr Lewis

That Council investigates the extension of Resident Parking Scheme Area 10, and surveys the residents in the adjacent streets.

CM/8.11/18.03 Support for Homeless at Bondi Pavilion (A02/0464)

MOTION / UNANIMOUS DECISION

Mover: Cr Betts Seconder: Cr Goltsman

That Council:

- 1. Acknowledges that the *Crown Lands Act* and the *Crown Lands Management Act* prohibit a person from residing on Crown Land, and that the 2009 Court of Appeal decision, endorsed by the High Court, provided a crucial precedent as to the statutory regime of the *Crown Lands Act*.
- 2. Provides the information from the *Crown Lands Act* and the Court ruling to the Bondi Pavilion Stakeholders Group.
- 3. As a matter of priority, works with Mission Australia and other agencies to provide assistance to the homeless living in the colonnade area behind the Pavilion to find alternative appropriate housing.

Cr Burrill was not present for the consideration and vote on this item.

CM/8.12/18.03 Venue Hire Grant Program - Outdoor Space (A13/0273)

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

That:

- 1. Council investigates how Council's current indoor Venue Hire Grant Program can be extended to the hire of outdoor spaces.
- 2. Council officers prepare a report to come to Council with recommendations that include, but are not limited to:
 - (a) Feasibility.
 - (b) The outdoor locations that would be appropriate.

Cr Burrill was not present for the consideration and vote on this item.

CM/8.13/18.03 Road and Pavement Works - Communication with Residents and Schools (A18/0152)

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

That Council:

- 1. In addition to the standard notification process, provides the following information on its website for easy access by residents:
 - (a) All road and pavement works with an approved commencement date and being currently

undertaken by Council, contractors or agencies such as RMS, Ausgrid, Energy Australia or Sydney Water, where that information is available.

- (b) Road closures relating to development applications.
- 2. Provides all relevant dates, times and contact phone numbers.
- 3. As part of its standard processes, ensures that it consults with local schools before nearby road and pavement works are commenced so that the works are scheduled to minimise any undue impact on school operations. Council must not schedule works outside school premises that generate undue noise, such as concrete drilling, during school exam periods with specific reference to HSC trials, HSC and school certificate examinations.

Cr Burrill was not present for the consideration and vote on this item.

CM/8.14/18.03 Centennial Parklands Plan of Management - Response to Draft (A03/0943)

MOTION / UNANIMOUS DECISION	Mover:	Cr O'Neill
	Seconder:	Cr Wakefield

That Council officers, in responding to consultation on the Draft Centennial Parklands Plan of Management, raise the following as areas of concern to be addressed or considered:

- 1. Every effort is made to not increase commercialisation of the park, including a return to a proportion of recurrent funding from the state government, due to the negative implications such increases have on the remaining natural environment.
- 2. Centennial Parklands works with Council on repairing and building new wild life corridor linkages with the Waverley Local Government Area.
- 3. Expresses concerns about the loss of significant trees along Dacey Avenue as part of the Moore Park Master Plan 2040.

Cr Burrill was not present for the consideration and vote on this item.

CM/8.15/18.03 Muscular Dystrophy NSW's Big Red Ride (A17/0021)

MOTION / UNANIMOUS DECISION	Mover:	Cr Betts
	Seconder:	Cr Wy Kanak

That Council:

- 1. Continues to support Muscular Dystrophy NSW's Big Red Ride in conjunction with other Sydney to Blue Mountains councils by:
 - (a) Facilitating the opening of the Pavilion toilets early on the day of the ride.
 - (b) Advertising the ride in the Mayoral Column and other Council publications.
- 2. Continues to add items to its library stock that promote the achievements of people with muscular

dystrophy (such as Aboriginal illustrator Dion Beasley's children's books, *Too Many Cheeky Dogs* and *Go Home Cheeky Animals*) and items that educate our Community about muscular dystrophy.

Cr Burrill was not present for the consideration and vote on this item.

9. Urgent Business

There were no items of urgent business.

10. Closed Session

CM/10/18.03 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 Wakefield
	Seconder:	Cr Goltsman

That:

- 1. Council moves into closed session to deal with the matter listed below, which is classified as confidential under section 10A(2) of the *Local Government Act 1993* for the reason specified:
 - CM/10.1/18.03 CONFIDENTIAL MAYORAL MINUTE Appointment of General Manager

This matter is considered to be confidential in accordance with section 10A(2)(a) 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 personnel matters concerning particular individuals (other than Councillors).

- 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 as confidential under 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 9.07 pm, Council moved into closed session.

CM/10.1/18.03 CONFIDENTIAL MAYORAL MINUTE - Appointment of General Manager (A17/0616)

The Mayor tabled a Confidential Mayoral Minute about the appointment of a General Manager.

MOTION / UNANIMOUS DECISION

Mover: Cr Wakefield

That:

- 1. Council treats this mayoral minute 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)(a) of the *Local Government Act 1993*. The mayoral minute contains personnel matters concerning particular individuals (other than Councillors).
- 2. Council notes the information included in the recruitment consultant's confidential report attached to the mayoral minute at Attachment 1 regarding the process undertaken to appoint the General Manager.
- 3. Council appoints the selection panel's preferred candidate to the position of General Manager on a five-year performance-based contract in accordance with the recommendations contained in Attachment 1.
- 4. The formal written offer and contract modelled on the OLG Standard Contract of Employment for General Managers of Local Councils in NSW be forwarded to the preferred candidate.
- 5. The Mayor, in conjunction with the Deputy Mayor, be delegated the authority to finalise negotiations and do all remaining things necessary to appoint the General Manager.
- 6. Council establishes a Performance Review Committee made up of Crs Betts, Keenan, Masselos, Wakefield and Wy Kanak.
 - (a) Develop and negotiate a performance agreement with the General Manager within three months of appointment.
 - (b) Undertake the General Manager's annual performance reviews.

S Blackadder (recruitment consultant) addressed the meeting.

CM/11/18.03 Resuming in Open Session

MOTION / DECISION	Mover:	Cr Wakefield
	Seconder:	Cr Goltsman

That Council resumes in open session.

At 9.27, Council resumed in open session and adjourned for a short break.

At 9.31, the meeting resumed.

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.

12. Meeting Closure

THE MEETING CLOSED AT 11.20 PM

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SIGNED AND CONFIRMED MAYOR 17 APRIL 2018

COUNCIL

CONFIRMATION AND ADOPTION OF MINUTES CM/4.2/18.04 Subject: Adoption of Minutes - Waverley Traffic Committee Meeting - 29 March 2018 WAVERLEY

TRIM No.: SF18/241

Author: Natalie Kirkup, Governance and Internal Ombudsman Officer

RECOMMENDATION:

That Part 1 of the minutes of the Waverley Traffic Committee Meeting held on 29 March 2018 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 WTC meetings must be submitted to Council for adoption in accordance with clause 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 Charter.

Attachments

1. Waverley Traffic Committee Minutes - 29 March 2018.

MINUTES OF THE WAVERLEY TRAFFIC COMMITTEE MEETING HELD AT WAVERLEY COUNCIL CHAMBERS, CNR PAUL STREET AND BONDI ROAD, BONDI JUNCTION ON THURSDAY, 29 MARCH 2018



Voting Members Present:

Cr J Wakefield	Waverley Council (Chair)
Sgt L Barrett	NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr B Borger	Roads and Maritime Services – Traffic Management (South)
Mr B Morrow	Representing Bruce Notley-Smith, MP, Member for Coogee
Also Present:	
Can Cat A Dinahanalu	
Snr Cst A Birchansky	NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr E Graham	Sydney Buses (Eastern Region)
,	· ·
, Mr E Graham	Sydney Buses (Eastern Region)
, Mr E Graham Mr D Joannides	Sydney Buses (Eastern Region) Waverley Council – Executive Manager, Creating Waverley
Mr E Graham Mr D Joannides Mr G Garnsey	Sydney Buses (Eastern Region) Waverley Council – Executive Manager, Creating Waverley Waverley Council – Manager, Transport and Development

At the commencement of proceedings at 10.05 am, those present were as listed above.

Apologies

Apologies were received and accepted from Cr Kay and Ms R Russo (representative for the Member for Vaucluse).

Declarations of Pecuniary and Non-Pecuniary Interests

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

Adoption of previous Minutes by Council - 22 February 2018

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 22 February 2018 were adopted by Council at its meeting on 20 March 2018, with the following changes:

1. TC/C.02/18.02 – Macpherson Street, Waverley – Proposed Relocation of Pedestrian Crossing and Bus Zone at St Catherine's School

Council resolved not to adopt the recommendation of the Traffic Committee Meeting, and made the following decision:

'That Council does not approve the following items as shown on drawing No. C15-'Macpherson Street – New Signage Plan' Revision P6 prepared by Taylor Thomson Whitting (TTW) attached to the report accompanying agenda item TC/C.02/18.02:

- 1. The proposed relocation of the raised pedestrian crossing.
- 2. Changes to the signage and linemarking.
- 3. Changes to the bus zones.'
- 2. TC/C.05/18.02 Bronte Cutting, Bronte Pedestrian Walkway Barrier Trial

Council resolved not to adopt the recommendation of the Traffic Committee Meeting, and made the following decision:

'That:

- 1. Council notes the officer's report to the Traffic Committee relating to the Bronte Cutting Pedestrian Project, including the consideration of alternative options including a 10 km/h shared zone.
- 2. Council requests Council officers to report to the Strategic Planning and Development Committee with options for the improved pedestrian connection in the Bronte Cutting, consistent with the recommendations contained in the People Movement and Places Report and all options in the draft Bronte Plan of Management.
- 3. The options presented to the Strategic Planning and Development Committee also include a stakeholder consultation strategy.'
- 3. TC/V.08/18.02 OSHR Bike Path between Bon Accord Avenue and Victoria Street

Council resolved not to adopt the recommendation of the Traffic Committee Meeting, and made the following decision:

'That Council:

- Approves the upgrade of the southern path of Old South Head Road between Bon Accord Avenue and Victoria Road to a shared path for bicycles and pedestrians as per the drawings L.001 L.002, L101, L102, L201, L202, L301, L302 (issue 'D') prepared by Spackman Mossop Michaels attached to the report, including a footpath landscaped area adjacent to the resident gateway of 151 Old South Head Road to minimise the possibility of bike/pedestrian conflict when residents step out from their gateway, similar to the design approved by the May 2017 Waverley Traffic Committee meeting and in consultation with the property owner.
- 2. Works with Woollahra Council to:
 - a. Install kerb ramps across the exit of Syd Einfeld Drive at Old South Head Road for access to the shared use path on the north side of Old South Head Road.
 - b. Install and/or upgrade pavement markings and signage to improve the safety of the shared use path on the north side of Old South Head Road between Syd Einfeld Drive and Victoria Road.

c. Develop a Code of Conduct for shared use path users on both sides of Old South Head Road.'

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.01/18.03 Ruthven Street, Bondi Junction - 'P15 Minute' Parking (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council installs a 5.5 m long 'P15 Minute; 8.00am-6.00pm' zone on the western side of Ruthven Street adjacent to 14 Birrell Street, Bondi Junction, as shown in *Figure 3* in the report.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted subject to it being amended to read as follows:

"That Council installs a 5.5 m long 'P10 Minute; 8.00am-6.00pm' zone on the western side of Ruthven Street adjacent to 14 Birrell Street, Bondi Junction, as shown in *Figure 3* in the report".

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

TC/C.02/18.03 Brae Street, Bronte - Installation of 'P Motor Bikes Only' zone (A02/0637-02) COUNCIL OFFICER'S PROPOSAL:

That Council installs 3m of 'P Motor Bikes Only' on the southern side of Brae Street between the driveways to the unit block at 14 Lugar Street, Bronte.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

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

TC/C.03/18.03 Ebley Street, Bondi Junction - Installation of 'P Disability Only' Zone (A02/0273-02)

COUNCIL OFFICER'S PROPOSAL:

That Council:

- 1. Installs a 5.5m long 'P Disability Only' zone in Ebley Street, Bondi Junction immediately west of the "No Stopping" zone at Ann Street.
- 2. Relocates the existing '1/2P Ticket 8am-6pm' and '3P Ticket 6pm-9pm' sign to the west of the proposed 'P Disability Only' zone.

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.04/18.03 Hegarty Lane, Bondi Junction - Tower Crane Removal (A02/0216) COUNCIL OFFICER'S PROPOSAL:

That:

- 1. Council approves the temporary closure of Hegarty Lane between Leswell Street and Vernon Street between 7am and 5pm on Saturday 7 April, 2018 in accordance with the Traffic Control Plan prepared by Alert Traffic Control attached to the report.
- 2. Council delegates authority to the Executive Manager, Creating Waverley to approve any backup date and times Hegarty Lane can be closed (if required).
- 3. Businesses and residents affected by the closures and emergency services be notified of the closure in writing by the applicant not less than seven (7) days prior to implementation of the road closure.

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/V STATE ELECTORATE OF VAUCLUSE

TC/V.01/18.03 Kippara Road, Dover Heights - Part Time "No Stopping" (A02/0637-02) COUNCIL OFFICER'S PROPOSAL:

That Council:

- 1. Install 95m of 'No Stopping 7.30am-9.30am School Days' on the southern side of Kippara Road, between Wallangra Road and Loombah Road, Dover Heights, as shown in Figure 1 attached to the report.
- 2. Notifies the residents of the proposal on both sides of Kippara Road between Wallangra Road and Loombah Road, Dover Heights.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/V.02/18.03 Bondi Beach - Additional Car Share Parking Spaces (SF17/2465)

COUNCIL OFFICER'S PROPOSAL:

That Council approves the installation of seven (7) GoGet car share spaces in Bondi Beach at the following sites:

- 1. Curlewis Street, south side, 5.5m long space west of Glenayr Avenue immediately adjacent to the No Stopping/2P sign.
- 2. Glasgow Avenue, north side, 5.5m long space west of Gould Street immediately adjacent to No Stopping / 2P sign.
- 3. Sir Thomas Mitchell Road, south side, 5.5m long space immediately to the east of the No Stopping/2P sign at the start of the cul-de-sac.
- 4. Lucius Street, west side, 5.5m long space adjacent to the No Parking / 2P sign south of Sir Thomas Mitchell Road.
- 5. Francis Street, south side, 5.5m long space on eastern side of driveway to the Ausgrid substation (Ausgrid Station No. 346)
- 6. O'Brien Street, north side, 5.5m long space immediately adjacent to the eastern end of the Bus Zone/2P sign located outside 53-55 O'Brien Street.
- 7. Ramsgate Avenue, south side, 5.5m long space adjacent to the No Stopping/2P sign north west of Campbell Parade.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted subject to it being amended to read to read as follows:

That Council approves the installation of six (6) GoGet car share spaces in Bondi Beach at the following sites:

- 1. Curlewis Street, south side, 5.5m long space west of Glenayr Avenue immediately adjacent to the No Stopping/2P sign.
- 2. Glasgow Avenue, north side, 5.5m long space west of Gould Street immediately adjacent to No Stopping / 2P sign.
- 3. Lucius Street, west side, 5.5m long space adjacent to the No Parking / 2P sign south of Sir Thomas Mitchell Road.
- 4. Francis Street, south side, 5.5m long space on eastern side of driveway to the Ausgrid substation (Ausgrid Station No. 346)
- 5. O'Brien Street, north side, 5.5m long space immediately adjacent to the eastern end of the Bus Zone/2P sign located outside 53-55 O'Brien Street.
- 6. Ramsgate Avenue, south side, 5.5m long space adjacent to the No Stopping/2P sign north west of Campbell Parade.

Voting members present for this item: NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/V.03/18.03 Anzac Day - Ramsgate Avenue and Campbell Parade, North Bondi – Temporary Road Closure (A02/0216)

COUNCIL OFFICER'S PROPOSAL:

That Council approves the Transport Management Plan for the temporary closure of Ramsgate Avenue and Campbell Parade, North Bondi on 25 April 2018 between 4am and 8am as per the submitted Transport Management Plans (TMP), subject to the following:

- 1. The applicant undertakes the following:
 - a) Submits the Transport Management Plan to the Roads and Maritime Services for the approval of the Traffic Management Centre.
 - b) Provides Public Liability Insurance for the event.
 - c) Obtains NSW Police Force approval and assessment of the event classification.
 - d) Notifies the State Transit Authority, NSW Ambulance Service and NSW Fire & Rescue (Bondi, Woollahra and Randwick Fire Stations) not less than seven (7) days prior to the event.
 - e) Notifies local residents and businesses at least seven (7) days prior to the event.
 - f) Uses only RMS-accredited Traffic Controllers to regulate traffic.
 - g) Covers all costs associated with traffic control.

- h) Submits a copy of the approved R.O.L to the Executive Manager, Creating Waverley prior to the event taking place.
- 2. The Executive Manager, Creating Waverley 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 subject to it being amended to read as follows:

"That Council approves the Transport Management Plan (TMP) tabled at the meeting, and attached to Council's TRIM file, for the temporary closure of Ramsgate Avenue and Campbell Parade, North Bondi on 25 April 2018 between 4am and 8am subject to the following:

- 1. The applicant undertakes the following:
 - a) Submits the Transport Management Plan to the Roads and Maritime Services for the approval of the Traffic Management Centre.
 - b) Provides Public Liability Insurance for the event.
 - c) Obtains NSW Police Force approval and assessment of the event classification.
 - d) Notifies the State Transit Authority, NSW Ambulance Service and NSW Fire & Rescue (Bondi, Woollahra and Randwick Fire Stations) not less than seven (7) days prior to the event.
 - e) Notifies local residents and businesses at least seven (7) days prior to the event.
 - f) Uses only RMS-accredited Traffic Controllers to regulate traffic.
 - g) Covers all costs associated with traffic control.
 - h) Submits a copy of the approved R.O.L (type this out in full no abbreviations) to the Executive Manager, Creating Waverley prior to the event taking place.
- 2. The Executive Manager, Creating Waverley being delegated authority to audit the TMP and cancel the approval if required".

Voting members present for this item: NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/V.04/18.03 Flood Street, Bondi - Changes to Parking Restrictions (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council changes the existing 'P10 minute, 8am-6pm' zone outside 24-32 Flood Street, Bondi to 'P10 minute, 8am-10pm'.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/V.05/18.03 Francis Street, Bondi Beach - Installation of 'No Stopping' Zone (A02/0637-02) COUNCIL OFFICER'S PROPOSAL:

That Council installs 3m of 'NO STOPPING 5am-7am' on the northern side of Francis Street adjacent to 2-8 Campbell Parade to aid waste removal.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/V.06/18.03 Edward Street, Bondi - Construction Zone (A03/2514-04)

COUNCIL OFFICER'S PROPOSAL:

That Council:

- 1. Authorises the temporarily fenced off area only of the concrete driveway on the Edward Street frontage of 334-334a Bondi Road, Bondi as shown of the "Work Zone Plan" (attachment 1 to the report) to be used as a construction zone and that no other part of the driveway be used for the standing of vehicles or placing of materials at any time without the prior approval of the Executive Manager, Creating Waverley.
- 2. Requires that RMS accredited traffic controllers be in place as per the applicants "Work Zone Plan" (attachment 1 to the report) whenever trucks are occupying the construction zone.
- 3. Requires additional advanced warning signage to warn pedestrians of the construction zone placed at Lucius Street and the cul-de-sac at the eastern end of Edward Street.
- 4. Delegates authority to the Executive Manager, Creating Waverley, to extend the length and duration of or remove the construction zone, as necessary.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: NSW Police representative, RMS representative and Waverley Council representative (Chair).
TC/V.07/18.03 Hardy Street, Rose Bay - Construction Zone (A03/2514-04)

COUNCIL OFFICER'S PROPOSAL:

That Council:

- 1. Installs a 25 m long, 'No Parking 9:30am–2pm Mon–Fri; 8am–3pm Sat Council Authorised Vehicles Excepted – Excludes Public Holidays' zone on Hardy Street outside Rose Bay Secondary College in the location shown in the report.
- 2. Delegates authority to the Executive Manager, Creating Waverley, to extend the length and duration of or remove the construction zone as necessary.

WTC RECOMMENDATION (UNANIMOUS SUPPORT):

That the Council Officer's Proposal be adopted.

Voting members present for this item: NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/CV ELECTORATES OF COOGEE AND VAUCLUSE

TC/CV.01/18.03 Multiple Streets - 'P Disability Only' Zone (A02/0273-02)

COUNCIL OFFICER'S PROPOSAL:

That Council:

- 1. Installs a 3.2 m wide 'P Disability Only' in the 90 degree, angled parking outside 31 Liverpool Street, Rose Bay.
- 2. Installs a 6.5 m long, 'P Disability Only' zone, outside 6 St James Road, Bondi Junction.
- 3. Removes the existing 'P Disability Only' zone outside 74 Simpson 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 Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC/CV.02/18.03 Multiple Streets - Installation of 'No Stopping' Zones (A02/0637-02)

COUNCIL OFFICER'S PROPOSAL:

That Council:

- 1. Installs 'No Stopping' zones at the following intersections:
 - (a). Oceanview Avenue and Elvina Street, Dover Heights:

- i. 10 m on the western side of Elvina Street, south of Oceanview Avenue.
- ii. 10 m on the eastern side of Elvina Street, south of Oceanview Avenue.
- iii. On the southern side of Oceanview Avenue from the western kerb line in Elvina Street to the eastern side of the driveway to No. 13-15 Oceanview Avenue.
- iv. 10 m on the southern side of Oceanview Avenue, east of Elvina Street.
- (b). Cuthbert Street and Stanley Lane, Queens Park:
 - i. 10 m on the northern side of Cuthbert Street, east of Stanley Lane.
 - ii. 10 m on the northern side of Cuthbert Street, west of Stanley Lane.
- (c). Andrew Street and Darling Street(lower section), Bronte:
 - i. 10 m on the southern side of Darling Street, west of Andrew Street.
 - ii. 10 m on the western side of Andrew Street, south of Darling Street.
- 2. Replaces that part of the existing 'No Parking' zone on the eastern side of Stanley Lane between Cuthbert Street and the south-western corner of 63 Fitzgerald Street with "No Stopping".
- 3. Replaces that part of the existing 'No Parking' zone located between the power pole on the western side of Stanley Lane and Cuthbert Street with "No Stopping".

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).

PART 2 – TRAFFIC ENGINEERING ADVICE

NOTE: The matters listed under this part of the agenda seek the advice of the WTC only and do not propose that Council exercise its delegated functions at this point in time (though they may or may not require it in the future).

TC/TEAC STATE ELECTORATE OF COOGEE

Nil

TC/TEAV STATE ELECTORATE OF VAUCLUSE

Nil

TC/TEACV ELECTORATES OF COOGEE AND VAUCLUSE

Nil

THE MEETING CLOSED AT 11.15 AM

SIGNED AND CONFIRMED MAYOR 17 APRIL 2018

MAYORAL MINUTES CM/5/18.04



Mayoral minutes are permissible at Waverley Council meetings under the provisions of the Local Government (General) Regulation 2005 and Council's Code of Meeting Practice. Clause 243 of the Regulation and clause 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/6/18.04ObituariesImage: CouncilSubject:ObituariesVAVERLEYAuthor:Peter Monks, Acting General ManagerVAVERLEY

Ronnie Glasel

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The Mayor will ask councillors for any obituaries.

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

REPORT CM/7.1/18.04		
Subject:	Draft 2018/19 Budget and Long Term Financial Plan 5	
TRIM No:	SF17/2658	WAVERLEY
Author:	Teena Su, Executive Manager, Financial Waverley	
Director:	Peter Monks, Acting General Manager	

RECOMMENDATION:

That Council adopts for the purposes of public exhibition:

- 1. The draft budget estimates of income and expenditure, including capital expenditure, for the financial year 2018/19 as detailed in Attachments 1 and 2 to this report.
- 2. The Draft Long Term Financial Plan (LTFP 5) for an 11-year period from 2018/19 to 2028/29 including Income Statement, Balance Sheet, Statement of Cash Flow, Reserve Balances, Assumptions and Sensitivity Analysis as detailed in Attachment 3 to this report.

1. Executive Summary

In the 2018/19 financial year, Council is forecasting a budget surplus of \$46,876.

Council is forecasting a balanced Long Term Financial Plan returning small surpluses every year for the next 11 years to 2028/29, with a cumulative budget surplus, at the end of the 11 years, of \$92,473.

Asset backlogs identified in the current adopted SAMP 4 will be addressed and those asset class conditions will be brought up to the satisfactory standard by 2019/20. The new draft SAMP 5 now incorporates all asset classes, including living and sustainability assets. Whilst also ensuring Council will maintain a backlog ratio below the benchmark of two percent as set out by the Office of Local Government over the life of the LTFP.

Council maintains a strong cash position and is forecasting \$69.7 million in cash holdings in 2028/29, including a reserve balance of \$61.6 million.

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 19 June 2018 meeting.

The Draft 2018/19 Budget has been compiled in accordance with the Council's draft *Waverley Community Strategic Plan 2018-2029*.

3. Relevant Council Resolutions

Nil.

4. Discussion

4.1 2018/19 Draft Budget

The 2018/19 budget is prepared on the basis of maintaining the current services and service levels, and on the direction of the draft Community Strategic Plan 2018-29, draft Delivery Program 2018-21 and Long Term Financial Plan 5. It incorporates income and expenses from:

- Current services at the same level.
- Environmental action plan activities.
- IT strategy projects.
- Facility building renewal and upgrade program.
- Plant replacement program.
- Capital works program captures projects raised from various plans (i.e. SAMP 5, EAP 4).
- Residential bins roll-out project
- Two new traineeship programs (Elsa Dixon and childcare traineeships),
- New Charing Cross event.
- New proposed Eastgate car park parking fees structure.

Income for 2018/19 is estimated at \$145.9M whilst total expenses, including loan principal repayment, is at \$145.0M. This delivers a net cash surplus of \$902K. It is proposing to transfer \$855k to reserves for future years use, leaving a budget surplus of \$47Ks.

Table 1 below provides a summary comparison of the draft 2018/19 budget to the current year original budget and last financial year actual. See Attachment 1 for further detail.

Table 1:	Draft	2017/18	\$ Change	% Change	
Summary Budget at a glance	2018/19	Original	from	from	2016/17
\$'000	Budget	Budget	17/18	17/18	Actual
Operating Income	(129,858)	(125,432)	(4,426)	3.53%	(127,051)
Capital Income	(16,084)	(14,910)	(1,174)	7.87%	(14,362)
New Borrowings	0	0	0	0.00%	(2,200)
Total Income	(145,942)	(140,342)	(5,600)	3.99%	(143,614)
Operating Expense	112,847	109,661	3,186	2.91%	102,833
Capital Expense	31,781	36,837	(5,056)	-13.72%	26,394
Loan Repayment	412	815	(403)	-49.46%	961
Total Expense and Loan Repayment	145,040	147,313	(2,273)	-1.54%	130,188
Net Cash (in)/out flow	(902)	6,971	(7,872)	-112.94%	(13,425)
Net Transfer (from)/to Reserves	855	(7,030)	7,885	-112.16%	13,229
Budget Result - (Surplus)/Deficit	(47)	(59)	13	(21.06%)	(196)

(Internal council rates expense is included in the operating expense on the budget statement)

Income is forecasted to be 3.99% (\$5.6M) higher than 2017/18 original budget, and the overall expense is 1.54% (\$2.3M) lower than 2017/18 original budget.



Graph 1 and 2 below show the income and expense distribution for 2018/19.



2018/19 Capital Works Program

The draft capital works program comprises expenditure of \$29.8M across 71 projects as summarised in table 2 and table 3 illustrated the funding sources for the program:

Table 2: capital works program group by asset class - \$'000	Draft 2018/19 Budget
Road Infrastructure	15,169
Buildings	7,458
Public Domain Infrastructure	3,409
Living	1,140
Recreational & Public Spaces	1,946

Table 2: capital works program group by asset class - \$'000	Draft 2018/19 Budget
Parking Infrastructure	60
Sustainability Infrastructure	621
Total	29,803

Table 3 – capital works program funding sources \$'000	2018/19 Budget
Grants/Contributions	6,508
External Restricted Reserves	7,275
Internal Restricted Reserves	6,352
General Funds	9,667
Total	29,803

A detailed listing of the 2018/19 capital works program and its funding sources is provided in Attachment 2.

2018/19 Loans

The draft 2018/19 budget proposes the following:

- No new borrowing proposed in the 2018/19 financial year.
- Loan repayment (principal) of \$412K.
- An outstanding loan balance as at 30 June 2019, projected to be \$3.35M.

In summary, the draft 2018/19 budget posts a surplus of \$47K.

4.1 Long Term Financial Plan (LTFP 5) 2018/19 to 2028/29

The LTFP 5 reflects:

- 1. Continuation of the Council's asset management, maintenance and renewal program through the new draft Strategic Asset Management Plan 5 (SAMP 5) in both recurrent and capital expenditure.
- 2. Continuation of Council's support of environmental services program as per the new draft Environmental Action Plan 4 (EAP 4).
- 3. A new loan is proposed for a new childcare centre.
- 4. Inclusion of the additional s94A revenue directly associated with an application to increase the s94A levy rate for the Bondi Junction area.
- 5. Inclusion of the cost saving directly resulting from the EAP 4 activities.
- 6. Introduction of the Stormwater Management Services Charge in 2019/20 to fund works arising from the Flood Study.
- 7. Inclusion of productivity and efficiencies cost saving directly resulting from a Service Review.
- 8. Council continues to deliver each annual budget with surplus.

The budget has been designed to help ensure that Council makes its necessary contribution to the achievement of the new draft targets of the *Waverley Community Strategic Plan 2018-2029* in a financially sustainable way.

LTFP 5 key assumptions

In preparing the Council's LTFP 5, projections on future trends have been based on a number of assumptions, as follows:

Income

- Eastgate Car Park Parking Fees as per ISPT proposal.
- On-Street meter fees CPI increase.
- Parking Fine price CPI increase plus annual growth of 0.5%.
- Commercial Properties Rental CPI increase plus market review every 3 years of 1% increase.
- S94A income assumes BJ levy increase approved and results in an additional \$1.5M above the current level per annum.
- Other items CPI increase where applicable.

Expenses

- Direct Employee Cost increase by LG Award plus performance review system.
- Fixed term positions cease when term expires where applicable.
- Workers Compensation gradually reduce to \$1.8M by 2020/21.
- Materials & Contracts increase by 0.5% less than CPI.
- Other items increase by CPI where applicable.

More details on these assumptions are listed on Appendix 1 of the Long Term Financial Plan 5 (Attachment 3).

LTFP 5 Projections

Council is required to adopt the first year of estimates for revenue and expenditure including the capital works program when it adopts the budget in June 2018. 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 to revise those estimates on an annual basis.

The capital works program for LTFP 5 foreshadows a total of \$384.0M in works over 11 years to deliver the essential infrastructure required to support the current service levels by allocating sufficient funds to the maintenance and renewal of existing infrastructure. Refer to Appendix 2 of the Attachment 3 Long Term Financial Plan 5 for further detail.

Graph 3 below summarises the annual capital works program expenditure by asset class and graph 4 shows the funding strategy to fund the capital works program.





The LTFP 5 is forecasting to deliver a small surplus every year for the next 11 years to 2028/29, and with a cumulative budget surplus of \$92K at the end of the 11 years. Refer to Appendix 3 of the Attachment 3 Long Term Financial Plan 5, which includes Income Statement, Balance Sheet, Statement of Cash Flows and Reserves Balance.

LTFP 5 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 LTFP 5 forecast is sensitive to multiple influences over any 10 year period. Sensitivity scenarios analysed in previous versions of the LTFP have been revised for LTFP 5. Items to be considered sensitive and which have a material financial impact on the LTFP 4 forecasts have been examined and applied to the sensitivity scenarios analysis, as summarised in table 4 below:

Table 4: Positive a	nd Negative Effects of Mo	delled Sensitiv	vities on Financial Outcome	es for LTFP 5		
Item	Optimistic Scen	ario	Pessimistic Scen	ario		
	Positive effect on mode	elled results -	Negative effect on mode	lled results -		
	\$'000		\$'000			
Rate Peg	Increase higher than CPI by 0.3%	(8,663)	Increase lower than CPI by 0.3%	8,509		
S94A contributions	Increase expands to Bondi Beach from 2020/21	(20,407)	Application for Bondi Junction not being approved, maintains at	15,898		
	2020/21		the current rate			
Parking Fine income	0.5% growth rate	0	No growth rate	3,215		
Planning	Achieve current	0	Achieve only 50% of the	12,512		
Agreement contributions	projections		current projections			
On-Street	No further change to	0	Further change to	34,876		
parking Income	policies		policies			
Grant Income	Grant for capital works program projects successful	0	Grant for capital works program projects is lower than the projected level by 70%	5,914		
Staff Award rate	Increase lower than CPI by 0.5% for the next agreements	(13,603)	Increase higher than CPI by 0.5% for the next agreement	13,922		
Consistent staff	Consistent with	(9,058)	Staff turnover rate	0		
turnover rate	current rate		improves			
Total Potential Net	t Effects	(51,731)		94,845		

See Appendix 4 and 5 for the financial effect of the optimistic and pessimistic factors in the LTFP 5 (Attachment 3).

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

The steps in the process towards adoption of the Budget are as follows:

Council Meeting – 17 April 2018

- The Draft Community Strategic Plan 2018-29, Draft Delivery Program 18-21 and 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 LTFP 5.
- Council adopts the Draft Community Strategic Plan 2018-19 and related documents for purposes of public exhibition.

Public Exhibition – Estimated exhibition dates: 25 April 2018 to 24 May 2018

• The Draft documents, including the Draft Revenue Policy, Draft Pricing Policy – Fees and Charges, Draft Budget and Draft Capital Expenditure Program are placed on public exhibition for a period of at least 28 days, as per the statutory requirement.

Council Meeting – 19 June 2018

- Council adopts the Waverley Community Strategic Plan 2018-29, Delivery Program 2018-21 and 2018/19 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 (LTFP 5).

7. Conclusion

The Draft Budget 2018/19 has been prepared as a subset of the Draft Delivery Program and outlines the activities of the coming financial year. The Long Term Financial Plan (LTFP 5) is revised annually to incorporate the budget developed for the coming financial year.

Council is forecasting a budget surplus of \$47K in 2018/19 and at the end of the 2028/29 the forecast is that Council will have a cumulative budget surplus of \$92K.

The financial position is sound with a forecast cash and cash investment balance of \$69.7M in 2028/29, including a reserve balance of \$61.6M.

Council is posting a sound financial position with a sustainable and balanced budget, sufficient unrestricted cash and sufficient cash reserves.

8. Attachments

- 1. Draft 2018-19 Budget Statement
- 2. Draft 2018-19 Capital Works Program and its Funding Sources
- 3. Draft Long Term Financial Plan (LTFP 5) 2018 -2029.

Attachment 1 - Draft 2018/19 Budget

Council r	neetina:	17	April	2018
Council				

Draft 2018/19 Budget in glance - \$		2017/10			
	Draft 2018/19	2017/18 Original	\$ Change	% Change	2016/17
Account Type	Budget	Budget	from 17/18	from 17/18	Actual
Operating Income					
Rates	(45,272,436)	(43,975,053)	(1,297,383)	2.95%	(42,816,997)
Domestic Waste Charges	(16,988,000)	(16,318,290)	(669,710)	4.10%	(15,652,691)
Investment Income	(3,974,000)	(3,771,040)	(202,960)	5.38%	(4,151,877)
User Charges	(37,431,627)	(36,140,761)	(1,290,866)	3.57%	(35,850,715)
Other Revenues	(18,232,359)	(17,043,872)	(1,188,487)	6.97%	(19,064,755)
Grants Subsidies & Contributions - Operating	(7,959,368)	(8,183,010)	223,642	-2.73%	(9,514,261)
Total Operating Income	(129,857,790)	(125,432,026)	(4,425,764)	3.53%	(127,051,297)
Operating Expense					
Employee Costs	65,568,607	62,474,066	3,094,541	4.95%	58,016,297
Materials & Contracts	24,171,288	23,572,960	598,328	2.54%	22,943,165
Borrowing Expenses	100,756	121,890	(21,134)	-17.34%	142,351
Other Operating Expenses	23,006,723	23,492,258	(485,535)	-3.18%	21,731,500
Total Operating Expense	112,847,374	109,661,174	3,186,200	2.91%	102,833,313
Operating Result - (Surplus)/Deficit	(17,010,417)	(15,770,852)	(1,239,565)	7.86%	(24,217,983)
Capital Income					
Grants Subsidies & Contributions - Capital	(15,644,887)	(13,550,000)	(2,094,887)	15.46%	(8,633,448)
Proceeds from disposal of assets	(439,422)	(1,360,385)	920,963	-67.70%	(5,728,885)
Total Capital Income	(16,084,309)	(14,910,385)	(1,173,924)	7.87%	(14,362,333)
Available for Capital and Loan Repayment	(33,094,726)	(30,681,237)	(2,413,489)	7.87%	(38,580,316)
Capital Expense & Loan Repayment					
Capital Expense	1,978,518	6,294,445	(4,315,927)	-68.6%	4,654,029
Capital Works Program	29,802,622	30,542,518	(739,896)	-2.4%	21,740,398
Loan Repayment - Principle	411,857	814,865	(403,008)	-49.5%	960,705
New Borrowing	0	0	0	0.0%	(2,200,000)
Total Capital Expense & Loan Repayment	32,192,997	37,651,828	(5,458,831)	-14.50%	25,155,131
Net transfer (from)/to Reserves	854,853	(7,029,972)	7,884,825	-112.16%	13,229,369
Budget Result - (Surplus)/Deficit	(46,876)	(59,381)	12,506	-21.06%	(195,816)

(internal council rates expense is included in the operating expense - other operating expenses)

Draft 20108	/19 capital works program		Expense							1	Funding Sou	rces						
CSP theme	Project / Program	cost breakdown	Draft 2018/19 cost budget	Grants/Contribu tions	PA funds	S94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	Social Housing reserve	SAMP Parks Reserve	SAMP Drainage Reserve	SAMP Coastal & Retaining Reserve	SAMP Cemetery Reserve	SAMP Other Reserve	Cemetery Reserve	Carry Over Reserve	Centralised reserve	Council General Revenue
Buildings and Infrastructure	Hugh Bamford Carpark upgrade and amenities pedestrian access		\$ 171,21	0 0		(25,000)	o	0	o	(71,210)	0	0	0	0 0	c	(50,000)	(25,000)	
Buildings and Infrastructure	Hugh Bamford fencing / Coastal fencing project		\$ 347,00			(175,000)	0	o	0	0		(152,221)	0	0	0	(19,779)	0	
Buildings and Infrastructure Buildings and Infrastructure	Barracluff Park + Playground Coastal Walk Fitness and Furniture		\$ 550,00		(007)400	(152,320)	0	0	0	(41,317)	0	(114,640)	0	0 0		0	0	
Buildings and	South Bondi Park Upgrade (design)		\$ 195,00			(105,577)				(41,517)		(114,040)						(97
Buildings and Infrastructure	Marks Park - Landscape		\$ 100,00			(50,000)				(20,000)								(3)
Buildings and Infrastructure	Marks Park - Playground		\$ 300,00	0 0		(150,000)				(60,000)								(9
Buildings and Infrastructure	Nth Bondi Ramp		\$ 300,00	o 0		(150,000)				(60,000)								(9
Buildings and Infrastructure	Waverley Park Landscape Lighting		\$ 150,00	o o		(75,000)				(30,000))							(4
Buildings and Infrastructure	Biddigal Reserve Upgrade (retaining wall redesign, playground, lighting, picnic shelter detailed design)		\$ 180,00	0 0		(180,000)												
Buildings and Infrastructure	Marlborough Playground / Park (design only)		\$ 50,00	<u>o</u> o		(25,000)				(10,000))							(15
Buildings and Infrastructure	Waverley Council Signage Strategy		\$ 50,00	0 0										(43,662)			(6,338)	
Buildings and Infrastructure	Waverley Park - Park Pararde Bollards - Maintenance		\$ 20,00	0 0		(10,000)				(4,000)								(
Buildings and Infrastructure	Waverley Park -Birrell St Entrance Landscaping - Design/Delivery)		\$ 100,00	0 0		(50,000)				(20,000)								(30
Buildings and Infrastructure	Revegation - Thomas Hogan Revegetation (Deliver 60 reserve / 60 stairs revegetation)		\$ 120,00	0 0						(24,000)								(9
Buildings and Infrastructure	Planting Steep Slopes - Dudley Page Reserve (1500m2) (Design/Approval)		\$ 10,00	0 0		(1,000)				(2,000)								0
Buildings and Infrastructure	Planting Steep Slopes - Ray O'Keefe/Ramsgate Split Level (600m2) (Design/Deliver)		\$ 60,00	D 0		(6,000)				(12,000)								(42

1	Draft 20108/1	19 capital works program		Expense Funding Sources																
Ī	CSP theme		cost	Draft 2018/19	Crante Contribution South Contribution Souther Souther Souther Constants											Cemetery	Council			
0.		Project / Program	breakdown	cost budget	tions	PA funds	Contribution funds	Strategy Reserve	Parking reserve	Housing reserve	Reserve	Drainage Reserve	Retaining Reserve	Cemetery Reserve	Reserve	Reserve	Over Reserve	Centralised reserve	General Revenue	
	Buildings and Infrastructure	Planting Steep Slopes - Hewlett St Split Level (600m2) (Design/Deliver)		\$ 60,000	D 0		(6,000)				(12,000)								(42,00	
	Buildings and Infrastructure	Irrigation - Implement Audit Recommendations - Maintenance		\$ 50,000	0 0						(10,000)								(40,00	
1	Buildings and Infrastructure	Irrigation - Upgrades - Design (Clemenston Park, Waverley Park - Netball Courts, Memorial Park & Bondi Rd) (Design Only)		\$ 35,000							(7,000)								(28,00	
	Buildings and Infrastructure	Small Parks - Eastern Ave Stage 3 (Design/Deliver)		\$ 25,000	0 0	1	(12,500)				(5,000)								(7,50	
	Buildings and	Turf Maintenance Program (See notes)																		
	Infrastructure	(Design/Deliver)		\$ 300,00	0 0		(150,000)				(60,000)								(90,000	
	Buildings and Infrastructure	Turf Replacement - Coastal Turfing - High Wear Areas (Maintenance)		\$ 75,00	0 0	0	(37,500)				(15,000)								(22,500	
24 1	Buildings and Infrastructure	Turf Replacement - Waverley Park Netball Courts 3000m2 (Design Only)		\$ 5,000	0 0	0	(2,500)				(1,000)								(1,50	
25	Buildings and Infrastructure Buildings and	Street Trees - Poplar Replacement (15@\$3000) (Design& Deliver)		\$ 45,00	o o														(45,00	
26	Infrastructure Buildings and	Street Trees - Pre Grow Orders Street Trees - Stree Tree Replacements Precinct &		\$ 20,00	o o	2													(20,00	
7	Infrastructure	Avenue Based - (Design& Deliver)		\$ 74,00	0 0	1													(74,00	
28	Buildings and Infrastructure	Cliff Walk Remediation (QS & Works) (Maintenance)		\$ 100,00	0 0						(20,000)								(80,00	
	Buildings and Infrastructure	Thomas Hogan Stairs Remediation (Condition Assessment/Design)		\$ 25,000		5	(12,500)				(5,000)								(7,50	
	Buildings and Infrastructure	Carlisle St to Tamarama Park Stairs (Condition Assessment/Design)		\$ 25,000			(12,500)												(12,50	
1	Buildings and Infrastructure	SAMP Footpaths		\$ 1,735,00			(971,600)												(763,40	
		18/19, ALLENS PARADE (S/S), ADAMS LN TO HOLLYWOOD AVE	15,000																	
		18/19, AVOCA STREET (B/S), PHILIP ST TO CUL DE SAC 18/19, BLAKE STREET (B/S), GILBERT ST TO	22,000																	
+		PORTLAND ST 18/19, BLENHEIM LANE, CUTHBERT ST TO ARNOLD	28,000																	
+		ST 18/19, BONUS STREET(B/S), MURRIVERIE RD TO	20,000		_															
+		DEAD END 18/19, BOONARA AVENUE (B/S), BONDI RD TO TO	16,000																	
+		UNNAMED LN 18/19, CASTLEFIELD STREET(B/S), BONDI RD TO EDWARD ST	15,000																	
		18/19, CONSETT AVENUE (B/S), HALL ST TO LAMROCK AVE	36,800																	
		18/19, COULTON STREET (B/S), WATSON ST TO CHANGE OF WIDTH	25,000																	
		18/19, DELVIEW STREET (W & N/S), FLETCHER ST TO BEND and (E/S), #30 TO GAERLOCH AVE 18/19, DENHAM STREET (B/S), BONDI RD TO	40,000																	
		EDWARD ST	38,000																	

Council 7	Meeting: 17	April 2018
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	'19 capital works program		Expense Funding Sources																	
CSP theme		cost breakdown	Draft 2018/19 cost budget	Grants/Contribu	PA funds	\$94 Contribution	Investment Strategy	Car Parking	Social Housing	SAMP Parks	SAMP Drainage	SAMP Coastal &	SAMP Cemetery	SAMP Other	Cemetery	Carry Over	Centralised	Council General		
	Project / Program			tions	FAlulus	funds	Reserve	reserve	reserve	Reserve	Reserve	Retaining Reserve	Reserve	Reserve	Reserve	Reserve	reserve	Revenue		
	18/19, DOVER ROAD (B/S), MILITARY RD TO RODNEY ST	22,000																		
	18/19, FREDERICK STREET (B/S), MURRIVERRIE RD TO DEAD END	45,000																		
	18/19, GILBERT STREET (B/S), DOVER RD TO BLAKE	40,000																		
	18/19, GOULD STREET (B/S), MURRIVERIE RD OAKLEY ST	45,000																		
-	18/19, GRIFFTH AVENUE (B/S), PLAWMAN ST TO																			
	NIBLICK ST 18/19, HARDY STREET (B/S), MURRIVERIE RD TO	28,000																		
	CLYDE ST 18/19, JACKAMAN STREET (B/S), PHILIP ST TO	18,000																		
	MASON LN 18/19, JUSTUS STREET (B/S), MURRIVERIE RD TO	20,000																		
	CLYDE ST 18/19, KNOWLES AVENUE (B/S), O'DONNELL ST TO	18,000																		
	MURRIVERIE RD +2KR @O'DONNELL ST	30,000																		
	18/19, KOBADA ROAD (B/S), MILITARY RD TO OLD																			
	SOUTH HEAD RD+2KERB RAMP@ELVINA ST 18/19, MACKENZIE STREET (E/S), EBLEY ST TO	38,000																		
	BIRRELL ST 18/19, MIDELTON AVENUE (B/S), O'DONNELL ST	32,000																		
	TO MURRIVERIE RD 18/19, MILL HILL ROAD (B/S), HOUGH ST TO	23,000																		
	OXFORD ST 18/19, MIRIMAR AVENUE (B/S), THOMPSON ST TO	115,000																		
	HEWLETT ST	15,000																		
	18/19, MURRAY STREET (B/S), BRONTE RD TO HEWLETT ST	33,000																		
	18/19, MURRIVERIE ROAD (B/S), HARDY ST TO WARATAH ST	25,000																		
	18/19, NARELLE STREET (B/S), POLYBANK PDE TO REINA ST	25,000																		
	18/19, O'DONNELL STREET (B/S), MITCHEL L ST FREDERICK ST (NEAR PARK)	30,000																		
	18/19, O'DONNELL STREET (B/S), WAIROA AVE TO FREDERICK ST (NEAR PARK)	12,000																		
	18/19, OLD SOUTH HEAD ROAD (E/S), # 669	12,000																		
	(AROUND FISH SHOP) TO #687 DIFFERENT LOCATIONS	38,000																		
	18/19, OLD SOUTH HEAD ROAD (E/S), CURLEWIS ST TO HALL ST	20,000																		
	18/19, OLD SOUTH HEAD ROAD (E/S), ROE ST TO MURRIVERIE RD	10,000																		
	18/19, OLD SOUTH HEAD ROAD (E/S), STRICKLAND																			
	ST TO KOBADA RD (DIFFERENT LOCATIONS) 18/19, PEEL STREET (B/S), KOBADA ST TO	86,000																		
	LANCASTER RD 18/19, PHILIP STREET (B/S), AVOCA/JACKAMAN ST	30,000																		
	TO DEAD END	25,000																		
	18/19, PHILIP STREET (B/S), TAMARAMA ST TO AVOCA/JACKAMAN ST	42,000																		
	18/19, PLOWMAN STREET (B/S), MURRIVERIE RD TO #32 (BEND)	28,000																		
	18/19, PLOWMAN STREET (B/S), PATTERSON ST TO GRIFFTH AVE	29,000																		
	18/19, POLYBLANK PARADE (B/S), STEWART ST TO THE AVE	20,000																		
	18/19, RAMSGATE AVENUE (S/S), WAIROA AVE TO GOULD ST	20,000																		
	18/19, RAMSGATE AVENUE (W/S), SAM FIZMAN																			
	PARK TO BONDI BEACH 18/19, REINA STREET (B/S), MURRIVERIE RD TO CLYDE ST	20,000																		

	Draft 20108/1	9 capital works program		Expense							I	unding Sou	rces			
No.	CSP theme	Project / Program	cost breakdown	Draft 2018/19 cost budget	Grants/Contribu tions	PA funds	S94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	Social Housing reserve	SAMP Parks Reserve	SAMP Drainage Reserve	SAMP Coastal & Retaining	SAMP Cemetery Reserve	SAMP Other Reserve	Cen Res
vo.		18/19, REINA STREET (E/S), CLYDE ST TO DEAD END	13,000										Reserve			
		18/19, ROE STREET (B/S), OLD SOUTH HEAD RD TO CLYDE ST														
		18/19, RUTHVEN STREET (B/S), BIRRELL ST TO														
		GOWRIE ST 18/19, SANDRIDGE STREET (E/S), WILGA ST TO	52,000													
		FLETCHER ST 18/19, SIMPSON STREET (B/S), HALL ST TO	25,000													
		CURLEWIS ST	62,000													
		18/19, VARIOUS KERB RAMPS	10,143													
		18/19, VIEW STREET (E/S), VICTORIA ST TO DEAD END	20,000													
		18/19, WALLANGRA ROAD (B/S), KIPPARA RD TO RALEIGH ST	23,000													
		18/19, WARNERS AVENUE (B/S), GLENAYR AVE TO TO GOULD ST	35,000													
		18/19, WAVERLEY STREET (W/S) @ COUNCIL ST MIDDLE SECTION NEAR PED CROSSING	18,000													
		18/19, YORK ROAD (E/S) , BUS DEPOT GATE TO														
		YORK PL	45,000													
		18/19, YORK ROAD (E/S) , YORK PL TO BIRRELL ST 18/19, QUEENS PARK ROAD (S/S) , NEWLAND ST	39,000													
		TO MORIAH COLLEGE - NEW PROJECT	40,000													
32	Buildings and Infrastructure	SAMP Kerb and Gutter		\$ 898,222	(143,687)											
		18/19, ALLENS PARADE (S/S), ADAMS LN TO HOLLYWOOD AVE	18,222													
		18/19, ALT STREET (B/S), CUTHBERT ST TO QUEENS PARK RD AND DENISON LN (B/S), ALT ST TO O'SULLIVAN LN	95,000													
		18/19, BLAIR STREET (S/S), WAIROA AVE TO MITCHELL ST	120,000													
_		18/19, CLYDE STREET (B/S), HARDY ST TO REINA ST	80,000													
		18/19, COULTON STREET (B/S), WATSON ST TO CHANGE OF WIDTH	25,000													
		18/19, DELLVIEW LANE (B/S), SILVA ST TO DELLVIEW ST	60,000													
		18/19, DOVER ROAD (B/S), GILBERT ST TO WALLANGRA RD	80,000													
		18/19, EDWARD STREET (S/S), DENHAM ST TO LUCIUS ST INCLUDING CUTLER ST INTERSECTION	55,000													
		18/19, HARDY STREET (E/S), LYONS ST TO LIVERPOOL ST	30,000													
		18/19, LYNCH AVENUE (B/S) DENISON STREET TO BIRRELL LANE	65,000													
		18/19, MILITARY ROAD (B/S), LYONS ST TO DOVER RD	70,000													
		18/19, TASMAN STREET (W/S), BIRRELL ST TO PHILIP ST	45,000													
_		18/19, THE AVENUE (B/S), POLYBLANK AVE TO #23	90,000													
_		& # 2 TO OLD SOUTH HEAD ROAD 18/19, TOWER STREET (N/S), YOUNG ST TO JENSEN AVE	65,000													
	Buildings and			4												
	Infrastructure Buildings and	SAMP street signs		\$ 82,793	0											
34	Infrastructure	SAMP Roads		\$ 1,843,833	(784,498)				-							
		ROADS CONSTRUCTION 2018/19	820,957													
		18/19, BANGALA ROAD, DOVER RD TO LIVERPOOL ST	55,000													
		18/19, BOONARA AVENUE, BONDI RD TO FARRLLYS AVE	35,000													
		18/19, CUTHBERT STREET, DENISON ST TO	35,000													

emetery Reserve	Carry Over Reserve	Centralised reserve	Council General Revenue
			(754,535)
			(154,555)
			(82,793)
			(1,059,335)
			(2,000)

Dran	ft 20108/19 capital works program		Expense							I	unding Sou	rces			
CSP th	heme Project / Program	cost breakdown	Draft 2018/19 cost budget	Grants/Contribu tions	PA funds	S94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	Social Housing reserve	SAMP Parks Reserve	SAMP Drainage Reserve	SAMP Coastal & Retaining Reserve	SAMP Cemetery Reserve	SAMP Other Reserve	Cen Re:
	18/19, CUTHBERT STREET, MANNING ST T BOURKE ST and BURKE ST TO TO DEAD EN											Reserve			
	18/19, DELVIEW STREET, DELVIEW LN TO														
	18/19, FRANCIS STREET, CAMPBELL PDE T														
	LUCIUS ST	94,957													
	18/19, GARDINER STREET, EBLEY ST TO BI														
	18/19, IMPERIAL AVENUE, BONDI RD TO F AVE	45,000													
	18/19, LUGAR BRAE AVENUE, LEICHHARD DEAD END	33,000 33,000													
	18/19, RAMSGATE AVENUE, # 72 TO # 92	40,000													
	18/19, TAMARAMA MARINE DRIVE & PAC AVENUE, HEWLETT ST TO GEARLOCH AVE														
	18/19, WELLINGTON STREET, EDWARD ST FRANCIS ST	25,000													
	18/19, ROAD PAVEMENT - CORE HOLE TES														
	REGIONAL RUADS - REPAIR PROGRAM/BLOCK GRANT (NOTE THI PROGRAM IS SUBJECT TO RMS APPRI NEW FINACIAL YEAR AND IS SUBJEC	IS OVAL IN 300,000													
	CHANGE) 18/19, BRONTE ROAD, WAVERLEY PRIMA SCHOOL TO #139 (RMS CONTRIBUTION SC)														
	18/19, BIRRELL STREET, LAWSON ST TO RJ AVE (RMS CONTRIBUTION 50/50 \$														
	18/19, BIRRELL STREET, RAWSON AVE TO (RMS CONTRIBUTION 50/50 \$)														
	ROADS TO RECOVERY 18/19, CAMPBELL PARADE, SANDRIDGE S	250,000													
	ROUNDABOUT R2R Funded \$197,124	197,124													
	18/19, CAMPBELL PARADE, SANDRIDGE S ROUNDABOUT Council Contribution \$52,8														
	CONCRETE ROADS	210,000													
	CONCRETE ROADS	210,000													
	LANES 18/19, O'SULLIVAN LANE, BIRRELL ST TO	212,876													
	CUTHBERT ST	35,000													
	18/19, READ LANE, MURRAY ST TO ALFRE														<u> </u>
	18/19, GIPPS LANE, GIPPS STREET TO DEA	AD END 11,000													
	18/19, OCEAN LANE, OCEAN ST TO BENNE														
	18/19, KENILWORTH LANE, FLOOD LN TO END	32,000													
	18/19, UNNAMED LANE, HOLLYWOOD AV DEAD END	VE TO 17,876													
	17/18, BELGRAVE LANE, DICKSON ST TO A	ALFRED 61,000													
	TRAFFIC ISLANDS	50,000													
Buildin 35 Infrast	ings and structure SAMP stormwater		\$ 342,747	0							(171,374)				
Buildin	ings and										(111)				
36 Infrast	structure SAMP Roads _minor restorations various	locations	\$ 1,000,000	(300,000)											
Buildin 37 Infrast	ings and structure SAMP Buildings Amenities Buildings	80,400	\$ 2,998,200	0		(505,880)									(4

emetery Reserve	Carry Over Reserve	Centralised reserve	Council General Revenue
			(171,374)
			(700,000)
			(,
(472,200)			(2,020,120)

Draft 20108	8/19 capital works program		Expense								Funding Sou	irces						
CSP theme	Project / Program		Draft 2018/19 cost budget	Grants/Contribu tions	PA funds	S94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	Social Housing reserve	SAMP Parks Reserve	SAMP Drainage Reserve	SAMP Coastal & Retaining	SAMP Cemetery Reserve	SAMP Other Reserve	Cemetery Reserve	Carry Over Reserve	Centralised reserve	Counci Genera Revenu
	Bronte Kiosk and Amenities - Bronte Kiosk and											Reserve						
	Amenities	36,000																
	Marks Park Amenities - Marks Park Amenities	7,200																
	South Bondi Beach Amenities - South Bondi Beach Amenities	12,000																
	Tamarama Amenities and Kiosk - Tamarama	12,000																
	Amenities and Kiosk	25,200																
	Carparks	71,500																
	Eastgate Undercover Car Park - Eastgate																	
	Undercover Car Park Hollywood Ave Undercover Car Park - Hollywood	51,500		-														
	Ave Undercover Car Park	20,000																
<u> </u>	Cemeteries	472,200																
	South Head Cemetery - South Head Cemetery	7,900																
	Waverley Cemetery Office - Waverley Cemetery																	
	Offices	441,500		-														
	Waverley Cemetery Out Buildings - Waverley																	
	Cernetery Out Buildings (Council Store)	1,200																
	Waverley Cemetery Out Buildings - Waverley																	
<u> </u>	Cemetery Out Buildings (Toilet Block) Waverley Cemetery Residence - Waverley	19,600		-														
	Cemetery Caretaker Residence	2,000																
<u> </u>	Childcare Facilities	83,500																
	Gordiner EEC - Gordiner Early Education Centre	22,800																
	Would Fre Would Fed Eduction Costs																	
	Waverley EEC - Waverley Early Education Centre Commercial Premises	60,700 102,000		-														
	65 Ebley Street, Bondi Junction - 65 Ebley Street,	102,000																
	Bondi Junction	102,000																
	Community Centres & Halls	1,338,800																
	Bondi Golf and Diggers Club - Bondi Golf and	350.100																
	Diggers Club - Clubhouse Bondi Pavilion - Bondi Pavilion	258,100 174,600		-														
	Margaret Whitlam Recreation Centre - Margaret																	
	Whitlam Recreation Centre	131,900																
	Mill Hill Community Centre - Mill Hill Community																	
	Centre	149,300																L
	Thomas Hogan Reserve Hall - Thomas Hogan Reserve Hall	220,900																
	Wairoa Community Centre - Wairoa Community	220,500		-														
	Centre	139,000																
	Waverley Library - Waverley Library	235,000																
	Waverley Woollahra School of Arts - Waverley																	
	Woollahra School of Arts Council Administration & Depots	30,000 254,000																L
<u> </u>	Bondi Beach Parks Depot - Bondi Beach Parks	254,000		-														
	Depot - Site Office	9,000																
	Council Chambers - Council Chambers	245,000																
	Residential Lease	57,400																
	Bronte House - Bronte House	57,400		-														
	Surf Clubs & Lifesaving Facilities Bondi Beach Lifeguard Tower and Tunnel - Bondi	538,400		-														
	Beach Lifeguard Tower and Tunnel	23,400																
	Bronte Surf Life Saving Club - Bronte Surf Life	1.1,																
	Saving Club	265,000																
	Tamarama Surf Life Saving Club - Tamarama Surf																	
	Life Saving Club	250,000		-														<u> </u>
Recreation and																		
Open Spaces	Bronte Beach Lifeguard Tower	1	\$ 750,000	0 0														(75

	Draft 20108/1	9 capital works program		Expense							i	unding Sou	rces						
No.	CSP theme	Project / Program	cost breakdown	Draft 2018/1 cost budget	Grants/Contribu tions	PA funds	S94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	Social Housing reserve	SAMP Parks Reserve	SAMP Drainage Reserve	SAMP Coastal & Retaining Reserve	SAMP Cemetery Reserve	SAMP Other Reserve	Cemetery Reserve	Carry Over Reserve	Centralised reserve	Council General Revenue
- 1	Fransport, Mobility and Pedestrians	Bondi Junction Cycleway (including East BJ)		\$ 5,280	000 (5,280,000)														
33	redescrians	bondi Junction Cycleway (mcidding case bi)		\$ 3,200,	(5,280,000)	/													
	Sustainable Environment	COO34 Facilities Sustainable Energy		\$ 279,	000 0														(279,000
	Sustainable Environment	C0042 Bronte ERAP		\$ 75,	000 0	1													(75,000
	Sustainable Environment	C0043 Biodiversity Action Plan - Remnant Sites		\$ 370,	000 000	1													(370,000
	Sustainable	C0041 Temperature C0C4D		Ś 60,															
	Environment Buildings and	C0041 Tamarama ERFAP		\$ 60,	000 0														(60,000
		C0032 Accelerated Streetlighting upgrade		\$ 257,	583 0														(257,683)
	Buildings and nfrastructure	Stormwater quality improvement project		\$ 342,	000 000	1						(342,000)							0
- 1	Fransport, Mobility and Pedestrians	Implementation of high priority strategic transport projects		\$ 300,	000 000														(300,000
	Buildings and nfrastructure	Bondi Pavilion Conservation & Upgrade		\$ 1,000,	000 000	0		(1,000,000)	1										c
	Buildings and nfrastructure	South Bronte (Community Centre) Toilet		\$ 500,	000 0		(250,000)										(120,000)		(130,000)
	Buildings and nfrastructure	Seven Ways Upgrade		\$ 1,240,	000 0	(1,017,076)	(222,924)												0
- I	Fransport, Mobility and Pedestrians	Campbell Parade detailed design only		\$ 1,200,	000 0	(1,200,000)													0
52	Buildings and nfrastructure	Accelerated main road streetlighting upgrade		\$ 350,	000 000														(350,000)
	Buildings and																		
53	nfrastructure	C0444 Bondi stormwater system reuse extension		\$ 375,	000 0							(375,000)							0
	Community Services and Well being	Council Accommodation and services project		\$ 250,	000 000			(250,000)											c

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	Draft 20108/1	9 capital works program		Expense								Funding Sou	rces						
o.	CSP theme	Project / Program	cost breakdown	Draft 2018/19 cost budget	Grants/Contribu tions	PA funds	\$94 Contribution funds	Investment Strategy Reserve	Car Parking reserve	Social Housing reserve	SAMP Parks Reserve	SAMP Drainage Reserve	SAMP Coastal & Retaining Reserve	SAMP Cemetery Reserve	SAMP Other Reserve	Cemetery Reserve	Carry Over Reserve	Centralised reserve	Council General Revenue
													Reserve						
	Buildings and							(75.0.0.0)											
55	Infrastructure	Boot Factory Innovation Hub		\$ 750,000	0			(750,000)											
	Buildings and																		
6	Infrastructure	Eastgate Awing Upgrade		\$ 850,000	0			(850,000)											
	Recreation and Open Spaces	Tamarama Upper Gully Landscape		\$ 35,000	0														(35,0
"	openspaces	Tamarana opper only canocape		3 33,000															(55,6
	Recreation and																		
8	Open Spaces	Bondi Park Additional Amenities Detailed design		\$ 300,000	0		(150,000)												(150,0
	Transport,																		
	Mobility and	School Zone safety program		\$ 100,000	0	(100,000)													
9	Pedestrians	School zone salety program		5 100,000	U U	(100,000)													
	Transport,																		
	Mobility and Pedestrians	Bike Plan implementation		\$ 200,000	0	(200,000)													
1	Arts and Culture	Creative lighting strategy implementation		\$ 150,000	0														(150,0
	Recreation and						(22.000)												(20.0
2	Open Spaces	Netball court resurfacing with new MP poles		\$ 60,000	0		(30,000)												(30,0
	Recreation and	Hugh Bamford and Barracluff - improved sports																	
3	Open Spaces	lighting		\$ 120,000	0		(60,000)												(60,0
	Transport, Mobility and																		
6	Pedestrians	Bronte Village Centre streetscape upgrade		\$ 600,000	0	(600,000]													
	Planning, Development and																		
	Heritage	Waverley Cemetery Restoration project		\$ 1,000,000	0									(160,002)		(121,048)		(718,950)	
	Community Services and Well	Social Housing Project_2A Edmund Street_concept																	
9	being	design for redevelopment.		\$ 60,000	0					(60,000)									
	Transport, Mobility and	Ticketless parking infrastructure - design																	
0	Pedestrians	specificiation development		\$ 60,000	0				(60,000)										
		Public Art Commissions - every 2 years		\$ 100,000															(100,0
+		Total Capital works program		\$ 29,802,622	(6,508,185)	(3,514,756)	(3,760,701)	(2,850,000)	(60.000)	(60.000)	(489,527)	(888,374)	(266,861)	(160,002)	(43,662)	(593,248)	(189,779)	(750,288)	(9,667,2



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LISC		

1. INTRODUCTION

The Long Term Financial Plan (LTFP) is a core element of Council's strategic planning process. The LTFP addresses the financial resourcing capacity requirements to deliver our Community Strategic Plan 2018-2029. The LTFP enables the community's aspirations and demand for services to be tested against the financial opportunities and limitations likely to be encountered within the next 11 years, it includes financial modelling and the planning assumptions that have been identified as affecting the financial capacity of the Council. The LTFP enables the community and the Council to set priorities to meet future needs.

The projections contained in the LTFP are subject to change due to a variety of external factors as well as major decisions made by Council. It is necessary to regularly review and monitor a variety of factors and if necessary revise the projections contained in the LTFP. The LTFP is revised annually as part of Council's annual budget process in keeping with the legislative requirements under the Integrated Planning and Reporting (IP&R) framework.

2. OBJECTIVES

The LTFP contains a set of long range financial projections based on an informed set of assumptions. It is designed to show the financial impacts of providing services to the community, as well as undertaking different programs of capital works.

The objectives of Waverley Council's LTFP 5 are to:

- Respond to the changing aspirations and needs of the Waverley community, particularly as those are identified and prioritised in the Waverley Community Strategic Plan 2018-2029,
- provide a transparent account of Council's financial situation to the community,
- identify the financial opportunities and challenges confronting Council,
- Support the implementation of Council's Community Strategic Plan as an integral component of Council's Resourcing Strategy,
- achieve a balanced budget over the long term,
- provide early warning of potential financial unsustainability,
- model sound financial structures to prevent unsustainability,
- provide a basis for sound and strategic decision making that is in the community's overall best interests, and
- meet the requirements of the Division of Local Government's (DLG) Integrated Planning & Reporting (IP&R) framework.

3. STRUCTURE

The LTFP presents financial forecasts which draws from Council's Strategic Asset Management Plan 5 (SAMP 5), Environmental Action Plan 4 (EAP 4) and other strategic documents.

4. CURRENT FINANCIAL POSITION OF COUNCIL

Waverley Council operates at present from a good financial position. The 2016/17 audited Annual Financial Statements show that Waverley Council's key ratios are currently considered to be healthy as shown in the table 1 below:

Indicator	Quantitative Measure	Industry Benchmark	Waverley 2016/17	Waverley 2015/16
Operating Performance Ratio	Measures a Council's ability to contain operating expenditure within operating revenue	> 0	2.37%	3.20%
Own Source Operating Revenue Ratio	Measures the level of a Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions	> 60%	86.48%	89.39%
Unrestricted Current Ratio	The Unrestricted Current Ratio is specific to local government and is designed to represent a Council's ability to meet debt payments as they fall due	> 1.5x	12.43x	11.84x
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	> 2x	20.27x	24.74x
Cash Expense Cover Ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow	> 3 mths	14.5 mths	12.6 mths
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a Council's infrastructure	< 2%	1.10%	1.39%

The 2018/19 Budget estimates that Council's total income will be \$145.9 million, as illustrated in the chart below:





The 2018/19 budget estimates that Council's total expenditure, including loan repayments, will be \$145.0 million as illustrated in the chart below.

Income generated in the 2018/19 financial year is sufficient to fund all planned expenditure and Council will continue to deliver a budget surplus.

5. LTFP ASSUMPTIONS

In developing this LTFP, projections on future financial forecasts have been based on a number of assumptions. These assumptions are explained below.

5.1 Population

The Waverley Community Strategic Plan forecasts Waverley's population to grow from 72,106 in 2016 to 80,100 in 2031.

5.2 Economic Growth

Economic growth within the local government area is expected to remain effectively static over the life of the LTFP, with limited scope for the introduction of new industries or services. Table 2 below illustrates the gross product measures for the last 10 year period between 2006 and 2016.

Table 2: Waverley Council area - Gross Regional Product measures												
Year ending June	Headline GRP \$m	% change from previous year	Local industry GRP \$m	Local residents GRP \$m	Local industry to residents ratio							
2016	4,363	+1.7	4,440	7,341	0.60							
2015	4,289	+4.6	4,348	7,138	0.61							
2014	4,099	+3.3	4,209	6,883	0.61							
2013	3,968	+0.3	4,062	6,579	0.62							
2012	3,956	-1.1	4,141	6,666	0.62							

Table 2: Waverley	Table 2: Waverley Council area - Gross Regional Product measures												
Year ending June	Headline GRP \$m	% change from previous year	Local industry GRP \$m	Local residents GRP \$m	Local industry to residents ratio								
2011	3,998	+1.0	4,154	6,596	0.63								
2010	3,958	+1.3	3,954	6,206	0.64								
2009	3,907	-1.9	3,943	6,150	0.64								
2008	3,984	+3.0	4,025	6,274	0.64								
2007	3,866	+1.3	3,769	5,848	0.64								
2006	3,816	-0.8	3,638	5,583	0.65								

Source: National Institute of Economic and Industry Research (NIEIR) ©2016. Compiled and presented in economy.id by .id, the population experts. <u>https://home.id.com.au.</u>

5.3 Levels of service to the community

The LTFP is based on the maintenance of existing Council services to the community at the existing service levels as well as incorporating works arising from the Strategic Asset Management Plan 5, Environmental Action Plan 4 and other strategic plans.

5.4 Capital works program

Council's extensive capital works program aims to deliver much needed maintenance and renewal of infrastructure assets including roads, community buildings, open space, parks & reserves and transportation facilities. The total proposed value of works in Council's 2018/19 capital works program is \$29.8 million.

The LTFP capital works program 2018/19 to 2028/29 outlined all infrastructure renewal works arising from Council's Strategic Asset Management Plan (SAMP 5) and capital enhancements from Environmental Action Plan (EAP 4) and other strategic plans (see Appendix 2 for further detail). The program includes a number of major capital projects, for example:

- Bondi Pavilion upgrade
- o Council accommodation and services
- o A new sub-depot within Waverley LGA
- o A new childcare centre
- o Structural renewal of Bondi Promenade & sea walls
- Campbell Parade streetscape upgrade

The financial projection of future capital works will depend on the nature, timing and funding of specific projects. The majority of infrastructure projects are costed in accordance with current design estimates. Any significant cost revisions in subsequent years will be reflected in the LTFP.

5.5 Debt Policy

Council's level of debt is low, with total outstanding loans of \$3.34 million as at 30 June 2019. An increase in debt will therefore be considered from time to time if it will allow Council to spread the burden of costs more equitably across current and future generations and/or reduce the growth in renewal costs that may arise from delay in investment in assets. Assuming Council has capacity to service more debt, the use of debt financing is more likely to increase during the life of this plan:

o for investments which can generate sufficient financial returns to repay the debt, or

• where cash flow issues are holding up necessary works and can be reliably resolved by loans which can be repaid.

Debt is only to be considered by Council as a means of financing capital investments, not operational costs, and there is a reliable source of income for repayment.

5.6 Reserve Funding

Council holds limited externally restricted cash reserves, covering domestic waste, housing contribution, Section 94A and planning agreement contributions. These funds are only to be used for the purpose for which they were raised.

Internally restricted reserves include money held for such items as employee leave entitlements, bonds and deposits, vehicle replacement, infrastructure assets. These funds are only to be used for the purpose for which they are held.

5.7 Revenue

5.7.1 Rates

Rates levy is a major source of Council's income, representing approximately 31% of the total revenue in the draft 2018/19 budget. This income projection is based on the Independent Pricing and Regulatory Tribunal (IPART) announced rate peg of 2.3% for 2018/19. The rate pegging assumption for the subsequent years are in line with the projected CPI for the life of the LTFP.

The approved annual rate pegging limit since 2004/05 is shown in the table 3 below, along with the actual rate increase adopted by Council. This table shows that over this period the average annual rate pegging limit has been 2.9%, this was higher than the average annual CPI of 2.4%. Council's average increase of 4.9% is the result of a special rate variation approved for 2011/12 to 2013/14 financial years.

Table 3: Allowable increase in Rates and CPI							
Year	Rate Pegging limit %	Waverley Council's increase %	CPI (weighted average all capital cities)%				
2004/05	3.5%	3.5%	2.5%				
2005/06	3.5%	3.5%	4.0%				
2006/07	3.6%	3.6%	2.1%				
2007/08	3.4%	3.4%	4.4%				
2008/09	3.2%	3.2%	1.4%				
2009/10	3.5%	3.5%	3.1%				
2010/11	2.6%	2.6%	3.5%				
2011/12	2.8%	14.5%	1.2%				
2012/13	3.6%	13.5%	2.4%				
2013/14	3.4%	12.5%	3.0%				
2014/15	2.3%	2.3%	1.5%				
2015/16	2.4%	2.4%	1.0%				
2016/17	1.8%	1.8%	1.9%				
2017/18*	1.5%	1.5%	1.9%				

Rate Pegging limit %	Council's increase %	average all capital cities)%
2.3%	2.3%	2.0%
43.4%	74.1%	35.9%
2.9%	4.9%	2.4%
	limit % 2.3% 43.4%	limit % increase % 2.3% 2.3% 43.4% 74.1%

In this LTFP, Council has no plan to apply for a special rate variation to increase rates income by an amount higher than the IPART approved rate peg limit.

5.7.2 Domestic Waste charges

The Domestic Waste Management charge is based on the full cost recovery for the provision of the waste and recyclable collection service. The LTFP has provided for a sufficient reserve which will be used to fund any waste bins, garbage truck and fleet equipment replacements.

5.7.3 Stormwater Management Service Charges

Council is currently undertaking an LGA wide flood study which will be completed in 2018/19. It is anticipated that works arising from this study will be funded from a stormwater management service charge which will be introduced in 2019/20, following public consultation.

5.7.4 User Charges and Fees

Council provides a wide range of facilities and services for which it receives revenue from user fees and charges. Council sets its fees and charges in accordance with the provisions of the Local Government Act 1993 using the seven guiding principles defined in the "Pricing Policy" and is updated annually.

Some of the fees are classified as statutory fees which are fixed by regulations, legislation or a State/Federal Authority. Where Council has the legislative authority to vary fees and charges the CPI has generally been applied, where considered appropriate.

Often, the fee received does not fully offset the costs associated with the service or facility as they are aimed at providing a broad community benefit and if higher fees were charged many residents may be unable to enjoy the use of the facility and service. Revenue growth in these areas is limited due to Council seeking to provide services accessible to the wider community. Historically the revenue received from the majority of this group of fees and charges have increased in line with CPI. Accordingly, the LTFP model includes a projected increase for this income group in line with the projected CPI growth.

5.7.5 Interest and investment revenue

All cash investments made by councils in NSW are subject to Section 625 of the Local Government Act and to associated regulations and circulars. All such investments must also be in accordance with the Council's Investment Policy. Waverley's Investment Policy limits the proportion of investments Council can make in various types of facilities by limiting:

- o the overall credit exposure of the portfolio, and
- the credit rating of individual financial institutions, and
- o the term to maturity of the overall portfolio.

Council's Investment Policy is reviewed on an annual basis and was last revised in June 2017. Monthly reports, prepared by independent financial advisors, on the performance of investments and compliance with the Policy are provided to Council's monthly meeting. Waverley Council's investments yielded positive returns overall in 2017/18 and exceeded the benchmark return on an annual basis.

The level of interest revenue earned will vary with regard to total funds held in Council's investment portfolio. Interest revenue is also subject to external factors such as monetary policy decision and economic and investment market conditions. Over the longer term, economic conditions can vary considerably, which in turn affect interest rate. The graph below depicts movements in the official Australian cash rate over the 16 period from 2002 to 2018.



In preparing longer term future interest revenue projections, Council received advice from its external investment advisers that the LTFP Projects future interest earning is between 0.5 - 0.6 point higher than the projected 90 days bank bill rate, averaging at 3.5% per annum over the next 11 years.

5.7.6 Other revenues

Other revenue increases have been projected to increase in line with projected CPI growth. The major components of this item are income from property leases and fines. Property rental is subject to market review and fines incorporate a 0.5% annual growth component, in addition to the CPI growth.

5.7.7 Grants and contributions

Council receives grants from the State and Federal Governments. These are either for discretionary or non-discretionary purposes. The majority of grants provided to Council are for specific purposes, such as infrastructure maintenance & upgrade, provision of community

services and environmental programs. Grants and contributions in general are not subject to indexation, except for the Financial Assistance Grant (FAGs) which are assumed to increase in line with CPI.

5.7.8 Section 7.12 (94A) developer contributions

Section 7.12 of the Environmental Planning and Assessment Act 1979 enables councils to levy contributions for public amenities and services required as a consequence of development. Developer contributions are essential to providing key facilities and services for local residents. The s94A contributions are held as an externally restricted asset and they are allocated to fund the capital works program projects.

The level and timing of contributions fluctuate according to a variety of factors including economic growth and the level of development activity. In the LTFP, it is assumed that economic growth and development activities are relatively static throughout the life of the 11 years.

In the LTFP, it is also assumed that the application to increase the s94A levy rate from the current 1% to 4.5% for the Bondi Junction area will be approved, which will provide an additional \$1.5 million from 2019/20 from the current level.

5.7.9 Section 7.4 Planning Agreements developer contributions

Section 7.4 of the Environmental Planning and assessment Act 1979 enables councils to seek contributions for public amenities and services required as a consequence of development. Planning Agreements can take a number of formats, including dedication of land free of cost, payment of a monetary contribution, or provision of any other material public benefit, or any combination of them, to be used for or applied towards a public purpose. The Waverley Planning Agreement Policy 2014 outlines a value sharing approach in which Council seeks a share of value uplift generated from new development which exceeds current floor space ratio controls.

Planning Agreements are a form of developer contributions, which are essential to providing key facilities and services for local residents.

The Planning Agreement contributions are held as an externally restricted asset and they are allocated to fund the capital works program projects.

The level and timing of Planning Agreement contributions for the LTFP 5 document fluctuate according to a variety of factors including economic growth and the level of development activity. There is a delay between when a contribution is agreed and when it is paid, given that contributions are not required to be paid until the occupation certificate is issued. Furthermore, given that Planning Agreements are voluntary in nature, this adds another level of uncertainty for the stability of this income stream. In the LTFP, it is assumed that economic growth and development activities are relatively static throughout the life of the 11 years.

5.8 Expenditure

5.8.1 Employee costs

Employee costs include the payment of salary and wages, all leave types, superannuation, and training and workers compensation expenses. Overall employee costs comprise around 45% of Council's total expenditures. The 2018/19 projection includes the Award increase of 2.35%.

The LTFP has factored the salary increase as per the Award rate to 2020/21, and thereafter it is assumed the award rate will be in line with CPI growth.

For Council employees in the accumulation scheme, Council is required to make compulsory employer superannuation contributions in accordance with the compulsory employer superannuation contribution limits. As a result of legislative changes, this contribution will progressively increase from its current level of 9.5% to 12% in 2025/26. The current rate of 9.5% will remain until 30 June 2021 and then increase by 0.5% in subsequent financial years until it reaches 12%.

For workers compensation, the budget provision is based on the insurance company's estimates for 2018/19. The subsequent year projects a gradual reduction on workers compensation in 2019/20 and returns to the 2017/18 level in 2020/21.Thereafter it will increase in line with the forecast salary increase.

5.8.2 Materials and contracts

Expenditure on materials and contracts has generally been indexed below CPI growth by 0.5% in the LTFP forecasts.

5.8.3 Loan Borrowing Costs

Whilst inflation remains low, interest rates are forecast to also remain low. The LTFP includes an average rate of 4.48% for loans with a 10 year term. This is considered conservative as it is slightly above forecast borrowing rates for 2018/19. This conservative position is considered appropriate.

In this LTFP, Council is considering a new borrowing for the construction of a new childcare centre in the Waverley LGA as there is reliable income source for its repayment.

5.8.4 Depreciation

The LTFP projects annual depreciation expenditure be varied on the basis of the estimated capital expenditure levels in future years.

5.8.5 Other operating expenses

Generally, the LTFP projects the majority of items categorised as other operating expenses to increase in line with CPI. It should be noted that some expenses are cyclical in nature (for example, conduct of a council election every four years in general) or tied to grant funding which is not increased by CPI.

5.8.6 Capital works program

Council's extensive capital works program aims to deliver much needed maintenance and renewal of infrastructure assets including roads, community buildings, open space, parks & reserves and transportation facilities. The total proposed value of works in Council's 2018/19 capital works program is \$29.8 million.

The LTFP capital works program 2018/19 to 2028/29 outlines all infrastructure renewal works arising from Council's Strategic Asset Management Plan (SAMP 5) and capital enhancements

from Environmental Action Plan (EAP 4) and other strategic plans. The program includes a number of major capital projects:

- o Bondi Pavilion upgrade
- o Council accommodation and services
- o A new childcare centre
- o Structural renewal of Bondi Promenade & sea walls
- o Campbell Parade streetscape upgrade

The financial projection of future capital works will depend on the nature, timing and funding of specific projects. The majority of infrastructure projects are costed in accordance with current design estimates. Any significant cost revisions in subsequent years will be reflected in the LTFP.

6. PROJECTED BUDGET RESULTS

In the LTFP, Council will continue to deliver a budget surplus, with a cumulative surplus of \$92,473 for the 11 years to 2028/29 and hold a reasonable level of reserve funds to be responsive to unforeseen needs and meet its priorities, as illustrated in the graphs below:





The LTFP is obviously not just about whether the budget will balance on a year by year basis. It is about whether financial sustainability can be achieved over the longer term. Table 5 below summarise Council's key financial indicators against the Local Government industry benchmark:

Table 5 –	Table 5 – Local government industry indicators											
Year	2018 -19	2019 -20	2020 -21	2021 -22	2022 -23	2023 -24	2024 -25	2025 -26	2026 -27	2027 -28	2028 -29	bench mark
Unrestri cted Current Ratio	6.9	5.9	3.9	3.2	3.3	3.2	2.8	3	2.9	2.8	3.1	> 1.5x
Debt Service Cover Ratio	33	46	45	44	23	23	23	24	41	53	45	> 2x
Cash Expense Cover Ratio	12	10	6	5	6	6	5	5	5	5	5	> 3 months
Own Source Operati ng Revenu e ratio	84%	85%	89%	89%	88%	88%	87%	88%	89%	89%	89%	> 60%
Operati ng Perform ance ratio	-4%	1%	0%	-1%	-2%	-1%	-1%	-2%	-1%	-1%	-3%	> 0%

Council has a robust process to ensure all infrastructure assets are maintained to the community satisfactory condition level, see the Strategic Asset Management Plan 5 (SAMP 5) on Council's website, for further detail. The Council will maintain a backlog ratio below the benchmark of two percent as set out by the Office of Local Government.

7. PRODUCTIVITY AND EFFICIENCIES

In preparing the 2018/19 budget, Council has committed to undertake a thorough review of Council services in order to improve the productivity and efficiency of our operation, as well as containing costs and exploring additional revenue streams to deliver existing service levels. It is estimated that this review will result in annual savings of approximately \$1.38 million. It is anticipated that Council will continue to achieve productivity efficiencies to offset rising costs over the life of the LTFP.

8. OPPORTUNITIES AND THREATS

In projecting Council's future financial position, a number of anticipated future challenges which may have an adverse impact on Council have been considered. These are summarised below.

- **Rate pegging:** NSW councils are subjected to rate pegging. Rate pegging is the maximum percentage limit by which NSW councils may increase the total income they received from rates. The rate pegging percentage is set each year by IPART. A general observation that rate pegging has constrained the capacity of NSW councils to raise total revenue so that they can keep pace with cost increase and service expansions to meet community expectations. Attitudes to rate pegging and to permissible rate variations above the peg can therefore pose a significant threat to the modelled financial outcomes if they have the effect of making councils more dependent on non-rates income sources. Waverley's experience is that rates revenue generates approximately 31% of the total revenue.
- Non-rates revenue: The Council is heavily dependent on variable non-rates sources of revenue. In 2018/19, the income generated from non-rates and domestic waste charges accounted for \$83.7 million or 53.7% of total revenue. Most of these income items are volatile to economic condition, e.g. the building construction market, property rental market.
- Parking Income: Council generates income from parking fees and fines which in the 2018/19 income budget accounts for \$26.5 million or 18% of Waverley's total income from operations. Should Council change its policies associated with public parking, it may have significant implications for Waverley's long term financial outlook.
- Cost shifting from Federal and State Governments: Cost shifting is a challenge confronting Local Government. Cost shifting occurs when there is a transfer of services from a Federal or State Government to Local Government without the provision of adequate funding required to provide the service. The LTFP assumes the current cost will increase annually by CPI, but no growth in cost shifting in the life of the LTFP.
- Developer contributions: In 2005 the Environmental Planning and Assessment Act was amended to introduce, among other things, a system for the negotiation of planning agreements between developers and planning authorities. The increased use of planning agreements, as well as changes in the application of section 94 contributions, have positively impacted on the Council's long term financial outlook. Developer contributions represent approximately 6.9% of Council's total revenue in 2018/19. The LTFP projects the application to increase the s94A rate for the Bondi Junction area to be approved by the Minister and it will bring Council an additional \$1.5 million s94A contribution revenue annually.
- Direct labour costs: All councils in NSW, except the City of Sydney, are covered by the Local Government State Award which is centrally negotiated and largely beyond Council's control. Direct employee costs (namely salaries/wages, superannuation, leave and overtime) total \$62.0 million in 2018/19 which currently comprise 43% of the Council's total expenditure. Salary/wage rates struck under the Award negotiations can have a significant impact on financial outcomes, especially when the Award increase is above the rate pegging, this has the potential to significantly affect the reliability of the funding model.
- Workers' compensation costs: Staff costs are a significant part of Council's total budget at approximately 45% of the total expenditure in 2018/19. Variations in workforce safety performance pose a significant risk to the budget. In 2018/19 budget year, the workers compensation premium is estimated to be \$2.9 million, a significant increase from the 2017/18 level of \$1.8 million. Council is undertaking a program of improvements in WH&S in an effort to reverse this premium increase. The LTFP assumes that our workers compensation premiums will be gradually reduced in the next two years to the 2017/18 level. Threats to this may easily arise, however, from the exposure of the Council to high injury rates due to our ageing outdoor workforce and our high exposure to manual handling areas e.g. in childcare and resource recovery.

9. SENSITIVITY ANALYSIS

Council's LTFP covers an 11 year period based on assumptions regarding future financial trends. These assumptions include future rate variation limits (i.e. rate pegging), increase in CPI and employment costs. Many of these factors can fluctuate over time as they are influenced by a variety of circumstances, such as government policies, economic conditions and changing community expectations. As it is not possible to accurately predict movements in these factors in individual years over the long term, they have been projected on the basis of recent trends or forecasted CPI based on available information in the time when the plan is prepared. A full list of the assumptions underlying the projections in the LTFP is contained in Appendix 1 to the LTFP.

Over an 11 year period, these assumptions may be subject to change outside the parameters used in developing the assumptions for the LTFP. Any major change in these assumptions will have an impact on the financial projections contained therein. The level of impact depends not only on the level of change but also on the nature of the assumption.

A minor variance in some of the assumptions will have a relatively small impact on the projections contained in the LTFP. For example, increases in the level of grant income received for specific purposes would result in a corresponding increase in expenditure. Conversely, a change in the annual rate pegging limit or employee award rate will have a significant impact on future financial

projections. Sensitivity analysis has been undertaken to assess the impact of changes in the factors which have been used to project future revenue and expenditure.

Sensitivity analysis involves developing different scenarios by varying the critical assumptions, such as the items described in the Opportunities and Threats section above. The different scenarios demonstrate the impact of these changes on Council's financial projections. Table 6 below examine the financial impact of those items:

Table 6: Positive and Negative Effects of Modelled Sensitivities on Financial Outcomes for LTFP 5											
ltem	Optimistic Scer	nario	Pessimistic Scen	ario							
	Positive effect on mode \$'000	elled results -	Negative effect on mode \$'000	lled results -							
Rate Peg	Increase higher than CPI by 0.3%	(8,663)	Increase lower than CPI by 0.3%	8,509							
S94A contributions	Increase expands to Bondi Beach from 2020/21	(20,407)	Application for Bondi Junction not being approved, maintains at the current rate	15,898							
Parking Fine income	0.5% growth rate	0	No growth rate	3,215							
Planning Agreement contributions	Achieve current projections	0	Achieve only 50% of the current projections	12,512							
On-Street parking Income	No further change to policies	0	Further change to policies	34,876							
Grant Income	Grant for capital works program projects successful	0	Grant for capital works program projects is lower than the projected level by 70%	5,914							
Staff Award rate	Increase lower than CPI by 0.5% for the next agreements	(13,603)	Increase higher than CPI by 0.5% for the next agreement	13,922							
Consistent staff turnover rate	Consistent with current rate	(9,058)	Staff turnover rate improve	0							
Total Potential Ne	t Effects	(51,731)	· ·	94,845							

A base model, optimistic and pessimistic model have been considered in the sensitivity analysis, see Appendix 3, 4 and 5.

10. MONITORING FINANCIAL PERFORMANCE

It is important that Council regularly assesses its financial performance and position against the projections contained in the LTFP. The planned model has been developed so that its implementation will meet a set of financial indicators:

- Balanced Budget
- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio

- Debt Service Cover Ratio
- Cash Expense Cover Ratio
- Infrastructure Backlog Ratio

The annual budgets are set to meet the financial indicator benchmarks. Consequently, budget control and monitoring is paramount for Council achieving the outcomes of this plan. Budgets are monitored internally on an on-going basis. Monthly financial reports are reported to the Executive Leadership Team (ELT) and Quarterly Budget Reviews are reported to Council and illustrate the progress against the adopted budgets.

11. CONCLUSION

Council has a strong record in responsible financial management and a clear plan for continuing this track record to achieve the productivity and efficiency targets set in this LTFP through a thorough review of Council's services.

The Council will continue to operate within the principle of a balanced budget, and strive to provide excellent services to its community.

LIST OF APPENDICES

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Appendix 2	LTFP 5 Capital Works Program and funding sources
Appendix 3	Base Case Scenario budget statements
Appendix 4	Optimistic Scenario budget statements
Appendix 5	Pessimistic Scenario budget statements

Appendix 1 - LTFP 5 General Assumptions

General Assumptions

Long term financial plan (LTFP 5) Financial year	Forecasts 2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
CPI - Prudential (January 2018)	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Revenue:	2.2370	2.30%	2.50%	2.50%	2.30%	2.50%	2.30%	2.30%	2.30%	2.30%
Council Rate - IPART Fact Sheet "Council Notifications received by IPART for 2018/19	2.25%	2.50%	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	2.25%	2.50%	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	0.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%
Car Park Revenue - increase by CPI every 3 years	0.0070	2.2.570	2.50%	2.2.570	2.2.570	2.50%	2.5070	2.5070	2.50%	2.5070
Parking Meter Revenue - increase by CPI increase	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Residential parking permit - increase by CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Parking Fine income - increase by CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Plus Increase due to Growth	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Total Parking Fine Income	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Commercial Properties rental income - increase by CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Plus market review every three years	2.2.370	1.00%	2.5070	2.3070	1.00%	2.3070	2.5070	1.00%	2.5070	2.5070
Total Commercial Properties rental income	2.25%	3.50%	2.50%	2.50%	3.50%	2.50%	2.50%	3.50%	2.50%	2.50%
	2.2370	3.30%	2.30%	2.30%	3.30%	2.3070	2.30%	3.30%	2.50%	2.30%
Investment Revenue - based on Prudential's advice "Forecast Investment Revenues" on Jan 2018	3.11%	3.34%	3.43%	3.54%	3.63%	3.71%	3.79%	3.88%	4.02%	4.02%
User Charges - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grant & Contribution - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Operational Revenue - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Revenue:	2.2370	2.30%	2.50%	2.50%	2.30%	2.30%	2.50%	2.50%	2.50%	2.5070
Section 94 Contributions increase in 2019/20 to reflect the full effect of BJ levy increase, thereafter										
CPI	41.67%	2.50%	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:	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee Costs	г									
Direct Employment Costs:										
Award % increases	2.50%	2.50%	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	0.49%	0.40%	0.29%	0.24%	0.07%	0.00%	0.00%	0.00%	0.00%	0.00%
Service Margin - staff become eligible each year	0.49%	0.40%	0.29%	0.24%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
Position Regrading/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	3.09%	3.00%	2.89%	2.84%	2.67%	2.60%	2.60%	2.60%	2.60%	2.60%
Superannuation Costs	3.0376	3.00%	2.0370	2.0470	2.0776	2.0078	2.0070	2.0070	2.00%	2.0078
Total Direct Employee Costs % increase	3.09%	3.00%	2.89%	2.84%	2.67%	2.60%	2.60%	2.60%	2.60%	2.60%
Additional Employee Costs // increase	0.00%	0.00%	5.82%	5.50%	5.21%	6.72%	3.01%	0.00%	0.00%	0.00%
Total Superannuation Guarantee Contribution	3.09%	3.00%	8.70%	8.34%	7.88%	9.32%	5.61%	2.60%	2.60%	2.60%
Workers Compensation Premium	-21%	-22%	2.89%	2.84%	2.67%	2.60%	2.60%	2.60%	2.60%	2.60%
Other Employment Costs - increase based on CPI	2.25%	2.50%	2.89%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials - increase by 0.5% lower than CPI	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contracts - increase by 0.5% lower than CPI		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contracts - increase by 0.5% lower than CPI	1.75%	2.00%	∠.00%	∠.00%	2.00%	∠.00%	2.00%	2.00%	2.00%	2.00%
Borrowing Costs - based on TCorp's advice "Forecast Borrowing Interest Rate" on December 2017	3.55%	3.80%	4.05%	4.55%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%

Appendix 1 - LTFP 5 General Assumptions

Long term financial plan (LTFP 5)	Forecasts									
Financial year	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Other Operating Expense - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Internal Charges - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Expenditure:										
Office Furniture & Equipment - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Library Resources - increase based on CPI	2.25%	2.50%	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 - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other assumptions										
Other Income										

Planning Agreement income:	7,023,040	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
Bondi Pavilion Additional Revenue	96,193	98,598	131,463	134,750	138,119	141,572	145,111	148,739	152,457	156,269	
Net New Child Care Rental Income	-	-	-	-	-	241,893	247,698	253,643	259,730	266,223	
Election cost every four years		х				х				х	

Expense Cease

Temporary positions cease as per their expiry date

Appendix 2 - LTFP 5 Capital Works Program and funding sources

ITED 5 Conital Works Dr -.

	LTFP 5 Capital Works Program for period												
	2018/19 to 2028/29					Pro	ject Cost	t Estimat	es				
													Total Projects
No.	Project Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Cost
	Buildings	7,458,200	23,347,659	40,806,584	21,858,500	5,681,100	8,432,716	9,396,500	4,775,700	6,491,700	8,529,400	8,034,260	144,812,319
1	Bondi Park Additional Amenities Detailed design	300,000											300,000
	Bondi Pavilion Conservation upgrade project (Stage 1 2017_2019, Stage 2	4 000 000											
2	2020)	1,000,000	11,801,259	11,801,259									24,602,518
3	Bronte Beach Lifeguard Tower	750,000		46 500 000	40 500 000								750,000
4	Council Accomodation and services project	250,000		16,500,000	16,500,000								33,250,000
5	Eastgate Awning and Façade Upgrade	850,000		1,000,000	1,500,000								3,350,000
6	Future Building Upgrade Program (Reserve) (SAMP 5 Building Reserve) Knowledge and Innovation Hub project_Boot Factory 50% SAMP 50%			2,000,000		2,000,000		2,000,000		2,000,000		2,000,000	10,000,000
7	Capital	750,000	2,500,000	2,500,000									5,750,000
8	Land Acquisition for Open Space										1,800,000	1,800,000	3,600,000
9	New Child Care Centre					500,000	2,500,000	2,500,000					5,500,000
10	North Bronte (Bronte Surf) Toilet Renewal						600,000						600,000
	SAMP 5 Building Renewal Program (excl. social & affordable housing	2 008 200	5 445 600	4 200 400	2 545 200	2 022 500	4 105 000	4 200 400	4 640 700	4 225 200	6 450 500	4 224 260	AC 576 060
11	properties)	2,998,200	5,415,600	4,200,100	3,515,300	2,833,500	4,185,000	4,208,400	4,610,700	4,225,300	6,150,500	4,234,260	46,576,860
12	Social housing building renewal program	60,000	330,800	197,100	343,200	347,600	465,600	688,100	165,000	266,400	578,900	0	3,442,700
13	South Bronte (Community Centre) Toilet	500,000											500,000
14	South Bronte Amenities Upgrade		500,000										500,000
15	Tamarama Surf Club upgrade (Council contribution to works)						682,116						682,116
16	Waverley sub-depot strategy		2,800,000	2,608,125									5,408,125
	Living	1,140,000	1,808,600	1,954,484	1,975,931	2,265,337	2,371,005	2,415,249	2,460,555	2,508,881	2,558,416	2,609,189	24,067,648
17	Tamarama ERFAP	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	660,000
18	Biodiversity Action Plan - Remnant Sites	370,000	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	2,245,000
19	Bronte ERAP	75,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	875,000
20	Planting Steep Slopes - Dudley Page Reserve (1500m2) (Design/Approval)	10,000											10,000
21	Planting Steep Slopes - Hewlett St Split Level (600m2) (Design/Deliver) Planting Steep Slopes - Ray O'Keefe/Ramsgate Split Level (600m2)	60,000											60,000
22	(Design/Deliver)	60,000											60,000
23	SAMP5 Living Infrastructure _Amenity Landscape		648,479	794,363	815,810	837,837	860,459	881,110	902,257	924,813	947,933	971,632	8,584,693
24	SAMP5 Living Infrastructure _Trees		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
25	SAMP5 Living Infrastructure _Turf		632,621	632,621	632,621	900,000	983,046	1,006,639	1,030,798	1,056,568	1,082,983	1,110,057	9,067,955
26	Small Parks - Eastern Ave Stage 3 (Design/Deliver)	25,000											25,000
27	Turf Maintenance Program (See notes) (Design/Deliver)	300,000											300,000
28	Turf Replacement - Coastal Turfing - High Wear Areas (Maintenance)	75,000											75,000
29	Turf Replacement - Waverley Park Netball Courts 3000m2	5,000											5,000
30	Waverley Park -Birrell St Entrance Landscaping - Design/Delivery)	100,000											100,000
30	waveney raik -birren of entrance randsrahing - besign/ benvery)	100,000											100,000

No.	Project Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total Projects Cost
	Parking Infrastructure	60,000	3,548,000	524,000				4,210,000			644,000		8,986,000
31	SAMP 5 On and Off Street Parking Infrastructure replacement		3,548,000	524,000				4,210,000			644,000		8,926,000
32	Ticketless parking infrastructure - design specification development	60,000											60,000
	Public Domain Infrastructure	3,408,683	3,840,618	1,054,761	1,073,125	1,791,714	1,110,535	7,979,595	8,798,899	2,018,454	2,338,267	558,346	33,972,997
33	Accelerated main road streetlighting upgrade	350,000	524,000										874,000
34	Accelerated Streetlighting upgrade	257,683	0	300,000	300,000	0	300,000	0	300,000	0	300,000	0	1,757,683
35	Bondi stormwater system reuse extension	375,000	80,000										455,000
36	Carlisle St to Tamarama Park Stairs (Condition Assessment/Design)	25,000											25,000
37	Cliff Walk Remediation (QS & Works) (Maintenance)	100,000											100,000
38	Creative lighting strategy implementation	150,000											150,000
39	Hugh Bamford and Barracluff - improved sports lighting	120,000											120,000
40	Hugh Bamford Fencing	347,000											347,000
41	Nth Bondi Ramp	300,000											300,000
42	Replacement of coastal fencing with new prototype		350,000	350,000	350,000	350,000	350,000						1,750,000
43	SAMP5 - Bus Shelters, Seats and Benches, bike furniture, bins, bollards, wheelstops etc.		201,618	207,061	212,652	218,393	224,290	230,346	236,565	242,952	249,512	256,249	2,279,63
44	SAMP5 - Other: Fences, Stairs, Edging, walls / Retaining walls		100,000	102,700	105,473	108,321	111,245	114,249	117,334	120,502	123,755	127,097	1,130,67
45	SAMP5 Lighting & Electrical Infrastructure Renewal		25,000	30,000	35,000	40,000	45,000	50,000	55,000	60,000	65,000	70,000	475,000
46	SAMP5 Water Equipment Renewal		10,000	15,000	20,000	25,000	30,000	35,000	40,000	45,000	50,000	55,000	325,000
47	Street Trees - Poplar Replacement (15@\$3000) (Design& Deliver)	45,000											45,000
48	Street Trees - Pre Grow Orders	20,000											20,000
49	Street Trees - Stree Tree Replacements Precinct & Avenue Based - (Design& Deliver)	74,000											74,000
50	Structural renewal of Bondi Promenade & sea walls							7,500,000	8,000,000				15,500,000
51	Structural renewal of Bronte Promenade & sea walls		2,000,000										2,000,000
52	Tamarama promenade & sea walls					1,000,000							1,000,000
53	Thomas Hogan Stairs Remediation (Condition Assessment/Design)	25,000											25,000
54	Waverley Cemetery Renewal and enhancements		500,000							1,500,000	1,500,000		3,500,000
55	Waverley Cemetery restoration	1,000,000											1,000,000
56	Waverley Park - Park Pararde Bollards - Maintenance	20,000											20,000
57	Waverley Park Landscape Lighting	150,000											150,000
58	Waverley signage strategy	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
	Recreational & Public Spaces	1,946,210	2,386,000	4,813,100	1,416,419	1,095,962	2,197,736	2,510,747	722,001	761,505	679,266	2,421,290	20,950,235
59	Barracluff Park + Playground	550,000											550,000
60	Biddigal Reserve Upgrade Works	180,000											180,000
61	Bondi POM Landscape works		750,000	750,000			1,500,000	1,500,000					4,500,00
62	Hugh Bamford Upgrade	171,210											171,210
63	Irrigation - Implement Audit Recommendations - Maintenance	50,000											50,000

Appendix 2 - LTFP 5 Capital Works Program and funding sources

No. Project Description 2018/19 2019/20 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 Irrigation - Upgrades - Design (Clemenston Park, Waverley Park - Netball Courts, Memorial Park & Bondi Rd) (Design Only) 35,000 64 65 Marks Park - Landscape 100,000 66 Marks Park - Playground 300,000 50,000 67 Marlborough Playground / Park (design only) 68 Netball court resurfacing with new MP poles 60,000 69 100,000 100,000 100,000 100,000 100,000 Public Art Commissions - every 2 years Revegation - Thomas Hogan Revegetation (Deliver 60 reserve / 60 stairs 70 revegetation) 120,000 SAMP5 Plus (annual figures include 60% SAMP, 40% capital 1,336,000 2,055,000 1,100,000 300,000 71 enhancement) 671,000 364,000 568,000 370,000 SAMP5 Renewal Heritage Significant Element & Contemplation Shelters 1,600,000 72 SAMP5 Renewal of Shade structures, Public Art, Synthetic sportsfield, Hardcourt Playing, Skate park, Picnic Shelters, Sports Furniture, fitness 73 stations, sports lighting, coastal pools 300,000 308,100 316,419 324,962 333,736 342,747 352,001 361,505 74 South Bondi Park Upgrade 195,000 75 Tamarama Upper Gully Landscape 35,000 **Road Infrastructure** 15,168,529 18,970,765 17,690,870 15,958,584 14,595,962 10,051,066 10,575,967 7,354,755 15,090,619 200,000 100,000 100,000 76 Bike Plan Implementation 100,000 100,000 100,000 100,000 100,000 100,000 Birrell Street, Tamarama pathway access to 362 Birrell Street and 77 remediation of landfill within Tamarama Gully 50% SAMP 50% Capital 600,000 78 Campbell Parade streetscape upgrade project 50% SAMP 50% Capital 1,200,000 6,000,000 5,000,000 5,000,000 Coastal walk upgrade (Notts Avenue to Tamarama Beach) with design in 19/20 and construction 21/22. Expecting \$2M grant. 50% SAMP 50% Capital 79 Coastal walk fitness stations upgrade 2018/19 345,934 200,000 1,800,000 2,000,000 5,245,000 2,500,000 2,500,000 2,500,000 80 Complete Streets - Combined Other Projects 50% SAMP 50% Capital 5,280,000 1,530,000 81 Implement high priority transport projects 50% SAMP 50% Capital 300,000 300,000 500,000 500,000 500,000 82 Implementation of Continual Improvement Asset Management Plan 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 83 Local Village Streetscape Improvements 50% SAMP 50% Capital 1,840,000 500,000 2,500,000 1,250,000 1,250,000 1,250,000 2,500,000 84 PAMP Development & Implementation (40 km/hr zone) 500,000 85 50,000 50,000 50,000 Road safety & traffic calming 50.000 50.000 50.000 50.000 50,000 SAMP 5 Roads Renewal Program 1,843,833 1,685,263 1,730,765 1,777,496 1,874,776 1,919,771 1,965,845 86 1,825,488 2,014,991 87 SAMP Roads _minor restorations various locations 1,000,000 88 SAMP5 - Stormwater drainage construction & upgrades 342,747 1,000,000 1,000,000 1,000,000 1,000,000 1,000,000 1,000,000 1,000,000 1,000,000 89 SAMP5 Footpath construction and upgrades 1,735,000 1,783,000 1,830,000 1,880,000 1,931,000 1,983,000 2,030,000 2,079,000 2,130,000 90 SAMP5 Kerb and Gutter Renewal program 898,222 922,474 947,381 972,960 999,230 1,026,209 1,050,838 1,076,058 1,102,960 SAMP5 Pedestiran Bridges 91 150,000 150,000 SAMP5 Renewal Roundabouts / Speedhumps Traffic Islands/ Line 200,000 205,400 210,946 216,641 222,491 228,498 234,667 241,003 92 Marking 93 School Zone safety program 100,000 100,000 100,000 100,000 100,000

Appendix 2 - LTFP 5 Capital Works Program and funding sources

2027/28	2028/29	Total Projects Cost
		35,000
		100,000
		300,000
		50,000
		60,000
	100,000	600,000
		120,000
308,000	1,940,000	9,012,000
		1,600,000
371,266	381,290	3,392,025
		195,000
		35,000
11,880,616	10,866,990	148,204,723
100,000	100,000	1,200,000
		600,000 17,200,000
	2,500,000	4,345,934
	2,500,000	22,033,000
500,000		2,600,000
100,000	100,000	1,000,000
	1,250,000	12,340,000
		500,000
50,000	50,000	500,000
2,065,366	2,117,000	20,820,594
4 000 000		1,000,000
1,000,000	1,000,000	10,342,747
2,183,000	2,237,000	21,801,000
1,130,534	1,158,797	11,285,662
		300,000
247,510	254,193	2,261,350
	100,000	600,000

No.	Project Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total Projects Cost
94	Separated cycleways (25% of total cost)		500,000	1,910,000	1,577,500	1,531,500							5,519,000
95	South Head Cemetery Renewal and enhancements					500,000	500,000						1,000,000
96	Street signage renewal program	82,793	85,028	87,324	89,682	92,103	94,590	96,860	99,185	101,664	104,206		933,435
97	Waverley LGA Mall Restoration program			600,000	,	600,000				4,400,000	4,400,000		10,000,000
57	Sustainability Infrastructure	621,000	192,699	59,145	779,732	425,169	43,024	189,072	85,821	486,702	134,414	36,454	
98	Biddigal GPT	342,000	178,000	00,240		420,200	40,024	200,072	00,022	400,702	204,424	50,454	520,000
		542,000	178,000										
99	Calga Resrve SQID									350,000			350,000
100	Facilities Sustainable Energy upgrades	279,000			125,000			125,000					529,000
101	Malborough Park GPT					378,000							378,000
102	SAMP5 Renewal of Solar Energy Infrastructure		5,000	5,110	5,222	5,337	34,785	5,575	5,697	5,823	5,951	6,082	84,582
103	SAMP5 Renewal of SQID's & Harvesting Systems		9,699	37,699	67,861	39,006	4,119	37,282	65,555	130,880	113,858		505,960
104	SAMP5 Renewal of Tanks & Pumps			16,336	11,649	2,826	4,119	21,215	14,568		14,605	30,373	115,692
105	Varna Park SQID				570,000			-					570,000
	Grand Total	29,802,622	54,094,341	66,902,945	43,062,291	25,855,245	24,206,082	37,277,130	24,197,731	27,357,862	26,764,380	24,526,529	384,047,156
	Capital Works Program Funding Sources:												
	Grants/Contributions	(6,508,185)	(1,550,085)	(934,185)	(1,216,485)	(2,164,185)	(2,370,335)	(5,234,785)	(1,981,085)	(1,391,935)	(1,633,785)	(928,185)	(25,913,235)
	S94A funds	(3,760,701)	(5,772,574)	(5,804,659)	(5,530,565)	(5,547,447)	(5,718,083)	(5,613,265)	(5,837,089)	(6,321,808)	(5,349,457)	(7,416,765)	
	Planning Agreement Funds	(3,514,756)	(7,248,932)	(3,538,400)	(1,562,375)	(3,837,855)	(138,320)	(3,415,840)	(140,600)	(3,314,000)	(1,437,040)	(5,753,465)	1 1 1 1
	Unexpended Grant reserve	0	(245,878)	(245,878)	(1,002,070)	0	0	(0)/120,010)	0	0	1	0	
	SAMP Infrastructure Reserves	(1,848,426)	(2,851,379)	(2,857,702)	(365,710)	(1,449,602)	(849,602)	(7,099,602)	(2,004,691)	(6,249,602)	(6,249,602)	(349,602)	
	Investment Strategy Reserve	(2,850,000)	(14,301,259)	(23,620,398)	(18,000,000)	(2,000,000)	0	(2,000,000)	0	(2,000,000)	0	(2,000,000)	(66,771,657)
	Car Park Reserve	(60,000)	(154,400)	(610,800)	(61,500)	(107,800)	(75,200)	(60,700)	(541,500)	(78,000)	(2,197,300)	0	(3,947,200)
	Parking Meters Reserve	0	(3,548,000)	0	0	0	0	(4,210,000)	0	0	0	0	(7,758,000)
	Surplus Land Sale Reserve	0	(2,800,000)	(2,608,125)	0	0	0	0	0	0	(480,000)	0	(5,888,125)
	Looking Good Reserve	0	(53,396)	0	0	0	0	0	0	0	0	0	(53,396)
	Social Housing Reserve	(60,000)	(330,800)	(197,100)	(343,200)	(347,600)	(334,671)	(176,619)	(165,000)	(204,111)	(192,766)	0	(2,351,867)
	Centralised Reserve	(750,288)	(521,646)	(729,785)	(461,954)	(657,941)	(616,371)	(628,782)	(469,801)	(593,642)	(435,217)	(520,221)	(6,385,648)
	Carry Over Reserve	(189,779)	(1,562,500)	(1,229,534)	0	0	0	0	0	0	0	0	(2,981,813)
	Cemetery Reserve	(593,248)	(48,300)	(19,000)	(87,900)	(54,600)	(49,400)	(200,900)	(30,900)	(22,200)	(49,400)	0	1-1
	New Loans	0	0	0	0	(500,000)	(2,500,000)	(500,000)	0	0	-	0	1-1
	Stormwater Management Service Charges	0	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	1
	General Funds Requirement	(9,667,240)	(12,454,794)	(23,856,980)	(14,782,204)	(8,537,817)	(10,903,702)	(7,486,239)	(12,376,667)	(6,532,165)	(8,089,414)	(6,907,893)	(121,595,115)
	Total Funding Sources	(29,802,622)	(54,094,341)	(66,902,945)	(43,062,291)	(25,855,245)	(24,206,082)	(37,277,130)	(24,197,731)	(27,357,862)	(26,764,380)	(24,526,529)	(384,047,156

Appendix 2 - LTFP 5 Capital Works Program and funding sources

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
INCOME STATEMENT											
Operating Income	(60.070.763)	(62,610,000)	(64.444.022)	(05 202 212)	(67.201.606)	(00.000.445)	(70 (17 170)	(72.204.204)	(74.405.764)	(76.052.44.6)	/77.055.407
Rates & Annual Charges	(60,970,763)	(62,618,088)	(64,141,832)	(65,702,712)	(67,301,606)	(68,939,445)	(70,617,179)	(72,384,384)	(74,195,761)	(76,052,416)	(77,955,487
Investment Income	(3,974,000)	(4,300,326)	(3,460,333)	(2,434,361)	(1,997,559)	(2,000,928)	(1,946,980)	(1,866,947)	(1,876,005)	(1,764,303)	(1,607,546
User Charges	(37,431,627)	(37,945,932)	(38,802,586)	(39,775,566)	(40,685,260)	(41,616,433)	(42,649,178)	(43,625,729)	(44,624,129)	(45,737,072)	(46,785,935
Other Revenues	(18,232,359)	(18,003,986)	(18,500,991)	(19,042,343)	(19,568,408)	(20,109,269)	(20,907,187)	(21,484,653)	(22,078,335)	(22,688,681)	(23,316,409
Grants Subsidies & Contributions	(7,959,368)	(8,111,332)	(8,283,975)	(8,460,933)	(8,642,315)	(8,828,237)	(9,018,801)	(9,214,126)	(9,414,340)	(9,619,561)	(9,829,912
Total Operating Income	(128,568,117)	(130,979,664)	(133,189,717)	(135,415,915)	(138,195,148)	(141,494,312)	(145,139,325)	(148,575,839)	(152,188,570)	(155,862,033)	(159,495,289
Operating Expenditure											
Employee Costs	65,568,607	65,926,554	67,330,677	69,567,072	71,841,081	74,066,307	76,418,881	78,613,332	80,656,080	82,751,918	84,967,403
Materials & Contracts	24,171,288	19,192,218	19,682,965	20,040,549	20,422,149	20,672,957	21,561,400	21,648,370	22,252,738	22,658,573	26,640,783
Borrowing Costs	100,756	89,297	77,517	65,406	212,204	186,473	159,794	132,129	105,430	88,446	72,295
Other Operating Expenses	21,717,050	22,166,494	22,954,251	23,174,690	23,754,804	24,349,481	25,342,908	25,583,494	26,223,699	26,879,857	28,002,234
Depreciation & Amortisation	22,728,585	23,446,129	24,404,791	24,875,894	24,987,346	25,136,897	25,466,432	25,472,406	25,641,657	25,817,977	25,900,840
Total Operating Expenditure	134,286,286	130,820,692	134,450,201	137,723,611	141,217,584	144,412,115	148,949,415	151,449,731	154,879,604	158,196,771	165,583,557
Operating Result Before Capital Income - (Surplus)/Deficit	5,718,169	(158,972)	1,260,484	2,307,696	3,022,436	2,917,803	3,810,090	2,873,892	2,691,034	2,334,738	6,088,268
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Capital Income											
Grants Subsidies & Contributions	(15,644,887)	(13,044,940)	(7,533,500)	(7,946,488)	(9,028,143)	(9,371,597)	(12,376,783)	(9,267,338)	(8,826,049)	(9,219,456)	(8,669,202
Sale of Assets	(439,422)	(625,011)	(674,860)	(1,175,036)	(235,048)	(1,487,743)	(1,932,376)	(406,557)	(719,720)	(1,209,497)	(754,320
Total Capital Income	(16,084,309)	(13,669,951)	(8,208,360)	(9,121,524)	(9,263,191)	(10,859,340)	(14,309,159)	(9,673,895)	(9,545,769)	(10,428,953)	(9,423,522)
Operating Result - (Surplus)/Deficit	(10,366,140)	(13,828,923)	(6,947,876)	(6,813,828)	(6,240,755)	(7,941,537)	(10,499,069)	(6,800,003)	(6,854,735)	(8,094,215)	(3,335,254)
Capital Expenditure											
Other Capital Purchases	1,978,518	3,287,727	4,252,414	4,870,511	2,580,557	6,901,756	8,872,360	1,940,899	4,425,120	4,896,198	4,911,813
Capital Works Program	29,802,622	54,094,341	66,902,945	43,062,291	25,855,245	24,206,082	37,277,130	24,197,731	27,357,862	26,764,380	24,526,529
Total Capital Expenditure	31,781,140	57,382,068	71,155,359	47,932,802	28,435,802	31,107,838	46,149,490	26,138,630	31,782,982	31,660,578	29,438,342
Cash Flow to Fund - (In)/Out	21,415,000	43,553,145	64,207,483	41,118,974	22,195,047	23,166,301	35,650,421	19,338,627	24,928,247	23,566,363	26,103,088
Financed By:											
Borrowings											
External Loan	0	0	0	0	0	(500,000)	(2,500,000)	(500,000)	0	0	
Less: Loan Repayments on External Loan	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Borrowing	411,857	423,315	435,095	447,206	743,822	269,553	(1,703,768)	323,897	462,926	354,968	371,119
Reserve Movements											
Transfers to Reserves	18,790,119	20,593,030	3,652,771	13,217,506	17,656,565	13,253,007	22,095,723	16,169,258	21,473,754	21,228,098	22,478,814
Transfer from Reserves	(17,935,266)	(41,124,360)	(43,891,128)	(29,908,038)	(15,614,322)	(11,552,426)	(30,576,956)	(10,360,331)	(21,224,008)	(19,336,477)	(23,081,539)
Net Reserve Movements	854,853	(20,531,330)	(40,238,357)	(16,690,532)	2,042,243	1,700,581	(8,481,233)	5,808,927	249,746	1,891,621	(602,725)
Depreciation & Amortisation Expenses											
(Contra)	(22,728,585)	(23,446,129)	(24,404,791)	(24,875,894)	(24,987,346)	(25,136,897)	(25,466,432)	(25,472,406)	(25,641,657)	(25,817,977)	(25,900,840)
Net Budget Result - (Surplus)/Deficit	(46,875)	(999)	(570)	(245)	(6,234)	(462)	(1,012)	(955)	(738)	(5,025)	(29,358)
Cumulative Budget Result - (Surplus)/Deficit	(46,875)	(47,874)	(48,444)	(48,689)	(54,923)	(55,385)	(56,397)	(57,352)	(58,090)	(63,115)	(92,473)

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	20,219,603	19,445,150	19,404,510	18,144,395	17,243,338	16,732,885	16,693,683	15,480,994	15,129,858	14,579,607	14,712,904
Investments	117,212,567	95,556,727	55,328,588	37,450,208	39,084,810	37,193,481	31,885,891	33,596,690	33,192,794	31,414,839	38,064,798
Receivables	8,544,815	9,203,779	9,826,840	10,540,241	11,245,345	12,017,315	12,871,775	13,572,860	14,337,548	15,112,464	15,870,613
Other	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
Total Current Assets	146,930,985	125,159,656	85,513,938	67,088,844	68,527,493	66,897,681	62,405,349	63,604,544	63,614,200	62,060,910	69,602,315
NON-CURRENT ASSETS											
Investments	12,576,812	13,701,322	13,691,104	14,878,952	15,286,593	18,878,503	15,704,860	19,802,988	20,456,630	24,126,206	16,873,522
Receivables	1,563,511	1,573,297	1,584,297	1,596,098	1,608,254	1,620,774	1,633,670	1,646,952	1,660,634	1,674,725	1,689,239
Infrastructure, Property, Plant & Equipment	968,018,878	1,001,954,816	1,048,705,384	1,071,762,292	1,075,210,748	1,081,181,689	1,101,864,747	1,102,530,971	1,108,672,296	1,114,514,897	1,118,052,399
Investment Property	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000
Total Non-Current Assets	1,128,104,200	1,163,174,435	1,209,925,785	1,234,182,343	1,238,050,595	1,247,625,966	1,265,148,277	1,269,925,912	1,276,734,560	1,286,260,828	1,282,560,160
Total Assets	1,275,035,186	1,288,334,091	1,295,439,723	1,301,271,187	1,306,578,088	1,314,523,647	1,327,553,626	1,333,530,455	1,340,348,760	1,348,321,738	1,352,162,475
CURRENT LIABILITIES											
Payables	20,581,125	20,447,502	20,987,416	20,391,451	20,139,586	20,352,668	21,115,752	20,556,920	20,928,185	21,105,250	21,921,878
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,659,633	16,686,554	16,739,492	16,800,298	16,862,131	16,922,624	16,986,682	17,046,237	17,101,468	17,158,135	17,218,109
Total Current Liabilities	38,055,758	37,949,056	38,541,908	38,006,749	37,816,717	38,090,292	38,917,434	38,418,157	38,844,653	39,078,385	39,954,987
NON-CURRENT LIABILITIES											
Borrowings	2,531,278	2,107,963	1,672,868	1,225,662	481,840	212,287	1,916,055	1,592,158	1,129,232	774,264	403,145
Provisions	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000
Total Non-Current Liabilities	3,351,278	2,927,963	2,492,868	2,045,662	1,301,840	1,032,287	2,736,055	2,412,158	1,949,232	1,594,264	1,223,145
Total Liabilities	41,407,036	40,877,019	41,034,776	40,052,411	39,118,557	39,122,579	41,653,489	40,830,315	40,793,885	40,672,649	41,178,132
NET ASSETS	1,233,628,149	1,247,457,072	1,254,404,948	1,261,218,776	1,267,459,530	1,275,401,068	1,285,900,137	1,292,700,140	1,299,554,875	1,307,649,090	1,310,984,343
	1,200,020,145	1,247,457,072	1,204,404,540	1,201,210,770	1,207,409,000	1,275,401,008	1,203,300,137	1,232,700,140	1,233,004,073	1,007,043,030	1,010,904,040
EQUITY											
Retained Earning	691,870,009	702,236,149	716,065,072	723,012,948	729,826,776	736,067,530	744,009,068	754,508,137	761,308,140	768,162,875	776,257,090
Revaluation Reserves	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000
Retained Earning	1,223,262,009	1,233,628,149	1,247,457,072	1,254,404,948	1,261,218,776	1,267,459,530	1,275,401,068	1,285,900,137	1,292,700,140	1,299,554,875	1,307,649,090
Net Operating Result - Surplus/(Deficit)	10,366,140	13,828,923	6,947,876	6,813,828	6,240,755	7,941,537	10,499,069	6,800,003	6,854,735	8,094,215	3,335,254
TOTAL EQUITY	1,233,628,149	1,247,457,072	1,254,404,948	1,261,218,776	1,267,459,530	1,275,401,068	1,285,900,137	1,292,700,140	1,299,554,875	1,307,649,090	1,310,984,343
Total Cash, Cash Equivalents & Investment Sec	urities attributable	to:									
- External Restrictions	15,801,465	16,925,975	16,915,757	18,103,605	18,511,246	22,103,156	18,929,513	23,027,641	23,681,283	27,350,859	20,098,175
- Internal Restrictions	120,683,433	99,027,593	58,799,454	40,921,074	42,555,676	40,664,347	35,356,757	37,067,556	36,663,660	34,885,705	41,535,664
- Unrestricted	13,524,085	12,749,631	12,708,991	11,448,877	10,547,820	10,037,366	9,998,165	8,785,475	8,434,340	7,884,088	8,017,385
Total	150,008,982	128,703,199	88,424,202	70,473,555	71,614,741	72,804,869	64,284,434	68,880,672	68,779,282	70,120,652	69,651,224

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts											
Rates	43,790,082	44,774,845	45,874,275	47,049,936	48,264,054	49,467,671	50,713,930	51,992,759	53,310,096	54,657,728	56,033,707
Domestic Waste Charge	17,152,790	17,175,772	17,545,795	17,951,437	18,369,628	18,781,674	19,207,775	19,691,348	20,190,677	20,701,492	21,223,054
User Charges & Fees	37,436,378	37,937,860	38,760,811	39,743,950	40,676,244	41,593,913	42,621,450	43,597,855	44,599,603	45,711,445	46,759,265
Investments Income	3,975,482	4,273,132	3,530,332	2,519,859	2,033,959	2,000,647	1,951,476	1,873,616	1,875,250	1,773,612	1,620,609
Grants & Contributions	23,425,661	21,219,549	15,940,717	16,389,628	17,644,521	18,186,929	21,314,713	18,553,023	18,246,678	18,824,940	18,507,484
Other Operating Receipts	18,166,286	17,974,695	18,437,226	18,982,391	19,517,625	20,050,586	20,839,409	21,420,208	22,013,947	22,623,265	23,247,708
	143,946,680	143,355,853	140,089,156	142,637,201	146,506,032	150,081,419	156,648,752	157,128,809	160,236,250	164,292,481	167,391,828
Payments	,										
Employee Benefits & On-Costs	61,633,845	62,688,460	64,543,912	66,697,198	68,893,796	71,045,122	73,318,291	75,439,469	77,406,771	79,419,354	81,547,610
Materials & Contracts	27,931,024	23,371,071	22,414,468	22,774,528	23,228,148	23,577,086	24,430,644	24,734,097	25,328,129	25,849,870	29,295,195
Borrowing Costs	122,770	101,239	89,790	78,025	59,252	213,283	187,591	160,954	133,248	106,142	89,123
Other Operating Expenses	21,772,642	22,088,523	22,817,588	23,136,447	23,654,164	24,246,314	25,170,564	25,541,756	26,112,634	26,766,024	27,807,520
errai elisarii 0 elikeriaea	111,460,281	108,249,293	109,865,757	112,686,199	115,835,360	119,081,804	123,107,091	125,876,276	128,980,782	132,141,390	138,739,448
Net Cash provided by (or used in) Operating	111,400,201	200,240,200	200,000,707	112,000,200	110,000,000	220,002,004	120,207,001	220,070,270	120,000,702	202,242,000	100,700,440
Activities	32,486,398	35,106,561	30,223,398	29,951,002	30,670,672	30,999,615	33,541,662	31,252,534	31,255,468	32,151,091	28,652,380
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	439,422	625,011	674,860	1,175,036	235,048	1,487,743	1,932,376	406,557	719,720	1,209,497	754,320
Proceeds from sale of Investment Securities	1,890,515	21,655,840	40,238,357	17,878,380	0	1,891,329	8,481,233	0	403,896	1,777,955	7,252,684
	2,329,937	22,280,851	40,913,217	19,053,416	235,048	3,379,072	10,413,609	406,557	1,123,616	2,987,452	8,007,004
Payments			,			-,					-,,-
Purchase of Infrastructure, Property, Plant &											
equipment	31,932,815	56,614,040	70,742,160	48,629,479	29,020,712	31,027,677	45,698,240	26,738,956	31,613,651	31,664,250	29,505,009
Purchase Investment Properties	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Securities	2,745,368	1,124,510	0	1,187,848	2,042,243	3,591,910	0	5,808,927	653,642	3,669,576	6,649,959
	34,678,183	57,738,550	70,742,160	49,817,327	31,062,955	34,619,587	45,698,240	32,547,883	32,267,293	35,333,826	36,154,968
Net Cash provided by (or used in) Investing Activities	(32,348,246)	(35,457,699)	(29,828,943)	(30,763,911)	(30,827,907)	(31,240,515)	(35,284,631)	(32,141,326)	(31,143,677)	(32,346,374)	(28,147,964)
	(02,040,240)	(00,407,000)	(23,020,340)	(00,700,011)	(00,027,007)	(01,240,010)	(00,204,001)	(02,141,020)	(01,140,077)	(02,040,074)	(20,147,304)
CASH FLOW FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings and Advances	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
Payments											
Repayments of Borrowings & Advances	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Cash provided by (or used in) Financing Activities	(411,857)	(423,315)	(435,095)	(447,206)	(743,822)	(269,553)	1,703,768	(323,897)	(462,926)	(354,968)	(371,119)
Net Increase (Decrease) in cash held	(273,704)	(774,454)	(40,640)	(1,260,115)	(901,057)	(510,453)	(39,202)	(1,212,689)	(351,136)	(550,251)	133,297
Cash Assets & Investments at the beginning											
of the reporting period	20,493,308	20,219,603	19,445,150	19,404,510	18,144,395	17,243,338	16,732,885	16,693,683	15,480,994	15,129,858	14,579,607
Cash at the end of the reporting period	20,219,603	19,445,150	19,404,510	18,144,395	17,243,338	16,732,885	16,693,683	15,480,994	15,129,858	14,579,607	14,712,904
Plus Other Current Investments	117,212,567	95,556,727	55,328,588	37,450,208	39,084,810	37,193,481	31,885,891	33,596,690	33,192,794	31,414,839	38,064,798

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Plus Other Non-Current Investments	12,576,812	13,701,322	13,691,104	14,878,952	15,286,593	18,878,503	15,704,860	19,802,988	20,456,630	24,126,206	16,873,522
Total Cash & Investment Securities	150,008,982	128,703,199	88,424,202	70,473,555	71,614,741	72,804,869	64,284,434	68,880,672	68,779,282	70,120,652	69,651,224
Statement of Changes in Equity											
Equity - Opening Balance	1,223,262,009	1,233,628,149	1,247,457,072	1,254,404,948	1,261,218,776	1,267,459,530	1,275,401,068	1,285,900,137	1,292,700,140	1,299,554,875	1,307,649,090
Net Operating Result for the Year	10,366,140	13,828,923	6,947,876	6,813,828	6,240,755	7,941,537	10,499,069	6,800,003	6,854,735	8,094,215	3,335,254
Equity - Closing Balance	1,233,628,149	1,247,457,072	1,254,404,948	1,261,218,776	1,267,459,530	1,275,401,068	1,285,900,137	1,292,700,140	1,299,554,875	1,307,649,090	1,310,984,343
	1,235,020,145	1,247,457,072	1,237,707,707,70	1,201,210,770	1,207,435,330	1,273,401,000	1,203,500,137	1,232,700,140	1,299,334,673	1,507,049,090	1,510,504,545
RESERVE BALANCE											
External Restriction											
Voluntary Planning Agreement	8,267,175	7,302,349	5,526,586	5,726,101	3,649,375	5,271,406	3,615,124	5,233,273	3,677,198	3,997,241	0
Section 94A	1,774,456	1,101,882	524,723	352,346	297,042	208,406	365,324	442,673	183,164	1,047,563	(0)
Affordable Housing	3,610,572	4,308,806	4,504,655	4,700,421	4,896,102	5,091,697	5,287,203	5,482,620	5,677,945	5,873,176	6,068,312
Unexpended Grants/Subsidy	491,756	245,878	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Domestic Waste Reserve	1,657,506	3,967,060	6,359,793	7,324,737	9,668,727	11,531,647	9,661,862	11,869,075	14,142,976	16,432,879	14,029,863
Total External Restricted Reserve	15,801,465	16,925,975	16,915,757	18,103,605	18,511,246	22,103,156	18,929,513	23,027,641	23,681,283	27,350,859	20,098,175
Internal Restriction											
Employees Leave Entitlements	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186
Replacement - Plant & Vehicles	4,481,762	4,722,169	4,793,323	4,644,972	4,905,436	3,310,283	2,655,355	3,419,594	2,937,716	1,990,665	2,289,937
Computer	1,167,201	1,247,201	1,127,201	1,207,201	1,287,201	1,367,201	1,247,201	1,327,201	1,407,201	1,487,201	1,367,201
Centralised Reserve	8,791,460	8,208,100	5,411,315	2,229,361	1,571,420	17,049	3,320,981	2,290,180	4,111,538	3,676,321	3,156,100
Infrastructure Asset Renewal Reserve	10,766,237	10,479,739	102,108	2,283,430	5,019,630	4,856,456	2,296,131	3,113,574	1,735,005	2,148,838	9,468,654
Election Reserve	198,452	346,522	43,344	142,177	243,481	384,118	69,713	178,807	290,628	405,245	119,619
Sale Surplus Lands	5,888,125	3,088,125	480,000	480,000	480,000	480,000	480,000	480,000	480,000	(1)	(1)
Looking Good	53,396	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Deposits & Bonds	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033
Parking Meters	3,778,536	1,046,536	1,878,856	2,727,822	3,593,768	4,477,033	1,167,963	2,086,912	3,024,240	3,980,314	4,955,510
Off-Street Parking Facilities	1,040,046	1,344,647	1,202,028	1,618,073	1,997,369	2,419,007	2,865,081	2,840,490	3,289,737	1,630,229	2,178,777
Housing Stock	1,742,278	1,797,573	1,863,106	1,900,105	1,946,724	1,997,237	2,051,620	2,094,371	2,142,034	2,322,540	2,508,212
Social Housing	743,581	565,434	525,522	344,128	163,126	0	0	16,857	0	0	198,435
Carry Overs	2,792,034	1,229,534	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Waverley Cemetery	999,745	912,741	855,037	728,433	635,129	547,025	297,421	217,817	146,913	48,809	0
Investment Strategy	62,947,361	48,746,053	25,224,395	7,322,153	5,419,173	5,515,719	3,612,072	3,708,534	1,805,429	1,902,324	0
Total Internal Restriction	120,683,433	99,027,593	58,799,454	40,921,074	42,555,676	40,664,347	35,356,757	37,067,556	36,663,660	34,885,705	41,535,664
Total Restricted Reserve Balance	136,484,898	115,953,568	75,715,211	59,024,679	61,066,922	62,767,503	54,286,270	60,095,197	60,344,943	62,236,564	61,633,839

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	(60,970,763)	(62,752,719)	(64,417,892)	(66,127,602)	(67,883,022)	(69,685,384)	(71,535,954)	(73,484,634)	(75,486,461)	(77,542,889)	(79,655,418)
Investment Income	(3,974,000)	(4,300,326)	(3,460,333)	(2,434,361)	(1,997,559)	(2,000,928)	(1,946,980)	(1,866,947)	(1,876,005)	(1,764,303)	(1,607,546)
User Charges	(37,431,627)	(37,945,932)	(38,802,586)	(39,775,566)	(40,685,260)	(41,616,433)	(42,649,178)	(43,625,729)	(44,624,129)	(45,737,072)	(46,785,935)
Other Revenues	(18,232,359)	(18,003,986)	(18,500,991)	(19,042,343)	(19,568,408)	(20,109,269)	(20,907,187)	(21,484,653)	(22,078,335)	(22,688,681)	(23,316,409)
Grants Subsidies & Contributions	(7,959,368)	(8,111,332)	(8,283,975)	(8,460,933)	(8,642,315)	(8,828,237)	(9,018,801)	(9,214,126)	(9,414,340)	(9,619,561)	(9,829,912)
Total Operating Income	(128,568,117)	(131,114,295)	(133,465,777)	(135,840,805)	(138,776,564)	(142,240,251)	(146,058,100)	(149,676,089)	(153,479,270)	(157,352,506)	(161,195,220)
Operating Expenditure											
Employee Costs	65,568,607	65,628,440	66,773,943	68,471,582	70,210,111	71,990,184	73,921,976	75,680,319	77,273,704	78,900,638	80,627,042
Materials & Contracts	24,171,288	19,192,218	19,682,965	20,040,549	20,422,149	20,672,957	21,561,400	21,648,370	22,252,738	22,658,573	26,640,787
Borrowing Costs	100,756	89,297	77,517	65,406	212,204	186,473	159,794	132,129	105,430	88,446	72,295
Other Operating Expenses	21,717,050	22,512,094	22,608,651	23,174,690	23,754,804	24,733,519	24,958,870	25,583,494	26,223,699	27,282,965	27,599,126
Depreciation & Amortisation	22,728,585	23,446,129	24,404,791	24,875,894	24,987,346	25,136,897	25,466,432	25,585,494	25,641,657	25,817,977	25,900,840
Total Operating Expenditure	134,286,286	130,868,178	133,547,867	136,628,121	139,586,614	142,720,030	146,068,472	148,516,718	151,497,228	154,748,599	160,840,090
Operating Result Before Capital Income -											
(Surplus)/Deficit	5,718,169	(246,117)	82,090	787,316	810,050	479,779	10,372	(1,159,371)	(1,982,042)	(2,603,907)	(355,130)
Capital Income											
Grants Subsidies & Contributions	(15,644,887)	(12.044.040)	(0.592.500)	(10.047.729)	(11 191 024)	(11 570 222)	(14 620 500)	(11 596 734)	(11 202 420)	(11 656 262)	(11 166 020)
Sale of Assets		(13,044,940)	(9,583,500)	(10,047,738)	(11,181,924)	(11,579,222)	(14,639,599)	(11,586,724)	(11,203,420)	(11,656,262)	(11,166,929)
Total Capital Income	(439,422) (16,084,309)	(625,011) (13,669,951)	(674,860) (10,258,360)	(1,175,036) (11,222,774)	(235,048) (11,416,972)	(1,487,743) (13,066,965)	(1,932,376) (16,571,975)	(406,557) (11,993,281)	(719,720) (11,923,140)	(1,209,497) (12,865,759)	(754,320) (11,921,249)
Operating Result - (Surplus)/Deficit	(10,366,140)	(13,916,068)	(10,176,270)	(10,435,458)	(10,606,922)	(12,587,186)	(16,561,603)	(13,152,652)	(13,905,182)	(15,469,666)	(12,276,379)
operating result - (Surplus) Denet	(10,500,140)	(13,510,000)	(10,170,270)	(10,455,450)	(10,000,522)	(12,507,100)	(10,501,005)	(13,132,032)	(13,303,102)	(13,405,000)	(12,270,375)
Capital Expenditure											
Other Capital Purchases	1,978,518	3,287,727	4,252,414	4,870,511	2,580,557	6,901,756	8,872,360	1,940,899	4,425,120	4,896,198	4,911,813
Capital Works Program	29,802,622	54,094,341	66,902,945	43,062,291	25,855,245	24,206,082	37,277,130	24,197,731	27,357,862	26,764,380	24,526,529
Total Capital Expenditure	31,781,140	57,382,068	71,155,359	47,932,802	28,435,802	31,107,838	46,149,490	26,138,630	31,782,982	31,660,578	29,438,342
Cash Flow to Fund - (In)/Out	21,415,000	43,466,000	60,979,089	37,497,344	17,828,880	18,520,652	29,587,887	12,985,978	17,877,800	16,190,912	17,161,963
Financed By:											
Borrowings											
External Loan	0	0	0	0	0	(500,000)	(2,500,000)	(500,000)	0	0	0
Less: Loan Repayments on External Loan	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Borrowing	411,857	423,315	435,095	447,206	743,822	269,553	(1,703,768)	323,897	462,926	354,968	371,119
Reserve Movements											
Transfers to Reserves	18,790,119	20,593,030	3,652,771	13,217,506	17,656,565	13,253,007	22,095,723	16,169,258	21,473,754	21,228,098	22,478,814
Transfer from Reserves	(17,935,266)	(41,469,960)	(43,545,528)	(29,908,038)	(15,614,322)	(11,936,464)	(30,192,918)	(10,360,331)	(21,224,008)	(19,739,585)	(22,678,431)
Net Reserve Movements	854,853	(20,876,930)	(39,892,757)	(16,690,532)	2,042,243	1,316,543	(8,097,195)	5,808,927	249,746	1,488,513	(199,617)
Depreciation & Amortisation Expenses											
(Contra)	(22,728,585)	(23,446,129)	(24,404,791)	(24,875,894)	(24,987,346)	(25,136,897)	(25,466,432)	(25,472,406)	(25,641,657)	(25,817,977)	(25,900,840)
Net Budget Result - (Surplus)/Deficit	(46,875)	(433,744)	(2,883,364)	(3,621,875)	(4,372,401)	(5,030,149)	(5,679,508)	(6,353,604)	(7,051,185)	(7,783,584)	(8,567,375)
Cumulative Budget Result - (Surplus)/Deficit	(46,875)	(480,619)	(3,363,983)	(6,985,858)	(11,358,260)	(16,388,409)	(22,067,917)	(28,421,521)	(35,472,706)	(43,256,290)	(51,823,665)

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
BALANCE SHEET											
CURRENT ASSETS											
Correction Asserts Cash & Cash Equivalents	20.240.602	10.026.142	22 505 020	24.004.502	20,420,222	22.004.402	20 401 212	42 667 704	50 246 574	57 600 550	66 400 500
	20,219,603	19,926,143	22,585,828	24,984,582	28,428,232	32,994,492	38,481,312	43,667,784	50,346,571	57,623,550	66,132,592
Investments Receivables	117,212,567	95,211,127	55,328,588	37,450,208	39,084,810	36,809,443	31,885,891	33,596,690	33,192,794	31,011,731	38,064,798
Other	8,544,815 954,000	9,207,099	9,885,441	10,604,333	11,313,795	12,091,174	12,951,479	13,658,794	14,429,679	15,210,907	15,975,867
Total Current Assets	146,930,985	954,000 125,298,369	954,000 88,753,857	954,000 73,993,124	954,000 79,780,838	954,000 82,849,110	954,000 84,272,682	954,000 91,877,268	954,000 98,923,045	954,000 104,800,188	954,000 121,127,257
NON-CURRENT ASSETS											
Investments	12,576,812	13,701,322	13,691,104	14,878,952	15,286,593	18,878,503	15,704,860	19,802,988	20,456,630	24,126,206	16,873,522
Receivables	1,563,511	1,573,297	1,584,297	1,596,098	1,608,254	1,620,774	1,633,670	1,646,952	1,660,634	1,674,725	1,689,239
Infrastructure, Property, Plant & Equipment	968,018,878	1,001,954,816	1,048,705,384	1,071,762,292	1,075,210,748	1,081,181,689	1,101,864,747	1,102,530,971	1,108,672,296	1,114,514,897	1,118,052,399
Investment Property		145,945,000									
Total Non-Current Assets	145,945,000 1,128,104,200	1,163,174,435	145,945,000 1,209,925,785	145,945,000 1,234,182,343	145,945,000 1,238,050,595	145,945,000 1,247,625,966	145,945,000 1,265,148,277	145,945,000 1,269,925,912	145,945,000 1,276,734,560	145,945,000 1,286,260,828	145,945,000 1,282,560,160
Total Assets	1,275,035,186	1,288,472,804	1,298,679,642	1,308,175,466	1,317,831,432	1,330,475,076	1,349,420,959	1,361,803,180	1,375,657,605	1,391,061,016	1,403,687,418
CURRENT LIABILITIES											
Payables	20,581,125	20,507,458	20,927,460	20,388,984	20,134,690	20,412,411	21,040,405	20,546,274	20,915,529	21,160,429	21,835,003
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,659,633	16,678,166	16,723,827	16,769,876	16,817,036	16,865,326	16,917,844	16,965,440	17,008,353	17,052,167	17,098,736
Total Current Liabilities	38,055,758	38,000,625	38,466,287	37,973,860	37,766,726	38,092,736	38,773,248	38,326,714	38,738,883	39,027,597	39,748,738
NON-CURRENT LIABILITIES											
Borrowings	2,531,278	2,107,963	1,672,868	1,225,662	481,840	212,287	1,916,055	1,592,158	1,129,232	774,264	403,145
Provisions	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000
Total Non-Current Liabilities	3,351,278	2,927,963	2,492,868	2,045,662	1,301,840	1,032,287	2,736,055	2,412,158	1,949,232	1,594,264	1,223,145
Total Liabilities	41,407,036	40,928,588	40,959,155	40,019,522	39,068,566	39,125,023	41,509,303	40,738,872	40,688,115	40,621,861	40,971,883
NET ASSETS	1,233,628,149	1,247,544,217	1,257,720,487	1,268,155,945	1,278,762,866	1,291,350,053	1,307,911,656	1,321,064,308	1,334,969,490	1,350,439,156	1,362,715,534
	1,200,020,140	1,211,011,211	1,207,720,407	1,200,100,040	1,270,702,000	1,201,000,000	1,007,011,000	1,021,004,000	1,001,000,100	1,000,100,100	1,002,710,004
EQUITY											
Retained Earning	691,870,009	702,236,149	716,152,217	726,328,487	736,763,945	747,370,866	759,958,053	776,519,656	789,672,308	803,577,490	819,047,156
Revaluation Reserves	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000
Retained Earning	1,223,262,009	1,233,628,149	1,247,544,217	1,257,720,487	1,268,155,945	1,278,762,866	1,291,350,053	1,307,911,656	1,321,064,308	1,334,969,490	1,350,439,156
Net Operating Result - Surplus/(Deficit)	10,366,140	13,916,068	10,176,270	10,435,458	10,606,922	12,587,186	16,561,603	13,152,652	13,905,182	15,469,666	12,276,379
TOTAL EQUITY	1,233,628,149	1,247,544,217	1,257,720,487	1,268,155,945	1,278,762,866	1,291,350,053	1,307,911,656	1,321,064,308	1,334,969,490	1,350,439,156	1,362,715,534
Total Cash, Cash Equivalents & Investment Secu	uritian attributable.	to:									
- External Restrictions		16,925,975	16,915,757	18,103,605	18,511,246	22,103,156	18,929,513	23,027,641	23,681,283	27,350,859	20,098,175
- Internal Restrictions	15,801,465 120,683,433		58,799,454			40,280,309			36,663,660		41,535,664
- Unrestricted	13,524,085	98,681,993 13,230,624	15,890,310	40,921,074 18,289,064	42,555,676 21,732,714	26,298,974	35,356,757 31,785,794	37,067,556 36,972,265	43,651,053	34,482,597 50,928,032	59,437,074
Total	150,008,982	128,838,592	91,605,520	77,313,742	82,799,635	88,682,438	86,072,063	97,067,462	103,995,996	112,761,488	121,070,912

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts											
Rates	43,790,082	44,906,156	46,146,700	47,471,000	48,841,700	50,209,506	51,628,342	53,088,377	54,596,026	56,143,259	57,728,374
Domestic Waste Charge	17,152,790	17,175,772	17,545,795	17,951,437	18,369,628	18,781,674	19,207,775	19,691,348	20,190,677	20,701,492	21,223,054
User Charges & Fees	37,436,378	37,937,860	38,760,811	39,743,950	40,676,244	41,593,913	42,621,450	43,597,855	44,599,603	45,711,445	46,759,265
Investments Income	3,975,482	4,273,132	3,530,332	2,519,859	2,033,959	2,000,647	1,951,476	1,873,616	1,875,250	1,773,612	1,620,609
Grants & Contributions	23,425,661	21,219,549	17,939,071	18,489,212	19,797,714	20,393,248	23,576,048	20,870,810	20,622,621	21,260,377	21,003,664
Other Operating Receipts	18,166,286	17,974,695	18,437,226	18,982,391	19,517,625	20,050,586	20,839,409	21,420,208	22,013,947	22,623,265	23,247,708
Other Operating Receipts	143,946,680	143,487,164	142,359,935	145,157,849	149,236,870	153,029,574	159,824,499	160,542,215	163,898,124	168,213,449	171,582,674
Payments	143,540,080	143,467,104	142,333,533	143,137,043	145,230,870	133,023,374	133,824,433	100,342,213	103,030,124	100,213,443	1/1,562,0/4
Employee Benefits & On-Costs	61 622 945	62 209 724	63,994,454	65 620 697	67 205 721	60 020 972	70 992 207	72 570 790	74 100 661	75 665 066	77 210 217
Materials & Contracts	61,633,845	62,398,734		65,630,687	67,305,721	69,020,872	70,883,207	72,579,780	74,109,661	75,665,966	77,318,317
	27,931,024	23,371,071	22,414,468	22,762,775	23,202,355	23,539,401	24,382,204	24,674,654	25,257,190	25,766,928	29,199,725
Borrowing Costs	122,770	101,239	89,790	78,025	59,252	213,283	187,591	160,954	133,248	106,142	89,123
Other Operating Expenses	21,772,642	22,374,167	22,591,900	23,076,491	23,654,164	24,563,728	24,919,775	25,475,132	26,112,634	27,099,199	27,544,277
Not Cash provided by (or used in) Operating	111,460,281	108,245,211	109,090,612	111,547,978	114,221,492	117,337,284	120,372,778	122,890,520	125,612,733	128,638,236	134,151,441
Net Cash provided by (or used in) Operating Activities	32,486,398	35,241,954	33,269,324	33,609,871	35,015,379	35,692,290	39,451,721	37,651,695	38,285,391	39,575,213	37,431,233
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property,	420 422	625 011	674 960	1 175 026	225.049	1 407 742	1 022 276	406 557	710 720	1 200 407	754 220
Plant and Equipment	439,422	625,011	674,860	1,175,036	235,048	1,487,743	1,932,376	406,557	719,720	1,209,497	754,320
Proceeds from sale of Investment Securities	1,890,515 2,329,937	22,001,440 22,626,451	39,892,757 40,567,617	17,878,380 19,053,416	0 235,048	2,275,367 3,763,110	8,097,195 10,029,571	0 406,557	403,896 1,123,616	2,181,063 3,390,560	7,252,684
Payments	2,529,957	22,020,431	40,307,017	19,055,410	235,046	5,765,110	10,029,571	400,557	1,125,010	3,390,300	8,007,004
Payments											
Purchase of Infrastructure, Property, Plant &	21 022 015	55 514 040	70 742 460	49 630 470	20,020,712	21 027 677	45 600 240	26 720 05 6	21 612 651	24 664 250	20 505 000
equipment Purchase Investment Properties	31,932,815	56,614,040 0	70,742,160	48,629,479	29,020,712 0	31,027,677	45,698,240 0	26,738,956 0	31,613,651 0	31,664,250 0	29,505,009
Purchase of Investment Properties	÷	-	0	÷	-		0	-	-		7.052.067
Purchase of investment Securities	2,745,368	1,124,510	-	1,187,848	2,042,243	3,591,910	-	5,808,927	653,642	3,669,576	7,053,067
Net Cash provided by (or used in) Investing	34,678,183	57,738,550	70,742,160	49,817,327	31,062,955	34,619,587	45,698,240	32,547,883	32,267,293	35,333,826	36,558,076
Activities	(32,348,246)	(35,112,099)	(30,174,543)	(30,763,911)	(30,827,907)	(30,856,477)	(35,668,669)	(32,141,326)	(31,143,677)	(31,943,266)	(28,551,072)
CASH FLOW FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings and Advances	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
Payments											
Repayments of Borrowings & Advances	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Cash provided by (or used in) Financing											
Activities	(411,857)	(423,315)	(435,095)	(447,206)	(743,822)	(269,553)	1,703,768	(323,897)	(462,926)	(354,968)	(371,119)
Net Increase (Decrease) in cash held	(273,704)	(293,460)	2,659,685	2,398,754	3,443,650	4,566,260	5,486,820	5,186,472	6,678,788	7,276,979	8,509,042
Cash Assets & Investments at the beginning											
of the reporting period	20,493,308	20,219,603	19,926,143	22,585,828	24,984,582	28,428,232	32,994,492	38,481,312	43,667,784	50,346,571	57,623,550
Cash at the end of the reporting period	20,219,603	19,926,143	22,585,828	24,984,582	28,428,232	32,994,492	38,481,312	43,667,784	50,346,571	57,623,550	66,132,592
Plus Other Current Investments	117,212,567	95,211,127	55,328,588	37,450,208	39,084,810	36,809,443	31,885,891	33,596,690	33,192,794	31,011,731	38,064,798

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Plus Other Non-Current Investments	12,576,812	13,701,322	13,691,104	14,878,952	15,286,593	18,878,503	15,704,860	19,802,988	20,456,630	24,126,206	16,873,522
Total Cash & Investment Securities	150,008,982	128,838,592	91,605,520	77,313,742	82,799,635	88,682,438	86,072,063	97,067,462	103,995,996	112,761,488	121,070,912
Statement of Changes in Equity											
Equity - Opening Balance	1,223,262,009	1,233,628,149	1,247,544,217	1,257,720,487	1,268,155,945	1,278,762,866	1,291,350,053	1,307,911,656	1,321,064,308	1,334,969,490	1,350,439,156
Net Operating Result for the Year	10,366,140	13,916,068	10,176,270	10,435,458	10,606,922	12,587,186	16,561,603	13,152,652	13,905,182	15,469,666	12,276,379
Equity - Closing Balance	1,233,628,149	1,247,544,217	1,257,720,487	1,268,155,945	1,278,762,866	1,291,350,053	1,307,911,656	1,321,064,308	1,334,969,490	1,350,439,156	1,362,715,534
RESERVE BALANCE											
External Restriction											
Voluntary Planning Agreement	8,267,175	7,302,349	5,526,586	5,726,101	3,649,375	5,271,406	3,615,124	5,233,273	3,677,198	3,997,241	0
Section 94A	1,774,456	1,101,882	524,723	352,346	297,042	208,406	365,324	442,673	183,164	1,047,563	(0)
Affordable Housing	3,610,572	4,308,806	4,504,655	4,700,421	4,896,102	5,091,697	5,287,203	5,482,620	5,677,945	5,873,176	6,068,312
Unexpended Grants/Subsidy	491,756	245,878	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Domestic Waste Reserve	1,657,506	3,967,060	6,359,793	7,324,737	9,668,727	11,531,647	9,661,862	11,869,075	14,142,976	16,432,879	14,029,863
Total External Restricted Reserve	15,801,465	16,925,975	16,915,757	18,103,605	18,511,246	22,103,156	18,929,513	23,027,641	23,681,283	27,350,859	20,098,175
Internal Restriction											
Employees Leave Entitlements	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186
Replacement - Plant & Vehicles	4,481,762	4,722,169	4,793,323	4,644,972	4,905,436	3,310,283	2,655,355	3,419,594	2,937,716	1,990,665	2,289,937
Computer	1,167,201	1,247,201	1,127,201	1,207,201	1,287,201	1,367,201	1,247,201	1,327,201	1,407,201	1,487,201	1,367,201
Centralised Reserve	8,791,460	8,208,100	5,411,315	2,229,361	1,571,420	17,049	3,320,981	2,290,180	4,111,538	3,676,321	3,156,100
Infrastructure Asset Renewal Reserve	10,766,237	10,479,739	102,108	2,283,430	5,019,630	4,856,456	2,296,131	3,113,574	1,735,005	2,148,838	9,468,654
Election Reserve	198,452	922	43,344	142,177	243,481	80	69,713	178,807	290,628	2,137	119,619
Sale Surplus Lands	5,888,125	3,088,125	480,000	480,000	480,000	480,000	480,000	480,000	480,000	(1)	(1)
Looking Good	53,396	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Deposits & Bonds	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033
Parking Meters	3,778,536	1,046,536	1,878,856	2,727,822	3,593,768	4,477,033	1,167,963	2,086,912	3,024,240	3,980,314	4,955,510
Off-Street Parking Facilities	1,040,046	1,344,647	1,202,028	1,618,073	1,997,369	2,419,007	2,865,081	2,840,490	3,289,737	1,630,229	2,178,777
Housing Stock	1,742,278	1,797,573	1,863,106	1,900,105	1,946,724	1,997,237	2,051,620	2,094,371	2,142,034	2,322,540	2,508,212
Social Housing	743,581	565,434	525,522	344,128	163,126	0	0	16,857	0	0	198,435
Carry Overs	2,792,034	1,229,534	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Waverley Cemetery	999,745	912,741	855,037	728,433	635,129	547,025	297,421	217,817	146,913	48,809	0
Investment Strategy	62,947,361	48,746,053	25,224,395	7,322,153	5,419,173	5,515,719	3,612,072	3,708,534	1,805,429	1,902,324	0
Total Internal Restriction	120,683,433	98,681,993	58,799,454	40,921,074	42,555,676	40,280,309	35,356,757	37,067,556	36,663,660	34,482,597	41,535,664
Total Restricted Reserve Balance	136,484,898	115,607,968	75,715,211	59,024,679	61,066,922	62,383,465	54,286,270	60,095,197	60,344,943	61,833,456	61,633,839

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	(60,970,763)	(62,483,458)	(63,866,580)	(65,280,303)	(66,725,275)	(68,202,190)	(69,711,754)	(71,303,291)	(72,931,242)	(74,596,443)	(76,299,759)
Investment Income	(3,974,000)	(4,300,326)	(3,460,333)	(2,434,361)	(1,997,559)	(2,000,928)	(1,946,980)	(1,866,947)	(1,876,005)	(1,764,303)	(1,607,546)
User Charges	(34,631,627)	(35,082,915)	(35,867,975)	(36,767,572)	(37,602,047)	(38,456,120)	(39,409,837)	(40,305,384)	(41,220,754)	(42,248,590)	(43,210,218)
Other Revenues	(18,232,359)	(17,954,329)	(18,399,070)	(18,885,320)	(19,353,330)	(19,833,060)	(20,566,647)	(21,076,451)	(21,599,005)	(22,134,617)	(22,683,859)
Grants Subsidies & Contributions	(7,959,368)	(8,111,332)	(8,283,975)	(8,460,933)	(8,642,315)	(8,828,237)	(9,018,801)	(9,214,126)	(9,414,340)	(9,619,561)	(9,829,912)
Total Operating Income	(125,768,117)	(127,932,360)	(129,877,933)	(131,828,489)	(134,320,526)	(137,320,535)	(140,654,019)	(143,766,199)	(147,041,346)	(150,363,514)	(153,631,294)
Operating Expenditure											
Employee Costs	65,568,607	65,926,554	67,330,677	69,899,075	72,528,628	75,132,802	77,889,693	80,510,567	82,999,923	85,566,283	88,277,230
Materials & Contracts	24,171,288	19,192,218	19,682,965	20,040,549	20,422,149	20,672,957	21,561,400	21,648,370	22,252,738	22,658,573	26,640,787
Borrowing Costs	100,756	89,297	77,517	65,406	212,204	186,473	159,794	132,129	105,430	88,446	72,295
Other Operating Expenses	21,717,050	22,512,094	22,608,651	23,174,690	23,754,804	24,733,519	24,958,870	25,583,494	26,223,699	27,282,965	27,599,126
Depreciation & Amortisation	22,728,585	23,446,129	24,404,791	24,875,894	24,987,346	25,136,897	25,466,432	25,472,406	25,641,657	25,817,977	25,900,840
Total Operating Expenditure	134,286,286	131,166,292	134,104,601	138,055,614	141,905,131	145,862,648	150,036,189	153,346,966	157,223,447	161,414,244	168,490,278
Operating Result Before Capital Income -											
(Surplus)/Deficit	8,518,169	3,233,932	4,226,668	6,227,125	7,584,605	8,542,113	9,382,170	9,580,767	10,182,101	11,050,730	14,858,984
Capital Income											
Grants Subsidies & Contributions	(15,644,887)	(7,764,420)	(5,079,025)	(5,256,151)	(5,702,735)	(5,895,286)	(6,796,314)	(6,061,732)	(6,016,803)	(6,490,542)	(5,897,066)
Sale of Assets	(439,422)	(625,011)	(674,860)	(1,175,036)	(235,048)	(1,487,743)	(1,932,376)	(406,557)	(719,720)	(1,209,497)	(754,320)
Total Capital Income	(16,084,309)	(8,389,431)	(5,753,885)	(6,431,187)	(5,937,783)	(7,383,029)	(8,728,690)	(6,468,289)	(6,736,523)	(7,700,039)	(6,651,386)
Operating Result - (Surplus)/Deficit	(7,566,140)	(5,155,499)	(1,527,217)	(204,062)	1,646,822	1,159,084	653,480	3,112,478	3,445,578	3,350,691	8,207,598
Capital Expenditure											
Other Capital Purchases	1,978,518	3,287,727	4,252,414	4,870,511	2,580,557	6,901,756	8,872,360	1,940,899	4,425,120	4,896,198	4,911,813
Capital Works Program	29,802,622	54,094,341	66,902,945	43,062,291	25,855,245	24,206,082	37,277,130	24,197,731	27,357,862	26,764,380	24,526,529
Total Capital Expenditure	31,781,140	57,382,068	71,155,359	47,932,802	28,435,802	31,107,838	46,149,490	26,138,630	31,782,982	31,660,578	29,438,342
Cash Flow to Fund - (In)/Out	24,215,000	52,226,569	69,628,142	47,728,740	30,082,624	32,266,922	46,802,970	29,251,108	35,228,560	35,011,269	37,645,940
Financed By:											
Borrowings											
External Loan	0	0	0	0	0	(500,000)	(2,500,000)	(500,000)	0	0	0
Less: Loan Repayments on External Loan	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Borrowing	411,857	423,315	435,095	447,206	743,822	269,553	(1,703,768)	323,897	462,926	354,968	371,119
Reserve Movements											
Transfers to Reserves	18,790,119	20,593,030	3,652,771	13,217,506	17,656,565	13,253,007	22,095,723	16,169,258	21,473,754	21,228,098	22,478,814
Transfer from Reserves	(17,935,266)	(41,469,960)	(43,545,528)	(29,908,038)	(15,614,322)	(11,936,464)	(30,192,918)	(10,360,331)	(21,224,008)	(19,739,585)	(22,678,431)
Net Reserve Movements	854,853	(20,876,930)	(39,892,757)	(16,690,532)	2,042,243	1,316,543	(8,097,195)	5,808,927	249,746	1,488,513	(199,617)
Depreciation & Amortisation Expenses											
(Contra)	(22,728,585)	(23,446,129)	(24,404,791)	(24,875,894)	(24,987,346)	(25,136,897)	(25,466,432)	(25,472,406)	(25,641,657)	(25,817,977)	(25,900,840)
Net Budget Result - (Surplus)/Deficit	2,753,125	8,326,825	5,765,689	6,609,521	7,881,343	8,716,121	11,535,575	9,911,526	10,299,575	11,036,773	11,916,602
Cumulative Budget Result - (Surplus)/Deficit	2,753,125	11,079,950	16,845,639	23,455,160	31,336,503	40,052,624	51,588,199	61,499,725	71,799,300	82,836,073	94,752,675

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	17,488,998	8,589,410	2,609,611	(5,168,158)	(13,916,587)	(23,045,429)	(34,671,927)	(45,758,374)	(56,387,430)	(67,877,933)	(79,793,613
Investments	117,212,567	95,211,127	55,328,588	37,450,208	39,084,810	36,809,443	31,885,891	33,596,690	33,192,794	31,011,731	38,064,79
Receivables	8,475,420	8,992,593	9,670,579	10,364,512	11,042,953	11,797,748	12,584,977	13,330,103	14,089,324	14,850,452	15,590,51
Other	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,00
Total Current Assets	144,130,985	113,747,131	68,562,778	43,600,562	37,165,176	26,515,762	10,752,941	2,122,419	(8,151,312)	(21,061,750)	(25,184,300
NON-CURRENT ASSETS											
Investments	12,576,812	13,701,322	13,691,104	14,878,952	15,286,593	18,878,503	15,704,860	19,802,988	20,456,630	24,126,206	16,873,522
Receivables	1,563,511	1,572,354	1,581,418	1,591,181	1,601,188	1,611,444	1,621,958	1,632,734	1,643,779	1,655,101	1,666,70
Infrastructure, Property, Plant & Equipment	968,018,878	1,001,954,816	1,048,705,384	1,071,762,292	1,075,210,748	1,081,181,689	1,101,864,747	1,102,530,971	1,108,672,296	1,114,514,897	1,118,052,399
Investment Property	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000
Total Non-Current Assets	1,128,104,200	1,163,173,492	1,209,922,907	1,234,177,425	1,238,043,529	1,247,616,637	1,265,136,565	1,269,911,693	1,276,717,706	1,286,241,204	1,282,537,620
Total Assets	1,272,235,186	1,276,920,623	1,278,485,684	1,277,777,988	1,275,208,704	1,274,132,398	1,275,889,506	1,272,034,112	1,268,566,394	1,265,179,454	1,257,353,327
CURRENT LIABILITIES											
Payables	20,581,125	20,507,458	20,927,460	20,393,012	20,142,806	20,424,267	21,055,952	20,565,696	20,939,019	21,188,185	21,867,230
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,659,633	16,686,554	16,739,492	16,809,386	16,880,954	16,951,824	17,026,959	17,098,195	17,165,658	17,235,212	17,308,756
Total Current Liabilities	38,055,758	38,009,012	38,481,952	38,017,399	37,838,760	38,191,091	38,897,910	38,478,891	38,919,677	39,238,397	39,990,986
NON-CURRENT LIABILITIES											
Borrowings	2,531,278	2,107,963	1,672,868	1,225,662	481,840	212,287	1,916,055	1,592,158	1,129,232	774,264	403,145
Provisions	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000
Total Non-Current Liabilities	3,351,278	2,927,963	2,492,868	2,045,662	1,301,840	1,032,287	2,736,055	2,412,158	1,949,232	1,594,264	1,223,145
Total Liabilities	41,407,036	40,936,975	40,974,820	40,063,061	39,140,600	39,223,378	41,633,965	40,891,049	40,868,909	40,832,661	41,214,131
NET ASSETS	1,230,828,149	1,235,983,648	1,237,510,865	1,237,714,927	1,236,068,104	1,234,909,021	1,234,255,541	1,231,143,063	1,227,697,485	1,224,346,794	1,216,139,195
FOURTY											
EQUITY Retained Earning	601 070 000	600 426 140	704 504 640	705 110 055	706 222 027	704 676 404	702 517 021	702.062.544	600 754 062	COC 205 405	602.054.704
	691,870,009	699,436,149	704,591,648	706,118,865	706,322,927	704,676,104	703,517,021	702,863,541	699,751,063	696,305,485	692,954,794
Revaluation Reserves Retained Earning	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000
Net Operating Result - Surplus/(Deficit)	1,223,262,009	1,230,828,149	1,235,983,648	1,237,510,865	1,237,714,927	1,236,068,104	1,234,909,021	1,234,255,541	1,231,143,063	1,227,697,485	1,224,346,794
	7,566,140 1,230,828,149	5,155,499 1,235,983,648	1,527,217 1,237,510,865	204,062 1,237,714,927	(1,646,822) 1,236,068,104	(1,159,084) 1,234,909,021	(653,480) 1,234,255,541	(3,112,478) 1,231,143,063	(3,445,578) 1,227,697,485	(3,350,691) 1,224,346,794	(8,207,598) 1,216,139,195
Total Cash, Cash Equivalents & Investment Sec			10.015 35-	10 400 400	10 511 010	22.422.452	10.000 545	22.027.044	22.001.007	27.252.052	20.000.000
- External Restrictions	15,801,465	16,925,975	16,915,757	18,103,605	18,511,246	22,103,156	18,929,513	23,027,641	23,681,283	27,350,859	20,098,175
- Internal Restrictions - Unrestricted	120,683,433	98,681,993	58,799,454	40,921,074	42,555,676	40,280,309	35,356,757	37,067,556	36,663,660	34,482,597	41,535,664
Total	10,793,480 147,278,378	1,893,892 117,501,860	(4,085,908) 71,629,303	(11,863,676) 47,161,002	(20,612,106) 40,454,816	(29,740,947) 32,642,517	(41,367,445) 12,918,824	(52,453,892) 7,641,304	(63,082,948) (2,738,006)	(74,573,452) (12,739,996)	(86,489,131 (24,855,292
	147,270,370	117,501,800	71,023,505	47,101,002	40,434,010	52,042,517	12,310,024	7,041,004	(2,758,000)	(12,133,550)	(24,000,292

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts	40,700,000	44 640 505	45 600 607	46.634.340	47.004.400	40 754 430	40.043.750	50.046.454	53.050.470	F3 305 400	F 4 3 63 6 66
Rates	43,790,082	44,643,535	45,602,637	46,631,310	47,691,429	48,734,429	49,812,750	50,916,151	52,050,170	53,206,490	54,383,000
Domestic Waste Charge	17,152,790	17,175,772	17,545,795	17,951,437	18,369,628	18,781,674	19,207,775	19,691,348	20,190,677	20,701,492	21,223,054
User Charges & Fees	34,705,773	35,076,052	35,829,527	36,738,342	37,593,874	38,435,470	39,384,229	40,279,798	41,198,272	42,224,923	43,185,764
Investments Income	3,975,482	4,273,132	3,530,332	2,519,859	2,033,959	2,000,647	1,951,476	1,873,616	1,875,250	1,773,612	1,620,609
Grants & Contributions	23,425,661	16,069,251	13,417,855	13,705,714	14,334,076	14,714,329	15,787,112	15,288,173	15,427,436	16,093,869	15,736,454
Other Operating Receipts	18,166,286	17,933,021	18,343,761	18,834,283	19,311,847	19,784,221	20,509,248	21,022,942	21,546,078	22,081,221	22,627,812
Devenuente	141,216,075	135,170,763	134,269,908	136,380,945	139,334,813	142,450,770	146,652,590	149,072,029	152,287,882	156,081,606	158,776,693
Payments											
Employee Benefits & On-Costs	61,633,845	62,688,460	64,543,912	67,011,113	69,553,048	72,072,568	74,738,689	77,274,434	79,675,932	82,145,884	84,755,762
Materials & Contracts	27,931,024	23,371,071	22,414,468	22,781,967	23,245,050	23,604,003	24,468,131	24,782,733	25,388,521	25,922,650	29,381,019
Borrowing Costs	122,770	101,239	89,790	78,025	59,252	213,283	187,591	160,954	133,248	106,142	89,123
Other Operating Expenses	21,772,642	22,374,167	22,591,900	23,076,491	23,654,164	24,563,728	24,919,775	25,475,132	26,112,634	27,099,199	27,544,277
	111,460,281	108,534,937	109,640,069	112,947,596	116,511,514	120,453,581	124,314,187	127,693,253	131,310,335	135,273,875	141,770,181
Net Cash provided by (or used in) Operating Activities	29,755,793	26,635,826	24,629,838	23,433,348	22,823,300	21,997,188	22,338,403	21,378,776	20,977,547	20,807,731	17,006,512
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property,											
Plant and Equipment	439,422	625,011	674,860	1,175,036	235,048	1,487,743	1,932,376	406,557	719,720	1,209,497	754,320
Proceeds from sale of Investment Securities	1,890,515	22,001,440	39,892,757	17,878,380	0	2,275,367	8,097,195	0	403,896	2,181,063	7,252,684
	2,329,937	22,626,451	40,567,617	19,053,416	235,048	3,763,110	10,029,571	406,557	1,123,616	3,390,560	8,007,004
Payments											
Purchase of Infrastructure, Property, Plant &											
equipment	31,932,815	56,614,040	70,742,160	48,629,479	29,020,712	31,027,677	45,698,240	26,738,956	31,613,651	31,664,250	29,505,009
Purchase Investment Properties	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Securities	2,745,368	1,124,510	0	1,187,848	2,042,243	3,591,910	0	5,808,927	653,642	3,669,576	7,053,067
	34,678,183	57,738,550	70,742,160	49,817,327	31,062,955	34,619,587	45,698,240	32,547,883	32,267,293	35,333,826	36,558,076
Net Cash provided by (or used in) Investing Activities	(32,348,246)	(35,112,099)	(30,174,543)	(30,763,911)	(30,827,907)	(30,856,477)	(35,668,669)	(32,141,326)	(31,143,677)	(31,943,266)	(28,551,072)
CASH FLOW FROM FINANCING ACTIVITIES Receipts											
Proceeds from Borrowings and Advances	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
i rocceus ironi porronnigo una riarances	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
Payments						,	2,000,000				
Repayments of Borrowings & Advances	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Repayments of borrowings & Advances	411,857	423,315	435,095	447,200	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Cash provided by (or used in) Financing	411,007	423,323	433,033	447,200	743,022	703,333	130,232	023,037	402,520	334,503	372,223
Activities	(411,857)	(423,315)	(435,095)	(447,206)	(743,822)	(269,553)	1,703,768	(323,897)	(462,926)	(354,968)	(371,119)
Net Increase (Decrease) in cash held	(3,004,309)	(8,899,588)	(5,979,800)	(7,777,769)	(8,748,429)	(9,128,842)	(11,626,498)	(11,086,447)	(10,629,056)	(11,490,503)	(11,915,679)
Cash Assets & Investments at the beginning of the reporting period	20,493,308	17,488,998	8,589,410	2,609,611	(5,168,158)	(13,916,587)	(23,045,429)	(34,671,927)	(45,758,374)	(56,387,430)	(67,877,933)
Cash at the end of the reporting period	17,488,998	8,589,410	2,609,611	(5,168,158)	(13,916,587)	(23,045,429)	(34,671,927)	(45,758,374)	(56,387,430)	(67,877,933)	(79,793,613)

WAVERLEY COUNCIL -											
PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Plus Other Current Investments	117,212,567	95,211,127	55,328,588	37,450,208	39,084,810	36,809,443	31,885,891	33,596,690	33,192,794	31,011,731	38,064,79
Plus Other Non-Current Investments	12,576,812	13,701,322	13,691,104	14,878,952	15,286,593	18,878,503	15,704,860	19,802,988	20,456,630	24,126,206	16,873,52
Total Cash & Investment Securities	147,278,378	117,501,860	71,629,303	47,161,002	40,454,816	32,642,517	12,918,824	7,641,304	(2,738,006)	(12,739,996)	(24,855,292
Statement of Changes in Equity											
Equity - Opening Balance	1,223,262,009	1,230,828,149	1,235,983,648	1,237,510,865	1,237,714,927	1,236,068,104	1,234,909,021	1,234,255,541	1,231,143,063	1,227,697,485	1,224,346,794
Net Operating Result for the Year	7,566,140	5,155,499	1,527,217	204,062	(1,646,822)	(1,159,084)	(653,480)	(3,112,478)	(3,445,578)	(3,350,691)	(8,207,598
Equity - Closing Balance	1,230,828,149	1,235,983,648	1,237,510,865	1,237,714,927	1,236,068,104	1,234,909,021	1,234,255,541	1,231,143,063	1,227,697,485	1,224,346,794	1,216,139,19
RESERVE BALANCE											
External Restriction											
Voluntary Planning Agreement	8,267,175	7,302,349	5,526,586	5,726,101	3,649,375	5,271,406	3,615,124	5,233,273	3,677,198	3,997,241	(
Section 94A	1,774,456	1,101,882	524,723	352,346	297,042	208,406	365,324	442,673	183,164	1,047,563	(0)
Affordable Housing	3,610,572	4,308,806	4,504,655	4,700,421	4,896,102	5,091,697	5,287,203	5,482,620	5,677,945	5,873,176	6,068,312
Unexpended Grants/Subsidy	491,756	245,878	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Domestic Waste Reserve	1,657,506	3,967,060	6,359,793	7,324,737	9,668,727	11,531,647	9,661,862	11,869,075	14,142,976	16,432,879	14,029,863
Total External Restricted Reserve	15,801,465	16,925,975	16,915,757	18,103,605	18,511,246	22,103,156	18,929,513	23,027,641	23,681,283	27,350,859	20,098,175
Internal Restriction											
Employees Leave Entitlements	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186
Replacement - Plant & Vehicles	4,481,762	4,722,169	4,793,323	4,644,972	4,905,436	3,310,283	2,655,355	3,419,594	2,937,716	1,990,665	2,289,937
Computer	1,167,201	1,247,201	1,127,201	1,207,201	1,287,201	1,367,201	1,247,201	1,327,201	1,407,201	1,487,201	1,367,201
Centralised Reserve	8,791,460	8,208,100	5,411,315	2,229,361	1,571,420	17,049	3,320,981	2,290,180	4,111,538	3,676,321	3,156,100
Infrastructure Asset Renewal Reserve	10,766,237	10,479,739	102,108	2,283,430	5,019,630	4,856,456	2,296,131	3,113,574	1,735,005	2,148,838	9,468,654
Election Reserve	198,452	922	43,344	142,177	243,481	80	69,713	178,807	290,628	2,137	119,619
Sale Surplus Lands	5,888,125	3,088,125	480,000	480,000	480,000	480,000	480,000	480,000	480,000	(1)	(1)
Looking Good	53,396	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Deposits & Bonds	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033
Parking Meters	3,778,536	1,046,536	1,878,856	2,727,822	3,593,768	4,477,033	1,167,963	2,086,912	3,024,240	3,980,314	4,955,510
Off-Street Parking Facilities	1,040,046	1,344,647	1,202,028	1,618,073	1,997,369	2,419,007	2,865,081	2,840,490	3,289,737	1,630,229	2,178,777
Housing Stock	1,742,278	1,797,573	1,863,106	1,900,105	1,946,724	1,997,237	2,051,620	2,094,371	2,142,034	2,322,540	2,508,212
Social Housing	743,581	565,434	525,522	344,128	163,126	0	0	16,857	0	0	198,435
Carry Overs	2,792,034	1,229,534	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Waverley Cemetery	999,745	912,741	855,037	728,433	635,129	547,025	297,421	217,817	146,913	48,809	(
Investment Strategy	62,947,361	48,746,053	25,224,395	7,322,153	5,419,173	5,515,719	3,612,072	3,708,534	1,805,429	1,902,324	(
Total Internal Restriction	120,683,433	98,681,993	58,799,454	40,921,074	42,555,676	40,280,309	35,356,757	37,067,556	36,663,660	34,482,597	41,535,664
Total Restricted Reserve Balance	136,484,898	115,607,968	75,715,211	59,024,679	61,066,922	62,383,465	54,286,270	60,095,197	60,344,943	61,833,456	61,633,839



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REPORT CM/7.2/18.04		
Subject:	Draft Waverley Community Plan 2018-2029, Draft Delivery Program 2018-2021, Draft Operational Plan 2018-19 and Proposed Pricing Policy, Fees and Charges 2018-19	WAVERLEY
TRIM No:	A17/0229	
Author:	Sneha Sabu, Co-ordinator, Integrated Planning and Reporti	ng
Director:	Peter Monks, Acting General Manager	

RECOMMENDATION:

That Council:

- 1. Adopts the draft Community Strategic Plan 2018-2029, draft Delivery Program 2018-2021 and draft Operational Plan 2018-19, including the Statement of Revenue Policy, for placement on public exhibition as in Attachments 1,2 and 3 to this report in accordance with the *Local Government Act 1993*.
- 2. Adopts for placement on public exhibition the Rating Structure for 2018–19 contained on page 60 of the Operational Plan 2018–19 in Attachment 3 to this report together with the proposed Pricing Policy, Fees and Charges 2018–19 as in Attachment 4 to this report in accordance with sections 497, 516, 518, 529 (2)(d), 534, 535 and 548(3) of the *Local Government Act*, which proposes the following rates and charges for every parcel of rateable land within the Waverley Council Local Government Area for the period of 1 July 2018 to 30 June 2019:
 - (a) That an ordinary rate of zero point one one two eight four cents (0.11284) in the dollar subject to a minimum rate in accordance with section 548(3) of the Act, per assessment on all rateable land categorised Residential in accordance with section 516 of the Act and sub categorised Ordinary in accordance with section 529 (2) (b) of the Act
 - (b) That an ordinary rate of zero point five three zero nine three cents(0.53093) in the dollar on all rateable land categorised Business in accordance with section 518 of the Act and sub categorised Ordinary in accordance with section 529 (2)(d) of the Act
 - (c) That an ordinary rate of zero point eight six four eight zero cents (0.86480) in the dollar on all rateable land categorised Business in accordance with section 518 of the Act and sub categorised Bondi Junction in accordance with section 529 (2)(d) of the Act
 - (d) That in accordance with section 496 of the *Local Government Act*, the charge for the Domestic Waste Management Service is set at \$548.00 per service per annum for the period 1 July 2018 to 30 June 2019.

1. Executive Summary

This report is seeking Council approval to place the Community Strategic Plan 2018-2029, draft Delivery Program and draft Operational Plan including the budget, Statement of Revenue Policy and the proposed Pricing Policy, Fees and Charges 2018-19 and Rating Structure on public exhibition for the period 25 April 2018 to 24 May 2018. A further report will be presented to the Council at its meeting in June 2018 which reports on any public submissions received and sets out any proposed changes in response to these submissions, prior to the final adoption of the Plan.

2. Introduction/Background

All NSW Councils are required to facilitate the development of a Community Strategic Plan (with a minimum 10 year outlook) along with a Delivery Program (based around the four-year term of the Council) and an Operational Plan (which looks at yearly activities to be undertaken). These plans are informed by a Resourcing Strategy that is made up of a Long Term Financial Plan, a Strategic Asset Management Plan, a Workforce Plan and in Waverley Council's model, an Environmental Action Plan. With the delayed local government elections, the term of the newly elected Council is 3 years. Therefore the Delivery Program for this Council term is for a three year period.



The Integrated Planning & Reporting framework requires councils to constantly review their plans to ensure they remain relevant and in-tune with changing community needs. Section 402(5) of the *Local Government Act* requires that:

Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new community strategic plan, as appropriate to ensure that the area has a community strategic plan covering at least the next 10 years.

Accordingly, following the 2017 Local Government Elections Waverley Council commenced a community engagement process for the preparation of a new Community Strategic Plan (*Waverley Community Strategic Plan*).

Coupled with this requirement each newly elected Council must develop a new Delivery Program which will run for their term in office. The Delivery Program must draw upon the broad directions and strategies defined in the Community Strategic Plan and set out the specific Waverley Council strategies and activities (services and projects) it will undertake during its term to help the community move closer to attaining their long term vision and aspirations. The draft *Delivery Program 2018-21* sets out the strategies and deliverables Waverley Council will need to deliver in the first three years of the 11 year Waverley Community Strategic Plan 2018-2029.

Every year the Council is also required to develop an Operational Plan (which is a sub-plan of the Delivery Program) setting out the specific activities (services and projects) it will undertake in that year.

The *Operational Plan 2018-19* sets out the key activities (deliverables), actions, budgets and performance measures Waverley Council will employ during the 2018-19 financial year. The Operational Plan includes the Statement of Revenue Policy which sets out Council's rating policy. Accompanying this plan is also the *Pricing Policy, Fees & Charges 2018-19* which sets out the fees and charges Council is proposing to levy over the coming financial year.

3. Relevant Council Resolutions

Nil.

4. Discussion

In accordance with section 406 of the *Local Government Act*, the Office of Local Government (OLG) has published Guidelines and a Manual to support the administration of integrated planning and reporting. The Community Strategic Plan *Waverley Community Strategic Plan 2018-2029*, the *Delivery Program 2018-2021* and the *Operational Plan 2018-19* (including the *Pricing Policy, Fees & Charges 2018-19*) have been developed in accordance with the OLG Guidelines and Manual.

The Community Strategic Plan (Waverley Community Strategic Plan 2018-2029)

The purpose of the Community Strategic Plan (*Waverley Community Strategic Plan*) is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies are required to take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long term objectives of this Plan.

The Community Strategic Plan essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in 10 years' time?
- How will we get there?
- How will we know we've arrived?

The Council's role is to guide the community through these important discussions and to document the response in a meaningful Community Strategic Plan. However, it is important to stress that it is not the Council's responsibility to deliver every aspect of the Community Strategic Plan. Also, it is important to understand that *Waverley Community Strategic Plan* is not a 'council' plan but rather a 'community' plan. Council's primary role is to facilitate its creation.

Council undertook an extensive community engagement program that sought to ensure everyone in the community had the opportunity to contribute. The aim was to determine where we are now, where we want to be in 2030 and how we will get there. The first phase of community consultation commenced in late November 2017. During this phase we asked our community what they love about Waverley, what needs to change, and to provide feedback on 11 themes we felt were priority areas for our local government area to focus on. The Issues Papers detailed the challenges and opportunities within each thematic area and what Council is currently doing across these 11 themes.

The second phase of community consultation commenced in early February 2018 and during this phase Council called for detailed community submissions on the Issues Papers. Council hosted two events during this phase; a breakfast of community organisations and a Community Summit open to all community members.

More than 800 community members took the opportunity to share their aspirations for Waverley and tell us what our priorities over the next 11 years should be.

The Delivery Program

The Delivery Program is intended to be a four year program adopted by each newly elected Council in the first year following an election. With the delayed local government elections, the term of the newly elected Council is 3 years. Therefore the Delivery Program for this Council term is prepared for a three year period. The *Delivery Program 2018-21* is the third Delivery Program that Waverley Council has developed.

The IPR manual requires that all the strategies identified in the Community Strategic Plan be carried through to the Delivery Program and expanded into actions. In our Delivery Program we have called these actions 'deliverables' – that is what we are going to deliver to meet the requirements of the strategies outlined in the Community Strategic Plan.

Both the Delivery Program and Operational Plan are required to allocate responsibility and to include measures of effectiveness – in the case of the Delivery Program they should preferably be outcome based, while in the Operational Plan they are likely to be output based. As far as possible our Delivery Program includes outcome measures for the deliverables identified.

The Delivery Program also needs to include a budget forecast. Reporting on progress with the Delivery Program is required at least half yearly. However, budget reporting will still be provided quarterly. In summary the Delivery Program includes the strategies identified in the Community Strategic Plan, it expands these strategies into 'deliverables' and allocates responsibility for these. It also includes measures of effectiveness and budget information for the three year period.

The Operational Plan (including the Budget, Statement of Revenue Policy and the Pricing Policy, Fees & Charges)

The Operational Plan has a one year timeframe. The OLG suggests that the Operational Plan be defined as a sub plan of the Delivery Program that spells out the 'actions' to be undertaken in a particular year.

The IPR manual also requires that actions identified in the Delivery Program be carried through to the Operational Plan. Our Operational Plan carries forward the 'deliverables' from our Delivery Program and includes the action required to 'deliver' on what we said we would.

The Operational Plan is also required to include a budget for the year as well as our revenue policy. This includes our rating information as well as our pricing policy, fees and charges.

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.

6. Financial impact statement/Timeframe/Consultation

Financial impact statement

The key deliverables, projects and activities in the Delivery Program 2018-2021 and Operational Plan 2018-19 along with the significant strategies in the Community Strategic Plan are costed in the Long Term Financial Plan (LTFP).

Consultation/timeframe

The steps in the process towards adoption of the draft Community Strategic Plan 2018-2029, draft Delivery Program and draft Operational Plan including the budget, Statement of Revenue Policy and the proposed Pricing Policy, Fees and Charges 2018-19 are as follows:

Council Meeting – 17 April 2018

• Council adopts the draft Community Strategic Plan 2018-2029, draft Delivery Program and draft Operational Plan including the budget, Statement of Revenue Policy and the proposed Pricing Policy, Fees and Charges 2018-19 for purposes of public exhibition

Public Exhibition – Exhibition dates: 25 April 2018 to 24 May 2018

• The draft Community Strategic Plan 2018-2029, draft Delivery Program and draft Operational Plan including the budget, Statement of Revenue Policy and the proposed Pricing Policy, Fees and Charges 2018-19 is to be placed on public exhibition for a period of at least 28 days, as per statutory requirement.

Council Meeting – 19 June 2018

• Council adopts the draft Community Strategic Plan 2018-2029, draft Delivery Program and draft Operational Plan including the budget, Statement of Revenue Policy and the proposed Pricing Policy, Fees and Charges 2018 as required under the Integrated Planning and Reporting framework.

7. Conclusion

Before adopting the Community Strategic Plan, Delivery Program and Operational Plan, Council must place these documents on public exhibition for a statutory period of 28 days. This report is seeking Council approval to place the draft Community Strategic Plan 2018-2029, draft Delivery Program and draft

Operational Plan including the budget, Statement of Revenue Policy and the proposed Pricing Policy, Fees and Charges 2018-19 on public exhibition. The submission period is likely to close on 24 May 2018.

Once the submission date is closed a further report will be presented to the Council incorporating any public comment at its meeting in June 2018 where Council will be required to adopt the final plans. These documents will become effective on 1 July 2018.

8. Attachments

- 1. Draft Waverley Community Strategic Plan 2018 -2029 (under separate cover)
- 2. Draft Delivery Program 2018-2021 (under separate cover)
- 3. Draft Operational Plan 2018-19 (under separate cover)
- 4. Draft Pricing Policy Fees and Charges 2018-19 (under separate cover).

REPORT CM/7.3/18.04		
Subject:	Draft Strategic Asset Management Plan 5 (SAMP5)	
TRIM No:	A18/0119	WAVERLEY
Author:	Nikolaos Zervos, Assets Manager	
Director:	Emily Scott, Director, Waverley Renewal	

RECOMMENDATION:

That Council:

- 1. Adopts the Draft Strategic Asset Management Plan 5 attached to this report for public exhibition.
- 2. Notes the inclusion of the Strategic Asset Management Plan as part of Council's Resourcing Strategy for the purposes of Integrated Planning & Reporting.

1. Executive Summary

This report is seeking Council approval to place the *Strategic Asset Management Plan 5* on public exhibition for the period 25 April 2018 to 22 May 2018. A further report will be presented to Council at its meeting in June 2018 which reports on any public submissions received and sets out any proposed changes in response to these submissions, prior to the final adoption of the plan.

2. Introduction/Background

SAMP5 is the fifth reiteration of Council's plans on how Council's assets are managed with the use of policy, strategy and effective long term financial planning.

The purpose of SAMP5 is to:

- build on and update previous SAMPs, quantifying the extent of works necessary to bring assets in all Categories to an acceptable condition as defined by the community
- assess the cost of those works, and
- do this within the context of Council's IP&R Framework including our:
 - I. Community Strategic Plan
 - II. Environmental Action Plan 4
 - III. Long Term Financial Plan Long Term Financial Plan 5 (LTFP5), and
 - IV. Workforce Plan

In general, the purpose of past, present and future SAMPs is ultimately to achieve sustainability in asset management.

We define sustainable asset management as everything we must do to make sure our assets are maintained at a satisfactory standard in a "quadruple bottom line" sense.

SAMP5 summarises the actions required to continue with our progress towards sustainability in asset management and develops a framework to facilitate sound asset management practices.

Achieving sustainable asset management requires Council to integrate its strategic asset planning with its financial planning. The IP&R Framework provides the means of achieving this integration.

Costs to meet these targets as set out in SAMP5 have been translated directly into Council's Long Term Financial Plan 5 (LTFP5).

3. Relevant Council Resolutions

Nil.

4. Discussion

Waverley Council developed Asset Management Plans to identify required expenditure with respect to the management of its assets. Asset plans help Council with budgeting for the renewal, expansion, operating and maintenance costs of its assets over the period of the LTFP.

SAMP5 is made up of:

- Asset Management Strategy (AMS)
- Nine individual Asset Management Plans (AMPs)
- Asset Management Policy

The purpose of SAMP5 is:

- to provide framework, ensuring that Waverley Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the Levels of Service set by the community
- demonstrate Council compliance and commitment to IP&R framework and International Infrastructure Management Manual guidelines
- reassess the cost required to meet service levels and integrate with the long term financial plan
- ensure the SAMP5 supports the objectives set out in Community Strategic Plan and other Council documents; and
- to outline the processes, structures, roles and responsibilities necessary to establish and maintain advanced asset management practices.

As part of Councils financial reporting, Council must report on a number of indicators relating to its infrastructure assets. These indicators are shown in Special Schedule 7 of Councils annual financial statements. These indicators can be used by Council and the community to get a better understanding of the condition of Councils infrastructure assets.

Two of these indicators relate directly to the condition of Councils infrastructure, namely the cost to bring assets to a satisfactory condition and the cost to bring assets to an agreed service level. Using the new valuation and condition results, asset backlog has been calculated which is taken as 'cost to satisfactory'. Council's current combined backlog, based on current knowledge is \$7 million or 1%. Comparing to the industry benchmark of 2%, Waverley's backlog ratio is within the healthy range.

Minimum condition targets set out in SAMP4 have been reviewed and maintained, adding further targets in new asset categories. A framework to measure service level outcome has been established, it includes accessibility, quality / condition, responsiveness, customer satisfaction, affordability and sustainability.

Council budgeting in the LTFP ensures adequate funds are available for renewal and maintenance of Councils assets. Figures used to develop the LTFP include:

- SAMP 5 budgeted renewal expenditure is \$269 M (LTFP amount)
- Backlog cost to meet satisfactory is \$7.9 M
- Cost to Service Level is \$23.5 M

Measures of performance have been assessed for SAMP5 and for the IP&R Special Schedule 7 reporting:

- Consumption ratio
 - Current value divided by replacement value (OLG 50%-75%)
 - SAMP 5 65% (SAMP 4 60%)
- Infrastructure renewal ratio
 - Rate at which assets are renewed relative to rate at which depreciate (OLG 90%-110%)
 - SAMP 5 113% (SAMP 4 64%)
- Infrastructure backlog ratio
 - Proportion of asset backlog against total value of Councils infrastructure (OLG <2%)
 - SAMP 5 1% (SAMP 4 1.1%)
- Asset maintenance ratio
 - Actual versus required maintenance (OLG >100%)
 - Investing to ensure backlog does not increase
 - SAMP 5 107% (SAMP 4 98%)

The SAMP5 framework will be used by Council to develop delivery plans for renewal programs. It is anticipated that these will be developed over the next 12 to 18 months and will be driven by best practice asset management techniques.

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: G6a Regularly revise Strategic Asset Management Plans and integrate with financial planning processes.
- Deliverable: Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements.

6. Financial impact statement/Timeframe/Consultation

The SAMP5 outlines the required funding to manage all of Councils assets and has recommendations that informed budgeted expenditure in the Draft Long Term Financial Plan 5 which is being presented to Council in a separate report.

The steps in the process towards adoption of the SAMP5 are as follows:

Council Meeting – 17 April 2018

- The Draft Strategic Asset Management Plan 5 to be considered by Council as part of the resourcing strategy including Draft Capital Expenditure Program and LTFP 5
- Council adopts the Draft Strategic Asset Management Plan and related documents for purposes of public exhibition.

Public Exhibition – Exhibition dates: 25 April 2018 to 24 May 2018

• The Draft Strategic Asset Management Plan is to be placed on public exhibition for a period of at least 28 days, as per statutory requirement.

Council Meeting – 19 June 2018

- Council adopts the Strategic Asset Management Plan as part of Councils Resourcing Strategy as required under the Integrated Planning and Reporting framework including expenditure included in the Long Term Financial Plan (LTFP5).
- Council notes the latest version of the Strategic Asset Management Plan (SAMP5).

7. Conclusion

The Draft Strategic Asset Management Plan 5 has been prepared as part of the resourcing strategy for Council. The SAMP is reviewed every election cycle assisting Council with management of its infrastructure through strategic asset management and adequate budgeting in the LTFP.

Before adopting this Strategic Asset Management Plan 5, 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 2017 – 2018 and proposed Pricing Policy, Fees and Charges on public exhibition. The submission period is likely to close on 17 May 2017. Once the submission date is closed a further report will be presented to the Council incorporating any public comment at its meeting in June 2017 where Council will be required to adopt the final plans. These documents will become effective on 1 July 2017.

8. Attachments

1. Draft Strategic Asset Management Plan 5 - SAMP5.

Strategic Asset Management Plan DRAFT SAMP 5 - April 2018

WAVERLEYCOUNCIL

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2 Overview

2.1 Waverley at a Glance

Positioned in the inner-eastern suburbs, seven kilometres out from Sydney CBD, the Waverley local government area covers 9.2sq km (924 hectares) and has one of the highest population densities within Australia at 68.42 people per hectare.

The Waverley area includes the beaches of Bondi, Bronte and Tamarama and includes the major retail centre of Bondi Junction. The area is predominantly residential with a mix of residential, retail, commercial, industrial, institutional and recreational centres.

The future demand for community infrastructure and facilities is driven by changes and trends in:

- Population growth/reduction;
- Changes in the demography of the community;
- Lifestyle changes;
- Residential occupancy levels;
- Commercial/Industrial demand;
- Technological changes which impact the asset;
- The economic situation;
- Government policy;
- Environmental impacts and changes.



Currently the Waverley Local Government Area has the following characteristics.



Over the next ten years Waverley's population will increase by 10% placing increased pressure on its community assets.

2.2 Change in demographics

Waverley has the highest population density in Australia. Although the population growth of Waverley is lower than the rest of Greater Sydney, the proportion of children (age 5-19) and seniors (age 45+) is projected to grow significantly¹. These age cohorts require good access to schools, services and healthcare, placing increasing pressure on public roads, transport means and services.

It is estimated that Waverley's population will increase by a further 5,000 people by 2036 placing increased pressure on Councils infrastructure.

2.3 Our Assets

Managing Councils assets is a complex task including the management of:

- 132km of Roads, 246km of Kerb & Gutter & 222km of footpaths;
- 66 Buildings & 9 investment properties;
- 3 Beaches;
- 14,000 Trees, 31 Recreational parks & 7 Sports parks.
3 Asset Management Strategy

3.1 Introduction

Waverley Council developed Asset Management Plans to identify required expenditure with respect to the management of its assets. These plans interact with Council's other strategic documentation like the Long Term Financial Plan (LTFP), Community Strategic Plan, Delivery Plan and the Environmental Action Plan.

Asset plans help Council with budgeting for the renewal, expansion, operating and maintenance costs of its assets over the period of the LTFP. They also assist with the needs of managing resources, systems, and planning for the delivery of works with an appropriate combination of contractors and internal staff.

3.1.1 Planning & Reporting

Waverley Council is following the guidelines that accompany the Local Government Amendment (Planning and Reporting) Act 2009 (LGA). Council is committed to meeting requirements under the IP&R framework and follows IIMM guidelines by ensuring that all Council's infrastructure assets are fully accounted for. The framework requires council to have:

- An asset management Policy;
- An asset management Strategy;
- An asset management Plan.

Development of asset management plans for Council's infrastructure assets is a mandatory requirement for NSW local governments. These plans need to account and report on the condition of assets, planning for the renewal & maintenance of assets for the adopted cycle.

Further details of planning and legislative requirements can be found in the Asset Management Manual.

3.1.2 Purpose of the plan

This asset management strategy has been developed to provide the framework to ensure that Waverley Council's infrastructure assets are operated, maintained, renewed and upgraded to ensure that the Levels of Service are achieved in the most cost effective and sustainable way.

Council must account for and plan for all the existing assets under its ownership, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program. Asset management must compliment Council's deliverables in the Long Term Financial Plan, Delivery Plan and Operational Plan to address the desired outcomes in the Community Strategic Plan.



The below figure shows the relationship between the various plans and resourcing strategies:

Resourcing strategy relationships

This strategy supports Council's aim to have the 'best value' asset management strategies and practices. This is achieved by continually developing and improving Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage all community assets now and into the future.

The specific objectives of this strategy are to:

- embed AM practices into the organisation where all Council employees will play an integral part in overall management of Council's assets;
- demonstrate responsible and sustainable stewardship of the community assets;
- define how Council's assets are, and will be, managed to achieve Levels of Service expectations;
- prioritise funding and resources between asset groups to safeguard our assets for current and future generations;
- assist the management of the environmental, financial and public risks related to the infrastructure assets;
- provide the basis for forward works programs;
- provide a framework to implement continuous improvement in asset management;
- foster transparent and responsible asset management practices that align with industry standards;
- provide the basis for optimising whole of life costs;

• support long term financial planning across all asset classes.

The strategy identifies the future funding requirements and service delivery in the context of

- current asset condition and performance;
- Levels of Service;
- forecast demand for infrastructure and services;
- critical assets and risks associated to their failure;
- funding constraints.

Details on each asset class including the inventory, current condition, financial expenditure and life cycle assessment are included in the asset management plan sections of this strategy.

3.1.3 Stakeholders & Responsibilities

The audience for this asset management strategy is Council staff, Council Executive Leadership Team, elected representatives (councillors), interest groups and all members of the Waverley community.

The Asset Management Policy outlines the key Roles and Responsibilities required to deliver sustainable management of all asset types. The Organisation has developed a new asset hierarchy which groups assets of similar characteristics together allowing clearer definition of the custodianship and delivery of diverse maintenance and renewal responsibilities.



Waverley Council asset hierarchy

3.1.4 Links to Council Community Strategic Plan

The Asset Management Strategy and Plans have been prepared in line with the vision and strategies outlined in the Community Strategic Plan. Infrastructure assets will play both a direct and an indirect role in achieving the strategic objectives. The following table indicates how Council's assets play a role in the delivering the key strategies linked to the Community Strategic Plan directions and goals.

Themes	Goal	Strategies	Roads Infrastructure	Public Domain Infrastructure	Sustainability Infrastructure	Buildings
Arts & Culture	Goal 1.1: Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape	1.1.2. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction				\checkmark
		1.1.3. Provide a diverse program of recreational and entertainment events that balance community and visitor expectations		\checkmark	\checkmark	\checkmark
	Goal 1.2: Preserve and interpret the unique cultural heritage of Waverley	1.2.1 Maintain the unique cultural value and heritage significance of key landmarks		\checkmark	\checkmark	\checkmark
Community Services and Well-being	Goal 2.1: Create a resilient, caring and cohesive community	2.1.1 Provide a range of needs-based, flexible and accessible services, buildings and facilities		\checkmark		\checkmark
Wen being		2.1.2. Provide and manage social and affordable rental housing, community venues and facilities		\checkmark		\checkmark
	Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change	2.2.1 Facilitate social inclusion and neighbourhood programs to strengthen community connections			\checkmark	
		2.2.2. Manage and regulate public places to achieve safe and healthy lifestyles	\checkmark	\checkmark	\checkmark	\checkmark
Recreation and Open Spaces	Goal 3.1. Improve health and quality of life through a range of recreational opportunities and quality open spaces	3.1.1 Retain, protect, and improve the quality, capacity and accessibility of parks, open spaces, sporting and recreational facilities			\checkmark	
	Goal 3.2. Expand the diverse network of parks and open spaces, sporting and recreational facilities	3.2.1 Improve access to private and public recreation facilities and open spaces	\checkmark	\checkmark	\checkmark	\checkmark
Local Economy	Goal 4.2: Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services for the Eastern Suburbs	4.2.1 Enhance the commercial core of Bondi Junction to increase employment		\checkmark		
	Goal 4.3: Encourage visitors to support the local economy	4.3.1. Ensure tourism contributes to natural and cultural attractions and local amenity is maintained or enhanced		\checkmark	\checkmark	
		4.3.2 Support and enhance the visitor economy		\checkmark	\checkmark	\checkmark





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Themes	Goal	Strategies	Roads Infrastructure	Public Domain Infrastructure	Sustainability Infrastructure	Buildings	Living Infrastructure
Planning, Development and Heritage	Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods	5.1.1 Facilitate and enable a diverse range of housing options and other land uses				✓	
		5.1.3. Encourage energy and water efficiency, best practice waste management and zero carbon buildings for all developments	\checkmark	\checkmark	\checkmark	\checkmark	
	Goal 5.2: Value and embrace Waverley's heritage items and places	5.2.1 Protect, respect and conserve items and places of heritage significance within Waverley			\checkmark	\checkmark	\checkmark
	Goal 5.3: Create high quality pedestrian-oriented, diverse and safe environments	5.3.1 Ensure development and construction in the public and private domain achieves excellence in design	\checkmark	\checkmark		\checkmark	
		5.3.2. Encourage creativity and innovation in the planning, design and delivery of new buildings and streetscape upgrades		\checkmark		\checkmark	
Transport, Pedestrians and Parking	Goal 6.1: Provide a wide range of transport options so people can easily travel within and beyond our local government area	6.1.1 Enable people to walk and cycle easily around the local area	\checkmark	\checkmark			
		6.1.2. Improve accessibility to public transport, on-demand and ride sharing6.1.3. Reduce the need to own and travel by private motor vehicle	\checkmark				
	Goal 6.2. Build and maintain streetscapes that have a welcoming sense of place	6.2.1 Improve accessibility and convenience with new and upgraded roads and footpaths that balance the needs of pedestrians, bicycles and other users	\checkmark	\checkmark			
		6.2.2. Deliver improved access to popular destinations such as Bondi Junction, Bondi Beach and local villages	\checkmark	\checkmark	\checkmark	\checkmark	
	Goal 6.3. Create safe streets and footpaths with fair access to parking	6.3.1 Build and maintain streets and footpaths that are safe for everybody	\checkmark	\checkmark			
		6.3.2. Prioritise residential access to car parking	\checkmark			\checkmark	
		6.3.3. Ensure that on-street and off-street parking is fairly and effectively managed and financially sustainable	\checkmark	\checkmark			
Buildings and infrastructure	Goal 7.2. Construct and upgrade new buildings and infrastructure that meet current and future community needs	7.2.1 Work with the community to deliver long-term building and infrastructure plans	~	\checkmark	\checkmark	\checkmark	✓

Living Infrastructure	Recreational & Public Space	Parking Infrastructure	Plant & Equipment	Information & IT
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Themes	Goal	Strategies	Roads Infrastructure	Public Domain Infrastructure	Sustainability Infrastructure	Buildings
Sustainable Environment	Goal 8.1. Reduce greenhouse gas emissions and prepare for the impacts of climate change	8.1.1. Improve energy efficiency of Council and community buildings and infrastructure	~	\checkmark		\checkmark
		8.1.2 Increase uptake of renewable energy	\checkmark	\checkmark		\checkmark
		8.1.3 Plan and respond to the impacts of climate change	\checkmark	\checkmark	\checkmark	\checkmark
	Goal 8.2. Conserve water and improve water quality	8.2.1 Increase water harvesting through stormwater harvesting schemes and rainwater capture	\checkmark	\checkmark	\checkmark	\checkmark
		8.2.2. Improve water efficiency of new and existing community and Council buildings and infrastructure	\checkmark	\checkmark		\checkmark
		8.2.3. Reduce pollutants entering waterways	\checkmark	\checkmark		\checkmark
	Goal 8.3. Protect and increase our local bushland, parks, trees and habitat	8.3.1 Improve the condition and increase the extent of remnant bushland sites			\checkmark	
		8.3.2 Develop and implement coastal bushland and habitat improvement plans			\checkmark	
		8.3.3 Increase the quantity of trees and plants in public spaces, parks and streets			\checkmark	
Sustainable Waste	Goal 9.2. Facilitate best practise in waste management to increase recycling and recovery	9.2.1 Deliver engagement programs and services to increase waste diversion from landfill	\checkmark			\checkmark
		9.2.2. Provide efficient collection of Waverley's waste and recycling to minimise waste to landfill	\checkmark	\checkmark	\checkmark	\checkmark
		9.2.3. Incorporate the most advanced waste management and treatment technologies to maximise diversion from landfill	\checkmark	\checkmark	\checkmark	\checkmark
	Goal 9.3. Keep our streets, beaches and parks clean and free of litter, rubbish and pollution	9.3.1 Undertake programs and services to reduce litter and create clean and attractive public spaces	\checkmark	✓	\checkmark	\checkmark
Corporate Leadership and Engagement	Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council	10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making				
	Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council	10.2.2. Deliver long-term financial and economic programs that improve financial sustainability				
		10.2.3. Strengthen capabilities and resources to deliver Waverley Community Strategic Plan 2018-2029 outcomes				



Themes	Goal	Strategies	Roads Infrastructure	Public Domain Infrastructure	Sustainability Infrastructure	Buildings
	Goal 10.3. Build an organisation that places customers and the community at the heart of service delivery	10.3.1 Engage and partner with the community to provide services that meet its needs and expectations				
		10.3.2. Use technology to streamline and enhance customer interactions with Council				
		10.3.3. Deliver efficient and effective services to increase value for money				
Knowledge and Innovation	Goal 11.1. Enable our community to embrace economic opportunities using knowledge-based and other emerging technologies	11.1.1 Use smart city technology to improve the quality of life, optimise resources and economic sustainability				
		11.1.2. Expand opportunities for the community to access and use digital technology				
		11.1.3. Encourage knowledge-intensive and innovative industries	\checkmark			\checkmark
	Goal 11.2 Provide multi-purpose community spaces where innovation and collaboration can occur	11.2.1 Create innovative spaces for business incubation and knowledge transfer		\checkmark		\checkmark
		11.2.2. Deliver and facilitate access to emerging technologies and library collections				\checkmark



3.2 Asset Management Practices

Waverley Council has a strategic approach in managing operational maintenance and renewal programs. To do so there are procedures in place to ensure that Council moves towards a more advanced level of asset management.

Council uses many tools and management techniques to delivery strategic asset management with a focus on using the lifecycle planning approach. Tools/techniques include:

- condition assessment;
- integrated decision making;
- performance measurement and monitoring;
- asset management systems;
- data validation (confidence in data);
- funding strategy;
- Levels of Service;
- future demand strategies;
- risk management including critical assets.

Further details of tools and management techniques can be found in the Asset Management Manual.

Future revisions of this asset management plan and strategy will move towards a more *advanced* level of asset management, using a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the Levels of Service. The focus of future plans developed in this manner will include risk and performance optimisation, risk based strategies, use of predictive methods and optimised decision-making techniques.

3.3 What is SAMP5?

SAMP5 is an abbreviation for Strategic Asset Management Plans, this is the fifth reiteration of Council's Asset Plans. The key changes and updates included in this new version of the plan consist of:

- Restructure of asset hierarchy to match functionality of asset group;
- Reduction of asset classes from 14 to 9;
- Increase knowledge of asset condition based on new condition inspection results;
- New valuation performed on all major asset categories;
- Updated backlog based on the new condition results;
- Organisational performance and progress.

SAMP5 is made up of:

- Asset Management Strategy (AMS)
- Nine individual Asset Management Plans (AMPs)
- Asset Management Policy

The plans follow the guidelines set out in the International Organisation for Standardisation Standard ISO 55000. Development of asset management plans for Council's infrastructure assets is a mandatory requirement for NSW local governments. The key findings for each asset class, which are covered in a concise but detailed manner, are included in the asset management plans section of this strategy.

Within this SAMP5, Council has an Asset Management Policy which will be adopted as part of SAMP5, and reviewed every four years. The policy sets out asset management principles and objectives for managing infrastructure assets to support the delivery needs of the community.

3.3.1 Purpose of the plan

The purpose of SAMP5 is:

- to provide framework, ensuring that Waverley Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the Levels of Service set by the community;
- demonstrate Council compliance and commitment to IP&R framework and IIMM guidelines;
- reassess the cost required to meet service levels and integrate with the long term financial plan;
- ensure the SAMP5 supports the objectives set out in Community Strategic Plan and other Council documents;
- to outline the processes, structures, roles and responsibilities necessary to establish and maintain <u>advanced</u> asset management practices.

3.3.2 Where are we now

Waverley Council engaged Morrison Low in 2017 to undertake an asset management maturity assessment as part of the SAMP5 project to gain an improved understanding of their current asset management capability in order to improve the overall performance of the Council and it operations. This report is a follow up report to measure the improvement in asset maturity since the last assessment in 2015.

The maturity assessment is based on the International Infrastructure Management Manual (IIMM). As such this assessment provides Council with the opportunity to understand how its asset management practices, systems and processes compare with industry standards and other councils and also to measure their improvement in various areas of asset management capability.

An assessment against a range of category based on an A - F scoring is provided as well as an overall weighted score again based on A - F.

Assessment	Description
А	At or near best practice
В	Advanced level of competence
С	Core level of competence
D	Basic level of competence
E	Awareness
F	Nothing/limited

The table below sets out the ranking system.

As a minimum a council such as Waverley should be at "Core" maturity but preferably at an "advanced" level of competence. Waverley Councils score for each category is highlighted in the table below.

Category	2017 Assessment
Asset Knowledge / Data	С
Asset Knowledge Processes	С
Strategic Asset Planning Processes	С
Operations and Maintenance Work Practices	D
Information Systems	D
Organisational Context	D

The overall assessment of Councils asset maturity indicated that Waverley Council is at *Core* or level "C" of competence in asset management. The assessment highlighted gaps in Council's practices, this can be seen on the following diagram.



3.3.3 Addressing gaps

Since completing the maturity assessment in December 2017, Council has already addressed various high priority action items and improved its overall performance in asset management by undertaking the SAMP5 project. The maturity assessment actions completed and reflected in SAMP5 include the following

- development of asset hierarchies for each asset groups with roles & responsibilities;
- review existing service levels;
- identify critical assets in each asset class and develop high level risk mitigation plans as required;
- development of Asset Management Improvement Plan;
- review and update current asset management policy.

3.3.4 Where we want to be

Typically, Councils of the size of Waverley should be at a minimum of "Core" asset management maturity, Waverley has achieved this minimum standard. Given that Waverley is a high-profile area and manages a large range of complex assets, Council should be at or work to an "advanced" asset maturity.

In the case of Waverley, advanced maturity will provide good value for Councils investment and ensure good informed decision making is carried out.

Waverley Council aims to achieve sustainability in asset management by being at competence level **"B"** or **"advanced"** in asset maturity. Waverley Council is on track to achieving competence level B in most areas.

A high-level action plan has been developed to assist Council in its goal of reaching Advanced asset management maturity, by implementing actions identified in the Asset Management Improvement Plan and the development of individual asset class improvement plans will ensure that Council reaches its goal maturity.

3.4 Asset Valuation, Service Levels & Performance

3.4.1 Values and Conditions

In preparing SAMP5, it has been identified that Waverley Council has combined infrastructure assets with current replacement cost of over \$1 billion and carrying value of \$685 million, generating annual depreciation of \$15.5 million. The nine asset classes included in this plan and their values are detailed in the below.

Asset Class	Gross	Gross Replacement Cost (CRC)		Written Down Value (WDV)				al Depreciation Expense
Roads Infrastructure	\$	542,666,087	\$	402,305,502	\$	5,471,048		
Public Domain Infrastructure	\$	98,015,811	\$	57,214,320	\$	1,280,563		
Sustainability Infrastructure	\$	4,157,978	\$	3,311,304	\$	164,558		
Buildings	\$	229,817,000	\$	126,539,958	\$	3,854,177		
Living Infrastructure	\$	93,113,290	\$	60,264,223	\$	-		
Recreational and Open Space	\$	20,123,087	\$	14,805,494	\$	717,837		
Parking Infrastructure	\$	4,960,056	\$	4,101,665	\$	890,540		
Plant and Equipment	\$	26,677,352	\$	15,283,704	\$	3,133,273		
Information and IT	\$	2,363,107	\$	889,777	\$	35,447		
Combined	\$	1,021,893,768	\$	684,715,949	\$	15,547,442		

Asset values for each asset class

Based on the condition inspection results, most of Council's assets were found to be in *excellent* or *very good* condition. The condition is represented in 1 - 5, where 1 is *excellent* and 5 is *poor*. The nine asset classes' conditions, represented as a percentage of their current replacement cost are shown in the below.



Asset condition for each asset class

3.4.2 Difference between Cost to Satisfactory & Service Level

As part of Councils financial reporting, Council must report on a number of indicators relating to its infrastructure assets. These indicators are shown in special schedule 7 of Councils annual financial statements. These indicators can be used by Council and the community to get a better understanding of the condition of Councils infrastructure assets.

Two of these indicators relate directly to the condition of Councils infrastructure, namely the cost to bring assets to a satisfactory condition and the cost to bring assets to an agreed service level.

The cost to satisfactory is a theoretical calculation on the cost to bring assets to a satisfactory condition generally accepted as condition 3. This number is theoretical as in most cases councils will reinstate assets to a condition 1. This indicator assumes that all communities are happy with Condition 3 as a target condition.

The cost to an agreed service level is the full reinstatement cost of the assets below Councils target service level or intervention level. This is a more realistic indicator of the extent of the problems facing Council in meeting its community expectations.

Council as part of SAMP4 have clearly highlighted its target service levels and in many cases particularly in the road infrastructure area are significantly higher than condition 3.

3.4.3 Asset backlog

Using the new valuation and condition results, asset backlog has been calculated which is taken as 'cost to satisfactory', where satisfactory condition is condition 3. Council's current combined backlog, based on current knowledge is \$7 million or 1%. Comparing to the industry benchmark of 2%, Waverley's backlog ratio appears to be within the healthy range. The breakdown of backlog for each asset class is shown in the table below.

Estimated cost to satisfactory	Backlog	Backlog Ratio %
Roads Infrastructure	\$2m	0.7%
Public Domain Infrastructure	\$2m	3%
Sustainability Infrastructure	\$0	0%
Buildings	\$3m	2%
Living Infrastructure	NA	NA
Recreational and Open Space	\$81k	1%
Parking Infrastructure	NA	NA
Plant and Equipment	NA	NA
Information and IT	NA	NA
Combined	\$7m	1.0%

Asset backlog for each asset class

In order to reduce the cost to satisfactory Council will need to improve the overall condition of its assets. This can be achieved by allocating renewals expenditure to maintain the assets in their current condition and allocating additional renewal expenditure to reduce the backlog over time.

Council as part of its asset renewal expenditure in the current LTFP is addressing the issue of both maintaining and improving overall asset condition. It is predicted that the cost to satisfactory (backlog) will reduce further over time. It should be noted that Council has a very high level of service and to maintain that level of service a higher than normal asset renewal expenditure is required.

3.4.4 Performance and progress measure

As part of SAMAP4 Council adopted a range of minimum conditions that it would like to keep its assets in. Generally, the basis for the target condition was based on maintaining the network in its current condition.

It should be noted that in assessing the performance against the SAMP4 targets, several activities have been undertaken that have impacted on the overall asset performance. These include a revaluation of some of the asset classes, an independent external inspection / condition assessment of some assets and a restructure of the assets into a more useable asset hierarchy.

It should also be noted that the external condition inspection of 20% of the assets indicated that Councils assets remain in very good condition. There has been a slight shift in condition of assets from condition 2 to condition 3 which would be expected, importantly however, Council has very few assets in condition 4 or 5.

This is highlighted by the very low backlog ratios for most asset classes.

Minimum condition targets set out in SAMP4 have been reviewed and maintained for most of the community asset categories. The table below shows asset types and discrepancy to meet service level agreements reclassified based on the new asset hierarchy.

The variation between SAMP5 and SAMP4 condition is a result of a number of factors including a revaluation of the assets and having external condition assessment carried out which provides a better comparison with industry standards

Asset ty	pes and	discrepancy
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Asset Type	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP4 SCORE	SAMP5 SCORE	Current Backlog Ratio
Sealed Roads – Wearing Course	79%		81%	76%	1.2%
Sealed Roads – Pavement		100%	NEW CATEGORY	99%	1%
Footpaths	80%		75%	79%	5.1%
Kerb & Gutter	73%		74%	71%	1.2%
Bridges		100%	NEW CATEGORY	100%	Nil
Stormwater drainage		88%	88%	98%	1.2%
Traffic Infrastructure		90%	NEW CATEGORY	74%	16%
Buildings		100%	93%	92%	1%
Lighting/Electrical Equipment		80%	NEW CATEGORY	99.8%	Nil
Water equipment		80%	NEW CATEGORY	99.3%	Nil
Street Furniture	80%		NEW CATEGORY	92.7%	Nil
Structures		90%	NEW CATEGORY	86.6%	Nil
Renewable Energy		100%	NEW CATEGORY	100%	Nil
Waste	90%		NEW CATEGORY	100%	Nil
Stormwater & Groundwater		80%	NEW CATEGORY	99%	Nil
Tanks & Pumps		90%	NEW CATEGORY	100%	Nil
Corridors		90%	NEW CATEGORY	75%	15%
Trees		90%	87%	97%	Nil
Amenity Landscape		90%	87%	90%	Nil
Turf		90%	NEW CATEGORY	97%	Nil
Recreational		90%	NEW CATEGORY	99.2	Nil
Cemeteries		90%	NEW CATEGORY	91.8%	Nil
Carparks	90%		NEW CATEGORY	100%	Nil
Vehicles		100%	NEW CATEGORY	96%	4%
Other Equipment		100%	NEW CATEGORY	95%	5%

Office Equipment & Furniture	100%	NEW CATEGORY	98%	2%
IT Infrastructure	100%	NEW CATEGORY	34%	66%
IT User Equipment	100%	NEW CATEGORY	41%	59%
Software Licences	100%	NEW CATEGORY	100%	Nil
Information & Data	100%	NEW CATEGORY	Nil	Nil
Public Facing Assets	100%	NEW CATEGORY	100%	Nil

3.5 Renewal of Assets

3.5.1 Level of Service

Council has amended specific Levels of Service to match the new asset hierarchy. The individual AMP chapters detail the Levels of Service specific for each individual asset class developed in order to address the lifecycle management of assets. A framework to measure service level outcome has been established, it includes: accessibility, quality / condition, responsiveness, customer satisfaction, affordability and sustainability.

Council has adopted a range of condition based service levels which equate to the Office of Local Governments (OLG's) new performance measure of Cost to Agreed service level. The cost to bring all Councils Assets to the agreed service level is detailed below for each asset category.

3.5.2 Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the OLG. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

Category	Cost to Agreed Servcie level
Roads Infrastructure	\$5,063,042
Public Domain Infrastructure	\$2,649,526
Sustainability Infrastructure	\$3,874
Buildings	\$12,322,000
Living Infrastructure	\$1,334,078
Recreational & Public Spaces	\$0
Parking Infrastructure	\$0
Plant & Equipment	\$830,624
Information & IT	\$1,299,618
TOTAL	\$23,502,762

The table shows a cost to agreed service level of \$23.5 Million.

3.5.3 Lifecycle Management Plan

Considering the backlog and level of service, the individual plans detail the life cycle requirements in the form of renewals and on-going operational and maintenance. These are detailed as 'required' budgets which are calculated using assets known condition/age and depreciation for renewals projections, and industry benchmarking rates for O&M projections.

The high level renewal requirements are summarised in the table below:

Renewals requirement for each asset class

Category (\$000)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Roads Infrastructure	\$9,011	\$10,501	\$10,893	\$10,123	\$9,185	\$7,916	\$7 <i>,</i> 883	\$8,00	0 \$10,4	82 \$10,622
Public Domain Infrastructure	\$1,488	\$6,110	\$3,817	\$3,199	\$3,962	\$1,002	\$3,912	\$3,92	5 \$5,24	43 \$2,143
Sustainability Infrastructure	\$0	\$15	\$59	\$85	\$47	\$43	\$64	\$86	\$13	7 \$134
Buildings	\$3,448	\$8,036	\$5,051	\$3,532	\$2,855	\$5,611	\$4,446	\$4,71	3 \$5,3:	15 \$7,291
Living Infrastructure	\$1,489	\$2,398	\$2,648	\$2,348	\$2,395	\$2,366	\$2 <i>,</i> 433	\$2 <i>,</i> 43	7 \$2,48	36 \$2,524
Recreational and Open Space	\$267	\$1,051	\$2,905	\$854	\$657	\$518	\$615	\$530	\$80	6 \$815
Parking Infrastructure	\$0	\$3,548	\$524	\$0	\$0	\$0	\$3 <i>,</i> 956	\$0	\$0	\$610
Plant and Equipment	\$1,413	\$1,746	\$2,517	\$4,101	\$1,276	\$4,685	\$8,129	\$989	\$2,5	70 \$4,172
Information and IT	\$1,738	\$1,962	\$1,873	\$1,759	\$2,171	\$2,010	\$1,749	\$1,45	2 \$1,59	96 \$0
Combined Total	\$18,854	\$35,368	\$30,286	\$26,002	\$22,549	\$24,152	\$33,187	\$22,13	\$1 \$28,6	34 \$28,311

3.5.4 Expenditure and Reporting

The known projected requirements are compared with current available budgets and where applicable, budgets are adjusted to ensure allocation of funds occur in the right areas. Ten year expenditures are created for integration and inclusion in the Long Term Financial Plan. In preparing SAMP5, it has been acknowledged that there are a few new asset classes which previously have never been accounted for, where before no budgets have traditionally been assigned to them. As such, SAMP5 has encouraged expenditure review of new categories and creation of budgets based on known requirements and practices.

A budget gap summary of combined assets over a ten year period is shown in the following table. It is important to note that renewal requirements fluctuate based on assets age and condition. These can be averaged out and standardised to produce a more gradual trend. Better understanding and planning of renewals work will allow for accurate allocation of funds in the correct area. There is sufficient funding towards asset renewal and maintenance overall to ensure that the condition of the assets can improve.

Budget gap over ten year period

Budget Gap (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Actual										
Renewal	\$18,854	\$35,368	\$30,286	\$26,002	\$22,549	\$24,152	\$33,187	\$22,131	\$28,634	\$28,311
New and Expanded Assets	\$13,763	\$32,236	\$46,626	\$30,126	\$12,800	\$12,229	\$11,174	\$7,721	\$7,511	\$8,892
Maintenance & Operational	\$18,306	\$18,496	\$18,912	\$19,376	\$19,804	\$20,402	\$20,666	\$21,672	\$21,594	\$22,125
Total Expenditure	\$50,924	\$86,100	\$95,824	\$75,504	\$55,153	\$56,783	\$65,027	\$51,523	\$57,740	\$59,328
Required										
Renewal	\$16,710	\$17,096	\$17,842	\$18,762	\$19,537	\$20,108	\$20,722	\$21,379	\$21,934	\$22,499
New and Expanded Assets	\$13,763	\$32,236	\$46,626	\$30,126	\$12,800	\$12,229	\$11,174	\$7,721	\$7,511	\$8,892
Maintenance & Operational	\$17,044	\$17,652	\$18,581	\$19,862	\$20,815	\$21,461	\$22,225	\$22,991	\$23,586	\$24,200
Total Expenditure	\$47,517	\$66,984	\$83,048	\$68,749	\$53,152	\$53,798	\$54,121	\$52,090	\$53,031	\$55,591
Overall (GAP)	\$3,406	\$19,116	\$12,776	\$6,755	\$2,001	\$2,985	\$10,906	-\$566	\$4,709	\$3,737

With the current allocation over the next ten years, it is expected that there will be additional asset expenditure of \$6.5 million per annum, however it is anticipated that some expenditure allocated to asset renewal is in fact asset expansion or new asset expenditure as part of Major Capital Works Programs. This is also due to Councils high service levels needed to meet community expectations.

3.6 Asset Management Improvements Plan

Based on the observations and analysis of current asset management practices, a range of strategic actions have been developed that apply to all asset groups. These strategic actions are to ensure adequate provision is made for the long-term management of Council's infrastructure assets.

Ref No.	High Level Strategic Actions	Priority	Suggested Timeframe
1.	Clearly identify and separate all asset expenditure requirements into four categories; renewals, new, maintenance and operational for all asset classes. Establish clear budgets and reporting lines for each category	High	2018/19
2.	Using the 'Consolidated Register Master File', assign asset IDs to all new assets and update them in the Finance 1 system	High	2017/18
3.	Adapt an asset management system organisation wide which integrates asset knowledge with the Finance 1 system. Ensure asset inventory between finance and asset teams is consistent, with records available to demonstrate knowledge	High	2018/19
4.	Prepare asset data collection guidelines which set out the requirements for all asset registers. This guideline should specify the attributes required to be collected and stored for all asset classes, in line with financial reporting. This will ensure all asset registers are consistent and follow the same structure	High	2018/19
5.	Review all asset classes and their registers to ensure they follow consistent guidelines and naming conventions. Delete or hide any information not required or inconsistent with the guidelines	High	2018/19
6.	Review and adopt acceptable Level of Services in consultation with the community, update any changes and measure progress annually	High	2018/19
7.	Review backlog for each asset class against Council's infrastructure priorities, financial budgets and LTFP. Ensure renewals projects address assets contributing to backlog	Medium	2018/19
8.	Collect living infrastructure data suitable for the purpose of planning renewals and O&M. Plan and include budget requirements in the LTFP	Medium	2018/19
9.	Establish transparent and responsible asset management processes that align with best appropriate practice. This includes consistency between Asset Management Strategy and Long Term Financial Planning, Finance One systems, Level of Services for all asset groups, data collection, validation and reporting	Medium	2018/19
10.	Develop critical asset's emergency response plans, assign necessary budgets and resources, ensuring these are on high priority and regularly reviewed	Medium	2018/19
11.	Allocate and clarify roles, resources and responsibility for asset management, which includes good understanding of asset data, finance and budgets. Establish clear communication protocols with finance department and companywide	Medium	2018/19
12.	Prioritise and plan asset renewals to meet agreed service levels based on community's importance, infrastructure priority and site inspections	Medium	2018/19
13.	Extend asset inspection sample to get an <i>acceptable</i> range that is agreed by Council's executives. Plan and carry out condition inspections on a regular basis on diverse range of assets, ensuring to cover all asset classes	Medium	On-going
14.	Create an environment where Council employees take part in the overall management of Council assets by developing asset management awareness and capability throughout the Council	Medium	On-going
15.	Take an asset management maturity assessment in one year's time to review progress and refresh priorities	Low	2019/2020

3.7 Critical assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans for their critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to "review the importance of assets related to their intended outcomes, objectives and product or service requirements." ISO 55002 Cl 6.2.2.1 suggests that "a risk ranking process can determine which assets have a significant potential to impact on the achievement of AM objectives".

Waverley Council is working towards an advanced approach in identifying critical assets for each major asset class. The approach is using the 'Critical Asset Risk Matrix' by Morrison Low Consultants on Council owned assets that rates each asset from high to low in importance, significance and consequences. Having taken into account the critical risk matrices and based on the operational expertise and experience of Council officers, the following assets have been considered the most critical assets for the organisation as a whole.

Roads Infrastructure	All road reserve assets in:						
	 Grafton Street, between Grosvenor St and Newland St; 						
	 Grosvenor St, between Oxford St and Grafton St; 						
	 Newland St between Oxford St and Grafton St. 						
Buildings	SES building;Works depot.						
Plant and Equipment	Garbage truck fleet.						
IT & Equipment	Computer server.						

4 Asset Management Policy

4.1 Policy objectives and scope

Council is committed to the principles of sustainable asset management and to provide a framework in order to achieve asset management objectives in line with community expectations for infrastructure assets.

The aim of this policy is to

- establish an asset management framework to allow informed decision making by Council and staff;
- establish the stewardship of asset management by assigning responsibilities relating to asset management functions;
- allow the development of levels of service for our infrastructure assets in line with community expectations;
- seek review and adopt best practice in the undertaking of asset management functions;
- ensure resources and funding are allocated for the sustainable planning and delivery of infrastructure assets;
- ensure compliance with legislative requirements.

This policy applies to Council's infrastructure assets.

4.2 Definitions

Term	Meaning
Asset Management	The systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver on its objectives through the cost effective lifecycle management of assets.
Asset Management Framework	The overarching asset management hierarchy including the Asset Management Policy, Asset Management Strategy and the Asset Management Plans.
Asset Management Plan	Long term plan (over 10 years) that outlines the asset activities and programs for each service area and the resources applied to provide defined level of service in the most cost effective way.
Asset Management Strategy	A high level action plan that gives effect to an organisation's Asset Management Policy. Can also be in the form of a Strategic Asset Management Plan (SAMP).
Capital Expenditure	Expenditure used to create new assets, renew assets, expand or upgrade assets or to increase the capacity of existing assets beyond their original design capacity or service potential. Capital expenditure increases the value of asset stock.
Condition	The physical state of the asset.
Infrastructure Assets	Stationary systems forming a network or a portfolio of assets serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components.
Level of Service	The parameters or combination of parameters that reflect the social, political, economic and environmental outcomes that the organisation delivers.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction,

Term	Meaning
	acquisition, operation, maintenance, rehabilitation and disposal costs.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal. Maintenance does not increase the service potential of the asset or keep it in its original condition. Maintenance slows down the deterioration and delays when rehabilitation, renewal or replacement is necessary.
Rehabilitation	Works to rebuild or replace parts or components of an asset to restore it to a required functional condition and extend its life which may incorporate some modification. This involves repairing the asset to deliver its original level of service without resorting to significant upgrade or renewal, using available techniques and standards.
Renewal	Works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability.
Replacement	The complete replacement of an asset that has reached the end of its useful life so as to provide a similar or agreed alternative level of service.
Risk	The effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.
Useful Life	The period over which an asset or component is expected to be available for use by an entity.
Asset Owner	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy
Asset Custodian	This role is normally the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc

Source: International Infrastructure Management Manual

4.3 Policy content

Waverley Council is committed to implementing a systematic asset management methodology to the \$930 million worth of infrastructure assets that are managed by Council. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed in accordance with best practice.

The asset management function will ensure that Waverley Council meets strategic and sustainable delivery objectives whilst delivering the highest appropriate level of service through its assets.

To ensure the objectives of this policy are met Council will undertake to

- consult with the community and key stakeholders to establish levels of service and appropriate intervention;
- implement an inspection regime to monitor asset condition and service delivery;
- use asset information to inform renewal priorities in line with agreed levels of service;
- ensure that risk to the community, the environment and Council is a key consideration in decision making;
- develop and commit to long term capital work plans and fund programs that support the needs of the community in accordance with Council's Delivery Plans and Operational Plans;
- allocate adequate resources for development and delivery of asset management functions in accordance with the asset management strategy, asset management plans, service level documents

and Council strategies;

- develop systems for the management of assets that are integrated across all areas of Council operations;
- ensure that asset management practice reviews are undertaken to achieve best practice in asset accounting, lifecycle costing and alternative delivery modes to ensure sustainability, value for money and social equity in asset service delivery;
- ensure that asset management practices conform to legislative requirements.

4.4 Responsibilities

In order to achieve the intent of this policy, the organisation must embrace the asset management philosophy and support its implementation by assigning responsibilities across the organisation.

Councillors

- To adopt strategic direction for Council in relation to asset management;
- To support the implementation of advanced asset management practices across the organisation;
- To ensure appropriate resources and funding for asset management activities.

Executive Management

- Provide professional advice to Council to enable informed asset management decisions;
- Promotion of asset management across the organisation;
- Ensure consultation occurs between staff, Council and the community as required;
- Monitor progress and performance in the implementation of asset management plans;
- Allocate appropriate resources to achieve asset management objectives;
- Ensure outcomes support Council's Community Strategic Plan.

Asset Management Team

- Implement asset management policies and strategies;
- Develop and implement asset management plans;
- Establish current levels of service for infrastructure assets, compare to benchmarks, assess against community needs and identify gaps or challenges;
- Manage asset systems and develop procedures to ensure compliance with standards, legislation and ensure consistent decision making;
- Ensure communication between staff and the Executive Management Team;
- Effectively and efficiently manage funds allocated for capital upgrades, renewal and maintenance;
- Develop forward operational programs in accordance with the long term financial plan;
- Promote and raise awareness of asset management in the organisation and the community.

Financial Accounting Team

- To report accurately on the status of Council's infrastructure assets in line with standards and statutory requirements;
- Coordinate asset accounting deliverables and initiatives with Council's asset management team;
- Work with Council's asset management team to establish best practice procedures for the delivery and reporting on asset service delivery.

Operational Teams

- Consider the impacts to the life of the asset and delivery of service when considering procedural changes and when planning operational activities;
- Communicate with the asset management team to ensure that operational procedures and administration align and support asset management objectives.

4.5 Related council policies and procedures

This asset management policy should be read in conjunction with the following Council documents:

Document Number	Document Name
	Community Strategic Plan
	Resourcing Strategy including Asset Management Planning, Long Term Financial Planning and Workforce Management Planning
	Asset Management Plans
	Risk Management Policy
	Local Government Code of Accounting Practice
	Environmental Action Plan 4

4.6 Legislative requirements

There are a number of legislative requirements that apply to the management of assets including:

- Local Government Act 1993
- Local Government (General) Regulation 1999
- Environmental Planning and Assessment Act 1979
- Environmental Planning Legislation Amendment Act 2006
- Protection of the Environment Administration Act 1991
- Protection of the Environment Operation Act 1991
- Civil Liability Act 2002
- Environmental Protection Act 1970
- Work, Health and Safety Act and Regulations

- Disability Discrimination legislation including:
- Commonwealth Disability Discrimination Act 1992 (DDA)
- NSW Anti-Discrimination Act 1997
- AS 1428 (Set) 2003 Design for Access and Mobility
- AS/NZS 4360 2004 Risk Management
- Australian Accounting Standards
- Environmentally Hazardous Chemicals Act 1985
- Water Management Act 2000
- Heritage Act 1977
- Crown Lands Act
- Building Code of Australia
- Plus, other legislation relating to:
 - Working at Heights
 - Confined Spaces
 - Plant Regulations
 - Manual Handling
 - Noise Regulations
 - Planning Controls
 - Various other Australian Standards.

4.7 Review of policy

This policy will be reviewed every three to four years as per election cycle. The policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this policy. Any amendment to the policy must be by way of a Council Resolution or the approval of the General Manager.

Asset Management Plan – Road Infrastructure

Asset Management Plan – Roads Infrastructure

Councils road infrastructure represents more than 50% of Councils total asset base. These assets are essential in ensuring the residents; ratepayers and visitors to Waverley are able to move efficiently and effectively around and through the area.

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's transport needs, including roads, bridges, footpaths and cycleway, stormwater drainage, kerb and gutter and traffic infrastructure.

A considerable portion of this asset class (25%) is shown as bulk earthworks. Bulk earthworks have been shown separately, including a sub-base component of roads. These are taken as non-depreciable assets whereas all other asset group have annual depreciation shown below. As such non-depreciable earthworks have been deleted from our analysis. The asset inventory, values and condition are detailed below. The assets in this category are generally in good condition; however the overall condition of the assets is slightly below the adopted service levels. The main issue with this asset category is long term funding. The current modelling shows that Councils desired service levels can be met in the medium term however additional funding will be required to maintain and improve asset condition past the 10 year financial plan.

Asset Inventory and Values

The table below details the current value of Councils road infrastructure assets

Roads infrastructure asset inventory

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Sealed Roads	Sealed Roads	132.2	km	\$170,061,805	\$110,476,340	\$2,291,735
	Earthworks	848,256	m2	\$111,165,035	\$111,165,035	
Kerb and Gutter	Kerb and Gutter	246	km	\$45,157,119	\$32,131,989	\$461,695
Bridges	Pedestrian Bridges	2		\$4,000,000	\$2,200,000	\$40,000
Footpaths	Pavements	222.5	km	\$70,443,334	\$52,624,127	\$1,092,378
Stormwater Drainage	Inlet and Junction Pits	4,650	No	\$25,474,574	\$17,956,693	\$262,968
	Stormwater Conduits (pipe)	86.6	km	\$111,025,522	\$73,104,587	\$1,112,154
Traffic Infrastructure	Roundabouts	19	No	\$1,132,566	\$649,420	\$28,314
	Speed Humps	105	No	\$2,052,410	\$1,057,457	\$31,699
	Traffic Islands	183	No	\$1,194,423	\$621,444	\$39,814
	Line marking (incl. external parking)			\$493,200	\$24,660	\$98,640
	Pedestrian Islands	44	No	\$466,099	\$293,750	\$11,652
Total (including Earthworks)				\$542,666,087	\$402,305,502	\$5,471,048

Asset Condition

Council's assets have been inspected and condition rated in accordance with a 1-5 condition assessment process.



Roads infrastructure condition data

Details of the asset component condition data can be found in the Asset Management Manual.

Asset Based Service Levels

The asset based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at Roads infrastructure asset class to create tailored measurable target performance measures. It is important to note that not all of these asset based levels of service have been consulted with the community due to changes in the asset hierarchy and are likely to be modified in time to fully match the community's expectations.

Roads infrastructure service levels

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance (SAMP5)
Quality / condition	The local road network is strategically and efficiently maintained, renewed and upgraded	Condition assessment %	Road wearing course 79% in condition 2 Footpath 80% in condition 2 Kerb & gutter 73% in condition 2	76.2% 78% 70.5%
Reliability / Responsiveness	Council is responsive to the needs of its residents and asset users	Councils Customer Request System	90% of requests are completed within Council's customer charter	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
	Transport assets meet financial sustainability ratios	Consumption ratio	Between 50% and 75%	69%
Sustainability		Renewal funding ratio	Between 90% and 110%	165%
		Long term funding ratio	Between 95% and 105%	154%
		Backlog ratio	Less than 2%	1%
	The network feels safe to use and is regarded safe in comparison to other similar networks	Annual Inspections, operational reports and safety audits	Three-year annual average traffic accidents are decreasing	
Safety	Lighting is provided to enhance safety for all road users and to aid navigation and security	Compliance and customer surveys	100% of street Lighting installations at pedestrian crossings that comply with AS 1158	

Roads Infrastructure Community Service Levels

Quality / Condition Per Subclass	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP4 SCORE	SAMP5 SCORE	Current Backlog Ratio
Sealed Roads – Wearing Course	79%		81%	76%	1.2%
Sealed Roads – Pavement		100%	NEW CATEGORY	99%	1%
Footpaths	80%		75%	79%	5.1%
Kerb & Gutter	73%		74%	71%	1.2%
Bridges		100%	NEW CATEGORY	100%	Nil
Stormwater drainage		88%	88%	98%	1.2%
Traffic Infrastructure		90%	NEW CATEGORY	74%	16%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, that has been calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of the asset's life cycle requirements.

Budget Ga	Budget Gap by Asset Group (\$000)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Combined	Actual	Renewal	\$9,011	\$10,501	\$10,893	\$10,123	\$9,185	\$7,916	\$7,883	\$8,000	\$10,482	\$10,622
		New and Expanded Assets	\$3,340	\$3,538	\$3,333	\$3,292	\$2,136	\$1,208	\$1,196	\$1,188	\$1,185	\$1,185
		Operational & Maintenance (O&M)	\$2,008	\$2,052	\$2,097	\$2,143	\$2,190	\$2,238	\$2,287	\$2,338	\$2,389	\$2,442
		Total Actual Expenditure	\$14,358	\$16,091	\$16,322	\$15,559	\$13,512	\$11,362	\$11,367	\$11,526	\$14,056	\$14,249
	Required	Renewal	\$5,471	\$5,628	\$5,811	\$5,995	\$6,176	\$6,343	\$6,502	\$6,666	\$6,832	\$7,002
		New and Expanded Assets	\$3,340	\$3,538	\$3,333	\$3,292	\$2,136	\$1,208	\$1,196	\$1,188	\$1,185	\$1,185
		Operational & Maintenance (O&M)	\$4,774	\$4,141	\$4,298	\$4,455	\$4,608	\$4,745	\$4,871	\$5,001	\$5,132	\$5,267
		Total Actual Expenditure	\$13,585	\$13,307	\$13,442	\$13,742	\$12,920	\$12,296	\$12,570	\$12,854	\$13,149	\$13,455
		Overall (GAP)	\$773	\$2,784	\$2,880	\$1,816	\$592	-\$934	-\$1,203	-\$1,329	\$907	\$794

Financial Ratios

The following charts highlights the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels.











Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Sealed Roads wearing surface	\$52,310,034	\$50,473,816	\$1,836,218
Sealed Roads pavement	\$103,846,572	\$103,699,838	\$146,734
Bridges	\$4,000,000	\$4,000,000	\$0
Footpaths and Cycleway	\$56,354,667	\$55,232,544	\$1,122,124
Kerb and Gutter	\$32,964,697	\$31,864,499	\$1,100,198
Traffic Infrastructure	\$4,804,828	\$3,947,059	\$857,769
Stormwater Drainage	\$120,120,084	\$135,089,735	\$0
Combined			\$5,063,042

The table shows a cost to agreed service level of \$5.1 Million.

Renewals Plan

In developing Councils asset renewal plan, consideration is taken to the target service levels in each asset category and the current condition of the asset base. Councils overall strategy for asset renewal is to initially ensure that there is no slippage in asset condition. This will be achieved by renewing assets at the optimum point of their lifecycle to maximise Councils renewal expenditure and achieving the desired service level. As such as Councils renewal strategy will be a bottom up approach to asset renewals.

Using asset's remaining useful life, condition, intervention level, and Councils overarching renewal strategy, Waverley Council has generated asset based renewals program for Roads Infrastructure. Renewal amount is specified for each asset class based on the optimal year of renewal.

It should be noted that Council is planning to spend more on asset renewals than the current depreciation amount for the combined asset class. The aim being to initially maintain asset condition and to then address the assets that currently do not meet the current service levels for the asset categories.

Category	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
Sealed Roads	\$2,572,816	\$2,853,120	\$2,869,015	\$2,612,496	\$2,280,888	\$2,214,008	\$2,259,003	\$2,305,078	\$2,354,224	\$2,404,598
Bridges	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$150,000	\$0	\$0
Footpaths and Cycleway	\$3,835,105	\$3,645,160	\$3,875,300	\$3,605,625	\$3,723,985	\$2,727,840	\$2,467,080	\$2,504,200	\$5,051,000	\$5,104,000
Kerb and Gutter	\$1,473,222	\$1,693,586	\$1,622,631	\$1,541,585	\$1,315,555	\$1,293,696	\$1,318,325	\$1,343,545	\$1,370,446	\$1,398,020
Traffic Infrastructure	\$466,793	\$791,153	\$896,974	\$871,628	\$625,144	\$480,331	\$488,608	\$497,102	\$505,918	\$514,966
Stormwater Drainage	\$662,747	\$1,518,107	\$1,628,750	\$1,492,125	\$1,239,825	\$1,200,232	\$1,200,232	\$1,200,232	\$1,200,232	\$1,200,232
Combined	\$9,010,683	\$10,501,127	\$10,892,670	\$10,123,459	\$9,185,397	\$7,916,107	\$7,883,248	\$8,000,157	\$10,481,820	\$10,621,818

Operational and Maintenance

Council is currently running a budget which is under funding asset maintenance. It should be noted that this is initially part of a wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities.

Council will get greater long term benefits by implementing a proactive long term renewal strategy to begin with, reallocating funds to short term maintenance tasks/ proactive maintenance in the longer term.

Council generally undertakes maintenance activities in both a planned and reactionary basis. Council's aim is to gradually move more of its maintenance activities to a planned cyclical maintenance however there is always a need to be responsive to the request by ratepayers and clients.

Critical Assets

The following assets have been identified as critical assets for roads infrastructure asset class:

- Grafton Street, between Grosvenor Street and Newland Street;
- Grosvenor St, between Oxford Street and Grafton Street;
- Newland St between Oxford Street and Grafton Street;
- Drainage assets within the North Rose Bay catchment area.

Mitigation plans fare currently in planning stage and will be developed as per the improvement actions of this plan.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'highly reliable'.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection strategy for Road assets to ensure data capture for all assets is consistent, useful and reliable for reporting.	2017/2018	High
Asset data	Consider the implementation and use of a Pavement Management System to optimise renewal expenditure.	2017/2018	Medium
	Update relevant asset registers and systems to include correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets not available.	2018/2019	Medium
	Gradually extend inspections of assets to cover a 40-60% range. Update conditions and values as necessary.	2019/2020	Ongoing
Asset valuation	Review asset lives on an annual based taking into account the actual life of assets achieved by Council.	2018/2019	Ongoing
Asset performance	Report on asset based service levels on an annual basis.	2018/2019	High
Renewal planning	Develop 10 yr. renewal plans that will ensure that Councils service levels are achieved.	2018/2019	Medium
Risk management	Prepare risk mitigation plan for the critical road assets identified in this plan.	2018/2019	Medium

Supporting Documentation on Road Infrastructure can be found in the Asset Management Manual.
Asset Management Plan – Public Domain Infrastructure

Asset Management Plan – Public Domain Infrastructure

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's public domain needs. This asset class covers a wide range of assets typically found in our public domain areas and specifically includes lighting, water equipment, street furniture and structures. This asset class is important as these areas are typically high profile and attract a lot of use by the general public. The asset inventory, values and conditions are detailed below:

Asset Inventory, Values and Condition

The table below details the current value of Councils public domain assets:

Public domain	infrastructure	asset inv	entorv

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
1.2.1 Lighting / Electrical Equipment	Public and Security Lighting	58	no	\$290,000	\$207,000	\$9,667
	Amenity Lighting	260	no	\$1,040,000	\$854,000	\$34,667
	Electrical Switch Boards	2	no	\$10,000	\$8,000	\$500
	Lighting Accessories & Miscellaneous	13	no	\$7,260,334	\$4,979,533	\$0
1.2.2 Water Equipment	Drinking Fountain	32	no	\$80,000	\$65,500	\$5,333
	Irrigation, Inc Accessories	8	no	\$320,000	\$276,000	\$9,143
	Sydney Water Utility (Valves & RZP)					
1.2.3 Street Furniture	Bus Shelters	57	no	\$855,000	\$709,500	\$34,200
	Seats and Benches	879	no	\$1,933,800	\$1,576,410	\$128,920
	Bike Furniture Racks	175	no	\$612,500	\$522,900	\$40,833
	Bins	787	no	\$1,416,600	\$880,830	\$94,440
	Bollards	332	no	\$36,150	\$29,175	\$1,345
	Wheel Stops (on-street)					
	Other Furniture	56	no	\$280,000	\$215,500	\$11,200
1.2.4 Structures	Retaining Walls (all except coastal)	17562	m2	\$16,117,621	\$10,998,639	\$201,470
	Coastal Walls	912	m2	\$846,235	\$594,823	\$10,593
	Stairs / Steps	6,116	no	\$111,750	\$84,323	\$2,235
	Edging	63	no	\$315,000	\$221,750	\$12,600
	Sea Walls	4030	m2	\$60,450,000	\$32,032,500	\$604,500
	Fences	18,567	m	\$2,245,957	\$1,724,237	\$64,170
	Handrail	519.8	m	\$129,699	\$90,500	\$5,188
	Gates	12	no	\$2,400	\$1,700	\$69

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
	Tunnel	4	no	\$3,511,405	\$1,026,387	\$0
	Sign - Direct./Info./Reg.	226	no	\$135,600	\$104,040	\$9,040
	Fences - General Urban	123	m	\$14,760	\$10,302	\$422
	Fences - Post and Wire/Mesh	10	no	\$1,000	\$770	\$29
Grand Total				\$98,015,811	\$57,214,320	\$1,280,563

Asset Condition

Public domain infrastructure condition data



Details of the asset component condition data can be found in the Asset Management Manual

Asset Based Service Levels

The asset based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at Public Domain asset class to create tailored measurable target performance measures. It is important to note that not all of these asset based levels of service have been consulted with the community due to changes in the asset hierarchy and are likely be modified in time to fully match community's expectations.

Public domain infrastructure service levels

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
			80% Lighting/Electrical Equipment in condition 3 or better	99.8%
			80% water Equipment in condition 3 or	99.3%
Quality / condition	Percent of assets in condition 2 or better (by value)	Condition assessment	better	92.7%
			80% street furniture in condition 2 or better	86.6%
			90% structures in condition 3 or better	
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	56%
Sustainability	Renewal ratio		Between 90% and 110%	112%
	Long term funding ratio		Between 95% and 105%	210%
	Backlog ratio		Less than 2%	3%
Safety	Reduction number of incidences and accidents	Reports to Council	Reducing	
Salety	Electrical isolation switches operational	Annual Inspections of all residential properties	100% compliance	

Public Domain Infrastructure Community Service Levels

Asset Type	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP4 SCORE	SAMP5 SCORE	Current Backlog Ratio
Lighting/Electrical Equipment		80%	NEW CATEGORY	99.8%	NIL
Water equipment		80%	NEW CATEGORY	99.3%	NIL
Street Furniture	80%		NEW CATEGORY	92.7%	NIL
Structures		90%	NEW CATEGORY	86.6%	NIL

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements. Further under 'Renewals Plan' section, renewals plans have been developed which provide a renewals program that will maintain and enhance the public domain assets.

Budget Gap by	Budget Gap by Asset Group ('000)			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Combined	Actual	Renewal	\$1,488	\$5,435	\$3,202	\$2,789	\$3,862	\$957	\$3,862	\$3,870	\$4,683	\$1,578
		New and Expanded Assets	\$3,634	\$2,904	\$2,182	\$2,376	\$1,805	\$1,099	\$1,038	\$1,592	\$1,032	\$1,032
		Operational & Maintenance (O&M)	\$507	\$518	\$529	\$541	\$553	\$565	\$577	\$590	\$603	\$616
		Total Actual Expenditure	\$5,629	\$8,857	\$5,913	\$5,705	\$6,219	\$2,620	\$5,477	\$6,052	\$6,318	\$3,226
	Required	Required Renewal	\$1,281	\$1,349	\$1,411	\$1,466	\$1,524	\$1,578	\$1,624	\$1,672	\$1,726	\$1,775
		New and Expanded Assets	\$3,682	\$2,904	\$2,182	\$2,376	\$1,805	\$1,099	\$1,038	\$1,592	\$1,032	\$1,032
		Required O&M	\$1,648	\$1,749	\$1,840	\$1,920	\$2,007	\$2,085	\$2,150	\$2,216	\$2,291	\$2,360
		Total Required Expenditure	\$6,610	\$6,003	\$5,433	\$5,762	\$5,336	\$4,761	\$4,812	\$5,479	\$5,049	\$5,167
		Overall (GAP)	-\$982	\$2,854	\$480	-\$56	\$883	-\$2,141	\$664	\$573	\$1,268	-\$1,941

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels.









Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

The table shows a cost to agreed service level of \$2.6 Million.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Lighting / Electrical Equipment	\$6,880,267	\$8,580,334	\$0
Water Equipment	\$320,000	\$397,520	\$0
Street Furniture	\$4,107,240	\$4,761,611	\$0
Structures	\$75,493,284	\$72,843,758	\$2,649,526
Combined			\$2,649,526

Renewals Plan

Using asset's remaining useful life, condition and intervention level, Waverley Council has generated asset based renewals for Public Domain Infrastructure. Renewal amount is specified for each asset based on the optimal year of renewal. This creates peaks and troughs due to various age and condition of assets. It is recommended that a ten year renewal plan term is reviewed against the planned capital renewal projects to establish a reliable renewals plan.

Category	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
Lighting / Electrical Equipment	\$225,000	\$675,000	\$615,000	\$410,000	\$100,000	\$45,000	\$50,000	\$55,000	\$560,000	\$565,000
Water Equipment	\$106,530	\$15,000	\$20,000	\$25,000	\$30,000	\$35,000	\$35,000	\$40,000	\$45,000	\$50,000
Street Furniture	\$318,607	\$574,073	\$545,711	\$487,652	\$478,023	\$314,710	\$316,886	\$317,165	\$821,452	\$828,012
Structures	\$837,964	\$4,846,125	\$2,635,950	\$2,276,223	\$3,354,071	\$606,995	\$3,509,999	\$3,513,084	\$3,816,252	\$699,505
Total	\$1,488,102	\$6,110,198	\$3,816,661	\$3,198,875	\$3,962,094	\$1,001,705	\$3,911,885	\$3,925,249	\$5,242,704	\$2,142,517

Operational and Maintenance

Council is currently running a budget which is under funding asset maintenance. It should be noted that this is initially part of a wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities.

Council will get greater long term benefits by implementing a proactive long term renewal strategy to beign with reallocating funds to short term maintenance tasks/proactive manintenance in the longer term. Further Council will work to get a better understanding of its actual expenditure on public domain assets, curently expenditure is split across a number of service areas. Better reporting on actual mainatence and operational expenditure will allow Council to make better long term decisions in relation to this asset class.

Critical Assets

Following assets have been identified as critical assets for public domain infrastructure asset class:

• Oxford Street Mall – all assets

Confidence Levels

The confidence in the asset data used as a basis for the forecasts have been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Uncertain'.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all public domain assets are up to date and relevant.	2017/2018	High
	Consolidate Public domain assets into a single asset register and allocate attributes that will identify assets as part of the new asset hierarchy.	2017/2018	High
Asset data Asset performance	Consult Level of Service with community and adjust KPIs as required	2018/2019	High
Renewal planning	Review renewals plan against planned capital works and adjust to include assets making up backlog	2018/2019	Medium
	Identify all new public domain assets that are likely to be created as part of larger capital improvement projects on an annual basis	2018/2019	Ongoing
Risk management	Prepare risk mitigation plan for the critical assets identified in this plan	2018/2019	Medium

Supporting Documentation on Public Domain Infrastructure can be found in the Asset Management Manual.

Asset Management Plan – Sustainability Infrastructure

Asset Management Plan – Sustainability Infrastructure

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's Sustainability Infrastructure needs. These assets include renewable energy, waste, stormwater and ground water and tanks and pumps. The asset inventory, values and conditions are detailed below:

Asset Inventory, Values and Condition

The table below details the current value of Councils public domain assets

Sustainability Infrastructure asset inventory

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Renewable Energy	Solar Panel	267	No	\$347,503	\$292,127	\$23,167
	Electric Car Charging Stations					
	Other Solar Energy Infrastructure	6	No	\$25,300	\$13,915	\$2,530
Waste	Waste Management Infrastructure					
	Solar Bins	42	No	\$252,000	\$226,800	\$25,200
Stormwater and Groundwater	SQIDs Infrastructure (Stormwater quality improvement devices)	11	No	\$143,764	\$122,026	\$2,174
	SQIDs Bio filtration (Raingardens and Tree Pits)	3	No	\$103,500	\$72,450	\$5,175
	Stormwater and ground water Harvesting (Tanks and Pumps)	130	No	\$3,049,056	\$2,401,758	\$90,499
Tanks and Pumps	Pumps (Coastal Pools)	1	No	\$3,450	\$1,898	\$383
	Tanks (Buildings)	23	No	\$122,200	\$94,373	\$9,197
	Pumps (Buildings)	31	No	\$111,205	\$85,958	\$6,233
Grand Total				\$4,157,978	\$3,311,304	\$164,558

Asset Condition

Sustainability Infrastructure condition data



Details of the asset component condition data can be found in the Asset Management Manual

Asset Based Service Levels

The asset based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at Sustainability Infrastructure asset class to create tailored measurable target performance measure. It is important to note that not all of these asset based levels of service have been consulted with the community due to changes in the asset hierarchy and may likely be modified in time to fully match community's expectations.

Sustainability Infrastructure service levels

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / condition	Percent of assets in condition 2 /3 or better (by value)	Condition assessment	80% of stormwater & Groundwater In condition 3	99%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	80%
Sustainability	Renewal funding ratio		Between 90% and 110%	0%
	Long term funding ratio		Between 95% and 105%	28%
	Backlog Ratio		Less than 2%	0.1%

Sustainability Infrastructure Community Service Levels

Asset Type	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP4 SCORE	SAMP5 SCORE	Current Backlog Ratio
Renewable Energy		100%	NEW CATEGORY	100%	NIL
Waste	90%		NEW CATEGORY	100%	NIL
Stormwater & Groundwater		80%	NEW CATEGORY	99%	NIL
Tanks & Pumps		90%	NEW CATEGORY	100%	NIL

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements. Further under 'Renewals Plan' section, asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements.

Currently there is an under expenditure in this area which will lead to an overall deteroration in the overall asset condition. However, this is reletively small value overall, and in preparation for future SAMP documentation there will be more data to assist with allocation of approporiate budgeting.

Budget Gap b	Budget Gap by Asset Group (\$000)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Combined	Actual	Renewal	\$0	\$15	\$59	\$85	\$47	\$43	\$64	\$86	\$137	\$134
		New and Expanded Assets	\$905	\$634	\$413	\$1,108	\$571	\$475	\$2,137	\$187	\$531	\$849
		Operational & Maintenance (O&M)	\$29	\$34	\$43	\$54	\$55	\$56	\$58	\$59	\$60	\$62
		Total Actual Expenditure	\$934	\$683	\$516	\$1,247	\$674	\$575	\$2,258	\$332	\$728	\$1,045
	Required	Required Renewal (Depreciation)	\$165	\$178	\$189	\$198	\$214	\$225	\$235	\$264	\$272	\$284
		New and Expanded Assets	\$905	\$634	\$413	\$1,108	\$571	\$475	\$2,137	\$187	\$531	\$849
		Required O&M	\$62	\$77	\$89	\$97	\$115	\$127	\$136	\$171	\$178	\$190
		Total Required Expenditure	\$1,132	\$890	\$691	\$1,403	\$901	\$827	\$2,508	\$623	\$981	\$1,323
		Overall (GAP)	-\$198	-\$206	-\$175	-\$156	-\$227	-\$252	-\$250	-\$291	-\$253	-\$278

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels.









Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Renewable Energy	\$347,503	\$343,629	\$3,874
Waste	\$226,800	\$252,000	\$0
Stormwater & Groundwater	\$2,637,056	\$3,273,320	\$0
Tanks and Pumps	\$213,170	\$236,855	\$0
Total			\$3,874

The table shows a cost to agreed service level of \$4000 dollars.

Renewals Plan

Using asset's remaining useful life, condition and intervention level, Waverley Council have generated asset based renewals for Sustainability Infrastructure. Renewal amount is specified for each asset based on the optimal year of renewal. This creates peaks and troughs due to various age and condition of assets. It is recommended that a 10 year renewal plan is reviewed against the planned capital renewal projects to establish a reliable renewals plan.

Category	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
Renewable Energy	\$0	\$5,000	\$5,110	\$5,222	\$5,337	\$34,785	\$5,575	\$5,697	\$5,823	\$5,951
Waste	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater and Groundwater	\$0	\$9,699	\$37,699	\$67,861	\$39,006	\$4,119	\$37,282	\$65,555	\$130,880	\$113,858
Tanks and Pumps	\$0	\$0	\$16,336	\$11,649	\$2,826	\$4,119	\$21,215	\$14,568	\$0	\$14,605
Total	\$0	\$14,699	\$59,145	\$84,732	\$47,169	\$43,024	\$64,072	\$85,821	\$136,702	\$134,414

Operational and Maintenance

Council is currently running a budget which is under funding asset maintenance. It should be noted that this is initially part of a wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities.

Council will get greater long term benefits by implementing a proactive long term renewal strategy to beign with reallocating funds to short term maintenance tasks/proactive manintenance in the longer term. Further Council will work to get a better understanding of its actual expenditure on Sustainability Infrastrucutre assets, curently expenditure is split across a number of service areas. Better reporting on actual mainatence and operational expenditure will allow Council to make better long term decisions in relation to this asset class.

Critical Assets

Council has identified no critical assets in this asset category

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Uncertain'.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop an overarching strategic approach to the acquisition and renewal of Sustainability Infrastructure assets.	2019/2020	High
Asset data	Update relevant asset registers and systems to include correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets not available	2018/2019	Medium
Asset uata	Develop an ongoing asset inspection strategy ensuring that all assets are inspected on an ongoing basis	2019/2020	Ongoing
Asset valuation	Ensure that all Sustainability Infrastructure assets are identified and included in asset future valuations where appropriate.	2019/2020	Ongoing
Renewal planning	Identify any new green assets created or renewed as part of larger Council wide projects	2018/2019	Medium
Risk management	Prepare risk management plans for Councils sustainability assets	2018/2019	Low

Supporting Documentation on Sustainability Infrastructure can be found in the Asset Management Manual.

Asset Management Plan – Buildings

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Asset Management Plan – Buildings

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's public building needs. This asset group includes Council's operational buildings, cultural and public facilities and commercial buildings. The asset inventory, values and conditions are detailed below.

Asset Inventory, Values and Condition

The table below details the current value of Councils building assets:

Table 1 Building asset inventory

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Council Operational Buildings	Council Administration and Depot	6	No	\$36,311,000	\$25,736,294	\$620,052
Cultural and Public Facilities	Amenities Building	7	No	\$17,245,000	\$10,228,809	\$309,160
	Childcare Facilities	5	No	\$9,523,000	\$6,060,913	\$158,717
	Community Centres and Halls	16	No	\$109,823,000	\$55,341,514	\$1,828,018
	Surf Clubs and Lifesaving Facilities	6	No	\$19,233,000	\$11,426,778	\$338,517
	Cemeteries	5	No	\$3,834,000	\$1,088,575	\$49,125
	Carparks	1	No	\$117,000	\$35,100	\$5,850
	Residential Lease	3	No	\$4,398,000	\$2,467,295	\$57,404
	Community Tenancies	7	No	\$7,229,000	\$3,357,446	\$118,471
	Social Housing	8	No	\$21,081,000	\$10,359,757	\$351,350
Commercial Buildings	Commercial Premises	2	No	\$1,023,000	\$437,477	\$17,513
	Investment Properties	9	No			
Grand Total		75	No	\$267,237,000	\$126,539,958	\$3,854,177

Asset Condition

Buildings condition data (excluding investment properties)



Details of the asset component condition data can be found in the Asset Management Manual.

Asset Based Service Levels

The asset based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at Buildings asset class to create tailored measurable target performance measure. It is important to note that not all of these asset based levels of service have been consulted with the community due to changes in the asset hierarchy and may likely be modified in time to fully match community's expectations.

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Accessibility	Availability to the community as required	Monitor operating days	356 days/year	
Utilisation	No of patrons accessing the facility	Facility attendance reports	Increase annual total patronage by 5%	
Quality / condition	Percent of assets in preferred condition better (by value)	Condition assessment	100% of assets in condition 3 or better	93%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	55%
Sustainability	Renewal funding ratio		Between 90% and 110%	89%
	Long term funding ratio		Between 95% and 105%	104%
	Backlog ratio		Less than 2%	2%
Safety	Compliance with Fire Safety regulation.	Annual Inspection	100% compliance	
Surety	Electrical isolation switches operational	Annual Inspections of all residential properties	100% compliance	

Building service levels

Buildings Community Service Levels

Asset Type	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3			Current Backlog Ratio
Buildings		100%	93%	93%	1%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of the asset's life cycle requirements. Further under 'Renewals Plan' section, asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements.

Budget Gap	by Asset Grou	up ('000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Buildings	Actual	Renewal	\$3,448	\$8,036	\$5,051	\$3,532	\$2,855	\$5,611	\$4,446	\$4,713	\$5,315	\$7,291
		New and Expanded Assets	\$3,950	\$17,601	\$35,301	\$19,000	\$4,500	\$4,500	\$2,000	\$2,000	\$2,000	\$4,480
		Operational & Maintenance (O&M)	\$5,274	\$5,390	\$5,509	\$5,630	\$5,754	\$5,880	\$6,010	\$6,142	\$6,277	\$6,415
		Total Actual Expenditure	\$12,672	\$31,027	\$45,861	\$28,162	\$13,109	\$15,992	\$12,455	\$12,854	\$13,592	\$18,186
	Required	Required Renewal (Depreciation)	\$3,854	\$3,939	\$4,219	\$4,700	\$5,013	\$5,173	\$5,336	\$5,475	\$5,618	\$5,763
		New and Expanded Assets	\$3,950	\$17,601	\$35,301	\$19,000	\$4,500	\$4,500	\$2,000	\$2,000	\$2,000	\$4,480
		Required O&M	\$4,596	\$4,776	\$5,234	\$6,055	\$6,568	\$6,802	\$7,042	\$7,237	\$7,436	\$7,640
		Total Required Expenditure	\$12,401	\$26,317	\$44,754	\$29,755	\$16,081	\$16,475	\$14,378	\$14,712	\$15,054	\$17,883
		Overall (GAP)	\$272	\$4,711	\$1,107	-\$1,593	-\$2,972	-\$483	-\$1,923	-\$1,858	-\$1,462	\$303

Financial Ratios

The following charts highlights the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels









Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

The table shows a cost to agreed service level of \$12.3 Million.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Council Operational Buildings	\$36,311,000	\$36,311,000	\$0
Cultural and Public Facilities	\$192,483,000	\$180,161,000	\$12,322,000
Commercial Buildings	\$1,023,000	\$1,023,000	\$0
			\$0
Combined			\$12,322,000

Renewals Plan

Renewals plan for buildings is taken from 'SFV Property Condition Assessment, Ten Year Program of Expenditure' and expected capital enhancement projects. Summary of renewals requirement are shown below.

Category	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
Buildings Combined	\$3,448	\$8,036	\$5,050	\$3,532	\$2,854	\$5,611	\$4,445	\$4,712	\$5,315	\$7,290

Operational and Maintenance

Council is currently running a maintenance budget which is slightly under funding asset maintenance. It should be noted that this is initially part of a wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities.

Council will get greater long term benefits by implementing proactive long term renewal and maintenance strategies. Further, Council will work to get a better understanding of its actual expenditure on building assets, currently expenditure is split across several service areas. Better reporting on actual maintenance and operational expenditure will allow Council to make better long term decision in relation to this asset class.

Council currently has no documented maintenance strategy for buildings maintenance. Council's maintenance is currently in two forms:

- Cyclical maintenance activities;
- Reactive maintenance activities.

Council's cyclical maintenance activities include pest control, fire safety inspections and ongoing cleaning. These are generally carried out under a periodic contact with suitably qualified contractors. The remainder of the maintenance activities are reactive in nature. Most of the defects are notified to staff via Councils customer request system.

Critical Assets

The following assets have been identified as critical assets for roads infrastructure asset class:

- SES Depot;
- Alexandria Integrated Facility Depot.

Mitigation plans fare currently in planning stage and will be developed as per the improvement actions of this plan.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Reliable'.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop an ongoing defect, condition and safety inspection strategy for all building assets.	2017/2018	High
Asset data	Consider the implementation of a maintenance / building management system to assist in the management of Councils building assets.	2019/2020	Medium
	Update relevant asset registers and systems to include correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets not available.	2018/2019	Medium
Asset valuation	New building valuation details to be included / updated in the current financial system.	2018/2019	High
Asset performance	Develop an ongoing planned maintenance program for all Councils buildings addressing high risk defects and improving overall building condition.	2018/2019	High
Renewal planning	Develop a comprehensive building renewal program based on improving overall asset condition and asset functionality.	2018/2019	Medium

Supporting Documentation on Buildings can be found in the Asset Management Manual.

Asset Management Plan – Living Infrastructure

Asset Management Plan – Living Infrastructure

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's living infrastructure needs. These assets include corridors, trees, amenity landscape and turf. The asset inventory, values and conditions are detailed below.

Asset Inventory, Values and Condition

Living Infrastructure asset inventory

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Corridors	Natural Vegetation Corridors	297720	m2	\$2,977,200	1,291,063	
	Ecological Significant Infrastructure	59,912	m2	\$599,120	289,165	
	Street Verges	569,131	m2	\$5,691,310	4,410,765	
Trees	Street Trees	10494	No	\$52,470,000	33,444,378	
	Amenity Trees	3498	No	\$17,490,000	11,148,126	
Amenity Landscape	Garden Beds	66700	m2	\$5,836,250	\$3,756,491	
	Cemeteries Landscape - Trees, Turf and Gardens					
Turf	Turf - Amenity Landscape	735974	m2	\$8,049,410	\$5,924,234	
	Turf - Sports Fields					
Grand Total				\$93,113,290	\$60,264,223	NA

Asset Condition

Living Infrastructure Condition Data



Details of the asset component condition data can be found in the Asset Management Manual.

Asset Based Service Levels

The asset based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at living Infrastructure asset class to create tailored measurable target performance measure. It is important to note that not all of these asset based level of service have been consulted with the community due to changes in the asset hierarchy and may likely be modified in time to fully match community's expectations.

living	Infrastructure	service	levels
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Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / condition	Percent of assets in condition 2 or better (by value)	Condition assessment	90% In condition 3	94.6
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
Sustainability	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	66%
	Backlog ratio		Less than 2%	0%

Living Infrastructure Community Service Levels

Asset Type	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP4 SCORE	SAMP5 SCORE	Current Backlog Ratio
Corridors		90%	NEW CATEGORY	75%	15%
Trees		90%	87%	97%	NIL
Amenity Landscape		90%	87%	90%	NIL
Turf		90%	NEW CATEGORY	97%	NIL

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements. Further under 'Renewals Plan' section, asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements.

Budget Gap k	Budget Gap by Asset Group (\$000)		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Combined	Actual	Renewal	\$1,489	\$2,373	\$2,553	\$2,269	\$2,318	\$2,118	\$2,173	\$2,189	\$2,226	\$2,276
		New and Expanded Assets	\$1,091	\$1,139	\$1,100	\$937	\$724	\$379	\$379	\$360	\$353	\$353
		Operational & Maintenance (O&M)	\$5,815	\$5,943	\$6,074	\$6,208	\$6,344	\$6,484	\$6,626	\$6,772	\$6,921	\$7,073
		Total Actual Expenditure	\$8,395	\$9,455	\$9,727	\$9,413	\$9,387	\$8,981	\$9,179	\$9,320	\$9,500	\$9,702
	Required	Required Renewal (Depreciation)	\$1,489	\$2,373	\$2,553	\$2,269	\$2,318	\$2,118	\$2,173	\$2,189	\$2,226	\$2,276
		New and Expanded Assets	\$1,091	\$1,139	\$1,100	\$937	\$724	\$379	\$379	\$360	\$353	\$353
		Required O&M	\$5,462	\$5,571	\$5,683	\$5,796	\$5,912	\$6,031	\$6,151	\$6,274	\$6,400	\$6,528
		Total Required Expenditure	\$8,042	\$9,083	\$9,336	\$9,002	\$8,955	\$8,528	\$8,704	\$8,822	\$8,979	\$9,156
		Overall (GAP)	\$353	\$372	\$391	\$411	\$432	\$453	\$475	\$498	\$521	\$546

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels.









Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

The table shows a cost to agreed service level of \$1.3 Million.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Corridors	\$8,340,867	\$7,006,789	\$1,334,078
Trees	\$62,964,000	\$68,001,120	\$0
Amenity Landscape	\$5,252,625	\$5,307,250	\$0
Turf	\$7,244,469	\$7,801,410	\$0
Combined			\$1,334,078

Renewals Plan

Using known capital renewals projects, Waverley Council has generated asset based renewals for Living Infrastructure. This is shown for each category below:

Category	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
Corridors	\$322,000	\$246,000	\$260,000	\$248,000	\$260,000	\$248,000	\$260,000	\$248,000	\$260,000	\$248,000
Trees	\$254,000	\$275,000	\$262,500	\$262,500	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Amenity Landscape	\$532,871	\$1,218,879	\$1,397,613	\$1,125,810	\$958,487	\$935,059	\$966,310	\$957,757	\$969,813	\$992,933
Turf	\$380,000	\$632,621	\$632,621	\$632,621	\$900,000	\$983,046	\$1,006,639	\$1,030,798	\$1,056,568	\$1,082,983
Combined	\$1,488,871	\$2,372,500	\$2,552,734	\$2,268,931	\$2,318,487	\$2,366,105	\$2,432,949	\$2,436,555	\$2,486,381	\$2,523,916
Operational and Maintenance

Council is currently running a budget which is under funding asset maintenance. It should be noted that this is initially part of a wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities.

Council will get greater long term benefits by implementing proactive long term renewal and maintenance strategies. Further, Council will work to get a better understanding of its actual expenditure on living infrastructure assets, currently expenditure is split across several service areas. Better reporting on actual maintenance and operational expenditure will allow Council to make better long term decision in relation to this asset class.

Council has a structured maintenance plan for its parks and living assets. Council's parks assets are maintained on a cyclical basis across the area based on Council's parks hierarchy and perceived need for various assets. Council also undertakes regular and ongoing inspections of its assets to mitigate the risk of injury to parks users and to guide maintenance activities across the portfolio.

Council is also reactive to the needs of the parks users by responding to maintenance and defects request in a timely manner

Critical Assets

Council has identified no critical assets in this asset category

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Uncertain'.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all assets is consistent, useful and reliable for reporting.	2017/2018	High
Asset data	Develop an overarching strategy on how to handle living infrastructure taking into account current and future accounting requirements and practical asset management requirements.	2019/2020	High
Asset performance	Consult Level of Service with community on service levels for living infrastructure assets understanding the full financial implications of the current portfolio.	2018/2019	High
Renewal planning	Identify the current and future renewals and expansion plans for living assets in particular how street trees and amenity trees will be managed from an operational and asset management perspective.	2018/2019	Medium

Supporting Documentation on Living Infrastructure can be found in the Asset Management Manual.

Asset Management Plan – Recreational Infrastructure

Asset Management Plan – Recreational and Open Space Infrastructure

This Asset Management Plan covers the infrastructure assets that serve the Waverley community's recreational and open space infrastructure needs. These assets include recreational and cemetery assets. The asset inventory, values and conditions are detailed below.

Asset Inventory, Values and Condition

The table below details the current value of Councils recreational & open space assets:

Recreational & Open Space Infrastructure asset inventory

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Recreational	Awnings and Shade Structures	56	No	\$840,000	\$693,750	\$33,600
	Public Art / Monuments / Plaque	36	No	\$3,423,694	\$2,848,955	\$87,904
	Synthetic Sports Field	214	m2	\$21,400	\$19,260	\$1,070
	Hardcourt playing surfaces	24	No	\$460,240	\$365,102	\$22,138
	Skate Park Facilitates	7	No	\$560,000	\$496,000	\$28,000
	Play Grounds / Play Equipment - Major	184	No	\$6,060,000	\$4,932,500	\$404,000
	Picnic Shelters / BBQ	166	No	\$789,000	\$545,925	\$44,400
	Sports Furniture - Post, Rings ETC.	33	No	\$235,000	\$198,500	\$10,950
	Fitness Station / Furniture	10	No	\$953,753	\$748,002	\$62,150
	Coastal Pools excl Pumps	2	No	\$5,645,000	\$3,104,750	\$4,750
	Sports Field	38	No	\$285,000	\$243,750	\$9,500
Cemeteries	Heritage Significant Elements	5	No	\$500,000	\$385,000	\$5,000
	Contemplation Shelters	5	No	\$350,000	\$224,000	\$4,375
Grand Total				\$20,123,087	\$14,805,494	\$717,837

Asset Condition

Recreational & Open Space Infrastructure Condition Data



Details of the asset component condition data can be found in the Asset Management Manual

Asset Based Service Levels

The asset based Levels of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at recreational and open space infrastructure asset class to create tailored measurable target performance measure. It is important to note that not all of these asset based level of service have been consulted on as part of SAMP5 however based on other community feedback, goals were developed. This is likely be modified in time to fully match community expectations.

Recreational and Open	1 Space	Infrastructure se	rvice levels
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Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / condition	Percent of assets in preferred condition better (by value)	Condition assessment	90% of assets in condition 3 or better	98.9%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
Sustainability	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	74%
	Renewal funding ratio		Between 90% and 110%	37%

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
	Long term funding ratio		Between 95% and 105%	115%
	Backlog ratio		Less than 2%	1%
Safety	Compliance with playground safety inspections.	Annual Inspection	100% compliance	

Recreational & Open Space Infrastructure Community Service Levels

Asset Type	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3		SAMP5 SCORE	Current Backlog Ratio
Recreational		90%	NEW CATEGORY	99.2	NIL
Cemeteries		90%	NEW CATEGORY	91.8%	NIL

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements. Further under 'Renewals Plan' section, asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements.

Budget Gap b	Budget Gap by Asset Group (\$000)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Combined	Actual	Renewal	\$267	\$1,051	\$2,905	\$854	\$657	\$518	\$615	\$530	\$806	\$815
		New and Expanded Assets	\$522	\$518	\$768	\$362	\$325	\$1,626	\$1,782	\$118	\$196	\$96
		Operational & Maintenance (O&M)	\$2,108	\$2,154	\$2,202	\$2,250	\$2,300	\$2,350	\$2,402	\$2,455	\$2,509	\$2,564
		Total Actual Expenditure	\$2,896	\$3,723	\$5,874	\$3,467	\$3,281	\$4,495	\$4,799	\$3,103	\$3,510	\$3,475
	Required	Required Renewal (Depreciation)	\$718	\$739	\$761	\$787	\$808	\$829	\$865	\$904	\$925	\$948
		New and Expanded Assets	\$522	\$518	\$768	\$362	\$325	\$1,626	\$1,782	\$118	\$196	\$96
		Required O&M	\$1,944	\$2,039	\$2,136	\$2,260	\$2,346	\$2,430	\$2,646	\$2,882	\$2,957	\$3,042
		Total Required Expenditure	\$7,753	\$4,701	\$5,039	\$5,899	\$5,046	\$6,578	\$7,103	\$9,543	\$6,111	\$9,863
		Overall (GAP)	-\$4,857	-\$978	\$835	-\$2,432	-\$1,764	-\$2,083	-\$2,304	-\$6,440	-\$2,600	-\$6,388

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels.











Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

The table shows a cost to agreed service level of \$0 Million.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Recreational	\$17,345,778	\$19,120,467	\$0
Cemeteries	\$765,000	\$780,000	\$0
Combined			\$0

Renewals Plan

Using asset's remaining useful life, condition and intervention level, Waverley Council has generated asset based renewals for Recreational and Open Space Infrastructure. Renewal amount is specified for each asset based on the optimal year of renewal. This creates peaks and troughs due to various age and condition of assets. It is recommended that a ten year renewal plan term is reviewed against the planned capital renewal projects to establish a reliable renewals plan.

Category	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
Recreational	\$266,561	\$951,280	\$1,304,500	\$854,419	\$657,042	\$518,456	\$615,387	\$529,601	\$505,505	\$515,266
Cemeteries	\$0	\$100,000	\$1,600,000	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
Combined	\$266,561	\$1,051,280	\$2,904,500	\$854,419	\$657,042	\$518,456	\$615,387	\$529,601	\$805,505	\$815,266

Operational and Maintenance

Council is currently running a maintenance budget which is slightly under funding asset maintenance. It should be noted that this is initially part of a wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities.

Council will get greater long term benefits by implementing proactive long term renewal and maintenance strategies. Further, Council will work to get a better understanding of its actual expenditure on recreational & open space assets, currently expenditure is split across several service areas. Better reporting on actual maintenance and operational expenditure will allow Council to make better long term decision in relation to this asset class.

Council has a structured maintenance plan for its parks and recreational assets. Council's parks assets are maintained on a cyclical basis across the area based on Council's parks hierarchy and perceived need for various assets. Council also undertakes regular and ongoing inspections of its assets to mitigate the risk of injury to parks users and to guide maintenance activities across the portfolio.

Council is also reactive to the needs of the parks users by responding to maintenance and defects request in a timely manner

Critical Assets

Council has identified no critical assets in this asset category.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Uncertain'.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all assets is consistent, useful and reliable for reporting.	2017/2018	High
Asset data	Undertake a full asset data collection program for all Councils Parks and recreation assets.	2018/2019	High
	Develop an ongoing asset inspection strategy for all parks and recreation assets that ensure all assets are inspected on a regular and ongoing basis.	2019/2020	High / Ongoing
Asset valuation	Update asset valuation and condition following a full condition inspection of all parks and recreation assets.	2019/2020	Ongoing
Asset performance	Consult Level of Service with community on service levels for parks and recreation assets understanding the full financial implications of the current portfolio including maintenance and upgrade of the current assets.	2018/2019	High
Renewal planning	Develop a comprehensive asset renewal program based on improving overall asset condition and asset functionality.	2018/2019	Medium

Supporting Documentation on Recreational & Open Space Infrastructure can be found in the Asset Management Manual.

Asset Management Plan – Parking Infrastructure

Asset Management Plan – Parking Infrastructure

This Asset Management Plan covers the infrastructure assets that serve Waverley community's parking infrastructure needs. These assets include assets in carparks such as parking meters, parking systems, payment machines, parking guidance systems are more. The asset inventory, values and conditions are detailed below.

Asset Inventory, Values and Condition

The table below details the current value of Councils parking infrastructure assets:

Parking Infrastructure asset inventory

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Carparks	Parking Meters/Sensors (External)	2110	No	\$3,797,950	3,038,360	759,590
	Internal Parking Signs and Wayfinding	214	No	\$12,415	12,415.00	1,035
	Parking Guidance System / Sensors (Internal & External)	1281	No	\$576,683	576,683.00	48,057
	Internal Parking Infrastructure /Payment Machines	91	No	\$494,003	395,202	70,572
	Line Marking (Internal Parking)	26002	L/M	\$79,005	79,005.00	11,286
Grand Total				\$4,960,056	\$4,101,665	\$890,540

Asset Condition

Parking Infrastructure Condition Data



Details of the asset component condition data can be found in the Asset Management Manual.

Asset Based Service Levels

The asset based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at parking infrastructure asset class to create tailored measurable target performance measure. It is important to note that not all of these asset based level of service have been consulted with the community due to the new asset hierarchy and may likely be modified in time to fully match community's expectations.

Parking infrastructure service levels

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / condition	Percent of assets in preferred condition better (by value)	Condition assessment	100% of assets in condition 3 or better	100%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	83%
Sustainability	Renewal funding ratio		Between 90% and 110%	0%
	Long term funding ratio		Between 95% and 105%	71%
	Backlog ratio		Less tha n 2%	0%

Parking Infrastructure Community Service Levels

Asset Type		Preferred Minimum Condition 1, 2 & 3			Current Backlog Ratio
Carparks	90%		NEW CATEGORY	100%	NIL

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements.

Budget Gap by	Asset Group (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Parking Infrastructure	Actual	Renewal	\$0	\$3,548	\$524	\$0	\$0	\$0	\$3,956	\$0	\$0	\$610
		New and Expanded Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$92	\$0	\$0	\$0
		Operational & Maintenance (O&M)	\$350	\$358	\$393	\$403	\$415	\$428	\$442	\$454	\$467	\$480
		Total Actual Expenditure	\$350	\$3,906	\$917	\$403	\$415	\$428	\$4,490	\$454	\$467	\$1,090
	Required	Required Renewal (Depreciation)	\$820	\$838	\$878	\$897	\$917	\$937	\$958	\$980	\$1,001	\$1,023
		New and Expanded Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$92	\$0	\$0	\$0
		Required O&M	\$698	\$714	\$783	\$804	\$827	\$852	\$882	\$904	\$930	\$956
		Total Required Expenditure	\$1,518	\$1,552	\$1,661	\$1,702	\$1,744	\$1,789	\$1,931	\$1,884	\$1,932	\$1,980
		Overall (GAP)	-\$1,168	\$2,355	-\$744	-\$1,298	-\$1,329	-\$1,362	\$2,559	-\$1,431	-\$1,465	-\$890

Financial Ratios

The following charts highlights the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels.









Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

The table shows a cost to agreed service level of \$0 Million.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Carparks	\$4,464,051	\$4,960,056	\$0
Combined			\$0

Renewals Plan

Renewals for parking infrastructure is taken as the annual depreciation sum for parking infrastructure category. Better knowledge of asset data will enable assessment of renewals per asset component. However, parking infrastructure is not one of Waverley Council's primary asset groups; therefore a high level assessment of renewals is adequate and provides good indication of what renewals budget should look like.

Category (\$000)	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
Parking	\$0	\$3,548	\$524	\$0	\$0	\$0	\$3,956	\$0	\$0	\$610

2025/26 2026/27

2027/28

Operational and Maintenance

Council is currently running a maintenance budget which is slightly under funding asset maintenance. It should be noted that this is initially part of a wider asset management strategy to undertake asset renewals as a priority instead of asset maintenance activities.

Council will get greater long term benefits by implementing proactive long term renewal and maintenance strategies. Further, Council will work to get a better understanding of its actual expenditure on parking assets, currently expenditure is not traceable in existing financial reporting easily. Better reporting on actual maintenance and operational expenditure will allow Council to make better long term decision in relation to this asset class.

It should be noted however that Councils parking meter assets are currently on a cyclical renewal and maintenance contract and as such are fully funded.

Critical Assets

Council has identified no critical assets in this asset category.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Uncertain'.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all assets is consistent, useful and reliable for reporting.	2017/2018	High
Asset data	Develop and update relevant asset registers for parking assets that reflects the new asset hierarchy, and includes correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets not available.	2018/2019	Medium
Asset valuation	Ensure that guidelines and detailed methodology is developed for the valuation of parking related assets.	2018/2019	Ongoing
Renewal planning	Develop a business case model to ensure that best value is being achieved by the acquisition of new and expanded parking assets.	2020/2021	Medium
	Document the current renewals strategy for parking assets and ensure that the current renewals approach achieves best value for Council.	2018/2019	Medium

Supporting Documentation on Parking Infrastructure can be found in the Asset Management Manual.



Asset Management Plan – Plant & Equipment

Asset Management Plan – Plant and Equipment

This Asset Management Plan covers the infrastructure assets that serve Waverley community's plant and equipment needs. These assets include Council's vehicles and fleet, plant, office equipment and furniture. The asset inventory, values and conditions are detailed below:

Asset Inventory, Values and Condition

The table below details the current value of Councils plant & equipment assets

Plant and Equipment asset inventory

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Vehicles	Passenger Vehicles	67	No	\$2,034,933	1,443,785	256,401
	Truck fleet	40	No	\$10,033,862	7,801,328	1,264,267
	Light commercial vehicle	43	No	\$1,567,491	1,306,504	197,504
Other Equipment	Small plant	127	No	\$135,179	117,674	17,033
	Specialised equipment	39	No	\$2,270,327	1,778,801	286,061
Office Equipment and Furniture	Office Equipment and Furniture	2549	No	\$10,635,560	\$2,835,613	\$1,112,007
Grand Total				\$26,677,352	\$15,283,704	\$3,133,272

Asset Condition

Plant & Equipment Condition Data



Details of the asset component condition data can be found in the Asset Management Manual.

Asset Based Service Levels

The asset based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at plant & equipment asset class to create tailored measurable target performance measure. It is important to note that these asset based level of service are only consulted with internally in Council and may be modified in time to fully match Councils operational needs.

Plant and equipment service levels

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Utilisation	All plant items are fully utilised	Utilisation reports	Meet Benchmark usage	
Quality / condition	Percent of assets in preferred condition better (by value)	Condition assessment	100% of assets in condition 3 or better	97%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	58%
Sustainability	Renewal funding ratio		Between 90% and 110%	45%
	Long term funding ratio		Between 95% and 105%	87%
	Backlog ratio		Less than 2%	0%
Safety	Compliance with Fire Safety regulation.	Annual Inspection	100% compliance	
Salety	Electrical isolation switches operational	Annual Inspections of all residential properties	100% compliance	

Plant & Equipment Council Service Levels

Asset Type	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP4 SCORE	SAMP5 SCORE	Current Backlog Ratio
Vehicles		100%	NEW CATEGORY	96%	4%
Other Equipment		100%	NEW CATEGORY	95%	5%
Office Equipment & Furniture		100%	NEW CATEGORY	98%	2%

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements.

Budget Gap b	y Asset Group		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Plant & Equipment	Actual	Renewal	\$1,413	\$1,746	\$2,517	\$4,101	\$1,276	\$4,685	\$8,129	\$989	\$2,570	\$4,172
		New and Expanded Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$92	\$0	\$0	\$0
		Operational & Maintenance (O&M)	\$2,151	\$2,198	\$2,274	\$2,326	\$2,379	\$2,435	\$2,494	\$2,550	\$2,610	\$2,670
		Total Actual Expenditure	\$3,564	\$3,945	\$4,791	\$6,427	\$3,655	\$7,120	\$10,715	\$3,540	\$5,179	\$6,842
	Required	Required Renewal (Depreciation)	\$3,133	\$3,185	\$3,270	\$3 <i>,</i> 356	\$3,462	\$3,538	\$3,653	\$3,812	\$3,896	\$3,981
		New and Expanded Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$92	\$0	\$0	\$0
		Required O&M	\$2,151	\$2,198	\$2,274	\$2,326	\$2,379	\$2,435	\$2,494	\$2,550	\$2,610	\$2,670
		Total Required Expenditure	\$5,284	\$5,383	\$5,543	\$5 <i>,</i> 682	\$5,841	\$5,973	\$6,239	\$6,362	\$6,505	\$6,651
		Overall (GAP)	-\$1,720	-\$1,438	-\$753	\$745	-\$2,186	\$1,148	\$4,476	-\$2,823	-\$1,326	\$191

Financial Ratios

The following charts highlight the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels.











Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Vehicles	\$16,041,792	\$15,423,879	\$617,913
Other Equipment	\$10,635,560	\$10,422,849	\$212,711
Combined			\$830,624

The table shows a cost to agreed service level of \$0.8 Million.

Renewals Plan

Renewals for plant and equipment is taken as the annual depreciation sum for this category. Better knowledge of asset data will enable assessment of renewals per asset component. However, plant and equipment is not one of Waverley Council's major asset groups, therefore a high level assessment of renewals is adequate and provides good indication of what renewals budget should look like.

Category ('000)	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
Plant & Fleet	\$1,413	\$1,746	\$2,517	\$4,101	\$1,276	\$4,685	\$8,129	\$989	\$2,570	\$4,172

Operational and Maintenance

Plant and equipment are maintained on a cyclic maintenance schedule. The maintenance schedule is generally in line with manufacturer's specifications. Council's plant and fleet assets are managed in accordance with Council's policy. The policy outlines how Council's plant and vehicle fleet ("vehicles") are to be allocated, used and managed to best support Council's various programs, and the responsibilities of Council officers in the use of Council vehicles.

Critical Assets

The following assets have been identified as critical assets for roads infrastructure asset class:

1. Garbage truck fleet

Mitigation plans fare currently in planning stage and will be developed as per the improvement actions of this plan.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Reliable'.

Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all assets is consistent, useful and reliable for reporting.	2017/2018	High
	As part of future It upgrades consider the implementation of a plant and fleet management system to ensure that plant and fleet assets are managed to achieve best value for Council.	2017/2018	High
Asset data	Update relevant asset registers and systems to include correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets not available.	2018/2019	Medium
	Ensure that a program of recording plant and fleet utilisation is recorded and reported on regularly.	2019/2020	Ongoing
Asset performance	Develop plant utilisation rates and benchmarks to ensure that Councils plant and fleet vehicles are being fully utilised and appropriately managed.	2018/2019	High
Renewal planning	Develop a 10yr plant replacement program that meets the operational needs of the Council.	2018/2019	Medium
Risk management	Prepare risk mitigation plan for the critical assets identified in this plan.	2018/2019	Medium

Supporting Documentation on Plant & Equipment can be found in the Asset Management Manual.

Asset Management Plan – Information & Information Technology (IT) 办

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Asset Management Plan – Information and Information Technology (IT)

This Asset Management Plan covers the infrastructure assets that serve Waverley community's information and IT needs. These assets include Council's servers, IT systems, user equipment, software licences, security devices and more. The asset inventory, values and conditions are detailed below.

Asset Inventory, Values and Condition

The table below details the current value of Councils Information & Information Technology assets:

Information and IT asset inventory

Asset Sub Class	Asset Component	No	Unit	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Infrastructure	Servers and Storage	18		\$251,944	\$50,011	\$3,779
	Network	128		\$38,061	\$24,664	\$571
	UPS	5		\$8,582	\$3,948	\$129
User Equipment	PCs, Laptops	689		\$1,245,373	\$415,332	\$18,681
	Mobile Phones and Tablet	314		\$243,000	\$67,068	\$3,645
	Telephones	360		\$108,000	\$38,772	\$1,620
Software Licenses	Business Applications	20		\$27,396	\$15,068	\$411
	Desktop Applications	5		\$271,611	\$149,386	\$4,074
	Server Application	19		\$36,640	\$20,152	\$550
	Information and Data				\$-	\$-
Information and Data	Online Library Resources				\$-	\$-
	Art, Film & Music				\$-	\$-
	Books and resources				\$-	\$-
Public Facing Assets	CCTV and Security				\$-	\$-
	Wi-Fi	53		\$132,500	\$106,000	\$1,988
	Smart City Technology				\$-	\$-
Grand Total		1611		\$2,363,107	\$889,777	\$35,447

Asset Condition

Information and IT Condition Data



Details of the asset component condition data can be found in the Asset Management Manual.

Asset Based Service Levels

The asset based Level of Service stated below are more specific measures as per the key service level outcomes described in the strategy. This section specifically looks at information and IT infrastructure asset class to create tailored measurable target performance measure. It is important to note that these asset based level of service are only consulted with internally in Council and may be modified in time to fully match Councils operational needs.

Information and IT service levels

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / condition	Percent of assets in preferred condition better (by value)	Condition assessment	100% of assets in condition 3 or better	45%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	Community satisfaction report (IRIS Research)	'High' satisfaction score	
	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	
Sustainability	Renewal funding ratio		Between 90% and 110%	38%
	Long term funding ratio		Between 95% and 105%	100%

Asset Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Cofoty	Compliance with Fire Safety regulation.	Annual Inspection	100% compliance	100%
Safety	Electrical isolation switches operational	Annual Inspections of all residential properties	100% compliance	

Information & information Technology (IT) Council Service Levels

Asset Type	Preferred Minimum Condition 1 & 2	Preferred Minimum Condition 1, 2 & 3	SAMP4 SCORE	SAMP5 SCORE	Current Backlog Ratio
IT Infrastructure		100%	NEW CATEGORY	34%	66%
IT User Equipment		100%	NEW CATEGORY	41%	59%
Software Licences		100%	NEW CATEGORY	100%	NIL
Information & Data		100%	NEW CATEGORY		NIL
Public Facing Assets		100%	NEW CATEGORY	100%	NIL

Expenditure Projections

The projections below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements

Budget Gap by	Budget Gap by Asset Group (\$000)		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Information and IT	Actual	Renewal	\$1,473	\$87	\$98	\$118	\$160	\$207	\$256	\$309	\$349	\$0
		New and Expanded Assets	\$274	\$2,111	\$1,776	\$1,877	\$2,022	\$2,045	\$1,494	\$1,379	\$1,249	\$0
		Operational & Maintenance (O&M)	\$0	\$4	\$4	\$25	\$36	\$36	\$0	\$0	\$0	\$0
		Total Actual Expenditure	\$1,746	\$2,202	\$1,878	\$2,020	\$2,218	\$2,288	\$1,751	\$1,689	\$1,598	\$0
	Required	Required Renewal (Depreciation)	\$35	\$39	\$63	\$84	\$107	\$131	\$157	\$177	\$196	\$214
		New and Expanded Assets	\$274	\$2,111	\$1,776	\$1,877	\$2,022	\$2,045	\$1,494	\$1,379	\$1,249	\$0
		Required O&M	\$0	\$4	\$4	\$25	\$36	\$36	\$0	\$0	\$0	\$0
		Total Required Expenditure	\$309	\$2,154	\$1,843	\$1,987	\$2,165	\$2,212	\$1,651	\$1,556	\$1,445	\$214
		Overall (GAP)	\$1,437	\$48	\$35	\$34	\$53	\$76	\$99	\$133	\$153	-\$214

Financial Ratios

The following charts highlights the asset renewal, maintenance and operational expenditure and total asset expenditure for the asset category comparing with the required expenditure to maintain and improve the current asset portfolio in accordance with Councils agreed service levels.









Cost to Agreed Service Level

The cost to agreed service level is a new indicator introduced by the Office of Local Government. The indicator is calculated as the full cost of assets below the Councils target service level. The table below indicates the value of assets at or above Councils target condition, the current value of asset at the current condition and the gap being cost to required service level.

Category	Required Value of Assets at target condition	Current value of Assets in target condition	Gap
Infrastructure	\$298,587	\$86,832	\$211,755
User Equipment	\$1,596,373	\$508,511	\$1,087,862
Software Licenses	\$335,647	\$335,647	\$0
Information & Data	\$-	\$-	\$0
Public Facing Assets	\$132,500	\$132,500	\$0
Combined			\$1,299,618

The table shows a cost to agreed service level of \$0.8 Million.

Renewals Plan

Renewals for information and IT is taken as the annual depreciation sum for this category. Better knowledge of asset data will enable assessment of renewals per asset component. However, information and IT is not one of Waverley Council's major asset groups, therefore a high level assessment of renewals is adequate and provides good indication of what renewals budget should look like.

Category ('000)	18/19	19/20	20/21	21/22	22/23	23/23	24/25	25/26	26/27	27/28
IT	\$1,738	\$1,962	\$1,873	\$1,759	\$2,171	\$2,010	\$1,749	\$1,452	\$1,596	\$0

Operational and Maintenance

Council will get greater long term benefits by implementing a proactive long term renewal strategy rather than concentrating on short term reactive replacements in IT infrastructure. Further Council will work to get a better understanding of its actual expenditure on information technology assets, currently expenditure is split across a number of service areas. Better reporting on actual maintenance and operational expenditure will allow Council to make better long term decision in relation to this asset class.

Critical Assets

The following assets have been identified as critical assets for roads infrastructure asset class:

1. Computer Server

Mitigation plans fare currently in planning stage and will be developed as per the improvement actions of this plan.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Uncertain'.
Improvement Plan

AM Improvement Area	Action	Indicative Timeframe	Priority
Strategic planning	Develop asset data collection guidelines to ensure data capture for all assets is consistent, useful and reliable for reporting.	2017/2018	High
Asset data	Update relevant asset registers and systems to include correct asset inventory, new valuation and condition data. Include any assets missed and delete any assets not available.	2018/2019	Medium
	Develop a costing lifecycle model that adequately and appropriately managed maintenance and operational cost for the IT infrastructure.		
Renewal planning	Develop a 10yr replacement / upgrade program that meets the operational needs of the Council.	2018/2019	Medium

Supporting Documentation on Information & Information Technology (IT) can be found in the Asset Management Manual.

REPORT CM/7.4/18.04		
Subject:	Draft Environmental Action Plan 2018-2030	
TRIM No:	A17/0306	WAVERLEY
Author:	Sam McGuinness, Executive Manager, Sustainable Waver	ley
Director:	George Bramis, Acting Director, Waverley Futures	

RECOMMENDATION:

That Council:

- 1. Adopts the draft Environmental Action Plan 2018–2030 attached to this report for the purpose of public exhibition for the period 25 April 2018 to 22 May 2018.
- 2. Notes the inclusion of the draft Environmental Action Plan 2018-2030 as part of Council's resourcing strategy for the purposes of integrated planning and reporting.

1. Executive Summary

This report is seeking Council approval to place the draft Environmental Action Plan 2018-2030 on public exhibition for the period 25 April 2018 to 24 May 2018. A further report will be presented to the Council at its meeting in June 2018 which will report back on any public submissions received and set out any proposed changes in response to these submissions, prior to the final adoption of the Plan.

2. Introduction/Background

Council produced their first Environmental Action Plan in 2009. This set ambitious targets for Council and the Waverley community in the areas of Urban Ecology, Water, Waste and Energy and Climate Change. This Plan reaches the 2020 milestone first set in the original Plan and shows that Council is achieving our environmental targets in many areas. For example, Council has already met the 2020 target for reducing greenhouse gas emissions.

This draft Environmental Action Plan 2018-2030 (EAP) will continue to deliver and evolve the work undertaken by Council as outlined in the previous three Environmental Action Plans. To prepare this Plan Council has worked with key staff and engaged with expert consultants to ensure that Council's proposed strategies and actions are the most efficient and effective to achieve our environmental targets. This Plan updates our actions, strategies and targets to 2030 and beyond.

The Environmental Action Plan 2018-2030 links closely to the Waverley Community Strategic Plan 2018-2029 (WCSP) themes of Sustainable Environment and Sustainable Waste and the key goals and strategies of this Plan.

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Council, 18 June 2013	1306.12.3	That Council adopt the draft Environmental Action Plan 3

4. Discussion

The draft Environmental Action Plan 2018-2030 includes targets for both Council and also for the Waverley Local Government Area (LGA). It outlines a framework for achieving these targets through:

- Advocacy and Policy.
- Partnerships and Collaboration.
- Leadership by example.
- Capacity-building and Behaviour Change.

A number of targets have been amended in comparison to the previous EAP3. Key changes include:

- Creating a greenhouse gas emission target for the Council and Waverley community greenhouse target for the year 2030 of 70% based on 2005/06 levels.
- Increasing the 2050 greenhouse gas emission target for the Council and Waverley community from 70% to carbon neutral. This reflects the NSW Governments Draft Climate Change Fund Strategic Plan.
- Increasing to 90% the resource recovery of residential and commercial waste by 90% from 2005/06 levels.
- Decreasing the target for Waverley Councils water consumption from a 50% decrease to no net increase on 2005/06 levels.

The reason for decreasing the water target is that Council's current water target is not realistic. The base year for the water target was 2005/06 at the height of water restrictions. Despite installing three large stormwater harvesting systems Council is not near this target. A no net increase water target is still ambitious and balances the need for Council to maintain amenity at our Parks and beaches.

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:E1d Encourage and support the Waverley community to minimise electricity use and
reliance on nonrenewable energy.
- Deliverable: Implementation of low carbon and renewable technologies in new and existing residential, commercial and retail development encouraged and facilitated

6. Financial impact statement/Timeframe/Consultation

Financial impact statement

The key deliverables of the Draft Environmental Action Plan 2018-2030 are costed in the Long Term Financial Plan (LTFP) capital expenditure and as part of the Sustainable Waverley operational budget.

Consultation/timeframe

The steps in the process towards adoption of the draft Environmental Action Plan 2018-2030 are as follows:

Council Meeting – 17 April 2018

- The draft Environmental Action Plan 2018-2030 to be considered by Council as part of the resourcing strategy including Draft Capital Expenditure Program and LTFP 5
- Council adopts the draft Environmental Action Plan 2018-2030 and related documents for purposes of public exhibition.

Public Exhibition – Exhibition dates: 25 April 2018 to 24 May 2018

• The draft Environmental Action Plan 2018-2030 is to be placed on public exhibition for a period of at least 28 days, as per statutory requirement.

Council Meeting – 19 June 2018

• Council adopts the draft Environmental Action Plan 2018-2030 as part of Councils Resourcing Strategy as required under the Integrated Planning and Reporting framework including expenditure included in the Long Term Financial Plan (LTFP5).

7. Conclusion

The draft Environmental Action Plan 2018-2030 outlines how Council and the Waverley LGA will be able to achieve our ambitious environmental targets. Before adopting the Plan Council must place this draft on public exhibition for a period of 28 days. This report is seeking Council approval to place the draft Environmental Action Plan 2018-2030 on public exhibition. The submission period is likely to close on 24 May 2017. Once the submission date is closed a further report will be presented to the Council incorporating any public comment at its meeting in June 2017 where Council will be able to adopt the final plans.

8. Attachments

1. Draft Waverley Environment Action Plan 2018-30.





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OVERVIEW

Waverley Council Environmental Action Plan

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Message from the Mayor



We are lucky to have a community in Waverley that is passionate and motivated to help protect our environment. We have been ambitious in doing our bit for climate change and as a coastal Council are acutely aware of the potential impacts of climate change, particularly sea level rise.

Waverley Council has demonstrated an ongoing commitment to positive environmental change. Back in 2009, we were one of the first councils in Australia to develop a consolidated environmental strategy which set a strong community vision and ambitious targets.

In the time since, and despite population growth, we continue to reduce greenhouse gas emissions and potable water use. We have developed stormwater harvesting at all of our beaches, installed solar power at our major sites, restore our bushland and continue to increase the waste diverted from landfill. I am happy to report that we have recently met our organisational greenhouse gas emissions target almost two years early. This not only reflects the effort undertaken by Council, but also the potential for the Waverley community to reduce our environmental impact overall.

There is still much to do to achieve a resilient and sustainable community in Waverley. We know the technology and the community will is there to support us reaching this vision.

This plan, the Environmental Action Plan (2018-2030) outlines our targets beyond 2020 and where Waverley wants to be in the future. It is our roadmap for how we can get there. We have set ambitious goals of moving towards a zero-waste community and having net-zero emissions. We see Waverley as having cleaner beaches and neighbourhoods, and increasing our tree cover and our coastal bushland. We will continue to advocate, support, enable, collaborate, innovate and share knowledge as we move along this pathway to a better future.

Council looks forward to working closely with residents, businesses and visitors to continue to make our area a sustainable place to live, work and play.

In Wales dd

John Wakefield Mayor of Waverley

OVERVIEW

Waverley Council Environmental Action Plan

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Introduction

Waverley is home to over 72,000 residents and a thriving business community. We live and work in a unique and beautiful corner of Sydney that is a stone's throw from the city, while also enjoying world-class beaches, coastal bushland and urban pockets, green spaces and café precincts. We are committed to keeping it this way and improving it for future generations, whilst also contributing to the wider sustainability challenges facing the world today.

This is our Plan for how we will achieve positive environmental outcomes with, and for our community. Based on detailed research and best -practice considerations, the Environmental Action Plan outlines the approach and steps we are taking to address the following key focus areas:

- Reducing greenhouse gas emissions and preparing for climate change
- Improving sustainable waste management and recycling
- Conserving water and improving water quality
- Protecting and enhancing biodiversity

We aim to work in-house and together with the community to embed sustainability into our everyday and make it *second nature* in the way we use, reuse and dispose of resources, purchase, design and build, and care for nature.



We recognise that Council only has limited influence, but can play a key role in reducing barriers and facilitating change though advocacy, engagement and infrastructure solutions.

This Plan is underpinned by key guiding principles that drive our activities:

 Advocacy and Policy: Actively supporting and ensuring local, State and Federal policies exist that drive sustainability and environmental protection

- Capacity-building and behaviour change: Understanding the factors that inhibit change in the community and strengthening skills, competencies and abilities in order to enable long term change
- Collaboration and partnerships: Partnering with the local community, stakeholders and other changemakers to enhance our collective impact
- Leadership by example: Embedding sustainability in our own business practices, setting high expectations and delivering results whilst continually valuing and nurturing our critical relationships.



Community advocate and artist Marina Debris' 'Trashion' show

OVERVIEW

Advocacy and Policy

Council actively works to improve Policy both within and beyond Council's boundaries. Ensuring that Policies maximise environmental performance at all levels of Government is key to achieving our environmental targets. Our plan supports and contributes to a number of Global, Federal and State strategies and goals.

Global

• Our Plan supports the United Nations Sustainable Development Goal 11:

Goal 11: Make cities and human settlements inclusive, safe resillient and sustainable.

It also supports the Australian Federal Government's commitments to the environment as a signatory of the historic global climate agreement arising from the 21st Conference of the Parties (COP21) in Paris, 2015. This commitment requires all signatories to "hold average temperature increase to well below 2 degrees and persure effforts to keep warming below 1.5 degrees above pre-industrial levels".

Federal

The updated Federal Renewable Energy Target seeks to secure 23.5% of Australia's electrical generation from renewable sources by 2020.

State

- The NSW Climate Change Policy Framework sets a target of Net Zero emissions by 2050.
- The NSW EPA's Waste Avoidance and Resource Recovery Strategy sets a clear target of 70% diversion of residential, commercial and industrial waste to 75% by 2020/21.

Local

Council advocates sound environmental protection through a number of plans and policies, including:

- The Waverley Development Control Plan specifies detailed guidelines and developmental standards which need to be considered in all new developments.
- The Waverley Local Environmental Plan (LEP) regulates land use including building controls and provides guidance as to how we use our land.



Environmental Action Plan

Partnerships & Collaboration

Waverley Council

Council recognises the essential role that cross-collaboration and partnerships play in creating longlasting environmental impact, through unleashing innovative thinking, overcoming challenges and mobilising resources.

As such, Waverley Council has been fostering long-term reciprocal partnerships with local community groups and community members and actively working to increase their capability to successfully deliver their own environmental projects, by providing networking, knowledge-sharing and capacity-building opportunities.

As a result, we have collectively delivered initiatives that are more innovative and focused leading to positive environmental outcomes and higher engagement rates. We will continue to work together with residents, local community groups and businesses to make sustainability in our area second nature.

OVERVIEW

Leadership by example

Strategic Context

We aspire to lead by example and ensure environmental sustainability is systemic and embedded across Council's day-today business, services and operations.

The drive for environmental sustainability is changing the way local governments around Australia and the world operate, and we are no exception. We play an increasingly pivotal role in showcasing leadership and delivering positive outcomes in this space, in response to our local community expectations, current legislation and according to Australia's National Principles for Sustainable Development.

In the short-term we are focusing efforts on:

- Nurturing and enabling a supportive internal culture;
- Refining our procurement processes to positively influence the supply chain;
- Ensuring our projects are designed and delivered to high sustainability standards; and
- Implementing staff behaviour change programs to reduce resource use and increase recycling.

The Waverley Environment Action Plan is part of Waverley Council's Integrated Planning and Reporting Framework. It is one of a suite of plans that inform Waverley Council's Resourcing Strategy, Delivery Program and Operation Program.





Waverley Council

Environmental Action Plan

Waverley Council Environmental Action Plan

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Capacity-building and Behaviour change

OVERVIEW

Effective education, knowledge-building and behaviour change programs are key to us achieving our environmental goals at an organisation and community level.

We strive to deliver such change initiatives according to international best practice, which recognises:

- Understanding community's needs and values;
- Considering best practice theory;
- Employing traditional and innovative methodologies;
- Undertaking extensive social and environmental research; and
- O Careful monitoring and evaluation.

Tools, theory and approaches we use for engagement and program design include: Theory of Change, IAP2 Public Participation model, Co-design and participatory practices (face-to-face and online), Changeology, Community-Based Social Marketing, as well as capitalising on emerging trends in the digital space. Guided by our Sustainable Communities Framework and supported by our award-winning Second Nature program, we will continue to actively support, enable and empower our local community and employees to embed sustainability in the way they live and work.

What the community told us:









URBAN ECOLOGY 📀

Protecting and increasing our local bushland, parks, trees and habitat areas

Despite Waverley being densely populated, it has a range of biodiversity such as coastal heath bushland. Our parks and bushland protect our local animals, prevents erosion, absorbs carbon dioxide and reduce the urban heat island effect. Our green spaces are well loved and provide peace, beauty and solace to our residents and visitors.

Our bushland includes the critically threatened ecological community of Eastern Suburbs Banksia Scrub at Queens Park, and non-remnant parkland such as at Bronte Gully, Tamarama Gully, Thomas Hogan Reserve and Waverley Park. Planted native vegetation and wildlife habitat is also found throughout Waverley on private property, in street trees, nature strips and in our parks and pocket parks.

In our most recent fauna survey , 66 native terrestrial vertebrate species including 4 frog species, 11 reptile species, 38 native bird species and 4 mammal species were recorded. One threatened animal species, the Grey-headed Flying Fox, Pteropus poliocephalus, and one regionally significant bird, the Yellow-rumped Thornbill, Acanthiza lineata, were also recorded.

¹Australian Museum, 2011, 'Biodiversity Study of the Waverley Local Government Area' 12

Key Issues 🕛

Urban development



The urbanisation of Waverley has resulted in less than 2% of pre-European bushland remaining. Our remaining bushland areas are fragmented and impacted by urban weeds. As development continues there is a further loss of vegetation and habitat on private properties.

Continuing to develop and plan our tree canopy cover in order to reduce heat, improve conditions for wildlife and improve amenity is key to reducing the impact of urban development.



Spotted Pardelote

Native Species Protection



There are 123 native plant species indigenous to the local area still present in the area. This represents around 6% of plant species from the Sydney basin. There is a small population of the threatened species Sunshine Wattle Acacia terminalis subsp. terminalis remaining at Loombah Cliffs in Dover Heights. A changing climate is also likely to increase pressures on our local plants due to potential changes in rainfall and temperature.

Waverley supports a wide range of birds, insects, reptiles and mammals such as possums and bats. These rely on trees and vegetation as both a food resource and as habitat. Our coast supports a thriving marine biodiversity that relies on us to maintain as pollution free.



1.2 Preliminary Draft Healthy Coastal Bus Discussion Paper

Waverley Council Environmental Action Plan

Coastal bushland restoration

URBAN ECOLOGY 📀

Improved habitat across Waverley

Improve the condition of non-remnant native vegetation on public land in the LGA and reinstate indigenous vegetation characteristic of natural coastal landscapes in Councils' Parks and Reserves.



Waverley, with the local community has undertaken significant works to restore native bushland to Bronte Gully, Tamarama Gully and adjacent to our remnants. These works have created habitat for our birds and animals and brought back green space to our urban environment. Council has mapped an additional 12 ha of steep slopes and difficult to access sites where coastal bushland could be restored with coastal heath vegetation.

Key Deliverables

- Prepare a 'Healthy Coastal Bush' plan to increase coastal bushland in Waverley.
- Continue implementing Bronte and Tama ERFAP and commence Thomas Hogan ERAP
- Undertake the second Biodiversity Survey of the LGA 2019



Private property vegetation and nature strips

Vegetation on private properties, street trees, verges and nature strips play a key role in supporting our biodiversity. As well as cooling our streets, these plants provide the linkages for animals to travel through the area and maintain Waverley's connection to nature. Our main habitat corridor is all along the coast with further links at Tamarama and Bronte.

Key deliverables

- Develop and implement Urban Forestry/Canopy Strategy
- Identify additional locations for habitat improvement on Council land
- Engage the local community in the Habitat Stepping Stones and Living Connections program





WATER 🚺

Conserving our water use and improving our water quality

Waverley is known for beautiful beaches and coastline. Preserving our water resources and ensuring our coasts and beaches are clean whilst keeping Waverley green and cool is an ongoing challenge.

Despite very large population increases, total water consumption in Sydney has remained stable for almost 50 years. This is due to water being treated as the precious resource that it is. In Waverley, many of our residents now use water saving appliances and toilets, and have installed rainwater tanks to reduce their mains water use and reliance. At council we use non-potable (not drinking) water to keep our turf pristine, our toilets flushing clean and our plants green. We use pollution traps, raingardens and street cleaning to minimise pollution into our coast, beaches and the ponds in Centennial Park.

Recycled water from our stormwater, ground water and rainwater harvesting and reuse systems is treated (to a fit for purpose standard i.e. not potable standard for drinking) and used where possible for irrigation, toilet flushing and public cleansing.



Hollywood Avenue Raingarden before (left) and after (right)

The majority of the Waverley area's water use is from local residences, which includes household gardens. 1 per cent is from open space activities such as irrigation of parks and golf courses .Ongoing recycled water and water efficiency programs on Council assets ensures that potable mains water use in Council operations represents a small proportion of community mains water use (1.16 per cent in 2016/17).

1Kinesis, 2017, 'CCAP City based on Sydney Water community water use data'

Waverley Council Environmental Action Plan

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Key Issues (!)

Water Scarcity

Water is a scarce resource in Sydney. While the greater Sydney catchment of rivers, creeks and storage is large, it is sensitive to Australia's drought and flood cycle. Our water supply can also be impacted by bushfires and pollution. This cycle and its effect of unpredictable rainfall are likely to be further exacerbated by climate change into the future.

Waverley's sports fields, beachside parks and amenities are very popular but require significant amounts of water. Irrigating our parks and turf is important as it allows people to enjoy the open spaces experiences in our area but it does increase pressure on our water supplies.



WATER 🚺

Waverley Council Environmental Action Plan

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Increase water harvesting through stormwater harvesting schemes and rainwater capture

Stormwater harvesting infrastructure at Bronte and Tamarama will continue to provide water for irrigation, cleaning and for our amenities. Council will expand water harvesting schemes to increase the availability of recycled water. The Bondi stormwater harvesting system will be extended to supply water for irrigation and amenities at North Bondi. This will also contribute to improved ocean water quality as stormwater is filtered and discharged to the beach.

Key deliverables

- Continue water harvesting across our beaches and Council sites
- Extend the Bondi stormwater harvesting system



Stormwater harvesting at Tamarama

Improve water efficiency of new and existing buildings

We will work with our community to reduce its reliance on the mains water through smart leak detection efficient use of water and, increasing access to recycled water (from our stormwater, groundwater and rainwater systems).

As well as promoting best practise water efficiency in new developments, Council is developing a residential water saving assessment program for high water users, where we have identified scope for significant savings. The pilot program is to be trialled in Bondi Junction, and expanded if successful.

Council will also install a smart leak detection monitoring across 40 Council sites, so that we can reduce our own water consumption.

Key deliverables

- Deliver a water leak detection program to increase water efficiencies on all Council's buildings
- Facilitate water efficiency and recycled water use in new developments
- Deliver a program to support energy and water efficiencies in apartment buildings.

WATER 🚺

Waverley Council Environmental Action Plan

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Reduce or minimise the pollutants entering into waterways

Council has identified 10 sites for additional stormwater improvement devices throughout Waverley. Additional stormwater improvement devices such as rain gardens, and other pollution traps will be installed in order to continue to improve our ocean water quality.



Swimmer at Bondi Beach

Key deliverables

- Construct additional stormwater quality improvement devices (SQIDs) in parks and locations to remove sediment and pollutants
- Remove pollutants to improve stormwater quality from Council infrastructure into waterways
- Work in collaboration with Sydney Water to minimise risks to users and pollution from the Diamond Bay and Vaucluse Cliffside outfalls



The discharge of approximately 4 megalitres daily of untreated wastewater from cliffside outfalls at Diamond Bay and Vaucluse is unacceptable. Sydney Water has identified risks from this legacy infrastructure to local users such as fisherman, swimmers and scuba divers. Waverley Council will work in collaboration with Sydney Water to minimise risks to users in the short term and rectify this problem in the medium and long term, reducing the pollution on our coast.





SUSTAINABLE WASTE 💦 🔘

A Zero Waste Community

Waverley Council Environmental Action Plan



Litter fragments at Bronte Beach (Plastic Free Bronte)

Council collects and manages several waste and recycling streams within the Waverley local government area, including household and commercial waste and recycling, a selection of problem wastes, and litter and dumping from our public places.

The rate at which waste and recycling are generated is influenced by population growth, housing density and purchasing behaviour, amongst others. The Sustainable Waste Strategy - 2015 to 2020, demonstrates Council's commitment to manage waste sustainably. This strategy details Council's vision for reducing waste generation and increasing diversion to landfill through a set of targets and actions to achieve them. Council aims to transition toward a zero waste community. Through waste avoidance, reuse, and recycling the Waverley community can further reduce their reliance on raw materials and minimise waste sent to landfill. Composting and other processing and treatment methods are equally important to ensure council is on the forefront of technologies that minimise the impact on our environment.

Presently, waste from residential, commercial and public places is sent to an Alternative Waste Facility (AWT) located at the Woodlawn Facility in Goulburn. On arrival, waste is sorted to remove and recycle items such as plastic containers, glass bottles, and any contaminants. The remaining waste enters a mechanical and biological processing system and is turned into compost. This compost can then be used for mine site rehabilitation and other uses. This process is expected to help Waverley achieve almost 60 per cent diversion of waste from landfill (when added to recycling and other forms of recovery).

Paper, cardboard, glass, aluminium, and plastic containers from residential, commercial and public places are sent to a Materials Recycling Facility (MRF) where the materials are sorted by type (paper and cardboard, plastics, glass and metals), ready for further reprocessing. Residential and parks garden waste is also recovered and sent to a facility for mulching.

Council continues to research and implement the optimal processes for meeting our waste and recycling targets to ensure the best result for our community.



SUSTAINABLE WASTE

Key Issues (!)

Waste generation and Recycling



Waste generation in Australia and around the world is strongly coupled to economic growth. Products are frequently purchased that can't be recycled or reused. There is an opportunity to minimise Waverley's own waste footprint by embedding sustainable purchasing and the use of sustainable materials into Council operations, as well as to influence and build capacity in the community to do the same.



Garage Sale Trail



Recycling is an ongoing challenge for our community. Recyclable plastics, paper and glass continue to be misplaced in the red bin, and waste often ends up in our recycling bins. When waste and recycling is not sorted correctly it undermines the ability of the recycling industry to turn these materials into valuable products.

Other items that offer an opportunity to be reused or recycled include bulky household items, textiles and electronic waste. These items are frequently found in the kerbside bins, when they could be recycled through Council drop off locations and other state-wide programs.

By working with residents, visitors and businesses to avoid waste, reduce our waste generation, increase reuse and recycling we are confident that our ambitious waste targets can be met.

Keeping it Clean



Waverley's beaches and commercial centres attract large numbers of local residents and visitors. This puts pressure on our waste and cleaning services and it is an ongoing challenge to prevent overflowing bins, excess waste and dumping in our streets.

Waverley Council

Environmental Action Plan

Despite the availability of public place garbage bins and regular cleaning, cigarette butts, food packaging and plastic bags are still commonly littered, polluting our local environment. This causes significant impacts on our terrestrial and marine environments. Plastics, in particular, persist in our coastal beaches and waterways and can be ingested by marine animals.

The density and streetscape of Waverley leaves little space for the storage of bins and bulky waste and presenting these for collection. This creates pollution and is a significant eyesore on our local area.



SUSTAINABLE WASTE

Actively reduce the amount of waste generated

Council has an important role to play in facilitating programs that reduce waste generation and promote diversion from landfill.

This includes waste avoidance programs to minimise waste, extending the life of consumer goods through reuse and repair and raising awareness about sustainable consumer choices.

Council will work with local businesses, government and industry stakeholders and community groups to develop and deliver programs that encourage our community to reduce the use of single use plastics.



Key deliverables

- Develop and deliver targeted engagement programs to facilitate re-use, repair and sustainable purchasing
- Work with businesses, government and industry stakeholders to realise waste recycling and reduction principles
- Research and deliver sustainable waste management guidelines for Council and the community

Keeping our streets, beaches and parks clean and free of litter, rubbish and pollution

Council will continue to work with community groups and the EPA to engage with residents, visitors and businesses to reduce litter items from the source.

Groups such as Blue Bondi Green and Plastic Free Bronte are working to reduce single use plastics, such as straws and coffee cups, at our beaches.

Council provides recycling and waste infrastructure at strategic positions in Bondi Junction, Bondi, Tamarama and Bronte. The distribution and design of these will continue evaluated to ensure they are optimal and fit for purpose. Council will continue to ensure that all of our urban and open spaces are regularly cleaned to a high standard.



Key deliverables

Waverley Council

Environmental Action Plan

- Continue litter prevention programs that engage with residents, visitors and community groups to reduce litter at our hotspots and undertake litter enforcement when required
- Review and improve public place cleansing and beach cleaning services to meet community expectation
- Build strategic partnerships with strata managers, building managers, real estate agents, cleaners and local businesses to improve presentation and storage of bins

SUSTAINABLE WASTE

Waverley Council Environmental Action Plan

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Best practice in waste management to increase recycle and recovery

Council will deliver actions within its Sustainable Waste Strategy and monitor the outcomes to ensure best practice waste management is adopted in all that we do.

Council is guided by the NSW Environmental Protection Authority's overarching strategies to ensure efficient kerbside collection, appropriate infrastructure for multi-unit dwellings, and dumping and litter prevention. Council works strategically to provide cost-effective and high impact programs that tackle waste issues on a regional level, such as reducing illegal dumping.

The Waste industry and its technology is constantly evolving. Council will continue to partner with regional stakeholders and state government to investigate new and innovative waste recovery and recycling practices such as Energy from Waste, in order to reach our ambitious waste targets.

Key deliverables

- Identify and deliver targeted engagement programs to residents, schools and businesses to increase recycling and lower contamination
- Provide services and programs that recover as much problem waste and bulky waste as possible
- Partner with regional stakeholders and state government to investigate and implement new waste technologies to maximise resource recovery



Waverley Council Environmental Action Plan 0 SUSTAINABLE WASTE **Partners** • Blue Bondi Green • Plastic-Free Bronte • Transition Bondi • Responsible Runners • Environment Southern Sydney Regional Organisation of Councils SSROC Regional Illegal Dumping (RID) Squad • Australian Packaging Covenant



ENERGY 🛞

Reducing our greenhouse gases and preparing for the impacts of climate change

Our climate is changing and it is largely due to increases in atmospheric greenhouse gases caused by human activities. These activities include the burning of fossil fuels (coal, oil, and natural gas), agriculture and land clearing. Changes seen over the 20th century include increases in air and ocean temperature, widespread melting of snow and ice and rising global sea levels. In Australia, each decade has been warmer than the previous decade since the 1950s.

Scientists agree that the worst effects of this climate change can largely be avoided if greenhouse gas emissions (GHG), particularly carbon dioxide, are very significantly reduced. In line with global action to reduce greenhouse gas emissions, the Australian Government has a target to reduce national emissions to 26–28 per cent on 2005 levels by 2030. The NSW Renewable Energy Action Plan outlines the transition to reliable, affordable and clean energy, and the aspirational NSW target of net-zero emissions by 2050.



Rooftop solar panels at Tamarama

As a community, we need to continue to power our homes, workplaces and schools but in doing so we have a choice as to where that power comes from. Waverley Council has been working to reduce greenhouse gas emissions from our operations and our community since 2009, which was when we committed to our first GHG reduction targets.

As the risks from a warming world intensify, we will need to plan how we build resilience to extreme changes in weather and how we will ensure our community has the capacity to adapt.

We are on track to surpass our 2020 Waverley Council operations target. Since 2003, emissions from our own organisation have been reduced by 28 per cent. We are Waverley Council Environmental Action Plan





internal operations

not on track to meet our 2020 Waverley Community target; Waverley Community has only achieved a 3.9 per cent reduction in GHG emissions since baseline year. Our community GHG emissions still needs to decrease by 27 per cent (129,263 tonnes CO2-e) by 2020 in order to meet our target.

1 NSW Government, 2017, 'NSW Renewable Energy Action Plan – Annual Report 2016

17 April 2018

ENERGY 🕃

Waverley Council Environmental Action Plan

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Key Issues (!)

Carbon Footprint

Australia's historic and continued reliance on coal to generate the majority of their electricity is a major driver of our greenhouse gas emissions. Changing our energy mix to one with a lower carbon footprint is both an obstacle due to the scale of infrastructure involved, but also an opportunity with the falling prices of renewable power.

Built Environment

How the public spaces, households and workplaces of Waverley are built, function and perform is vital in reducing greenhouse gas emissions but also improving liveability and resilience to a changing climate. Integrating building insulation, green walls or roofs and rooftop solar panels are some of the key issues in mitigating and adapting to climate change.

Transport

Emissions from transport is Australia's third largest source of emissions. Travel to and from work, school and from visitors coming to our beaches are responsible for 85% of transport emissions. Developing viable, low energy transport networks for our community are vital to reducing our emissions.





Climate change is forecast to impact bo sea levels and biodiversity

The NSW Government has modeled a series of impacts from climate change. The Sea Level Policy projects a sea level rise along the NSW coast for a rise, relative to 1990 mean sea levels, of 40 cm by 2050 and 90 cm by 2100.

Spring and summer rainfall is projected to increase across the region by 20 – 50 per cent, while winter rainfall is projected to decrease. Extreme daily rainfall events are expected to become more common, particularly in the summer months, and there is a slightly greater likelihood of increased storm events. There is a risk that intense rain periods (that is, the number of 1 in 40 year one day rainfall events) will increase between -3 per cent to +12 per cent by 2050.

By 2050 days are projected to be hotter over all seasons, with the greatest warming in winter and spring (2 to 3°C).



The June 2016 east coast low storm event caused widespread damage


Waverley Council Environmental Action Plan

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Improve energy efficiency of buildings and infrastructure

()

Council will improve the energy efficiency of its buildings through a range of measures including the installation of LED lighting and optimisation of building control systems to improve operational performance.

ENERGY

Street lighting contributes significantly to Council's greenhouse gas emissions and presents an opportunity to considerably reduce our emissions. Council recently upgraded 760 of our street lights to LED, reducing annual CO2 emissions by 200 tonnes. Council will continue to implement an LED street lighting upgrade program.

Waverley LGA

The Bondi Junction Green Infrastructure Masterplan identified large savings from existing large commercial and apartment buildings. The Buildings Future program will assist these buildings to reduce their energy, water and waste use. Within our community and our own operations the future take-up of electric vehicles would save about 22,000 tonnes CO2e/year or 4.4% decrease in GHG emissions compared to a BAU 2030 scenario when charged from renewable electricity

Waverley will enable electric vehicle recharging at Council buildings and within the LGA to encourage the use of electric vehicles.

Key Deliverables

- Monitor, manage and report on Council assets water and energy use.
- Develop and deliver

 a program to support
 energy and water
 efficiencies in existing
 multi-story buildings.
 Launch the pilot program,
 Building Futures, in Bondi
 Junction.
- Continue building energy efficiency works and LED street lighting roll out.
- Reduce Council's fleet vehicle emissions through procurement of low emission/fuel efficient vehicles, alternative fuel types, and transport alternatives.



Vehicle fuel emissions

CM/7.4/18.04- Attachment 1

ENERGY 🛞

Waverley Council Environmental Action Plan

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Increase uptake of renewable energy in Waverley through rooftop solar panels and offsite wind and solar energy.

Rooftop solar panels and storage

Council operates and maintains solar PV systems across 12 Council buildings, generating 353,000kwh annually and reducing 322 tonnes of CO2 emissions per year.

Council will continue to investigate new solar PV installations and battery storage across all of our assets, including social housing stock and commercial properties.

Council will continue to promote solar installations and storage across Waverley through programs such as 'Solar my School' and solar power to residents in homes and apartments.

Offsite wind and solar

Waverley Council is currently participating in a regional renewable energy Power Purchase Agreement tender.

This approach involves numerous Councils guaranteeing to jointly purchase the electricity generated by a wind or solar farm. If this model proves successful, Council will increase the percentage of our electricity sourced from renewable energy. Council will also work with neighbouring Councils, State and Federal government to increase the share of renewable energy fed into the grid.



- Deliver programs to increase the amount of solar and battery storage installed on council properties, community buildings, schools and residential properties.
- Collaborate with other Councils and stakeholders to increase the proportion of cost effective renewable electricity purchased by Council.
- Solar for rental and apartments trial innovative models of unlocking the solar potential for rentals and apartments which make up 55% Waverley properties.
- Provide planning support, controls and incentives to drive innovation and better environmental outcomes in new development

Waverley has conducted modelling to assess the most effective methods to reach the 2030 target as seen in Figure 1, below.



ED Lighting Upgrades



ENERGY 🕃

ERGI 🥪

Plan and respond to the impacts of climate change

The specific impacts of climate change for our LGA are difficult to accurately predict.

Council will refine our knowledge of the risks of a changing climate and plan effective strategies so that Waverley and the local community can become more resilient and prepared for the effects of climate change. However, there are a number of known effects which Council will commence planning to counteract.

Development of an Urban Tree Strategy

Council know that it has a small number of Urban Heat Islands- areas in our LGA with a higher than average temperatures.

In order to counteract the effect of these Council will develop an Urban Tree Strategy, in which consideration will be given to the potential shade provided by street trees. This will build on the work undertaken by Council to continually increase the number of trees and greenspaces in Waverley. Council is currently undertaking updated modelling of our stormwater drainage network and capacity to manage different high flow events including with climate change scenarios

Flood management



Council will continue to monitor and update water infrastructure

Key Deliverables

- Development of Climate Risk Assessment and Adaption Plan
- Development and delivery of Urban Tree Strategy
- Updated modelling of stormwater drainage



Street trees can help counteract Urban Heat Island effects

Waverley Council





TRANSPORT

Planning the future of transport

Emissions from transport is Australia's third largest source of greenhouse gas emissions. Travel to and from work, school and from visitors coming to our beaches are responsible for 85 per cent of transport emissions locally.

Waverley's People, Movement and Places was adopted in 2017 and is the blueprint for how we improve the quality of our streetscapes to not only help achieve a better environment, but also a community and economy. The plan prioritises pedestrians first, followed by people riding bicycles, using public transport, service vehicles, shared mobility and private motor vehicles.

We anticipate that changes to transport over the next 20-30 years will be as dramatic as the transformation from horses to cars. Driverless vehicles (for goods delivery, drones, buses and cars), electric vehicles (including e-bikes) and shared mobility (share cars, share bikes, ondemand ride-sharing) will all be part of the transport mix.

Planning functioning transport that protects our environment is a key priority for Council.

greenhouse gas ad from work, s coming to our e for 85 per cent locally. de Places was adopted in we improve the quality elp achieve a better



Council has a number of electric bikes for internal operations

Waverley Council Environmental Action Plan

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Key Issues (!)

Changing Demographics

Waverley has the highest population density in Australia. This is, and should continue to be, supported by high frequency public transport, and quality walking and cycling infrastructure.

Traffic congestion and parking

Twice as many people use the Bondi Junction interchange as Syd Einfeld Drive. If they switched to driving instead, our streets would be gridlocked. Whilst our passenger car ownership levels have remained stable, there has been an increase in the number of SUVs and scooters, leading to an overall increase in the number of vehicles on our roads.







REPORT CM/7.5/18.04		
Subject:	Tender Evaluation - Waverley Cemetery Retaining Walls	
TRIM No:	A18/0110	WAVERLEY
Author:	Richa Bohara, Senior Project Officer	
Director:	Emily Scott, Director, Waverley Renewal	

RECOMMENDATION:

That Council:

- 1. Treats the Tender Evaluation Matrix attached to 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. Under clause 178(1)(a) of the *Local Government (General) Regulation 2005*, accepts Hibernian Contracting Pty Ltd as the preferred tenderer for the Waverley Cemetery Retaining Walls project for the sum of \$[TO BE INSERTED BY COUNCIL AT THE MEETING].
- 3. Authorises the General Manager, or delegated representative, to enter into contract on behalf of Council with Hibernian Contracting Pty Ltd.
- 4. Notifies unsuccessful tenderers of the decision in accordance with clause 179 of the *Local Government (General) Regulation 2005*.
- 5. Allocates \$500,000 to the project from SAMP Reserve in financial year 2017/18 and \$513,000 from the Waverley Cemetery Restoration Project (LTFP 5 Project 55) in financial year 2018/19.

1. Executive Summary

The purpose of this report is to seek Council's approval for the appointment Hibernian Contracting Pty Ltd to construct a concrete block wall with sandstone facing to cover the existing concrete retaining wall and local rebuild of the deteriorated sections of existing stone retaining wall along the western boundary of Waverley Cemetery along Fig Tree Lane as recommended by the Tender Evaluation Committee (TEC)

2. Introduction/Background

Retaining Wall 25, 26 and 27

Walls 25–27 had collapsed and had been rebuilt in 2006 and 2009. The sandstone facing was not undertaken at that time. Due to concerns with the stability of the retaining walls a structural engineers was engaged in August 2015 to assess the current condition of walls 25–27 and to review the structural design and as built works of the 2006 & 2009 rectification works prior to installation of sandstone facing.

The engineers identified the need for ongoing survey monitoring to determine if the walls are moving. Following detailed investigation including survey monitoring of the walls, hydrological, geotechnical and structural assessment we have confirmed that the walls are stable and installation of the sandstone facing work is proposed.

Fig Tree Lane

The retaining wall in question is a sandstone block wall of considerable age assumed to be between 50 to 100 years old and retains a height difference of 3 m to 3.5 m to the cemetery access road above Fig Tree Lane. The wall is assumed to be a gravity retaining wall. Sections of the wall run along the western cemetery boundary with Fig Tree Lane where signs of bulging and deterioration have been noted to the point where sandstone blocks are missing. The walls need to be stabilised and repaired.

The proposed work will be the permanent repair solution for the walls, enhance aesthetic value of the cemetery heritage and make the surrounding area safe for the public and users of the cemetery.

3. Relevant Council Resolutions

Nil.

4. Discussion

Invitation to tender

A Tender Evaluation Panel was established to evaluate the tenders. The Panel consisted of:

- Sharon Cassidy Executive Manager, Project Waverley
- Robert Sabato Senior Project Manager, Project Waverley
- Richa Bohara Project Manager, Project Waverley

An RFT Evaluation & Probity Plan was developed and approved by the Evaluation Panel. Tenders for the Waverley Cemetery Retaining Wall works were called on 9th March 2018.

Tenders closed on 30 March 2018.

The Evaluation Panel used the RFT Evaluation & Probity Plan to determine which tender offered the best value for money in the provision of Waverley Cemetery Retaining Wall works to Council.

Tenders Received

The following tenders were received:

- Hibernian Contracting Pty Ltd
- Murphy's Group Services Pty Ltd
- RJC Stonemasons Pty Ltd
- Civworks Pty Ltd
- The Trustee for Stanco Family Trust
- Oakleaf Brickwork Pty Ltd

Late Tenders

Nil.

Non-conforming tenders

RJC Stonemasons Pty Ltd

Alternative Tenders

Nil.

CONFORMING TENDERS EVALUATED
Hibernian Contracting Pty Ltd
Murphy's Group Services Pty Ltd
Civworks Pty Ltd
The Trustee for Stanco Family Trust
Oakleaf Brickwork Pty Ltd

Tender Evaluation

Conforming tenders were evaluated in accordance with Council's Purchasing Procedures and RFT Evaluation & Probity Plan, the Tendering Guidelines for NSW Local Government 2009 issued by the Office of Local Government, and the provisions of the *Local Government Act 1993* and *Local Government (General) Regulation 2005*.

The Evaluation Panel agreed on the following weightings to be used against the advertised selection criteria:

Advertised Evaluation Criteria	Weighting
Demonstrated Understanding of the brief	15%
Methodology	20%
Program	10%
Quality of the proposal	10%
Price	30%
Key Personnel, qualifications, skills and experience	10%
Work, Health and Safety	5%
Total	100%

Tenders were given a score on each of the evaluation criteria, resulting in a total score out of 100. Tenders were ranked in accordance with their scores. Final scores and rankings are shown in the confidential Tender Evaluation Matrix attached to this report.

Evaluation Panel's Recommendation

Following a rigorous evaluation of the tenders, the Evaluation Panel recommends that the services/product offered by Hibernian Contracting Pty Ltd provides the best value to Council. Hibernian Contracting Pty Ltd provided the best value to Council based on the non-price and price criteria assessment.

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:	G6b Implement adopted Asset Management Plans
Deliverable:	A program of capital works developed and implemented.

6. Financial impact statement/Timeframe/Consultation

Financial impact statement

The budget for Waverley Cemetery Retaining Wall project is from C0017.

The preferred tenderer's price is included in the confidential Tender Evaluation Matrix attached to this report.

The total anticipated funding required for Waverley Cemetery Retaining Wall project is \$1,057,000. The current budget allocation for the project is \$50,000, of which \$6,000 has been spent on consultancy fees for the scope of works, leaving \$44,000.

It is recommended that the remaining \$1,013,000 be funded as follows:

- \$500,000 from the SAMP Reserve in financial year 2017/18.
- \$513,000 from the Waverley Cemetery Restoration Project (LTFP 5 Project 55) in financial year 2018/19.

Timeframe

The project will commence on site in May 2018 for a duration of 12 weeks.

Consultation

Consultation has taken place with internal stakeholders to date. Consultation with the residents of Figtree Lane will be undertaken to coordinate the works.

7. Conclusion

The Tender Evaluation Panel recommends Council enter into contract with Hibernian Contracting Pty Ltd for Waverley Cemetery Retaining Wall works.

8. Attachments

1. Tender Evaluation Matrix - Waverley Cemetery Retaining Wall (confidential) .

REPORT CM/7.6/18.04		
Subject:	Tender Evaluation - Campbell Parade Design Services	
TRIM No:	A18/0162	WAVERLEY
Author:	Jason Lu, Junior Engineer	
Director:	Emily Scott, Director, Waverley Renewal	

RECOMMENDATION:

That Council:

- 1. Treats the Tender Evaluation Matrix attached to 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. Under clause 178(1)(a) of the *Local Government (General) Regulation 2005,* accepts ASPECT Studios Pty Ltd as the preferred tenderer for the supply of design services for the Campbell Parade Streetscape Upgrade for the sum of \$[TO BE INSERTED BY COUNCIL AT THE MEETING].
- 3. Authorises the General Manager, or delegated representative, to enter into contract on behalf of Council with Aspect Studios Pty Ltd.
- 4. Notifies unsuccessful tenderers of the decision in accordance with clause 179 of the *Local Government (General) Regulation 2005*.

1. Executive Summary

The purpose of this report is to seek Council's approval for the appointment of ASPECT Studios Pty Ltd for the design services for the Campbell Parade Streetscape Upgrade as recommended by the Tender Evaluation Committee (TEC).

The scope of the design services of the Campbell Parade Streetscape upgrade is to develop the principles identified in the 2016 Campbell Parade Streetscape Upgrade Report into a detailed master plan for the whole length of Campbell Parade, detailed tender and construction documentation and a quality assurance role during construction of public domain projects.

2. Introduction/Background

The Campbell Parade Streetscape Upgrade originated with a request from Council in September 2014 to review the footpath restaurant seating arrangements on Campbell Parade.

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 broader streetscape design review was undertaken. A pedestrian survey and footpath seating survey were also undertaken to obtain data on the use of the footpath and seating at different times.

In May 2015, Council approved a three-year Pilot Project for new footpath seating and shade structures in front of Pacific Bondi. 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 2015, consultation was undertaken with businesses on Campbell Parade eligible for footpath seating (i.e. food-based businesses), as well as the Bondi Beach and North Bondi Precinct Committees. At these meetings the streetscape analysis and proposed footpath seating Pilot Project were presented, with a high level of support received.

In August 2015, the economic considerations of the Pilot Project, including a discounted lease rate, were approved by Council.

The draft design review with recommendations was presented to Council in April 2016 and was authorised for public exhibition. The consultation was undertaken in October 2016 and comprised mail-outs to residents, businesses and various agencies, newspaper notifications, on-site information boards, webpage and online survey, two public information sessions and meetings with precinct committees and businesses.

Following a review of the submissions received, the report was refined and adopted by Council in December 2016.

A previous Request for Tender process was completed in May 2017 and a consultant was engaged. However, Council and the consultant have mutually agreed to terminate the contract. A further Request for Tender was issued to engage a consultant to undertake design development inclusive of an overall masterplan, detailed tender and construction documentation and a quality assurance role during construction of the public domain projects. This report presents the recommendation of the TEC.

Council or	Minute No.	Decision
Committee Meeting		
and Date		
Council Meeting	CM/7.5/16.12	That Council:
December 2016		1. Adopts the final Campbell Parade Streetscape Upgrade (at
		Attachment A to this report) as the vision and conceptual
		design to guide detailed design and construction of future
		streetscape works within the subject area, subject to the
		following:
		a) Additional analysis of road and pedestrian safety,
		consultation with the State Transit Authority on bus issues,
		and further consultation with businesses and residents
		during the detailed design process of the North Bondi
		Terminus.
		b) Deletion of the following items in the Campbell Parade
		Streetscape Upgrade document:
		i) Concept Plan 03. Delete "Lamrock" "Roundabout and
		concrete wall replaced with signalised intersection to
		improve safety of pedestrian crossing and manoeuvring

3. Relevant Council Resolutions

	 through roundabout." Therefore retain roundabout and investigate introducing a formal pedestrian crossing south of Lamrock Avenue. ii) Concept plan 07: Delete "Investigate signalised QED intersection exit (replacing) the mid-block signals near North Bondi Surf Club". Retain mid-block signals as pedestrians already use this signal to access the bus stop on eastern side of Campbell Parade and to access the beach walking between the North Bondi Surf Club and the North Bondi toilets. 2) Considers the inclusion of an additional \$1.4 million in the Long Term Financial Plan to cover the estimated project cost. 3) Considers the development of a signalised pedestrian crossing synchronisation plan for Campbell Parade. 4) Does not adopt the return on investment analysis included in the report.
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4. Discussion

Invitation to tender

A Tender Evaluation Panel was established to evaluate the tenders. The Panel consisted of:

- Dan Joannides Executive Manager, Creating Waverley
- Sharon Cassidy Executive Manager, Project Waverley
- Adrian Collins Senior Project Manager, Project Waverley
- Sara Stace Acting Executive Manager, Shaping Waverley
- Hugh Johnston Urban Designer, Shaping Waverley
- Jason Lu Junior Engineer, Project Waverley

Tenders were called on 14 February 2018 at 12 pm. Tenders closed on 14 March 2018 at 12 pm.

Tenders Received

The following tenders were received:

- ASPECT Studios Pty Ltd
- Spackman Mossop Michaels Pty Ltd
- Tract Consultants Pty Ltd
- DesignInc Sydney Pty Ltd
- Group GSA Pty Ltd
- Conybeare Morrison International Pty Ltd

Late Tenders

Nil.

Non-conforming Tenders

Nil.

Alternative Tenders

Nil.

Six tenders met the mandatory requirements and proceeded to a detailed evaluation. The conforming tenders are listed below:

CONFORMING TENDERS EVALUATED
ASPECT Studios Pty Ltd
Spackman Mossop Michaels Pty Ltd
Tract Consultants Pty Ltd
DesignInc Sydney Pty Ltd
Group GSA Pty Ltd
Conybeare Morrison International Pty Ltd

Tender Evaluation

Tenders were evaluated strictly in accordance with Council's Purchasing Procedure and Evaluation Plan. Compliance with the provisions of the *Local Government Act 1993* and *Local Government (General) Regulation 2005* were also strictly adhered to.

The Evaluation Panel agreed on the following weightings to be used against the advertised selection criteria

Advertised Evaluation Criteria	Weighting
Fee proposed	30%
Project understanding and methodology	20%
Skills and qualifications of the Principal consultant and	20%
experience with similar projects	
Skills and qualifications of the consultant team and	20%
experience with similar projects	
Program	10%
Total	100%

Tenders were given a score on each of the evaluation criteria, resulting in a total score out of 100. Tenders were ranked in accordance with their scores. Final scores and rankings are shown in the confidential Tender Evaluation Matrix attached to this report.

Evaluation Panel's Recommendation

Following a rigorous evaluation of the tenders the Evaluation Panel recommends that the services/product offered by ASPECT Studios Pty Ltd provides the best value to Council. ASPECT Studios showed that they have a very good understanding on the project itself and how it should be delivered for Council. Also, their principal consultant team are quite experienced with similar projects. Overall, they scored the highest in the tender evaluation.

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

Financial impact statement

The budget for Campbell Parade Design Services is from C0416-4435.

The preferred tenderer's price is included in the confidential Tender Evaluation Matrix attached to this report.

The total anticipated funding required for Campbell Parade Design Services is \$1,425,000.00 (excluding GST).

The total budget allocation for the Campbell Parade Design Services is currently \$357,614 in 2017/18. \$222,332 has been expended to date with \$135,282 remaining. \$1,200,000 is allowed for in the draft 2018/19 budget and \$16,000,000 in the LTFP for construction stage in 2019/20 to 2021/22.

The design phase of the project will commence in 2017/18 and continue into 2018/19. The design phase budget for this period is \$1,080,000 which is within the 2017/18 and draft 2018/19 budget. The design services will also include a construction phase role which will be funded from the construction budget allocated in the LTFP for 2019/20 to 2021/22.

Timeframe

Refer above.

Consultation

External stakeholder consultation was undertaken in the development of the Campbell Parade design review. Internal stakeholders including Open Space Planning and Shaping Waverley were consulted in the Request for Tender.

7. Conclusion

The Tender Evaluation Panel recommends Council enter into contract with ASPECT Studios Pty Ltd for Campbell Parade Design Services.

8. Attachments

1. Tender Evaluation Matrix (confidential).

REPORT CM/7.7/18.04		
Subject:	SSROC Energy Supply Tender	
TRIM No:	A17/0463	WAVERLEY
Author:	Sam McGuinness, Executive Manager, Sustainable Waverle	Ру
Director:	George Bramis, Acting Director, Waverley Futures	

RECOMMENDATION:

That Council:

- Notes that the SSROC Grid Delivered Electricity incorporating Renewable Energy and Large-scale Generation Certificates from a Large-scale Off-site Project Request for Tender T2017-13_2 closed on 9 April 2018 and SSROC will not complete the tender evaluation in time for the Preferred Tenderer and their prices to be available for this Council meeting.
- 2. Delegates authority to the General Manager under s377 (1) of the Local Government Act to accept the Preferred Tenderer from the Grid Delivered Electricity incorporating Renewable Energy and Large-scale Generation Certificates from a Large-Scale Off-site Project Request for Tender T2017-13_2, noting that the Act does not permit the General Manager to reject a tender.
- 3. Authorises the General Manager to enter into contract on behalf of Council with the Preferred Tenderer for a period of 10 years from 1 July 2019, at an initial renewable energy component of between 25-30 % and subject to the General Manager's satisfaction.
- 4. Officers report back to Council on the terms of the executed contract including the proportion of renewable energy.

1. Executive Summary

The purpose of this report is to enable Council to enter into a contract for a renewable energy supply via a Power Purchase Agreement (PPA) and electricity contract for both large and small sites commencing from 1 July 2019. SSROC will provide to Council a recommendation report on 23 or 24 April 2018 and Council will have 48 hours to assess the recommendation, confirm the renewable energy percentage of the contract, and have the General Manager execute this contract.

2. Introduction/Background

Council has been working to reduce our greenhouse gas emissions (GHG) for more than 10 years. Council has been successful in lowering our GHG emissions through lighting upgrades, installation of solar power and the purchase of greenpower. Through this Council is on track to exceed our 2020 GHG targets. The purchase of an increasing proportion of renewable energy through our grid electricity purchases will enable Council to meet and potentially exceed our future GHG targets.

For the past three electricity contracts, Council has undertaken joint tenders with SSROC. Our previous electricity contract commenced at a time when electricity prices were significantly lower than they are now. With electricity prices high and Council's electricity contracts expiring, in 2017 SSROC commenced the

Program for Energy & Environmental Risk Solutions (PEERS) to undertake joint tenders for retail gas, retail electricity, RFQs for energy efficiency preferred supplier panels and tender for the procurement of renewable energy.

After market testing by SSROC in October 2017 it was shown that the price of renewable energy from a power purchased agreement was potentially lower than the retail electricity price. Procuring renewable energy has the potential to both reduce Council's GHG emissions while offsetting electricity price increases.

In November 2017, SSROC issued a tender for both an electricity contract and a renewable Power Purchase Agreement (PPA). SSROC was not able to accept any of these PPA responses as they did not come with a retail electricity agreement. Council then engaged into an electricity contract for our small sites from 1 January 2018 and an electricity contract for our large sites from 1 July 2018. Both of these contracts expire on 30 June 2019.

SSROC reissued a Request for Tender on 21 March 2018 to a selective group of renewable energy suppliers. This tender was issued on behalf of 15 Councils which therefore includes a number of non-SSROC Sydney Councils. The objective of the PPA tender is to have a contract with a retailer to provide total Council electricity needs from both renewable and non-renewable sources from 1 July 2019 when the large and small site electricity contract expires.

The term of the renewable electricity supply is expected to be 10 years. The non-renewable component has been requested to be a maximum of 3 years to enable market testing and repricing of the non-renewables component. As agreed by the SSROC General Managers group, the minimum renewable component councils can purchase is 20%. The tender has been written to enable councils to choose a higher percentage of renewables. Four councils are considering between 25-50%, with Waverley Council one of these Councils.

The tender also encourages projects that can scale up over time, thereby allowing councils to commence at 20% and then progressively increase their renewables component.

The PPA/retail electricity tender closed on 9 April 2018. As the evaluation of Best and Final Price Offers will only be available from 18 April – 23 April 2018 and contracts will be required to be approved by 27 April it will be necessary for Council to delegate to the General Manager to complete this contract.

3. Relevant Council Resolutions

Nil.

4. Discussion

While Council is seeking to maximise the proportion of renewable energy that they purchase, there is a financial risk to Council in going beyond a figure of 20%. This is due to a standard retail electricity contract having an allowable variation of +/- 20%. If the electricity purchased is outside of this margin then Council may be liable to purchase electricity at a higher rate.

Waverley Council Officers propose purchasing a renewable energy component of 25% to 30%. The risk of exceeding the 20% minimum requirement cannot be accurately determined until the SSROC recommendation report is received on or around 23 April 2018. At this point Council Officers will assess the financial risks and benefits of this. It is the intention of Council Officers to maximise the renewable energy component up to 30%, subject to the risk assessment.

It should be noted that this PPA will commit Council to purchasing renewable energy at the price agreed on for 10 years. As the price of renewable energy is forecast to continually decrease, it would be prudent for

Council to incrementally increase their renewable energy purchasing over time thereby benefitting from future price decreases.

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

The purchase of both renewable electricity and retail electricity for the term of the contract is fully funded from Council's electricity budgets and the Long Term Financial Plan.

Based on current Council electricity use and the future electricity price from the NSW futures market the estimated cost of the contract for non-renewable electricity for three years and renewable electricity for 10 years will be \$4,831,000.

There are significant benefits to Council in undertaking a combined procurement of electricity. Undertaking a joint procurement with 15 other Councils with similar electrical demand profiles is forecast to be attractive to electricity retailers and result in highly competitive price offers.

Council is also undertaking energy efficiency projects to reduce our overall electricity consumption. This includes ongoing streetlighting upgrades with AusGrid and the delivery of the Facilities Energy Water Savings Program in 2017/18 & 2018/19 which is focussing on lighting upgrades at our major sites.

7. Conclusion

That Council delegates authority to the General Manager to accept the Preferred Tenderer from the Grid Delivered Electricity incorporating Renewable Energy and Large-scale Generation Certificates from a Large-scale Off-site Project Request for Tender T2017-13_2 process and execute a contract with the Preferred Tenderer from 1 July 2019.

8. Attachments

Nil.

REPORT CM/7.8/18.04			
Subject:	Voluntary Planning Agreement - 67A Roscoe Street, Bondi		
	Beach	WAVERLEY	
TRIM No:	DA-206/2015	COUNCIL	
Author:	Tim Sneesby, Manager, Strategic Planning		
Director:	George Bramis, Acting Director, Waverley Futures		

RECOMMENDATION:

That Council:

- Endorses the draft Planning Agreement attached to this report applying to land at 67A Roscoe Street, Bondi Beach, that provides a total contribution of \$431,000. Of this amount, \$387,900 is to be applied towards the upgrade of the park/plaza on the corner of O'Brien Street and Glenayr Avenue, or any other works for improvement and regeneration in the nearby vicinity, and \$43,100 (10%) towards affordable housing under Waverley's Affordable Housing Program, in accordance with Council's Planning Agreement Policy 2014.
- 2. Authorises the Mayor and General Manager to sign and execute the agreement and affix the Council seal to the documentation.

1. Executive Summary

A Development Application (DA-206/2015) at 67A Roscoe Street, Bondi Beach (demolition of existing building and construction of a 4 storey residential flat building containing 7 units and basement car parking) was approved under s 34 agreement of the Land and Environment Court Act 1979.

A draft Planning Agreement arising from the above approval was placed on public exhibition in accordance with Section 7.5 (previously 93G) of the *Environmental Planning and Assessment Act 1979*. This report seeks the endorsement of Council to execute the attached draft Planning Agreement. The draft Planning Agreement provides a total contribution of \$431,000 relating to a floor space ratio exceedance of 177sqm. Of this amount, \$387,900 is to be applied towards the upgrade of the park/plaza on the corner of O'Brien Street and Glenayr Avenue, or any other works for improvement and regeneration in the nearby vicinity and \$43,100 (10%) towards affordable housing under Waverley's Affordable Housing Program in accordance with Council's Planning Agreement Policy 2014.

2. Introduction/Background

A draft Planning Agreement was negotiated in accordance with the valuation and costing methodology outlined in the Waverley Planning Agreement Policy 2014. The offer was negotiated as a monetary contribution of \$431,000. Of this amount, \$387,900 is to be applied towards the upgrade of the park/plaza on the corner of O'Brien Street and Glenayr Avenue, or any other works for improvement and regeneration in the nearby vicinity and \$43,100 (10%) towards affordable housing under Waverley's Affordable Housing Program in accordance with Council's Planning Agreement Policy 2014.

3. Relevant Council Resolutions

Nil.

4. Discussion

Planning Agreement's monetary contribution to a public purpose

The public interest is promoted by the provision of funds to Council which are contributed towards upgrading and improving infrastructure and facilities within a reasonable proximity of the development and in the broader community. In this instance, the upgrade of the park/plaza on the corner of O'Brien Street and Glenayr Avenue (or any other works for improvement and regeneration in the nearby vicinity) has been nominated for the planning agreement funds. 10% of the funds will go towards Waverley's Affordable Housing Program in accordance with Council's Planning Agreement Policy 2014.

Public exhibition of the draft Planning Agreement

The Planning Agreement was drafted in accordance with section 7.5 (previously 93G) of the *Environmental Planning and Assessment Act 1979*, which requires an agreement to be exhibited for a period of 28 days. The draft Planning Agreement and Explanatory Note were exhibited from Wednesday 21st February 2018 to Wednesday 21st March 2018 and included:

- Notice in the Wentworth Courier.
- Advertising on Council's Have Your Say website.
- Exhibition in Council's Customer Service Centre and Library.

Submissions

No submissions were received during the exhibition period.

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:L5 Buildings are well-designed, safe and accessible and the new is balanced with the old.Strategy:L5c Consider the use of planning controls and agreements to provide improvements to built

public infrastructure.

Deliverable: Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)

6. Financial impact statement/Timeframe/Consultation

This contribution has been dedicated the upgrade of the park/plaza on the corner of O'Brien Street and Glenayr Avenue and towards Waverley's Affordable Housing Program. However, it should be noted that payment of the VPA amount is not required until just before Occupation Certificate is sought, which may be several years from now. Furthermore, given that the VPA funds are anticipated to be collected once the project is finished, if the project is not completed then there is a possibility that the VPA will not be paid.

7. Conclusion

The draft Planning Agreement has been placed on exhibition in accordance with section 93G of the *Environmental Planning and Assessment Act 1979*. It is recommended that Council endorse the attached draft Planning Agreement for execution.

8. Attachments

- 1. 67A Roscoe Street VPA
- 2. 67A Roscoe Street Explanatory Note

WAVERLEY COUNCIL

(Council)

AND

STM 123 NO 6 PTY LIMITED ACN 131 795 429

(Developer)

PLANNING AGREEMENT

(Development Contribution)

WAVERLEY COUNCIL Council Chambers Cnr Bondi Road & Paul Street BONDI JUNCTION NSW 2022 DX 12006 BONDI JUNCTION Phone: 02 9083 8000 Facsimile: 02 9387 1820

PLANNING AGREEMENT NO. _____

Section 93F of the Environmental Planning and Assessment Act, 1979

THIS AGREEMENT is made on

2018

PARTIES

WAVERLEY COUNCIL of Cnr Paul Street and Bondi Road, Bondi Junction NSW 2022 ABN 12 502 583 608 ("Council")

STM 123 NO 6 PTY LIMITED of Tower 2, Level 14, 101 Grafton Street, Bondi Junction NSW 2022 ACN 131 795 429 ("Developer")

BACKGROUND/RECITAL

- A. The Developer is the registered proprietor of the Land.
- **B.** The Council is the local authority constituted under the Local Government Act 1993 and the planning and consent authority constituted under the Act.
- C. On 25 May 2015 the Developer lodged the Development Application with Council for development consent to carry out the Development on the Land.
- **D.** The Developer subsequently lodged an appeal with the Land and Environment Court against the determination of the Development Application.
- E. On 15 December 2016 the Developer offered to enter into this Agreement and to make a Development Contribution towards the Public Purpose in accordance with Council's Planning Agreement Policy 2014.
- F. The Development Consent was granted subject to a Deferred Commencement Condition requiring the Applicant to enter into this Agreement by way of Land and Environment Court Order made on 19 December 2016 and entered on 23 December 2016.
- G. An extension of the Deferred Commencement Condition for a period of 12 months was granted by Council under section 95A of the Environmental Planning and Assessment Act 1979.
- H. This Agreement is consistent with the Developer's offer referred to in Recital E.

OPERATIVE PROVISIONS:

1 PLANNING AGREEMENT UNDER THE ACT

The parties agree that this Agreement is a planning agreement under section 93F of the Act and governed by Subdivision 2 of Division 6 of Part 4 of the Act.

2 APPLICATION OF THIS AGREEMENT

This Agreement applies to the Land and to the Development proposed in the Development Consent, as may be modified.

3 OPERATION OF THIS AGREEMENT

This Agreement shall take effect on and from the date of this Agreement. The parties must execute and enter into this Agreement prior to any Construction Certificate issuing.

4 DEFINITIONS AND INTERPRETATION

4.1 Definitions

In this Agreement unless the context otherwise requires: **"Act"** means the *Environmental Planning and Assessment Act* 1979 (NSW) **"Agreement"** means this agreement;

"Bank Guarantee" means an irrevocable and unconditional undertaking by a trading bank approved by the Council to pay the Development Contribution amount on demand without an expiry or end date and containing terms and conditions acceptable to Council and in accordance with clause 9 of this Agreement;

"Business Day" means a day that is not a Saturday, Sunday or public holiday, on which banks are open for general services in Sydney, New South Wales;

"Caveat Form" means a completed form of caveat in respect to the Land that is properly endorsed with the Developer's consent as the owner of the Land, noting Council as a caveator, in a form registrable at NSW Land Registry Services (formerly Land and Property Information NSW) and otherwise acceptable to Council;

"Certifying Authority" means any accredited private certifier including where appropriate, a Principal Certifying Authority (PCA) appointed or to be appointed to certify the Development or any aspect of it;

"Council" means Waverley Council and herein includes any local government authority with which that Waverley Council may merge or any other local government authority responsible for a local government area that the Lot Burdened is located within;

"Construction Certificate" means any construction certificate as referred to in s 109C of the Act in respect of the Development Consent;

"Development" means the development the subject of the Development Application which is described in item 5 of the Schedule and being demolition of existing building and

construction of a 4 storey residential flat building containing 7 units and basement car parking;

"Development Application" means the development application number DA 206/2015 and is referred to in item 3 of the Schedule;

"Development Consent" means the consent granted in respect of DA 206/2015 by way of Land and Environment Court Order made on 19 December 2016 and entered on 23 December 2016, as may be modified;

"Development Contribution" means the sum of \$431,000 and referred to in item 6 of the Schedule;

"Development Contribution Date" means the time by which the Development Contribution is to be paid as referred to in item 8 of the Schedule and this is prior to the issue of any Construction Certificate;

"GST" has the same meaning as in the GST Law;

"GST Law" has the meaning given to that term in *A New Tax System (Goods and Services Tax) Act* 1999 (Cth) and any other Act or regulation relating to the imposition or administration of the GST;

"Land" means Lot 1 in DP 526365 and known as 67A Roscoe Street, Bondi;

"Occupation Certificate" means any occupation certificate as referred to in s 109C of the Act in respect of the Development Consent;

"Party" means a party to this Agreement including their successors and assigns; "Public Purpose" for the purpose of this Agreement means that described in item 7 of the Schedule and is towards the upgrade of the park/plaza on the corner of O'Brien Street and Glenayr Avenue, or any other works for improvement and regeneration in the nearby vicinity and 10% towards Affordable Housing under Waverley's Affordable Housing Program;

"Registration Application" means an application for registration of this Agreement as a planning agreement on the title of the Land pursuant to Section 93H of the Act in a form approved by the Registrar General;

"Schedule" means the schedule to this Agreement.

4.2 Interpretation

In the interpretation of this Agreement, the following provisions apply unless the context otherwise requires:

- Headings are inserted for convenience only and do not affect the interpretation of this Agreement;
- (b) A reference in this Agreement to a business day means a day other than a Saturday or Sunday on which banks are open for business generally in Sydney, New South Wales;
- (c) If the day on which any act, matter or thing is to be done under this Agreement

is not a business day, the act, matter or thing must be done on the next business day;

- (d) A reference in this Agreement to dollars or \$ means Australian dollars and all amounts payable under this Agreement are payable in Australian dollars;
- (e) A reference in this Agreement to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision;
- A reference in this Agreement to any agreement, Agreement or document is to that agreement, Agreement or document as amended, novated, supplemented or replaced;
- (g) A reference to a clause, part, schedule or attachment is a reference to a clause, part, schedule or attachment of or to this Agreement;
- (h) An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency;
- Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning;
- A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders;
- (k) References to the word 'include' or 'including' are to be construed without limitation;
- A reference to this Agreement includes the agreement recorded in this Agreement;
- (m) A reference to a party to this Agreement includes a reference to the servants, agents and contractors of the party, and the party's successors and assigns; and
- (n) Any schedules and attachments form part of this Agreement.

5 DEVELOPMENT CONTRIBUTION TO BE MADE UNDER THIS AGREEMENT

5.1 The Developer agrees to make, and the Council agrees to accept, the Development Contribution to be applied for the Public Purpose. 5.2 The Developer must pay the Development Contribution to the Council by bank cheque on or before the Development Contribution Date and time is essential in this respect.

6 APPLICATION OF THE DEVELOPMENT CONTRIBUTION

6.1 The Council will apply the Development Contribution towards the Public Purpose as soon as practicable.

7 APPLICATION OF S94 AND S94A OF THE ACT TO THE DEVELOPMENT

- 7.1 This Agreement does not exclude the application of Sections 94, 94A or 94EF of the Act to the Development.
- 7.2 The Development Contribution provided by the Developer will not be taken into consideration in determining any development contribution under Section 94 or 94A of the Act.

8 REGISTRATION OF THIS AGREEMENT

- 8.1 The Parties agree this Agreement is to be registered by the Registrar-General as provided for in section 93H of the Act.
- 8.2 The Developer warrants that it has done everything necessary to enable this Agreement to be registered under section 93H of the Act.
- 8.3 Without limiting clause 8.2, the Developer warrants that it has obtained the express written consent to the registration of this Agreement under section 93H of the Act from:
 - (a) If this Agreement relates to land under the *Real Property Act 1900*, each person who has an estate or interest in the Land registered under that Act; or
 - (b) If this Agreement relates to land not under the *Real Property Act 1900*, each person who is seized or in possessed of an estate or interest in the Land.
- 8.4 As soon as possible after entering into this Agreement and in any event prior to the issue of a Construction Certificate, the Developer will at its cost arrange and effect registration of this Agreement under s93H upon the title to the Land and as soon as possible will:
 - (a) deliver to the Council the Registration Application in registrable form noting the Council as applicant and executed by the Developer and any other person the subject of the warranty in clause 8.3;
 - (b) lodge or cause to be lodged the title deed with NSW Land Registry Services (formerly Land and Property Information NSW) and advise Council of the production number;
 - (c) provide the Council with a cheque in favour of NSW Land Registry Services for the registration fees for registration of this Agreement; and
 - (d) provide the Council with a cheque in favour of the Council for its reasonable costs, expenses and fees incurred or to be incurred in connection with the preparation of this Agreement and any documents, form or instrument created or to be created in accordance with the provisions of this Agreement.
 - (e) and take any other necessary action so as to ensure this Agreement is registered on the title to the Land prior to the issue of any Construction Certificate.

- 8.5 Upon compliance with clause 8.4 by the Developer the Council will promptly lodge the Registration Application with the Registrar General.
- 8.6 The Parties will co-operate with each other to ensure that the Agreement is registered by the Registrar General.
- 8.7 Upon payment of the Development Contribution or surrender of the Development Consent as at the date of surrender and prior to any Construction Certificate, the Developer may request the removal of the dealing created by registration of the Agreement from the title to the Land. The Council will not withhold its consent to such removal, provided that the terms of this Agreement have been complied with and the Developer pays all reasonable costs, expenses and fees of the Council relating to such removal.
- 8.8 Should payment of the Development Contribution or surrender of the Development Consent occur on the date of this Agreement or prior registration, then there will be no obligation to register this Agreement in accordance with this clause.
- 8.9 Upon registration of this Agreement by the Registrar General, this Agreement is binding on, and is enforceable against the owner of the Land from time to time as if each owner for the time being had entered into this Agreement.

9 BANK GUARANTEE

9.1 Provision of Bank Guarantee

- (a) As soon as possible after entering into this Agreement and in any event prior to the issue of any Construction Certificate, the Developer must deliver to the Council a Bank Guarantee, which must be:
 - (i) in a form and from an institution approved by the Council;
 - (ii) irrevocable and unconditional;
 - (iii) with no expiry date;
 - (iv) issued in favour of the Council;
 - (v) for an amount equivalent to the Development Contribution set out in Item 6 of the Schedule;
 - (vi) drafted to cover all of the Developer's obligations under this Agreement; and
 - (vii) on the terms otherwise satisfactory to the Council.
- (b) The Developer acknowledges that the Council is provided with the Bank Guarantee as a security for the performance of all of the Developer's obligations under this Agreement, including without limitation the delivery of the Development Contribution to the Council in accordance with this Agreement.

9.2 Calling on Bank Guarantee

(a) The Council may call on the Bank Guarantee in the event that the Developer:

- fails to make a payment of any part of the Development Contribution in accordance with the Schedule or any other amount payable under this Agreement by its due date for payment; or
- (ii) breaches any other term or condition of this Agreement,

and fails to remedy the relevant failure or breach within 7 days after the Council's notice.

(b) If the Council calls on the Bank Guarantee as a result of the Developer's failure to pay any amount due under this Agreement, then the Council will apply the amount received pursuant to its claim on the Bank Guarantee towards the Developer's obligation to pay the relevant amount and will deduct that amount from the amount payable. In those circumstances, the Developer will be required to pay to the Council the outstanding balance of the Development Contribution and other amounts payable under this Agreement.

9.3 Return of Bank Guarantee

Subject to clause 9.2, provided that the Developer has complied with all of its obligations under this Agreement, including payment of the Development Contribution, the Council will return the Bank Guarantee to the Developer.

10 REVIEW OF THE AGREEMENT

Any amendment or review of this Agreement shall be by agreement in writing and in compliance with section 93G of the Act.

11. DISPUTE RESOLUTION

11.1 Notice of dispute

If a Party claims that a dispute has arisen under this Agreement ("Claimant"), it must give written notice to the other Party ("Respondent") stating the matters in dispute and designating as its representative a person to negotiate the dispute ("Claim Notice"). No Party may start Court proceedings (except for proceedings seeking interlocutory relief) in respect of a dispute unless it has first complied with this clause.

11.2 Response to notice

Within ten business days of receiving the Claim Notice, the Respondent must notify the Claimant of its representative to negotiate the dispute.

11.3 The nominated representative must:

- Meet to discuss the matter in good faith within five business days after services by the Respondent of notice of its representatives;
- Use reasonable endeavours to settle or resolve the dispute within
 15 business days after they have met.

11.4 Further notice if not settled

If the dispute is not resolved within 15 business days after the nominated representatives have met, either Party may give to the other a written notice calling for determination of the dispute ("Dispute Notice") by mediation under clause 11.5 or by expert determination under clause 11.6.

11.5 Mediation

If a Party gives a Dispute Notice calling for the dispute to be mediated:

- (a) The Parties must agree to the terms of reference of the mediation within five business days of the receipt of the Dispute Notice (the terms shall include a requirement that the mediation rules and the Institute of Arbitrators and Mediators Australia (NSW Chapter) apply);
- (b) The mediator will be agreed between the Parties, or failing agreement within five business days of receipt of the Dispute Notice, either Party may request the President of the Institute of Arbitrators and Mediators Australia (NSW Chapter) to appoint a mediator;
- (c) The mediator appointed pursuant to this Clause 11.5 must;
 - Have reasonable qualifications and practical experience in the area of disputes; and
 - (ii) Have no interest or duty which conflicts or may conflict with his function as mediator, he being required to fully disclose any such interest or duty before his appointment;
- (d) The mediator shall be required to undertake to keep confidential all matters coming to his knowledge by reason of his appointment and performance of his duties;
- (e) The Parties must within five business days of receipt of the Dispute Notice notify each other of their representatives who will be involved in the mediation.
- (f) The Parties agree to be bound by a mediation settlement and may only initiate judicial proceedings in respect of a dispute which is the subject of a mediation settlement for the purpose of enforcing that mediation settlement.
- (g) In relation to costs and expenses
 - Each Party will bear their own professional and expert costs incurred in connection with the mediation; and
 - (ii) The cost for the mediator will be shared equally by the Parties unless the mediator determines a Party has engaged in vexatious or unconscionable behaviour in which case the mediator may require the full cost of the mediation to be borne by that Party.

11.6 Expert Determination

If the dispute is not resolved under clause 11.3 or 11.5 the dispute may, by agreement between the Parties, both acting reasonably having regard to the nature of the dispute, be resolved by expert determination, in which event:

- (a) The dispute must be determined by an independent expert in the relevant field:
 - (i) Agreed upon and appointed jointly by the Council and the Developer; or
 - In the event that no agreement is reached or appointment made within 30 business days, appointed on application of a Party by the then current President of the Law Society of New South Wales;
- (b) The expert must be appointed in writing and terms of the appointment must not be inconsistent with this clause;
- (c) The determination of the dispute by such expert will be made as an expert and not as an arbitrator and will be in writing and containing reasons for the determination;
- (d) The expert will determine the rules of the conduct for the process, but must conduct the process in accordance with the rules of natural justice;
- (e) Each Party will bear its own costs in connection with the process and the determination by the expert together with an equal proportion of the expert's fees and costs; and
- (f) Any determination made by an expert pursuant to this clause is final and binding upon the Parties except where the determination is in respect of, or relates to, termination or purported termination of this Agreement by any Party, in which event the expert is deemed to be giving a non-binding appraisal and any Party may commence litigation in relation to the dispute if it has not been resolved within 20 business days of the expert giving his or her decision.

11.7 Litigation

If the dispute is not finally resolved in accordance with this clause 11, either Party is at liberty to litigate the dispute.

11.8 Continue to Perform Obligations

Each Party must continue to perform its obligations under this Agreement, notwithstanding the existence of a dispute.

12. ENFORCEMENT

- 12.1 Nothing in this Agreement prevents the Council from exercising any function under the Act or any other Act or law relating to the enforcement of any aspect of this Agreement (including the breach of this Agreement by the Developer) or any matter to which this Agreement relates.
- 12.2 Until such time as the Development Contribution has been paid in full, a Construction Certificate must not be issued and the Developer must:
 - (a) notify the Council in writing of the name and contact details of any Certifying Authority to which it has applied for a Construction Certificate at the same time that such application is made;

- (b) at the time it lodges any application for a Construction Certificate notify the Certifying Authority in writing of the existence and terms of this Agreement; and
- (c) procure and provide to Council a written acknowledgement from the Certifying Authority addressed to Council confirming that the Certifying Authority will not issue a Construction Certificate until Council provides written confirmation that the Development Contribution has been paid;
- (d) not rely on any Construction Certificate in respect to the Development.
- 12.3 The Developer acknowledges and agrees that:
 - (a) the Land is charged with the payment to Council of the Development Contribution until the Development Contribution is paid in full to Council;
 - (b) Council has a caveatable interest in the Land from the later of the date of the Development Consent and this Agreement until the Development Contribution is paid in full to Council;
 - (c) Council has the right to lodge and maintain a caveat against the title to the Land to notify of and protect its interest created by this Agreement (including the charge in (a), until the Development Contribution is paid in full to Council; and
 - (d) upon the request of Council at any time after entering into this Agreement, the Developer shall provide Council with the Caveat Form, unless the Development Contribution is paid to Council by the Developer upon entering into this Agreement.

13. NOTICES

- 13.1 Any notice, consent, information, application or request that must or may be given or made to a Party under this Agreement is only given or made if it is in writing and sent in one of the following ways:
 - (a) delivered or posted to that Party at its address set out below in item 9 of the Schedule;
 - (b) faxed to that Party at its fax number set out below in item 9 of the Schedule;
 - (c) emailed to that Party at its email address set out below in item 9 of the Schedule.
- 13.2 If a Party gives the other Party 3 business days' notice of a change of its address or fax number, any notice, consent, information, application or request is only given or made by that other Party if it is delivered, posted or faxed to the latest address or fax number.
- 13.3 Any notice, consent, information, application or request is to be treated as given or made at the following time:
 - (a) If it is delivered, when it is left at the relevant address.
 - (b) If it is sent by post, 2 business days after it is posted.
 - (c) If it is sent by fax, as soon as the sender receives from the sender's fax machine a report of an error free transmission to the correct fax number.

13.4 If any notice, consent, information, application or request is delivered, or an error free transmission report in relation to it is received, on a day that is not a business day, or if on a business day, after 5pm on that day in the place of the Party to whom it is sent, it is to be treated as having been given or made at the beginning of the next business day.

14 APPROVALS AND CONSENT

Except as otherwise set out in this Agreement, and subject to any statutory obligations, a Party may give or withhold an approval or consent to be given under this Agreement in that Party's absolute discretion and subject to any conditions determined by the Party. A Party is not obliged to give its reasons for giving or withholding consent or for giving consent subject to conditions.

15 ASSIGNMENT AND DEALINGS

Until the Development Contribution is paid in full, the Developer cannot sell, transfer, assign, novate, charge, encumber or otherwise deal with the Land or attempt or purport to do so.

16 COSTS

Council's costs of and incidental to the preparation and execution of this Agreement and any related documents and registration of same shall be borne by the Developer. The Developer shall be responsible to pay its own costs and any stamp duty arising from this Agreement or its preparation.

17 ENTIRE AGREEMENT

This Agreement contains everything to which the Parties have agreed in relation to the matters it deals with. No Party can rely on an earlier document, or anything said or done by another Party, or by a director, officer, agent or employee of that Party, before this Agreement was executed, except as permitted by law.

18 FURTHER ACTS

Each Party must promptly execute all documents and do all things that another Party from time to time reasonably requests to affect, perfect or complete this Agreement and all transactions incidental to it.

19 GOVERNING LAW AND JURISDICTION

This Agreement is governed by the law of New South Wales. The Parties submit to the nonexclusive jurisdiction of its courts and courts of appeal from them. The Parties will not object to the exercise of jurisdiction by those courts on any basis.

20 JOINT AND INDIVIDUAL LIABILITY AND BENEFITS

Except as otherwise set out in this Agreement, any agreement, covenant, representation or warranty under this Agreement by 2 or more persons binds them jointly and each of them individually, and any benefit in favour of 2 or more persons is for the benefit of them jointly and each of them individually.

21 NON FETTER

The Developer acknowledges and agrees that:

- in addition to its obligations under this Agreement the Council is also responsible for the conduct and administration of local government in the Waverley Local Government Area;
- (b) this Agreement in no way affects Council's statutory obligations, functions or powers, including without limitation, its obligations, functions or powers in respect of the Development Application and Development Consent and any other approvals required in respect of the works to be carried out under the Development Consent;
- (c) nothing which the Council does or fails to do under this Agreement will limit or otherwise affect the Developer's obligations under the Development Consent; and
- (d) nothing which the Council does, fails to do or purports to do in performing the Council's statutory functions or powers will constitute or amount to a breach of this Agreement.

22 REPRESENTATIONS AND WARRANTIES

The Parties represent and warrant that they have power to enter into this Agreement and comply with their obligations under the Agreement and that entry into this Agreement will not result in the breach of any law.

23 SEVERABILITY

If a clause or part of a clause of this Agreement can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way. If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Agreement, but the rest of this Agreement is not affected.

24 MODIFICATION

No modification of this Agreement will be of any force or effect unless it is in writing and
signed by the Parties to this Agreement.

25 WAIVER

The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another Party. A waiver by a Party is only effective if it is in writing. A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

26 GOODS & SERVICES TAX

- 26.1 The Parties agree and acknowledge, all amounts payable by one party to the other party in relation to a supply under this Agreement have been calculated exclusive of GST which may be imposed on the supply.
- 26.2 If any supply made under this Agreement is, or becomes, subject to GST, the party to whom the supply is made ("Recipient") must pay to the party making the supply ("Supplier"), as consideration, in addition to any consideration payable or to be provided elsewhere in this Agreement, subject to issuing a Valid Tax Invoice, an additional amount on account of GST, such amount to be calculated by multiplying the consideration by the applicable rate of GST.
- 26.3 Any amount in respect of GST payable under clause 26.2 must be paid to the Supplier immediately on receipt of the Valid Tax Invoice.
- 26.4 If any party is required to reimburse or indemnify the other party for a cost or expense ("**Cost**") incurred by the other party, the amount of that Cost for the purpose of this Agreement is the amount of the Cost incurred, less the amount of any credit for, or refund of, GST, which the party incurring the Cost is entitled to claim in respect of the Cost.
- 26.5 If GST is linked with the abolition or reduction of other taxes and charges, all amounts payable by the Recipient to the Supplier under this Agreement (excluding GST) must be reduced by the same proportion as the actual total costs of the Supplier (excluding GST) are reduced either directly as a result of the abolition or reduction of other taxes and charges payable by the Supplier or indirectly by way of any reduction in prices (excluding GST) charged to the Supplier.

27 EXECUTION IN TRIPLICATE

The Parties shall execute this Agreement in triplicate so as to provide one original signed by both parties and a further copy for registration of the Agreement under s93H of the *Environmental Planning and Assessment Act*. This Agreement will be dated on the day of execution by all Parties.

SCHEDULE

<u>ltem Number</u>	Particulars/Description		
1	Developer	STM 123 NO 6 PTY LIMITED ACN 131 795 429	
2	Land	67A ROSCOE STREET, BONDI (LOT 1 IN DP 526365)	
3	Development Application	DA 206/2015	
5	Development (description)	DEMOLITION OF EXISTING BUILDING AND CONSTRUCTION OF A 4 STOREY RESIDENTIAL FLAT BUILDING CONTAINING 7 UNITS AND BASEMENT CAR PARKING	
6	Development Contribution	\$431,000	
7	Public Purpose	TOWARDS THE UPGRADE OF THE PARK/PLAZA ON THE CORNER OF O'BRIEN STREET AND GLENAYR AVENUE, OR ANY OTHER WORKS FOR IMPROVEMENT AND REGENERATION IN THE NEARBY VICINITY AND 10% TOWARDS AFFORDABLE HOUSING UNDER WAVERLEY'S AFFORDABLE HOUSING PROGRAM	
8	Development Contribution Dat (Payment date for the Development Contribution)	PRIOR TO THE ISSUE OF ANY CONSTRUCTION CERTIFICATE FOR THE DEVELOPMENT	
9	Developer Address Developer Fax Developer Email	Tower 2, Level 14, 101 Grafton Street, Bondi Junction NSW 2022 Vaughan@stmrealty.com.au	

Council Address

Council Fax Council Email CORNER PAUL STREET AND BONDI ROAD, BONDI JUNCTION NSW 2022 (02) 9387 1820 info@waverley.nsw.gov.au

EXECUTED by WAVERLEY COUNCIL with Common Seal of Waverley Council affixed pursuant to a resolution of Waverley Council on

PETER MONKS

Acting General Manager

CLR JOHN WAKEFIELD Mayor

EXECUTED by STM 123 NO 6 PTY LIMITED ACN 131 795 429 In accordance with section 127 of the Corporations Act 2001

VAUGHAN RUDD BLANK

Director/Secretary

Explanatory Note

(Clause 25E of the Environmental Planning and Assessment Regulation 2000)

Draft Planning Agreement

The purpose of this explanatory note is to provide a summary of the proposed planning agreement (PA) prepared jointly between Waverley Council and the Developer u*nder s93F of the Environmental Planning and Assessment Act* 1979 (the Act).

This explanatory note has been prepared as required by clause 25E of the *Environmental Planning and Assessment Regulation 2000.*

1 Parties:

Waverley Council (Council) and

STM 123 NO 6 PTY LIMITED ACN 131 795 429 (Developer).

2 Description of Subject Land:

The whole of the land being Lot 1 in DP 526365 and known as 67A Roscoe Street, Bondi, is the Subject Land under the Planning Agreement.

3 Description of Development:

The Developer proposes to develop the Subject Land. The proposed development will comprise demolition of existing building and construction of a 4 storey residential flat building containing 7 units and basement car parking.

4 Background:

The Developer is the registered proprietor of the Subject Land. The Developer lodged a development application with Council, DA 206/2015. The Developer subsequently offered to enter into a Planning Agreement with Council pursuant to section 93F of the Act to provide a monetary contribution as the development application provided for additional floor space which exceeds floor space controls permitted for such buildings under Council's planning controls. The offer is in line with Council's Planning Agreement Policy 2014.

5 Summary of Objectives, Nature and Effect of the Draft Planning Agreement:

The Planning Agreement will assist Council in achieving its objectives by providing funds which will enable Council to provide a material public benefit to residents of areas close to the Development and the broader community by facilitating an upgrade to the park/plaza on the corner of O'Brien Street and Glenayr Avenue, or any other works for improvement and regeneration in the nearby vicinity under Council's policies and programs directed at infrastructure construction, improvements and maintenance and improving and upgrading playgrounds, parks / reserves and public areas and provision towards Waverley's Affordable Housing Program.

The Agreement is a contractual relationship between Council and the Developer whereby the Developer is to pay a Monetary Contribution and is a Planning Agreement under subsection 2 of Division 6 of Part 4 of the Act.

The Agreement requires the Developer to comply with certain requirements including registration of the Agreement, lodgement of caveat if required by Council, provision of a Bank Guarantee and to pay a monetary Contribution to Council in the amount of \$431,000 prior to any Construction Certificate issuing for the Development.

The Agreement does not exclude the application of sections 94, 94A or 94EF of the Act to the Development and the Development Contribution is not to be taken into consideration in determining any development contribution under s94 of the Act.

The Agreement contains a number of machinery provisions including in relation to dispute resolution and enforcement.

6 Assessment of the merits of the Draft Planning Agreement:

The Planning Purposes Served by the Draft Planning Agreement

In accordance with S.93F(2) of the *Environmental Planning and Assessment Act 1979*, the Planning Agreement facilitates the following public purposes:

- The provision of (or recoupment of the cost of providing) public amenities;
- Funding of recurrent expenditure relating to the provision of public amenities or other infrastructure;
- The monitoring of the planning impacts of development;
- The provision of (or the recoupment of the cost of providing) affordable housing;
- The provision of affordable housing so that a socially diverse residential population across all income groups is maintained in the Council Local Government area;
- To provide for housing choices for low income and disadvantaged people in the Council Community;
- To promote and provide for housing schemes which meets the needs of low to moderate income earners;
- To seek to provide a standard of affordable housing that is comparable to other housing in the area where the Development is situated.

The Planning Agreement provides a reasonable means of achieving the public purposes set out above.

How the Draft Planning Agreement Promotes the Public Interest

 The public interest is promoted by the provision to Council of funds which it is able to apply towards upgrading and improving infrastructure and facilities nearby the Development and in the broader community, in particular the upgrade of the park/plaza on the corner of O'Brien Street and Glenayr Avenue;

- The upgrading and improvement of facilities will encourage business within and development of the precinct as an active vibrant community with recreational facilities;
- The contributions made are intended to positively affect the economic and social wellbeing of the precinct incorporating the Development and wider community. Both residents and visitors will benefit from the contributions under the Planning Agreement;
- Public Interest is promoted by virtue of the Planning Agreement because it increases the provision of affordable housing;
- Provides housing for low income and disadvantaged people within the community;
- Facilitates a diverse social mix;
- Enables diverse social and economic groups to have similar opportunities for accommodation in the area where the Development is situated.

How the Draft Planning Agreement Promotes the Objects of the Environmental Planning and Assessment Act, 1979 (EP&A Act)

The provision of the monetary contribution required under the Planning Agreement will promote the objects of the Act, in particular:

- 5(a)(i) "proper management development and conservation of natural and artificial resources including natural areas, cities, towns and villages for the purpose of promoting the social and economic welfare of the community and a better environment".
- 5(a)(v) "the provision of community services and facilities".
- 5(a)(viii) "the provision and maintenance of affordable housing".
- Under Part 4, Division 6, Subdivision 2 (Planning Agreements) of the EP&A Act, Council may enter into a planning agreement for any purpose. The appropriate means of participation in the Affordable Housing Program is by way of a planning agreement as such under the agreement the relevant provisions of the EP&A Act referred to are addressed.

How the Draft Planning Agreement promotes elements of the Council's charter under section 8 of the Local Government Act, 1993

- The Draft Planning Agreement provides a means by which the Council shows a regard for the long term and cumulative effects of its decisions. The Council's decisions impact public areas. The Council is conscious of a need for infrastructure and facilities as well as affordable housing within the public areas in its local government area and how its decisions and policies impact on seeking to fulfil these needs;
- The Draft Planning Agreement provides a means by which Council shows it bears in mind that it is the custodian and trustee of public assets and seeks to

effectively plan for and manage the assets for which it is responsible and facilitates its engaging in long term strategic planning on behalf of the local community.

• In addition as the planning agreement is a means by which the Council can implement its Affordable Housing Policy, in doing so Council exercises community leadership in an area of concern to the wider community.

Conformity with the Council's Capital Works Program

The Draft Planning Agreement is not inconsistent with the Council's Capital Works Program.

Whether the Agreement specifies that certain requirements of the Agreement must be complied with before a construction certificate, occupation certificate or subdivision certificate is issued

Yes, as detailed above in relation to bank guarantee, caveat, registration and to enforce payment of the monetary contribution prior to the issuing of any Construction Certificate.

This explanatory note is not to be used to assist in construing the Planning Agreement

REPORT CM/7.9/18.04				
Subject:	Voluntary Planning Agreement - 73-89 Ebley Street, Bondi			
	Junction	WAVERLEY		
TRIM No:	DA-572/2015	COUNCIL		
Author:	Tim Sneesby, Manager, Strategic Planning			
Director:	George Bramis, Acting Director, Waverley Futures			

RECOMMENDATION:

That Council:

- 1. Endorses the draft Planning Agreement attached to this report applying to land at 73-89 Ebley Street, Bondi Junction, that provides a total contribution of \$316,200. Of this amount, \$284,580 is to be applied towards Council's Complete Streets program in Bondi Junction and \$31,620 (10%) towards affordable housing under Waverley's Affordable Housing Program in accordance with Council's Planning Agreement Policy 2014.
- 2. Authorises the Mayor and General Manager to sign and execute the agreement and affix the Council seal to the documentation.

1. Executive Summary

A Development Application (DA-572/2015 as modified) at 73-89 Ebley Street, Bondi Junction (demolition of the existing dwellings, construction of a new mixed use building with ground floor retail (excluding use) and residential apartments above, rebuilding of Cock 'N' Bull hotel (excluding fit-out but including use of hotel) and associated parking and landscaping) was approved under a s 34 agreement of the *Land and Environment Court Act 1979*.

A draft Planning Agreement arising from the above approval was placed on public exhibition in accordance with Section 7.5 (previously 93G) of the *Environmental Planning and Assessment Act 1979*. This report seeks the endorsement of Council to execute the attached draft Planning Agreement. The draft Planning Agreement provides a total contribution of \$316,200 relating to a floor space ratio exceedance of 93sqm. Of this amount, \$284,580 is to be applied towards Council's Complete Streets program in Bondi Junction and \$31,620 (10%) towards affordable housing under Waverley's Affordable Housing Program in accordance with Council's *Planning Agreement Policy 2014*.

2. Introduction/Background

A draft Planning Agreement was negotiated in accordance with the valuation and costing methodology outlined in the Waverley Planning Agreement Policy 2014. The offer was negotiated as a monetary contribution of \$316,200. Of this amount, \$284,580 is to be applied towards Council's Complete Streets program in Bondi Junction and \$31,620 (10%) towards affordable housing under Waverley's Affordable Housing Program in accordance with Council's *Planning Agreement Policy 2014*.

3. Relevant Council Resolutions

Nil.

4. Discussion

Planning Agreement's monetary contribution to a public purpose

The public interest is promoted by the provision of funds to Council which are contributed towards upgrading and improving infrastructure and facilities within a reasonable proximity of the development and in the broader community. In this instance, the Complete Streets program in Bondi Junction has been nominated for the planning agreement funds. This program involves greening and beautifying the footpaths and public places, making meeting places more vibrant and appealing, and improving connections for cycling, walking and access to public transport. 10% of the funds will go towards Waverley's Affordable Housing Program in accordance with Council's *Planning Agreement Policy 2014*.

Public exhibition of the draft Planning Agreement

The Planning Agreement was drafted in accordance with section 7.5 (previously 93G) of the *Environmental Planning and Assessment Act 1979*, which requires an agreement to be exhibited for a period of 28 days. The draft Planning Agreement and Explanatory Note were exhibited from Wednesday 14th March 2018 to Wednesday 11th April 2018 and included:

- Notice in the Wentworth Courier.
- Advertising on Council's Have Your Say website.
- Exhibition in Council's Customer Service Centre and Library.

Submissions

No submissions were received during the exhibition period.

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:L5 Buildings are well-designed, safe and accessible and the new is balanced with the old.Strategy:L5c Consider the use of planning controls and agreements to provide improvements to built

public infrastructure. Deliverable: Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)

6. Financial impact statement/Timeframe/Consultation

This contribution has been dedicated to the upgrade of Bondi Junction, in particular the Complete Streets program and towards Waverley's Affordable Housing Program. However, it should be noted that payment of the VPA amount is not required until just before Occupation Certificate is sought, which may be several years from now. Furthermore, given that the VPA funds are anticipated to be collected once the project is finished, if the project is not completed then there is a possibility that the VPA will not be paid.

7. Conclusion

The draft Planning Agreement has been placed on exhibition in accordance with section 7.5 (previously 93G) of the *Environmental Planning and Assessment Act 1979*. It is recommended that Council endorse the attached draft Planning Agreement for execution.

8. Attachments

- 1. 89 Ebley St VPA
- 2. Explanatory Note 89 Ebley St VPA.

WAVERLEY COUNCIL

(Council)

AND

89 EBLEY STREET PTY LIMITED ACN 602 206 600

(Developer)

PLANNING AGREEMENT

(Development Contribution)

WAVERLEY COUNCIL Council Chambers Cnr Bondi Road & Paul Street BONDI JUNCTION NSW 2022 DX 12006 BONDI JUNCTION Phone: 02 9083 8000 Facsimile: 02 9387 1820

PLANNING AGREEMENT NO. __

Section 93F of the Environmental Planning and Assessment Act, 1979

THIS AGREEMENT is made on

2018

PARTIES

WAVERLEY COUNCIL of Cnr Paul Street and Bondi Road, Bondi Junction NSW 2022 ABN 12 502 583 608 ("Council")

89 EBLEY STREET PTY LIMITED of Suite 4, Lv 31, 264 – 278 George Street, Sydney NSW 2000 ACN 602 206 600 ("Developer")

BACKGROUND/RECITAL

- A. The Developer is the registered proprietor of the Land.
- **B.** The Council is the local authority constituted under the Local Government Act 1993 and the planning and consent authority constituted under the Act.
- C. On 11 December 2015 the Developer caused a development application to be lodged with Council for development consent to carry out the Development on the Land.
- D. The Developer subsequently lodged an appeal with the Land and Environment Court against the determination of the Development Application.
- E. On 29 June 2017 the Developer offered to enter into this Agreement and to make the Development Contribution towards Council's Complete Streets Program in particular, Bondi Junction Infrastructure projects under this program and Affordable Housing under Waverley's Affordable Housing Program herein referred to as the Public Purpose. This offer was subsequently clarified by letter to Council dated 1 February 2018.
- F. The Development Consent was granted by way of Land and Environment Court Order made and entered on 30 June 2017.
- G. The Developer subsequently lodged a section 96 modification application to modify condition 1B of DA 572/2015 as to Planning Agreement timing requirements. The modified development consent DA 572/2015/A was granted on 12 February 2018.
- H. This Agreement is consistent with the Developer's offer referred to in Recital E.

OPERATIVE PROVISIONS:

1 PLANNING AGREEMENT UNDER THE ACT

The parties agree that this Agreement is a planning agreement under section 93F of the Act and is governed by Subdivision 2 of Division 6 of Part 4 of the Act.

2 APPLICATION OF THIS AGREEMENT

This Agreement applies to the Land and to the Development proposed in the Development Consent, as may be modified.

3 OPERATION OF THIS AGREEMENT

This Agreement shall take effect on and from the date of this Agreement. The parties must execute and enter into this Agreement prior to the issue of a Construction Certificate that relates to any building work, other than demolition, excavation, piling, shoring and ancillary works for construction purposes including site hoardings and temporary site sheds relating to this Development Consent.

4 DEFINITIONS AND INTERPRETATION

4.1 Definitions

In this Agreement unless the context otherwise requires: **"Act"** means the *Environmental Planning and Assessment Act* 1979 (NSW) **"Agreement"** means this agreement;

"Bank Guarantee" means an irrevocable and unconditional undertaking by a trading bank approved by the Council to pay the Development Contribution amount on demand without an expiry or end date and containing terms and conditions acceptable to Council and in accordance with clause 9 of this Agreement;

"Business Day" means a day that is not a Saturday, Sunday or public holiday, on which banks are open for general services in Sydney, New South Wales;

"Caveat Form" means a completed form of caveat in respect to the Land that is properly endorsed with the Developer's consent as the owner of the Land, noting Council as a caveator, in a form registrable at NSW Land Registry Services (Formerly Land and Property Information NSW) and otherwise acceptable to Council;

"**Certifying Authority**" means any accredited private certifier including where appropriate, a Principal Certifying Authority (PCA) appointed or to be appointed to certify the Development or any aspect of it;

"Council" means Waverley Council and herein includes any local government authority with which that Waverley Council may merge or any other local government authority responsible for a local government area that the Lot Burdened is located within;

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"Construction Certificate" means any construction certificate as referred to in s 109C of the Act in respect of the Development Consent;

"Development" means the development the subject of the Development Application which is described in item 5 of the Schedule and being demolition of the existing dwellings, construction of a new mixed use building with ground floor retail (excluding use) and residential apartments above, rebuilding of Cock 'n' Bull Hotel (excluding fit-out but including use of hotel) and associated parking and landscaping on Lots 1 & 2 in DP826800 and Lots 18 – 21 & 23 in DP 72406;

"Development Application" means the development application number DA 572/2015 and is referred to in item 3 of the Schedule;

"Development Consent" means the consent granted in respect of DA 572/2015 by way of Land and Environment Court Order made and entered on 30 June 2017, as modified;

"Development Contribution" means the sum of \$316,200 and is referred to in item 6 of the Schedule;

"Development Contribution Date" means the time by which the Development Contribution is to be paid as referred to in item 8 of the Schedule and this is prior to the issue of any Occupation Certificate;

"GST" has the same meaning as in the GST Law;

"GST Law" has the meaning given to that term in *A New Tax System (Goods and Services Tax) Act* 1999 (Cth) and any other Act or regulation relating to the imposition or administration of the GST;

"Land" means Lots 1 and 2 in DP 826800 and Lots 18 – 21 and 23 in DP 72406 which has now been consolidated into Lot 100 in DP 1237201 and known as 73 – 89 Ebley Street, Bondi Junction;

"Occupation Certificate" means any occupation certificate as referred to in s 109C of the Act in respect of the Development Consent;

"Party" means a party to this Agreement including their successors and assigns; "Public Purpose" for the purpose of this Agreement means that described in item 7 of the Schedule and is towards Bondi Junction projects under Council's Complete Streets Program and Affordable Housing under Waverley's Affordable Housing Program;

"**Registration Application**" means an application for registration of this Agreement as a planning agreement on the title of the Land pursuant to Section 93H of the Act in a form approved by the Registrar General;

"Schedule" means the schedule to this Agreement.

4.2 Interpretation

In the interpretation of this Agreement, the following provisions apply unless the context otherwise requires:

 Headings are inserted for convenience only and do not affect the interpretation of this Agreement;

- (b) A reference in this Agreement to a business day means a day other than a Saturday or Sunday on which banks are open for business generally in Sydney, New South Wales;
- (c) If the day on which any act, matter or thing is to be done under this Agreement is not a business day, the act, matter or thing must be done on the next business day;
- (d) A reference in this Agreement to dollars or \$ means Australian dollars and all amounts payable under this Agreement are payable in Australian dollars;
- (e) A reference in this Agreement to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision;
- A reference in this Agreement to any agreement, Agreement or document is to that agreement, Agreement or document as amended, novated, supplemented or replaced;
- (g) A reference to a clause, part, schedule or attachment is a reference to a clause, part, schedule or attachment of or to this Agreement;
- (h) An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency;
- Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning;
- A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders;
- (k) References to the word 'include' or 'including' are to be construed without limitation;
- A reference to this Agreement includes the agreement recorded in this Agreement;
- (m) A reference to a party to this Agreement includes a reference to the servants, agents and contractors of the party, and the party's successors and assigns; and
- (n) Any schedules and attachments form part of this Agreement.

5 DEVELOPMENT CONTRIBUTION TO BE MADE UNDER THIS AGREEMENT

- 5.1 The Developer agrees to make, and the Council agrees to accept, the Development Contribution to be applied for the Public Purpose.
- 5.2 The Developer must pay the Development Contribution to the Council by bank cheque on or before the Development Contribution Date and time is essential in this respect.

6 APPLICATION OF THE DEVELOPMENT CONTRIBUTION

6.1 The Council will apply the Development Contribution towards the Public Purpose as soon as practicable.

7 APPLICATION OF S94 AND S94A OF THE ACT TO THE DEVELOPMENT

- 7.1 This Agreement does not exclude the application of Sections 94, 94A or 94EF of the Act to the Development.
- 7.2 The Development Contribution provided by the Developer will not be taken into consideration in determining any development contribution under Section 94 or 94A of the Act.

8 REGISTRATION OF THIS AGREEMENT

- 8.1 The Parties agree this Agreement is to be registered by the Registrar-General as provided for in section 93H of the Act.
- 8.2 The Developer warrants that it has done everything necessary at the date of entering into this agreement to enable this Agreement to be registered under section 93H of the Act.
- 8.3 Without limiting clause 8.2, the Developer warrants that it has obtained the express written consent to the registration of this Agreement under section 93H of the Act from:
 - (a) If this Agreement relates to land under the *Real Property Act 1900*, each person who has an estate or interest in the Land registered under that Act; or
 - (b) If this Agreement relates to land not under the *Real Property Act 1900*, each person who is seized or in possessed of an estate or interest in the Land.
- 8.4 As soon as possible after entering into this Agreement and in any event prior to the issue of a Construction Certificate that relates to any building work, other than demolition, excavation, pilling, shoring and ancillary works for construction purposes including site hoardings and temporary site sheds relating to this Development Consent, the Developer will do all things necessary to ensure registration of this Agreement under s93H upon the title to the Land at their cost and as soon as possible. To this end, the Developer will:
 - (a) deliver to the Council the Registration Application in registrable form noting the Council as applicant and executed by the Developer and any other person the subject of the warranty in clause 8.3;
 - (b) provide the Council with a cheque in favour of the Council for its reasonable costs, expenses and fees incurred or to be incurred in connection with the

preparation of this Agreement and any documents, form or instrument created or to be created in accordance with the provisions of this Agreement.

- (c) and take any other necessary action so as to ensure this Agreement is registered on the title to the Land prior to the issue of any Construction Certificate.
- 8.5 Upon receipt of the Registration Application, provided such application is in order Council is to execute the document and return to the Developer within 14 days.
- 8.6 Upon compliance with clause 8.4 and execution of the Registration Application by the Council, the Developer will promptly lodge the Registration Application with the Registrar General.
- 8.7 The Parties will co-operate with each other to ensure that the Agreement is registered by the Registrar General.
- 8.8 Upon payment of the Development Contribution or surrender of the Development Consent as at the date of surrender and prior to any Construction Certificate, the Developer may request the removal of the dealing created by registration of the Agreement from the title to the Land. The Council will not withhold its consent to such removal, provided that the terms of this Agreement have been complied with and the Developer pays all reasonable costs, expenses and fees of the Council relating to such removal. Council will act promptly in response to any request to remove the dealing and within 14 days of such a request being submitted in writing.
- 8.9 Should payment of the Development Contribution or surrender of the Development Consent occur on the date of this Agreement or within 7 days of its execution and prior to issue of a Construction Certificate, then there will be no obligation to register this Agreement in accordance with this clause.
- 8.10 Upon registration of this Agreement by the Registrar General, this Agreement is binding on, and is enforceable against the owner of the Land from time to time as if each owner for the time being had entered into this Agreement.

9 BANK GUARANTEE

9.1 Provision of Bank Guarantee

- (a) As soon as possible after entering into this Agreement and in any event prior to the issue of a Construction Certificate that relates to any building work, other than demolition, excavation, piling, shoring and ancillary works for construction purposes including site hoardings and temporary site sheds relating to this Development Consent, the Developer must deliver to the Council a Bank Guarantee, which must be:
 - (i) in a form and from an institution approved by the Council;
 - (ii) irrevocable and unconditional;
 - (iii) with no expiry date;
 - (iv) issued in favour of the Council;

- (v) for an amount equivalent to the Development Contribution set out in Item 6 of the Schedule;
- (vi) drafted to cover all of the Developer's obligations under this Agreement; and
- (vii) on the terms otherwise satisfactory to the Council acting reasonably.
- (b) The Developer acknowledges that the Council is provided with the Bank Guarantee as a security for the performance of all of the Developer's obligations under this Agreement, including without limitation the delivery of the Development Contribution to the Council in accordance with this Agreement.

9.2 Calling on Bank Guarantee

- (a) The Council may call on the Bank Guarantee in the event that the Developer fails to make a payment of any part of the Development Contribution in accordance with the Schedule or any other amount payable under this Agreement by its due date for payment and fails to remedy the relevant failure or breach within 7 days after the Council's notice.
- (b) If the Council calls on the Bank Guarantee as a result of the Developer's failure to pay any amount due under this Agreement, then the Council will apply the amount received pursuant to its claim on the Bank Guarantee towards the Developer's obligation to pay the relevant amount and will deduct that amount from the amount payable. In those circumstances, the Developer will be required to pay to the Council the outstanding balance of the Development Contribution and other amounts payable under this Agreement.

9.3 Return of Bank Guarantee

Subject to clause 9.2, provided that the Developer has complied with all of its obligations under this Agreement, including payment of the Development Contribution, the Council will return the Bank Guarantee to the Developer. The Council is to return the Bank Guarantee to the Developer promptly and in any event within 14 days of being provided with a written request.

In circumstances where Council is of the view that the Developer has not complied with its obligations under the Agreement it is to identify which items and clauses it contends have not been complied with in writing, within 14 days of receiving a request for return of the Bank Guarantee.

If there is any disagreement between the parties as to compliance with the requirements set out above, the issue is to be dealt with through the dispute resolution procedures provided for in Clause 11.

10 REVIEW OF THE AGREEMENT

Any amendment or review of this Agreement shall be by agreement in writing and in compliance with section 93G of the Act.

11. DISPUTE RESOLUTION

11.1 Notice of dispute

If a Party claims that a dispute has arisen under this Agreement ("Claimant"), it must give written notice to the other Party ("Respondent") stating the matters in dispute and designating as its representative a person to negotiate the dispute ("Claim Notice"). No Party may start Court proceedings (except for proceedings seeking interlocutory relief) in respect of a dispute unless it has first complied with this clause.

11.2 Response to notice

Within ten business days of receiving the Claim Notice, the Respondent must notify the Claimant of its representative to negotiate the dispute.

11.3 The nominated representative must:

- Meet to discuss the matter in good faith within five business days after services by the Respondent of notice of its representatives;
- Use reasonable endeavours to settle or resolve the dispute within 15 business days after they have met.

11.4 Further notice if not settled

If the dispute is not resolved within 15 business days after the nominated representatives have met, either Party may give to the other a written notice calling for determination of the dispute ("Dispute Notice") by mediation under clause 11.5 or by expert determination under clause 11.6.

11.5 Mediation

If a Party gives a Dispute Notice calling for the dispute to be mediated:

- (a) The Parties must agree to the terms of reference of the mediation within five business days of the receipt of the Dispute Notice (the terms shall include a requirement that the mediation rules and the Institute of Arbitrators and Mediators Australia (NSW Chapter) apply);
- (b) The mediator will be agreed between the Parties, or failing agreement within five business days of receipt of the Dispute Notice, either Party may request the President of the Institute of Arbitrators and Mediators Australia (NSW Chapter) to appoint a mediator;
- (c) The mediator appointed pursuant to this Clause 11.5 must;
 - Have reasonable qualifications and practical experience in the area of disputes; and
 - Have no interest or duty which conflicts or may conflict with his function as mediator, he being required to fully disclose any such interest or duty before his appointment;
- (d) The mediator shall be required to undertake to keep confidential all matters

coming to his knowledge by reason of his appointment and performance of his duties;

- (e) The Parties must within five business days of receipt of the Dispute Notice notify each other of their representatives who will be involved in the mediation.
- (f) The Parties agree to be bound by a mediation settlement and may only initiate judicial proceedings in respect of a dispute which is the subject of a mediation settlement for the purpose of enforcing that mediation settlement.
- (g) In relation to costs and expenses
 - Each Party will bear their own professional and expert costs incurred in connection with the mediation; and
 - (ii) The cost for the mediator will be shared equally by the Parties unless the mediator determines a Party has engaged in vexatious or unconscionable behaviour in which case the mediator may require the full cost of the mediation to be borne by that Party.

11.6 Expert Determination

If the dispute is not resolved under clause 11.3 or 11.5 the dispute may, by agreement between the Parties, both acting reasonably having regard to the nature of the dispute, be resolved by expert determination, in which event:

- (a) The dispute must be determined by an independent expert in the relevant field:
 - (i) Agreed upon and appointed jointly by the Council and the Developer; or
 - (ii) In the event that no agreement is reached or appointment made within 30 business days, appointed on application of a Party by the then current President of the Law Society of New South Wales;
- (b) The expert must be appointed in writing and terms of the appointment must not be inconsistent with this clause;
- (c) The determination of the dispute by such expert will be made as an expert and not as an arbitrator and will be in writing and containing reasons for the determination;
- (d) The expert will determine the rules of the conduct for the process, but must conduct the process in accordance with the rules of natural justice;
- (e) Each Party will bear its own costs in connection with the process and the determination by the expert together with an equal proportion of the expert's fees and costs; and
- (f) Any determination made by an expert pursuant to this clause is final and binding upon the Parties except where the determination is in respect of, or relates to, termination or purported termination of this Agreement by any Party, in which event the expert is deemed to be giving a non-binding appraisal and any Party may commence litigation in relation to the dispute if it has not been resolved within 20 business days of the expert giving his or her decision.
- 11.7 Litigation

If the dispute is not finally resolved in accordance with this clause 11, either Party is at liberty to litigate the dispute.

11.8 Continue to Perform Obligations

Each Party must continue to perform its obligations under this Agreement, notwithstanding the existence of a dispute.

12. ENFORCEMENT

- 12.1 Nothing in this Agreement prevents the Council from exercising any function under the Act or any other Act or law relating to the enforcement of any aspect of this Agreement (including the breach of this Agreement by the Developer) or any matter to which this Agreement relates.
- 12.2 Until such time as the Development Contribution has been paid in full, an Occupation Certificate must not be issued and the Developer must:
 - (a) notify the Council in writing of the name and contact details of any Certifying Authority to which it has applied for an Occupation Certificate at the same time that such application is made;
 - (b) at the time it lodges any application for an Occupation Certificate notify the Certifying Authority in writing of the existence and terms of this Agreement; and
 - (c) procure and provide to Council a written acknowledgement from the Certifying Authority addressed to Council confirming that the Certifying Authority will not issue an Occupation Certificate until Council provides written confirmation that the Development Contribution has been paid;
 - (d) not rely on any Occupation Certificate in respect to the Development.
- 12.3 The Developer acknowledges and agrees that:
 - the Land is charged with the payment to Council of the Development Contribution until the Development Contribution is paid in full to Council;
 - (b) Council has a caveatable interest in the Land from the later of the date of the Development Consent and this Agreement until the Development Contribution is paid in full to Council;
 - (c) Council has the right to lodge and maintain a caveat against the title to the Land to notify of and protect its interest created by this Agreement (including the charge in (a), until the Development Contribution is paid in full to Council, however, Council agrees it will not maintain a caveat against the title to the Land whilst it holds a Bank Guarantee and registration of this Agreement under s 93H of the Act has been effected; and
 - (d) at the time of entering into this Agreement, the Developer shall provide Council with the Caveat Form, unless the Development Contribution is paid to Council by

the Developer upon entering into this Agreement.

- (e) subject to 12.3(c) and upon satisfaction of its obligations under this Agreement the Developer may request in writing confirmation from the Council of its consent to the withdrawal of the Caveat lodged on title. Upon receiving such a written request, Council is to respond within 14 days providing its consent to the removal of the caveat and signing any forms required to do so, or identifying which aspects of the Developer's obligations have not been complied with.
- (f) In circumstances where Council does not reply to a request for its consent to remove the caveat as referred to in (e) above within 14 days, the Developer may proceed to have the Caveat removed as if Council's consent had been provided.

13. NOTICES

- 13.1 Any notice, consent, information, application or request that must or may be given or made to a Party under this Agreement is only given or made if it is in writing and sent in one of the following ways:
 - (a) delivered or posted to that Party at its address set out below in item 9 of the Schedule;
 - (b) faxed to that Party at its fax number set out below in item 9 of the Schedule;
 - (c) emailed to that Party at its email address set out below in item 9 of the Schedule.
- 13.2 If a Party gives the other Party 3 business days' notice of a change of its address or fax number, any notice, consent, information, application or request is only given or made by that other Party if it is delivered, posted or faxed to the latest address or fax number.
- 13.3 Any notice, consent, information, application or request is to be treated as given or made at the following time:
 - (a) If it is delivered, when it is left at the relevant address.
 - (b) If it is sent by post, 2 business days after it is posted.
 - (c) If it is sent by fax, as soon as the sender receives from the sender's fax machine a report of an error free transmission to the correct fax number.
- 13.4 If any notice, consent, information, application or request is delivered, or an error free transmission report in relation to it is received, on a day that is not a business day, or if on a business day, after 5pm on that day in the place of the Party to whom it is sent, it is to be treated as having been given or made at the beginning of the next business day.

14 APPROVALS AND CONSENT

Except as otherwise set out in this Agreement, and subject to any statutory obligations, a Party may give or withhold an approval or consent to be given under this Agreement in that Party's absolute discretion and subject to any conditions determined by the Party. A Party is not obliged to give its reasons for giving or withholding consent or for giving consent subject to conditions.

15 ASSIGNMENT AND DEALINGS

Until the Development Contribution is paid in full, the Developer cannot sell, transfer, assign, novate, charge, encumber or otherwise deal with the Land or attempt or purport to do so, unless, before completion of the said dealing, the Developer:

- (a) at no cost to Council, has first procured the execution by the incoming party of an agreement in favour of Council on the same terms as this Agreement as if the incoming party were a Party to this Agreement; and
- (b) satisfies Council, acting reasonably, that the Developer is not in breach of its obligations under this Agreement at the time of completion of the dealing.

16 COSTS

Council's reasonable costs of and incidental to the preparation and execution of this Agreement and any related documents and registration of same shall be borne by the Developer. The Developer shall be responsible to pay its own costs and any stamp duty arising from this Agreement or its preparation.

17 ENTIRE AGREEMENT

This Agreement contains everything to which the Parties have agreed in relation to the matters it deals with. No Party can rely on an earlier document, or anything said or done by another Party, or by a director, officer, agent or employee of that Party, before this Agreement was executed, except as permitted by law.

18 FURTHER ACTS

Each Party must promptly execute all documents and do all things that another Party from time to time reasonably requests to affect, perfect or complete this Agreement and all transactions incidental to it.

19 GOVERNING LAW AND JURISDICTION

This Agreement is governed by the law of New South Wales. The Parties submit to the nonexclusive jurisdiction of its courts and courts of appeal from them. The Parties will not object to the exercise of jurisdiction by those courts on any basis.

20 JOINT AND INDIVIDUAL LIABILITY AND BENEFITS

Except as otherwise set out in this Agreement, any agreement, covenant, representation or warranty under this Agreement by 2 or more persons binds them jointly and each of them individually, and any benefit in favour of 2 or more persons is for the benefit of them

jointly and each of them individually.

21 NON FETTER

The Developer acknowledges and agrees that:

- (a) in addition to its obligations under this Agreement the Council is also responsible for the conduct and administration of local government in the Waverley Local Government Area;
- (b) this Agreement in no way affects Council's statutory obligations, functions or powers, including without limitation, its obligations, functions or powers in respect of the Development Application and Development Consent and any other approvals required in respect of the works to be carried out under the Development Consent;
- nothing which the Council does or fails to do under this Agreement will limit or otherwise affect the Developer's obligations under the Development Consent; and
- (d) nothing which the Council does, fails to do or purports to do in performing the Council's statutory functions or powers will constitute or amount to a breach of this Agreement.

22 REPRESENTATIONS AND WARRANTIES

The Parties represent and warrant that they have power to enter into this Agreement and comply with their obligations under the Agreement and that entry into this Agreement will not result in the breach of any law.

23 SEVERABILITY

If a clause or part of a clause of this Agreement can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way. If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Agreement, but the rest of this Agreement is not affected.

24 MODIFICATION

No modification of this Agreement will be of any force or effect unless it is in writing and signed by the Parties to this Agreement.

25 WAIVER

The fact that a Party fails to do, or delays in doing, something the Party is entitled to do

under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another Party. A waiver by a Party is only effective if it is in writing. A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

26 GOODS & SERVICES TAX

- 26.1 The Parties agree and acknowledge, all amounts payable by one party to the other party in relation to a supply under this Agreement have been calculated exclusive of GST which may be imposed on the supply.
- 26.2 If any supply made under this Agreement is, or becomes, subject to GST, the party to whom the supply is made ("Recipient") must pay to the party making the supply ("Supplier"), as consideration, in addition to any consideration payable or to be provided elsewhere in this Agreement, subject to issuing a Valid Tax Invoice, an additional amount on account of GST, such amount to be calculated by multiplying the consideration by the applicable rate of GST.
- 26.3 Any amount in respect of GST payable under clause 26.2 must be paid to the Supplier immediately on receipt of the Valid Tax Invoice.
- 26.4 If any party is required to reimburse or indemnify the other party for a cost or expense ("**Cost**") incurred by the other party, the amount of that Cost for the purpose of this Agreement is the amount of the Cost incurred, less the amount of any credit for, or refund of, GST, which the party incurring the Cost is entitled to claim in respect of the Cost.
- 26.5 If GST is linked with the abolition or reduction of other taxes and charges, all amounts payable by the Recipient to the Supplier under this Agreement (excluding GST) must be reduced by the same proportion as the actual total costs of the Supplier (excluding GST) are reduced either directly as a result of the abolition or reduction of other taxes and charges payable by the Supplier or indirectly by way of any reduction in prices (excluding GST) charged to the Supplier.

27 EXECUTION IN TRIPLICATE

The Parties shall execute this Agreement in triplicate so as to provide one original signed by both parties and a further copy for registration of the Agreement under s93H of the *Environmental Planning and Assessment Act*. This Agreement will be dated on the day of execution by all Parties.

SCHEDULE

Item Number	Particulars/Description		
1	Developer	89 EBLEY STREET PTY LIMITED ACN 602 206 600	
2	Land	73 – 89 EBLEY STREET, BONDI JUNCTION (LOTS 1 AND 2 IN DP 826800 AND LOTS 18 – 21 AND 23 IN DP 72406 WHICH HAS NOW BEEN CONSOLIDATED INTO LOT 100 IN DP 1237201)	
3	Development Application	DA 572/2015 (AS MODIFIED)	
5	Development (description)	DEMOLITION OF THE EXISTING DWELLINGS, CONSTRUCTION OF A NEW MIXED USE BUILDING WITH GROUND FLOOR RETAIL (EXCLUDING USE) AND RESIDENTIAL APARTMENTS ABOVE, REBUILDING OF COCK 'N' BULL HOTEL (EXCLUDING FIT-OUT BUT INCLUDING USE OF HOTEL) AND ASSOCIATED PARKING AND LANDSCAPING ON LOTS 1 & 2 IN DP826800 AND LOTS 18 – 21 & 23 IN DP 72406	
6	Development Contribution	\$316,200	
7	Public Purpose	TO BE APPLIED TOWARDS COUNCIL'S COMPLETE STREETS PROGRAM IN PARTICULAR BONDI JUNCTION PROJECTS AND AFFORDABLE HOUSING UNDER WAVERLEY'S AFFORDABLE HOUSING PROGRAM	

8	Development Contribution Date (Payment date for the Development Contribution)	PRIOR TO THE ISSUE OF ANY OCCUPATION CERTIFICATE FOR THE DEVELOPMENT
9	Developer Address	Suite 31.04 264 George Street Sydney NSW 2000
	Developer Fax Developer Email	warren@iriscapital.com.au
	Council Address	CORNER PAUL STREET AND BONDI ROAD, BONDI JUNCTION NSW 2022
	Council Fax Council Email	(02) 9387 1820 <u>info@waverley.nsw.gov.au</u>

EXECUTED by WAVERLEY COUNCIL with Common Seal of Waverley Council affixed pursuant to a resolution of Waverley Council on

PETER MONKS

Acting General Manager

CLR JOHN WAKEFIELD Mayor

EXECUTED by 89 EBLEY STREET PTY LIMITED ACN 602 206 600 In accordance with section 127 of the

Corporations Act 2001

WASSIM ARNAOUT

Sole Director/Secretary

Explanatory Note

(Clause 25E of the Environmental Planning and Assessment Regulation 2000)

Draft Planning Agreement

The purpose of this explanatory note is to provide a summary of the proposed planning agreement (PA) prepared jointly between Waverley Council and the Developer under s93F of the Environmental Planning and Assessment Act 1979 (the Act).

This explanatory note has been prepared as required by clause 25E of the *Environmental Planning and Assessment Regulation 2000.*

1 Parties:

Waverley Council (Council) and

89 EBLEY STREET PTY LIMITED ACN 602 206 600 (Developer).

2 Description of Subject Land:

The whole of the land being Lots 1 and 2 in DP 826800 and Lots 18 - 21 and 23 in DP 72406 which has now been consolidated into Lot 100 in DP 1237201 and known as 73 - 89 Ebley Street, Bondi Junction, is the Subject Land under the Planning Agreement.

3 Description of Development:

The Developer proposes to develop the Subject Land. The proposed development will comprise demolition of the existing dwellings, construction of a new mixed use building with ground floor retail (excluding use) and residential apartments above, rebuilding of Cock 'n' Bull Hotel (excluding fit-out but including use of hotel) and associated parking and landscaping on Lots 1 & 2 in DP826800 and Lots 18 – 21 & 23 in DP 72406.

4 Background:

The Developer is the registered proprietor of the Subject Land. The Developer lodged a development application with Council, DA 572/2015. The Developer subsequently offered to enter into a Planning Agreement with Council pursuant to section 93F of the Act to provide a monetary contribution as the development application provided for additional floor space which exceeds floor space controls permitted for such buildings under Council's planning controls. The offer is in line with Council's Voluntary Planning Agreement Policy 2014.

5 Summary of Objectives, Nature and Effect of the Draft Planning Agreement:

The Planning Agreement will assist Council in achieving its objectives by providing funds which will enable Council to provide a material public benefit to the broader community under programs namely the Council's Complete Streets Program directed at infrastructure construction, improvements and maintenance of footpaths, walkways and public areas and provision towards Waverley's Affordable Housing Program.

The Agreement is a contractual relationship between Council and the Developer whereby the Developer is to pay a Monetary Contribution and is a Planning Agreement under subsection 2 of Division 6 of Part 4 of the Act.

The Agreement requires the Developer to comply with certain requirements including registration of the Agreement and provision of a Bank Guarantee prior to the issue of a Construction Certificate that relates to any building work, other than demolition, excavation, piling, shoring and ancillary works for construction purposes including site hoardings and temporary site sheds relating to this Development Consent and to pay a monetary Contribution to Council in the amount of \$316,200 prior to any Occupation Certificate issuing for the Development.

The Agreement does not exclude the application of sections 94, 94A or 94EF of the Act to the Development and the Development Contribution is not to be taken into consideration in determining any development contribution under s94 of the Act.

The Agreement contains a number of machinery provisions including in relation to dispute resolution and enforcement.

6 Assessment of the merits of the Draft Planning Agreement:

The Planning Purposes Served by the Draft Planning Agreement

In accordance with S.93F(2) of the *Environmental Planning and Assessment Act 1979*, the Planning Agreement facilitates the following public purposes:

- The provision of (or recoupment of the cost of providing) public amenities;
- Funding of recurrent expenditure relating to the provision of public amenities or other infrastructure;
- The monitoring of the planning impacts of development;
- The provision of (or the recoupment of the cost of providing) affordable housing;
- The provision of affordable housing so that a socially diverse residential population across all income groups is maintained in the Council Local Government area;
- To provide for housing choices for low income and disadvantaged people in the Council Community;
- To promote and provide for housing schemes which meets the needs of low to moderate income earners;
- To seek to provide a standard of affordable housing that is comparable to other housing in the area where the Development is situated.

The Planning Agreement provides a reasonable means of achieving the public purposes set out above.

How the Draft Planning Agreement Promotes the Public Interest

 The public interest is promoted by the provision to Council of funds which it is able to apply towards upgrading and improving infrastructure and facilities

nearby the Development and in the broader community, in particular the beautifying of road reserves and works towards safe pedestrian-friendly streets, providing good access to public transport and accommodating cyclists;

- The upgrading and improvement of facilities will encourage business and development activity of the precinct;
- The contributions made are intended to positively affect the economic and social wellbeing of the precinct incorporating the Development and wider community. Both residents and visitors will benefit from the contributions under the Planning Agreement;
- Public Interest is promoted by virtue of the Planning Agreement because it increases the provision of affordable housing;
- Provides housing for low income and disadvantaged people within the community;
- Facilitates a diverse social mix;
- Enables diverse social and economic groups to have similar opportunities for accommodation in the area where the Development is situated.

How the Draft Planning Agreement Promotes the Objects of the Environmental Planning and Assessment Act, 1979 (EP&A Act)

The provision of the monetary contribution required under the Planning Agreement will promote the objects of the Act, in particular:

- 5(a)(i) "proper management development and conservation of natural and artificial resources including natural areas, cities, towns and villages for the purpose of promoting the social and economic welfare of the community and a better environment".
- 5(a)(v) "the provision of community services and facilities".
- 5(a)(viii) "the provision and maintenance of affordable housing".
- Under Part 4, Division 6, Subdivision 2 (Planning Agreements) of the EP&A Act, Council may enter into a planning agreement for any purpose. The appropriate means of participation in the Affordable Housing Program is by way of a planning agreement as such under the agreement the relevant provisions of the EP&A Act referred to are addressed.

How the Draft Planning Agreement promotes elements of the Council's charter under section 8 of the Local Government Act, 1993

 The Draft Planning Agreement provides a means by which the Council shows a regard for the long term and cumulative effects of its decisions. The Council's decisions impact public areas. The Council is conscious of a need for infrastructure and facilities as well as affordable housing within the public areas in its local government area and how its decisions and policies impact on seeking to fulfil these needs;

- The Draft Planning Agreement provides a means by which Council shows it bears in mind that it is the custodian and trustee of public assets and seeks to effectively plan for and manage the assets for which it is responsible and facilitates its engaging in long term strategic planning on behalf of the local community.
- In addition as the planning agreement is a means by which the Council can implement its Affordable Housing Policy, in doing so Council exercises community leadership in an area of concern to the wider community.

Conformity with the Council's Capital Works Program

The Draft Planning Agreement is not inconsistent with the Council's Capital Works Program.

Whether the Agreement specifies that certain requirements of the Agreement must be complied with before a construction certificate, occupation certificate or subdivision certificate is issued

Yes, as detailed above in relation to bank guarantee and registration prior to the issue of a Construction Certificate that relates to any building work, other than demolition, excavation, piling, shoring and ancillary works for construction purposes including site hoardings and temporary site sheds relating to this Development Consent and to enforce payment of the monetary contribution prior to the issuing of any Occupation Certificate.

This explanatory note is not to be used to assist in construing the Planning Agreement

REPORT CM/7.10/18.04		
Subject:	Voluntary Planning Agreement - 17 Isabel Avenue, Vaucluse	WAVERLEY
TRIM No:	DA-578/2015/A	COUNCIL
Author:	Tim Sneesby, Manager, Strategic Planning	
Director:	George Bramis, Acting Director, Waverley Futures	

RECOMMENDATION:

That Council:

- 1. Endorses the draft Planning Agreement attached to this report applying to land at 17 Isabel Avenue, Vaucluse, that provides a total contribution of \$125,249. Of this amount, \$112,724 is to be applied towards Council's Complete Streets program in Bondi Junction and \$12,525 (10%) towards affordable housing under Waverley's Affordable Housing Program in accordance with Council's *Planning Agreement Policy 2014*.
- 2. Authorises the Mayor and General Manager to sign and execute the agreement and affix the Council seal to the documentation.

1. Executive Summary

A Modification Application (DA 578/2015/A) at 17 Isabel Avenue, Vaucluse (demolition of existing building, construction of a three storey residential flat building with basement parking and strata sub-division as modified) was approved on 2 June 2017.

A draft Planning Agreement arising from the above approval was placed on public exhibition in accordance with section 7.5 (previously 93G) of the *Environmental Planning and Assessment Act 1979*. This report seeks the endorsement of Council to execute the attached draft Planning Agreement. The draft Planning Agreement provides a total contribution of \$125,249 relating to a floor space ratio exceedance of 46sqm. Of this amount, \$112,724 is to be applied towards the upgrade and improvement of Diamond Bay Reserve and \$12,525 (10%) towards affordable housing under Waverley's Affordable Housing Program in accordance with Council's *Planning Agreement Policy 2014*.

2. Introduction/Background

A draft Planning Agreement was negotiated in accordance with the valuation and costing methodology outlined in the Waverley *Planning Agreement Policy 2014*. The offer was negotiated as a monetary contribution of \$125,249. Of this amount, \$112,724 is to be applied towards the upgrade and improvement of Diamond Bay Reserve and \$12,525 (10%) towards affordable housing under Waverley's Affordable Housing Program in accordance with Council's *Planning Agreement Policy 2014*.

3. Relevant Council Resolutions

Nil.

4. Discussion

Planning Agreement's monetary contribution to a public purpose

The public interest is promoted by the provision of funds to Council which are contributed towards upgrading and improving infrastructure and facilities within a reasonable proximity of the development and in the broader community. The Planning Agreement will enable Council to provide a material public benefit to residents of areas close to the Development, as well as the broader community, by facilitating an upgrade to Diamond Bay Reserve under Council's policies and programs directed at improving and upgrading playgrounds, parks / reserves and public areas. 10% of the funds will towards Waverley's Affordable Housing Program.

Public exhibition of the draft Planning Agreement

The Planning Agreement was drafted in accordance with section 7.5 (previously 93G) of the *Environmental Planning and Assessment Act 1979,* which requires an agreement to be exhibited for a period of 28 days. The draft Planning Agreement and Explanatory Note were exhibited from Wednesday 7 February 2018 to Wednesday 7th March 2018 and included:

- Notice in the Wentworth Courier.
- Advertising on Council's Have Your Say website.
- Exhibition in Council's Customer Service Centre and Library.

Submissions

There were four separate submissions received during the exhibition period, one of which included 21 signatures from residents in Craig and Isabel Avenue and Diamond Bay and Military Roads.

The submissions raised a number of concerns, as follows:

- Waverley Development Assessment Panel (WDAP) approved the original Development Application despite its non-compliance with a number of Development Control issues and the valid concerns of adjacent and local residents;
- the modified DA-578/2015/A submitted as a section 4.55 (formerly s96 application) was not circulated to the local residents and thus reduced the ability to make objections; and
- the Planning Agreement should be rejected as it could be viewed as a conflict of interest or an inducement in favour of approval.

The first two points above deal with the Development Application and Modification Application—and hence are not material to this Planning Agreement. Notwithstanding, a brief response is provided to these two matters. Regarding the concern of the original WDAP approved DA, the WDAP is made up of a pool of planning experts, independent of Council with specialists from the disciplines of architecture, urban design, town planning and planning law as well as community representatives. This panel is bound by a Charter and Guidelines and panel members of the WDAP are bound by Waverley Council's Code of Conduct. The WDAP decisions are made on the town planning merits of each development based on the technical expertise of the panel.

In response to the concern that residents were not correctly notified of the Modification Application, it has been confirmed that a notification letter was in fact sent to a number of properties directly adjoining 17 Isabel Avenue.
Concerns regarding the Planning Agreement

The case for value capture is sound. The value uplift that planning decisions generate is an unearned windfall gain to the developer from the public. Planning decisions are made in the public interest and the value of land is created by planning decisions (*ceteris paribus*). Therefore, value uplift is conceptually community property and the community have a legitimate claim to the benefits created by planning decisions. To this extent, value capture is not just a valuable funding mechanism, but a fundamental equity issue that places the public interest at the forefront of planning.

Applicants have long been able to gain exemptions from Local Government planning controls under Clause 4.6 of the Standard Instrument LEP (and before that under SEPP 1 'Development Standards'), which allows merit assessment of development. Clause 4.6 permits contravention of development standards (e.g. height, FSR, etc.) if development can be considered to meet the objectives of the relevant clause. In the case of the Clause 4.4 'Floor space ratio' of the Waverley LEP, if an applicant can prove that a development exceeding the FSR control still meets the objectives of this control – the building is compatible with the bulk, scale, streetscape and desired future character of the locality, preserves the environmental amenity of neighbouring properties and minimises the adverse impacts on the amenity of the locality – then it can be granted development consent.

Waverley Council decided that, notwithstanding applicants' ability to gain approval for non-compliant development under Clause 4.6, we should require developers share the additional windfall value that they gain from additional floor space. To this end, Waverley's *Planning Agreement Policy 2014* is based on capturing 50% of value uplift generated from increases above planning controls. Waverley's *Planning Agreement Policy 2014* is considered industry best-practice, received a Commendation from the 2015 PIA NSW awards for *'Improving Planning Processes & Practices'* and has since been emulated by other Councils across Sydney.

Ultimately, however, VPAs are voluntary and developers are not being forced into entering Planning Agreements. Developers are offering to enter into Planning Agreements, particularly where they are exceeding development standards, in good faith and of their own volition with the intention of increasing the public benefits of development.

Importantly VPAs are governed by the fundamental principle that planning decisions cannot be bought or sold. Waverley's *Planning Agreement Policy 2014* clearly articulates procedures relating to the use of VPAs including probity measures and guiding principles, which explicitly state that 'planning decisions will not be bought or sold through planning agreements'. In particular, the Policy states:

'Council will not enter a planning agreement unless it is satisfied that the proposed development is acceptable on planning grounds having regard to the general heads of consideration set out in Section 79C of the Act. Development that is unacceptable on planning grounds will not be given consent because of benefits offered by a developer. It is noted that any exceptions to relevant development standards will be assessed in accordance with the provisions set out in cl.4.6 of WLEP 2012.'

Development must in the first instance be acceptable on planning terms. Simply because a Development Application includes a VPA does not necessitate approval. There are a number of instances where Council has refused DAs regardless of significant public benefit offers, as they were not acceptable on planning grounds. For instance, Council has refused several development applications and s96 modification applications involving VPAs on the grounds that these would have unacceptable impacts in planning terms (i.e. they didn't meet the objectives of the Waverley LEP controls). This includes developments that would have contributed VPAs worth \$4.2 million and \$3.2 million, respectively. Lastly, Council rarely receives submissions on Planning Agreements and in cases where submissions are received they generally focus on where the contribution could be spent. Previous submissions received from the Vaucluse/Diamond Bay Precinct on previous VPAs (for Development Applications at 157-159 Military Road, Dover Heights, 701-707 Old South Head Road, Vaucluse, and 637-639 Old South Head Road, Rose Bay) discussed areas where public infrastructure contributions could be spent, demonstrating support for Council's value sharing approach to Planning Agreements. Each of these previous submissions suggested that funds be spent at Clarke Reserve Playground, which had recently been upgraded and wasn't in close proximity to these developments, and so funds were allocated elsewhere in consultation with Council's Open Space Planning team.

Furthermore, the lack of submissions for most VPAs displays the tacit support that the Waverley community has for Council's value sharing policy and the benefits that the *Planning Agreement Policy 2014* confers to the public.

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: L5 Buildings are well-designed, safe and accessible and the new is balanced with the old.
- Strategy: L5c Consider the use of planning controls and agreements to provide improvements to built public infrastructure.
- Deliverable: Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)

6. Financial impact statement/Timeframe/Consultation

This contribution has been dedicated the upgrade and improvement of Diamond Bay Reserve and towards Waverley's Affordable Housing Program. However, it should be noted that payment of the VPA amount is not required until just before Occupation Certificate is sought, which may be several years from now. Furthermore, given that the VPA funds are anticipated to be collected once the project is finished, if the project is not completed then there is a possibility that the VPA will not be paid.

7. Conclusion

The draft Planning Agreement has been placed on exhibition in accordance with section 7.5 (previously 93G) of the *Environmental Planning and Assessment Act 1979*. It is recommended that Council endorse the attached draft Planning Agreement for execution.

8. Attachments

- 1. 17 Isabel Ave VPA
- 2. 17 Isabel Ave Explanatory Note.

WAVERLEY COUNCIL

(Council)

AND

DANIEL BLOOM

ANDREA BLOOM

MICHAEL BLOOM

JOEL LEON BLOOM

THE OWNERS - STRATA PLAN NO. 48214

(Developer)

PLANNING AGREEMENT

(Development Contribution)

WAVERLEY COUNCIL Council Chambers Cnr Bondi Road & Paul Street BONDI JUNCTION NSW 2022 DX 12006 BONDI JUNCTION Phone: 02 9083 8000 Facsimile: 02 9387 1820

CM/7.10/18.04- Attachment 1

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PLANNING AGREEMENT NO. ___

Section 93F of the Environmental Planning and Assessment Act, 1979

THIS AGREEMENT is made on

2017

PARTIES

WAVERLEY COUNCIL of Cnr Paul Street and Bondi Road, Bondi Junction NSW 2022 ABN 12 502 583 608 ("Council")

DANIEL BLOOM of 23 The Crescent, Vaucluse NSW 2030 ANDREA BLOOM of 23 The Crescent, Vaucluse NSW 2030 MICHAEL BLOOM of 23 The Crescent, Vaucluse NSW 2030 JOEL LEON BLOOM of 23 The Crescent, Vaucluse NSW 2030 THE OWNERS – STRATA PLAN NO. 48214 of 17 Isabel Avenue, Vaucluse NSW 2030 ("Developer")

BACKGROUND/RECITAL

- A. The Developer is the registered proprietor of the Land.
- B. The Council is the local authority constituted under the Local Government Act 1993 and the planning and consent authority constituted under the Act.
- C. On 16 December 2015 the Development Application was caused to be made to Council for development consent to carry out development on the Land. The Development Consent was granted on 27 July 2016.
- D. On 14 December 2016 the Modified Development Application was caused to be made to Council to modify the Development Consent. The Modified Development Consent was granted on 2 June 2017.
- E. The Modified Development Application was subsequently accompanied by an offer to Council dated 19 April 2017 to enter into this Agreement to make the Development Contribution towards the Public Purpose in accordance with Council's Planning Agreement Policy 2014 if the Modified Development Consent was granted.
- F. This Agreement is consistent with the Developer's offer referred to in Recital E.

OPERATIVE PROVISIONS:

1 PLANNING AGREEMENT UNDER THE ACT

The parties agree that this Agreement is a planning agreement governed by Subdivision 2 of Division 6 of Part 4 of the Act.

2 APPLICATION OF THIS AGREEMENT

This Agreement applies to the Land and to the Development proposed in the Development Consent, as modified.

3 OPERATION OF THIS AGREEMENT

- 3.1 This Agreement shall take effect on and from the date of this Agreement. The parties must execute and enter into this Agreement prior to any Construction Certificate issuing.
- 3.2 The Developer warrants that the Certifying Authority will confirm with Council this Agreement has been entered into prior to the issue of any Construction Certificate and will not rely on any Construction Certificate in respect to the Development unless this clause 3.2 has been complied with.

4 DEFINITIONS AND INTERPRETATION

4.1 Definitions

In this Agreement unless the context otherwise requires: "Act" means the *Environmental Planning and Assessment Act* 1979 (NSW)

"Agreement" means this agreement;

"Bank Guarantee" means an irrevocable and unconditional undertaking by a trading bank approved by the Council to pay the Development Contribution amount on demand without an expiry or end date and containing terms and conditions acceptable to Council and in accordance with clause 9 of this Agreement;

"Business Day" means a day that is not a Saturday, Sunday or public holiday, on which banks are open for general services in Sydney, New South Wales;

"Caveat Form" means a completed form of caveat in respect to the Land that is properly endorsed with the Developer's consent as the owner of the Land, noting Council as a caveator, in a form registrable at Land and Property Information NSW and otherwise acceptable to Council;

"**Certifying Authority**" means any accredited private certifier including where appropriate, a Principal Certifying Authority (PCA) appointed or to be appointed to certify the Development or any aspect of it;

"Council" means Waverley Council and herein includes any local government authority with which that Waverley Council may merge or any other local government authority responsible for a local government area that the Lot Burdened is located within;

"Construction Certificate" means any construction certificate as referred to in s 109C

of the Act in respect of the Development Consent;

"Developer" means the developers listed as parties to this Agreement including the Owners – Strata Plan No. 48214;

"Development" means the development the subject of the Development Application and Modified Development Application which is described in item 5 of the Schedule and being the demolition of existing building, construction of a three storey residential flat building with basement parking and strata sub-division as modified;

"Development Application" means the development application number DA 578/2015 and is referred to in item 3 of the Schedule;

"Development Consent" means the consent granted in respect of DA 578/2015 dated 27 July 2016 as modified or as may be modified;

"Development Contribution" means the sum of \$125,249 and referred to in item 6 of the Schedule;

"Development Contribution Date" means the time the Development Contribution is to be paid as referred to in item 8 of the Schedule and this is prior to the issue of any Occupation Certificate;

"GST" has the same meaning as in the GST Law;

"GST Law" has the meaning given to that term in *A New Tax System (Goods and Services Tax) Act* 1999 (Cth) and any other Act or regulation relating to the imposition or administration of the GST;

"Land" means Lot 1 and 2 in SP 48214 and Common Property in SP 48214 known as 17 Isabel Avenue, Vaucluse;

"Modified Development Application" means the application to modify development consent DA 578/2015 numbered DA 578/2015/A and referred to in item 3 of the Schedule; "Modified Development Consent" means the Development Consent as modified granted 2 June 2017;

"Occupation Certificate" means any occupation certificate as referred to in s 109C of the Act in respect of the Development Consent;

"Party" means a party to this Agreement including their successors and assigns; "Public Purpose" for the purpose of this Agreement means that described in item 7 of the Schedule and is the upgrade and improvement of Diamond Bay Reserve and Waverley's Affordable Housing Program;

"Registration Application" means an application for registration of this Agreement as a planning agreement on the title of the Land pursuant to Section 93H of the Act in a form approved by the Registrar General;

"Schedule" means the schedule to this Agreement.

4.2 Interpretation

In the interpretation of this Agreement, the following provisions apply unless the context otherwise requires:

(a) Headings are inserted for convenience only and do not affect the interpretation

CM/7.10/18.04- Attachment 1

of this Agreement;

- (b) A reference in this Agreement to a business day means a day other than a Saturday or Sunday on which banks are open for business generally in Sydney, New South Wales;
- (c) If the day on which any act, matter or thing is to be done under this Agreement is not a business day, the act, matter or thing must be done on the next business day;
- (d) A reference in this Agreement to dollars or \$ means Australian dollars and all amounts payable under this Agreement are payable in Australian dollars;
- (e) A reference in this Agreement to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision;
- A reference in this Agreement to any agreement, Agreement or document is to that agreement, Agreement or document as amended, novated, supplemented or replaced;
- (g) A reference to a clause, part, schedule or attachment is a reference to a clause, part, schedule or attachment of or to this Agreement;
- (h) An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency;
- Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning;
- A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders;
- (k) References to the word 'include' or 'including' are to be construed without limitation;
- A reference to this Agreement includes the agreement recorded in this Agreement;
- (m) A reference to a party to this Agreement includes a reference to the servants, agents and contractors of the party, and the party's successors and assigns; and

(n) Any schedules and attachments form part of this Agreement.

5 DEVELOPMENT CONTRIBUTION TO BE MADE UNDER THIS AGREEMENT

- 5.1 The Developer agrees to make, and the Council agrees to accept, the Development Contribution to be applied for the Public Purpose.
- 5.2 The Developer must pay the Development Contribution to the Council by bank cheque on or before the Development Contribution Date and time is essential in this respect.

6 APPLICATION OF THE DEVELOPMENT CONTRIBUTION

6.1 The Council will apply the Development Contribution towards the Public Purpose as soon as practicable.

7 APPLICATION OF \$94 AND \$94A OF THE ACT TO THE DEVELOPMENT

- 7.1 This Agreement does not exclude the application of Sections 94, 94A or 94EF of the Act to the Development.
- 7.2 The Development Contribution provided by the Developer will not be taken into consideration in determining any development contribution under Section 94 or 94A of the Act.

8 REGISTRATION OF THIS AGREEMENT

- 8.1 The Parties agree this Agreement is to be registered by the Registrar-General as provided for in section 93H of the Act.
- 8.2 The Developer warrants that it has done everything necessary to enable this Agreement to be registered under section 93H of the Act.
- 8.3 Without limiting clause 8.2, the Developer warrants that it has obtained the express written consent to the registration of this Agreement under section 93H of the Act from:
 - (a) If this Agreement relates to land under the *Real Property Act 1900*, each person who has an estate or interest in the Land registered under that Act; or
 - (b) If this Agreement relates to land not under the *Real Property Act 1900*, each person who is seized or in possessed of an estate or interest in the Land.
- 8.4 As soon as possible after entering into this Agreement and in any event prior to the issue of a Construction Certificate, the Developer will at its cost arrange and effect registration of this Agreement under s93H upon the title to the Land and as soon as possible will:
 - (a) deliver to the Council the Registration Application in registrable form noting the Council as applicant and executed by the Developer and any other person the subject of the warranty in clause 8.3;
 - (b) lodge or cause to be lodged the title deed with LPI and advise Council of the production number;
 - (c) provide the Council with a cheque in favour of Land & Property Information,

NSW for the registration fees for registration of this Agreement; and

- (d) provide the Council with a cheque in favour of the Council for its reasonable costs, expenses and fees incurred or to be incurred in connection with the preparation of this Agreement and any documents, form or instrument created or to be created in accordance with the provisions of this Agreement.
- (e) and take any other necessary action so as to ensure this Agreement is registered on the title to the Land prior to the issue of any Construction Certificate.
- 8.5 Upon compliance with clause 8.4 by the Developer the Council will promptly lodge the Registration Application with the Registrar General.
- 8.6 The Parties will co-operate with each other to ensure that the Agreement is registered by the Registrar General.
- 8.7 Upon payment of the Development Contribution or surrender of the Development Consent, the Developer may request the removal of the dealing created by registration of the Agreement from the title to the Land. The Council will not withhold its consent to such removal, provided that the terms of this Agreement have been complied with and the Developer pays all reasonable costs, expenses and fees of the Council relating to such removal.
- 8.8 Should payment of the Development Contribution or surrender of the Development Consent occur on or before the date of this Agreement and prior to issue of a Construction Certificate, then there will be no obligation to register this Agreement in accordance with this clause.
- 8.9 Upon registration of this Agreement by the Registrar General, this Agreement is binding on, and is enforceable against the owner of the Land from time to time as if each owner for the time being had entered into this Agreement.

9 BANK GUARANTEE

9.1 Provision of Bank Guarantee

- (a) As soon as possible after entering into this Agreement and in any event prior to the issue of a Construction Certificate, the Developer must deliver to the Council a Bank Guarantee, which must be:
 - (i) in a form and from an institution approved by the Council;
 - (ii) irrevocable and unconditional;
 - (iii) with no expiry date;
 - (iv) issued in favour of the Council;
 - (v) for an amount equivalent to the Development Contribution set out in Item 6 of the Schedule;
 - (vi) drafted to cover all of the Developer's obligations under this Agreement; and
 - (vii) on the terms otherwise satisfactory to the Council.

- (b) The Developer acknowledges that the Council enters into this Agreement on the proviso of the Developer providing the Bank Guarantee as a security for the performance of all of the Developer's obligations under this Agreement, including without limitation the delivery of the Development Contribution to the Council in accordance with this Agreement.
- (c) Should payment of the Development Contribution occur on the date of this Agreement or prior to the issue of a Construction Certificate, then there will be no obligation to provide Council with the Bank Guarantee in accordance with this clause.

9.2 Calling on Bank Guarantee

- (a) The Council may call on the Bank Guarantee in the event that the Developer:
 - fails to make a payment of any part of the Development Contribution in accordance with the Schedule or any other amount payable under this Agreement by its due date for payment; or
 - (ii) breaches any other term or condition of this Agreement,

and fails to remedy the relevant failure or breach within 7 days after the Council's notice.

(b) If the Council calls on the Bank Guarantee as a result of the Developer's failure to pay any amount due under this Agreement, then the Council will apply the amount received pursuant to its claim on the Bank Guarantee towards the Developer's obligation to pay the relevant amount and will deduct that amount from the amount payable. In those circumstances, the Developer will be required to pay to the Council the outstanding balance of the Development Contribution and other amounts payable under this Agreement.

9.3 Return of Bank Guarantee

Subject to clause 9.2, provided that the Developer has complied with all of its obligations under this Agreement, including payment of the Development Contribution, the Council will return the Bank Guarantee to the Developer.

10 REVIEW OF THE AGREEMENT

Any amendment or review of this Agreement shall be by agreement in writing and in compliance with section 93G of the Act.

11. DISPUTE RESOLUTION

11.1 Notice of dispute

If a Party claims that a dispute has arisen under this Agreement ("Claimant"), it must give written notice to the other Party ("Respondent") stating the matters in dispute and designating as its representative a person to negotiate the dispute ("Claim Notice").

No Party may start Court proceedings (except for proceedings seeking interlocutory relief) in respect of a dispute unless it has first complied with this clause.

11.2 Response to notice

Within ten business days of receiving the Claim Notice, the Respondent must notify the Claimant of its representative to negotiate the dispute.

11.3 The nominated representative must:

- Meet to discuss the matter in good faith within five business days after services by the Respondent of notice of its representatives;
- Use reasonable endeavours to settle or resolve the dispute within 15 business days after they have met.

11.4 Further notice if not settled

If the dispute is not resolved within 15 business days after the nominated representatives have met, either Party may give to the other a written notice calling for determination of the dispute ("Dispute Notice") by mediation under clause 11.5 or by expert determination under clause 11.6.

11.5 Mediation

If a Party gives a Dispute Notice calling for the dispute to be mediated:

- (a) The Parties must agree to the terms of reference of the mediation within five business days of the receipt of the Dispute Notice (the terms shall include a requirement that the mediation rules and the Institute of Arbitrators and Mediators Australia (NSW Chapter) apply);
- (b) The mediator will be agreed between the Parties, or failing agreement within five business days of receipt of the Dispute Notice, either Party may request the President of the Institute of Arbitrators and Mediators Australia (NSW Chapter) to appoint a mediator;
- (c) The mediator appointed pursuant to this Clause 11.5 must;
 - (i) Have reasonable qualifications and practical experience in the area of disputes; and
 - (ii) Have no interest or duty which conflicts or may conflict with his function as mediator, he being required to fully disclose any such interest or duty before his appointment;
- (d) The mediator shall be required to undertake to keep confidential all matters coming to his knowledge by reason of his appointment and performance of his duties;
- (e) The Parties must within five business days of receipt of the Dispute Notice notify each other of their representatives who will be involved in the mediation.
- (f) The Parties agree to be bound by a mediation settlement and may only initiate judicial proceedings in respect of a dispute which is the subject of a

mediation settlement for the purpose of enforcing that mediation settlement.

- (g) In relation to costs and expenses
 - Each Party will bear their own professional and expert costs incurred in connection with the mediation; and
 - (ii) The cost for the mediator will be shared equally by the Parties unless the mediator determines a Party has engaged in vexatious or unconscionable behaviour in which case the mediator may require the full cost of the mediation to be borne by that Party.

11.6 Expert Determination

If the dispute is not resolved under clause 11.3 or 11.5 the dispute may, by agreement between the Parties, both acting reasonably having regard to the nature of the dispute, be resolved by expert determination, in which event:

- (a) The dispute must be determined by an independent expert in the relevant field:
 - (i) Agreed upon and appointed jointly by the Council and the Developer; or
 - In the event that no agreement is reached or appointment made within 30 business days, appointed on application of a Party by the then current President of the Law Society of New South Wales;
- (b) The expert must be appointed in writing and terms of the appointment must not be inconsistent with this clause;
- (c) The determination of the dispute by such expert will be made as an expert and not as an arbitrator and will be in writing and containing reasons for the determination;
- (d) The expert will determine the rules of the conduct for the process, but must conduct the process in accordance with the rules of natural justice;
- (e) Each Party will bear its own costs in connection with the process and the determination by the expert together with an equal proportion of the expert's fees and costs; and
- (f) Any determination made by an expert pursuant to this clause is final and binding upon the Parties except where the determination is in respect of, or relates to, termination or purported termination of this Agreement by any Party, in which event the expert is deemed to be giving a non-binding appraisal and any Party may commence litigation in relation to the dispute if it has not been resolved within 20 business days of the expert giving his or her decision.

11.7 Litigation

If the dispute is not finally resolved in accordance with this clause 11, either Party is at liberty to litigate the dispute.

11.8 Continue to Perform Obligations

Each Party must continue to perform its obligations under this Agreement,

notwithstanding the existence of a dispute.

12. ENFORCEMENT

- 12.1 Nothing in this Agreement prevents the Council from exercising any function under the Act or any other Act or law relating to the enforcement of any aspect of this Agreement (including the breach of this Agreement by the Developer) or any matter to which this Agreement relates.
- 12.2 Until such time as the Development Contribution has been paid in full, an Occupation Certificate must not be issued and the Developer must:
 - (a) notify the Council in writing of the name and contact details of any Certifying Authority to which it has applied for an Occupation Certificate at the same time that such application is made;
 - (b) at the time it lodges any application for an Occupation Certificate notify the Certifying Authority in writing of the existence and terms of this Agreement; and
 - (c) procure and provide to Council a written acknowledgement from the Certifying Authority addressed to Council confirming that the Certifying Authority will not issue an Occupation Certificate until Council provides written confirmation that the Development Contribution has been paid;
 - (d) not rely on any Occupation Certificate in respect to the Development.
- 12.3 The Developer acknowledges and agrees that:
 - (a) the Land is charged with the payment to Council of the Development Contribution until the Development Contribution is paid in full to Council;
 - (b) Council has a caveatable interest in the Land from the later of the date of the Modified Development Consent and this Agreement until the Development Contribution is paid in full to Council;
 - (c) Council has the right to lodge and maintain a caveat against the title to the Land to notify of and protect its interest created by this Agreement (including the charge in (a), until the Development Contribution is paid in full to Council; and
 - (d) at the time of entering into this Agreement, the Developer shall provide Council with the Caveat Form, unless the Development Contribution is paid to Council by the Developer upon entering into this Agreement.

13. NOTICES

- 13.1 Any notice, consent, information, application or request that must or may be given or made to a Party under this Agreement is only given or made if it is in writing and sent in one of the following ways:
 - (a) delivered or posted to that Party at its address set out below in item 9 of the

Schedule;

- (b) faxed to that Party at its fax number set out below in item 9 of the Schedule;
- (c) emailed to that Party at its email address set out below in item 9 of the Schedule.
- 13.2 If a Party gives the other Party 3 business days' notice of a change of its address or fax number, any notice, consent, information, application or request is only given or made by that other Party if it is delivered, posted or faxed to the latest address or fax number.
- 13.3 Any notice, consent, information, application or request is to be treated as given or made at the following time:
 - (a) If it is delivered, when it is left at the relevant address.
 - (b) If it is sent by post, 2 business days after it is posted.
 - (c) If it is sent by fax, as soon as the sender receives from the sender's fax machine a report of an error free transmission to the correct fax number.
- 13.4 If any notice, consent, information, application or request is delivered, or an error free transmission report in relation to it is received, on a day that is not a business day, or if on a business day, after 5pm on that day in the place of the Party to whom it is sent, it is to be treated as having been given or made at the beginning of the next business day.

14 APPROVALS AND CONSENT

Except as otherwise set out in this Agreement, and subject to any statutory obligations, a Party may give or withhold an approval or consent to be given under this Agreement in that Party's absolute discretion and subject to any conditions determined by the Party. A Party is not obliged to give its reasons for giving or withholding consent or for giving consent subject to conditions.

15 ASSIGNMENT AND DEALINGS

Until the Development Contribution is paid in full, the Developer cannot sell, transfer, assign, novate, charge, encumber or otherwise deal with the Land or attempt or purport to do so.

16 COSTS

Council's costs of and incidental to the preparation and execution of this Agreement and any related documents and registration of same shall be borne by the Developer. The Developer shall be responsible to pay its own costs and any stamp duty arising from this Agreement or its preparation.

17 ENTIRE AGREEMENT

This Agreement contains everything to which the Parties have agreed in relation to the matters it deals with. No Party can rely on an earlier document, or anything said or done 12

by another Party, or by a director, officer, agent or employee of that Party, before this Agreement was executed, except as permitted by law.

18 FURTHER ACTS

Each Party must promptly execute all documents and do all things that another Party from time to time reasonably requests to affect, perfect or complete this Agreement and all transactions incidental to it.

19 GOVERNING LAW AND JURISDICTION

This Agreement is governed by the law of New South Wales. The Parties submit to the nonexclusive jurisdiction of its courts and courts of appeal from them. The Parties will not object to the exercise of jurisdiction by those courts on any basis.

20 JOINT AND INDIVIDUAL LIABILITY AND BENEFITS

Except as otherwise set out in this Agreement, any agreement, covenant, representation or warranty under this Agreement by 2 or more persons binds them jointly and each of them individually, and any benefit in favour of 2 or more persons is for the benefit of them jointly and each of them individually.

21 NON FETTER

The Developer acknowledges and agrees that:

- in addition to its obligations under this Agreement the Council is also responsible for the conduct and administration of local government in the Waverley Local Government Area;
- (b) this Agreement in no way affects Council's statutory obligations, functions or powers, including without limitation, its obligations, functions or powers in respect of the Development Application, Development Consent and any other approvals required in respect of the works to be carried out under the Development Consent;
- nothing which the Council does or fails to do under this Agreement will limit or otherwise affect the Developer's obligations under the Development Consent; and
- (d) nothing which the Council does, fails to do or purports to do in performing the Council's statutory functions or powers will constitute or amount to a breach of this Agreement.

22 REPRESENTATIONS AND WARRANTIES

The Parties represent and warrant that they have power to enter into this Agreement and comply with their obligations under the Agreement and that entry into this Agreement will not result in the breach of any law.

23 SEVERABILITY

If a clause or part of a clause of this Agreement can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way. If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Agreement, but the rest of this Agreement is not affected.

24 MODIFICATION

No modification of this Agreement will be of any force or effect unless it is in writing and signed by the Parties to this Agreement.

25 WAIVER

The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another Party. A waiver by a Party is only effective if it is in writing. A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

26 GOODS & SERVICES TAX

- 26.1 The Parties agree and acknowledge, all amounts payable by one party to the other party in relation to a supply under this Agreement have been calculated exclusive of GST which may be imposed on the supply.
- 26.2 If any supply made under this Agreement is, or becomes, subject to GST, the party to whom the supply is made ("Recipient") must pay to the party making the supply ("Supplier"), as consideration, in addition to any consideration payable or to be provided elsewhere in this Agreement, subject to issuing a Valid Tax Invoice, an additional amount on account of GST, such amount to be calculated by multiplying the consideration by the applicable rate of GST.
- 26.3 Any amount in respect of GST payable under clause 26.2 must be paid to the Supplier immediately on receipt of the Valid Tax Invoice.

- 26.4 If any party is required to reimburse or indemnify the other party for a cost or expense ("Cost") incurred by the other party, the amount of that Cost for the purpose of this Agreement is the amount of the Cost incurred, less the amount of any credit for, or refund of, GST, which the party incurring the Cost is entitled to claim in respect of the Cost.
- 26.5 If GST is linked with the abolition or reduction of other taxes and charges, all amounts payable by the Recipient to the Supplier under this Agreement (excluding GST) must be reduced by the same proportion as the actual total costs of the Supplier (excluding GST) are reduced either directly as a result of the abolition or reduction of other taxes and charges payable by the Supplier or indirectly by way of any reduction in prices (excluding GST) charged to the Supplier.

27 EXECUTION IN TRIPLICATE

The Parties shall execute this Agreement in triplicate so as to provide one original signed by both parties and a further copy for registration of the Agreement under s93H of the *Environmental Planning and Assessment Act*. This Agreement will be dated on the day of execution by all Parties.

SCHEDULE

Item Number	Particu	lars/Description
1	Developers	DANIEL BLOOM ANDREA BLOOM MICHAEL BLOOM JOEL LEON BLOOM THE OWNERS – STRATA PLAN NO.
2	Land	48214 17 ISABEL AVENUE, VAUCLUSE (LOT 1 AND 2 IN SP 48214 AND COMMON PROPERTY IN SP 48214)
3	Development Application and Modified Development Application	DA 578/2015 AND DA 578/2015/A
5	Development (description)	DEMOLITION OF EXISTING BUILDING, CONSTRUCTION OF A THREE STOREY RESIDENTIAL FLAT BUILDING WITH BASEMENT PARKING AND STRATA SUB-DIVISION AS MODIFIED
6	Development Contribution	\$125,249
7	Public Purpose	THE UPGRADE AND IMPROVEMENT OF DIAMOND BAY RESERVE AND WAVERLEY'S AFFORDABLE HOUSING PROGRAM
8	Development Contribution Date (Payment date for the Development Contribution)	PRIOR TO THE ISSUE OF ANY OCCUPATION CERTIFICATE FOR THE DEVELOPMENT
9	Developers Address	23 THE CRESCENT, VAUCLUSE NSW 2030

Developer Fax Developer Email (02) 9337 5030 Joelbloom7@gmail.com

Council Address

Council Fax Council Email CORNER PAUL STREET AND BONDI ROAD, BONDI JUNCTION NSW 2022 (02) 9387 1820 info@waverley.nsw.gov.au

EXECUTED by WAVERLEY COUNCIL with Common Seal of Waverley Council affixed pursuant to a resolution of Waverley Council on

	CLR JOHN WAKEFIELD
Acting General Manager	Mayor
EXECUTED by DANIEL BLOOM	
Signature	Signature of Witness
	N
	Name of Witness
EXECUTED by ANDREA BLOOM	
Signature	Signature of Witness
	Name of Witness
EXECUTED by MICHAEL BLOOM	
Signature	Signature of Witness
	-5
	Name of Witness
EXECUTED by JOEL LEON BLOOM	
Signature	Signature of Witness
Signature	Signature of Witness
	Name of Witness

EXECUTED by THE OWNERS – STRATA PLAN NO. 48214 with Seal of The Owners - Strata Plan No. 48214 affixed on

in the presence of the following person(s) authorised by section 273 Strata Schemes Management Act 2015 to attest the affixing of the seal:

JOEL BLOOM

DANIEL BLOOM

Explanatory Note

(Clause 25E of the Environmental Planning and Assessment Regulation 2000)

Draft Planning Agreement

The purpose of this explanatory note is to provide a summary of the proposed planning agreement (PA) prepared jointly between Waverley Council and the Developer u*nder s93F of the Environmental Planning and Assessment Act* 1979 (the Act).

This explanatory note has been prepared as required by clause 25E of the *Environmental Planning and Assessment Regulation 2000.*

1 Parties:

Waverley Council (Council) and

Daniel Bloom;

Andrea Bloom;

Michael Bloom;

Joel Leon Bloom; and

The Owners - Strata Plan No. 48214 (Developer).

2 Description of Subject Land:

The whole of the land being Lot 1 and 2 in SP 48214 and Common Property in SP 48214 and known as 17 Isabel Avenue, Vaucluse, is the Subject Land under the Planning Agreement.

3 Description of Development:

The Developer proposes to develop the Subject Land. The proposed development will comprise the demolition of existing building, construction of a three storey residential flat building with basement parking and strata sub-division.

4 Background:

The Developer is the registered proprietor of the Subject Land. A development application was lodged with Council, DA 578/2015. The Developer subsequently lodged a modified development application, DA 578/2015/A and offered to enter into a Planning Agreement with Council pursuant to section 93F of the Act to provide a monetary contribution as the development application provided for additional floor space which exceeds floor space controls permitted for such buildings under Council's planning controls. The offer is in line with Council's Voluntary Planning Agreement Policy 2014.

5 Summary of Objectives, Nature and Effect of the Draft Planning Agreement:

The Planning Agreement will assist Council in achieving its objectives by providing funds which will enable Council to provide a material public benefit to residents of areas close to the Development and the broader community by facilitating an

upgrade to Diamond Bay Reserve under Council's policies and programs directed at infrastructure construction, improvements and maintenance and improving and upgrading playgrounds, parks / reserves and public areas and provision towards Waverley's Affordable Housing Program.

The Agreement is a contractual relationship between Council and the Developer whereby the Developer is to pay a Monetary Contribution and is a Planning Agreement under subsection 2 of Division 6 of Part 4 of the Act.

The Agreement requires the Developer to comply with certain requirements including registration of the Agreement, lodgement of a caveat and provision of a Bank Guarantee prior to a Construction Certificate issuing for the Development and to pay a monetary Contribution to Council in the amount of \$125,249.00 prior to an Occupation Certificate issuing for the Development.

The Agreement does not exclude the application of sections 94, 94A or 94EF of the Act to the Development and the Development Contribution is not to be taken into consideration in determining any development contribution under s94 of the Act.

The Agreement contains a number of machinery provisions including in relation to dispute resolution and enforcement.

6 Assessment of the merits of the Draft Planning Agreement:

The Planning Purposes Served by the Draft Planning Agreement

In accordance with S.93F(2) of the *Environmental Planning and Assessment Act 1979*, the Planning Agreement facilitates the following public purposes:

- The provision of (or recoupment of the cost of providing) public amenities;
- Funding of recurrent expenditure relating to the provision of public amenities or other infrastructure;
- The provision of (or the recoupment of the cost of providing) affordable housing;
- The provision of affordable housing so that a socially diverse residential population across all income groups is maintained in the Council Local Government area;
- To provide for housing choices for low income and disadvantaged people in the Council Community;
- To promote and provide for housing schemes which meets the needs of low to moderate income earners;
- To seek to provide a standard of affordable housing that is comparable to other housing in the area where the Development is situated;
- The monitoring of the planning impacts of development.

The Planning Agreement provides a reasonable means of achieving the public purposes set out above.

How the Draft Planning Agreement Promotes the Public Interest

- The public interest is promoted by the provision to Council of funds which it is able to apply towards upgrading and improving infrastructure and facilities nearby the Development and in the broader community in particular the upgrading of Diamond Bay Reserve;
- The upgrading and improvement of facilities in the areas nearby the Development will encourage business within and development of the precinct as an active vibrant community with recreational facilities;
- The contributions made are intended to positively affect the economic and social wellbeing of the precinct incorporating the Development and wider community. Both residents and visitors will benefit from the contributions under the Planning Agreement;
- Public Interest is promoted by virtue of the planning agreement because it increases the provision of affordable housing;
- Provides housing for low income and disadvantaged people within the community;
- Facilitates a diverse social mix;
- Enables diverse social and economic groups to have similar opportunities for accommodation in the area where the Development is situated.

How the Draft Planning Agreement Promotes the Objects of the Environmental Planning and Assessment Act, 1979 (EP&A Act)

The provision of the monetary contribution required under the Planning Agreement will promote the objects of the Act, in particular:

- 5(a)(i) "proper management development and conservation of natural and artificial resources including natural areas, cities, towns and villages for the purpose of promoting the social and economic welfare of the community and a better environment".
- 5(a)(v) "the provision of community services and facilities".
- 5(a)(viii) "the provision and maintenance of affordable housing".
- Under Part 4, Division 6, Subdivision 2 (Planning Agreements) of the EP&A Act, Council may enter into a planning agreement for any purpose. The appropriate means of participation in the Affordable Housing Program is by way of a planning agreement as such under the agreement the relevant provisions of the EP&A Act referred to are addressed.

How the Draft Planning Agreement promotes elements of the Council's charter under section 8 of the Local Government Act, 1993

• The draft Planning Agreement provides a means by which the Council shows a regard for the long term and cumulative effects of its decisions. The

Council's decisions impact public areas. The Council is conscious of a need for infrastructure and facilities as well as affordable housing within the public areas in its local government area and how its decisions and policies impact on seeking to fulfil these needs;

- The draft Planning Agreement provides a means by which Council shows it bears in mind that it is the custodian and trustee of public assets and seeks to effectively plan for and manage the assets for which it is responsible and facilitates its engaging in long term strategic planning on behalf of the local community.
- In addition as the planning agreement is a means by which the Council can implement its Affordable Housing Policy, in doing so Council exercises community leadership in an area of concern to the wider community.

Conformity with the Council's Capital Works Program

The Draft Planning Agreement is not inconsistent with the Council's Capital Works Program.

Whether the Agreement specifies that certain requirements of the Agreement must be complied with before a construction certificate, occupation certificate or subdivision certificate is issued

Yes, as detailed above in relation to bank guarantee, registration and caveat required prior to the issuing of a construction certificate and to enforce payment of the monetary contribution prior to the issuing of an occupation certificate.

This explanatory note is not to be used to assist in construing the Planning Agreement

REPORT CM/7.11/18.04		
Subject:	Investment Portfolio Report - March 2018	
TRIM No:	A03/2211	WAVERLEY
Author:	Teena Su, Executive Manager, Financial Waverley	
Director:	Peter Monks, Acting General Manager	

RECOMMENDATION:

That Council:

- 1. Receives and notes the Investment Portfolio Report for March 2018.
- 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 the month of March 2018, Council's Investment Portfolio generated \$318,338 of interest, and for the financial year to date \$3,166,985.

The interest on investment budget for the 2017/18 financial year was adopted by Council at June 20, 2017 Council meeting and was set at \$3,771,040, It has been revised to \$3,991,786.

The interest income for the year to date figure as at 31 March 2018 is tracking at 79.34% (\$3,166,985) of the Current 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 illustrates the monthly interest income received by Council and how this tracks against the original budget and the current budget:

Month	2017/18 Budget	Actual Monthly	Actual YTD (\$)	Tracking YTD Original Budget %	Tracking YTD Current Budget %
July	3,771,040	309,311	309,311	8.20%	
August	3,771,040	411,445	720,756	19.11%	
September	3,771,040	336,418	1,057,174	28.03%	
Q1 Amendment	220,746				
October	3,991,786	328,623	1,385,797	36.75%	34.72%
November	3,991,786	411,011	1,796,808	47.65%	45.01%
December	3,991,786	342,756	2,139,565	56.74%	53.60%
January	3,991,786 313,838		2,453,403	65.06%	61.46%
February	3,991,786	395,245	2,848,648	75.54%	71.36%
March	3,991,786	318,338	3,166,985	83.98%	79.34%

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Council meeting 20 March 2018	CM/7.5/18.03	 That Council: Receives the Investment Portfolio Reports for February 2018. 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.

4. Discussion

For nine months to March 2018, Council's cash investment portfolio generated interest earnings of \$3,166,985 or 79.34% of the Current Budget of \$3,991,786.

Council's investment portfolio posted a return of 2.37% pa for the month of March versus the Ausbond Bank Bill Index benchmark return of 1.64% pa. Based on the 'yield only' calculation (Weighted Return of Investments) the portfolio posted a return of 2.71% pa.

Over the last 12 months, Council's investment portfolio has exceeded the Ausbond bank bill index benchmark by 0.97% pa (2.70% vs 1.74% pa).

Portfolio Value

Council's investment portfolio, as at 31 March 2018, has a current market value of \$169,427,935 which represents a gain of \$1,777,951 on the \$167,649,984 face value of the portfolio with the portfolio generating a 2.63% average yield. The table below provides a summary by investment (asset) type.

Asset Group	Face V	/alue	Cu	rrent value	\$ Ga	in / (Loss)	Current Yield
Cash	\$ 10	,952,654	\$	10,952,654	\$	-	1.03%
Floating Rate Note	\$ 32	,300,000	\$	32,594,509	\$	294,509	3.05%
Floating Rate Term Deposits	\$5	,500,000	\$	5,513,558	\$	13,558	2.94%
Managed Funds	\$6	647,331	\$	6,647,331	\$	-	1.32%
Term Deposit	\$ 112	,250,000	\$	113,719,884	\$	1,469,884	2.72%
Total	\$ 167	,649,984	\$	169,427,935	\$	1,777,951	2.63%

Analysis

Attached to this report is the Summary of Investment Portfolio for the period ending 31 March 2018. These reports are prepared by Council's independent financial advisor, Prudential Investment Services Corp.

Included in these report are tables showing that Council's investment portfolio for the month of March 2018 has exceeded the AusBond bank bill index by 0.73% pa (2.37% to 1.64%pa). The Portfolio outperformed the stated benchmark measure 'Rate of return on cash exceeds AusBond Bank Bill Index' as illustrated in the table below:

Month	Portfolio Return %	Ausbond BB Index %	Variance %
July-17	3.00	1.73	1.27
Aug-17	2.81	1.69	1.13
Sept-17	2.73	1.74	0.99
Oct-17	2.82	1.74	1.08
Nov -17	2.64	1.63	1.00
Dec-17	2.57	1.70	0.87
Jan-18	2.81	1.85	0.96
Feb-18	2.63	1.76	0.87
Mar-18	2.37	1.64	0.73
Average % return Over the last 12 months	2.70	1.74	0.97

Fossil Fuel Lending ADIs vs Non-Fossil Fuel Lending ADIs

As at the end of February 2018, 42% of Council's portfolio was invested in non-fossil fuel lending ADIs, while Fossil Fuel Lending ADIs accounted for 54% of the portfolio. The remaining 4% is invested with TCorp.

The non-fossil fuel lending ADIs yielded 2.82% pa during the month of March, while fossil fuel lending ADIs yielded 2.77% during the month.

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

This report has been prepared in consultation with Council's independent financial advisor, Prudential Investment Services Corp.

7. Conclusion

Council's investment portfolio has accounted a year to date total interest earning of \$3,166,985 as at 31 March 2018, and it is on track to achieve the current budgeted interest of \$3,991,786.

8. Attachments

1. Investment Summary Report - March 2018.



Investment Summary Report March 2018

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Waverley Council

Executive Summary

Investment Holdings





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Portfolio Annualised Return

Bloomberg BB Index Annualised Return

WAVERLEYCOUNCIL

Waverley Council

Investment Holdings Report



Cash Accounts						
Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
2,800,000.00	1.1000%	Commonwealth Bank of Australia	A-1+	2,800,000.00	120789	24hr Call
4,095,859.61	1.0000%	Commonwealth Bank of Australia	A-1+	4,095,859.61	120794	General Funds
22,041.46	1.0000%	Commonwealth Bank of Australia	A-1+	22,041.46	120795	Trust Funds
2,006,397.48	1.0000%	Commonwealth Bank of Australia	A-1+	2,006,397.48	120796	Cemetery Funds
1,965,081.00	1.0000%	Commonwealth Bank of Australia	A-1+	1,965,081.00	120797	Depositor Funds
7,410.25	1.0000%	Commonwealth Bank of Australia	A-1+	7,410.25	120799	Library CP
19,594.80	1.0000%	Commonwealth Bank of Australia	A-1+	19,594.80	120800	Eastgate CP
6,200.81	1.0000%	Commonwealth Bank of Australia	A-1+	6,200.81	120801	Hollywood Av CP
30,068.11	1.0000%	Commonwealth Bank of Australia	A-1+	30,068.11	370151	Library Gift
10,952,653.52	1.0256%			10,952,653.52		

Managed Funds										
Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference			
2,066,227.91	1.4080%	NSW T-Corp (Cash)	TCc	Strategic Cash Facility	2,066,227.91	411310	Builder Deposits			
4,581,102.68	1.2852%	NSW T-Corp (Cash)	TCc	Cash Facility	4,581,102.68	505262				
6,647,330.59	1.3234%				6,647,330.59					

Term Dep	osits									
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency
10-Apr-18	2,500,000.00	2.5500%	Bank of Queensland	A-2	2,500,000.00	30-Aug-17	2,537,376.71	535664	37,376.71	AtMaturity
11-Apr-18	2,750,000.00	3.0000%	Westpac Group	A-1+	2,750,000.00	20-Sep-16	2,793,623.29	534346	43,623.29	Annually
18-Apr-18	2,000,000.00	2.8500%	Auswide Bank	P-2	2,000,000.00	19-Apr-17	2,054,189.04	535190	54,189.04	AtMaturity
24-Apr-18	3,500,000.00	2.7500%	Auswide Bank	P-2	3,500,000.00	27-Apr-17	3,589,393.84	535197	89,393.84	AtMaturity
8-May-18	2,500,000.00	2.5500%	Suncorp Bank	A-1	2,500,000.00	18-Oct-17	2,528,818.49	535881	28,818.49	AtMaturity
9-May-18	3,000,000.00	2.7500%	ME Bank	A-2	3,000,000.00	9-May-17	3,073,910.96	535232	73,910.96	AtMaturity
30-May-18	3,000,000.00	2.7000%	Bendigo and Adelaide Bank	A-2	3,000,000.00	31-May-17	3,067,684.93	535277	67,684.93	AtMaturity

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Term Dep	osits									
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency
6-Jun-18	6,000,000.00	2.7000%	Bendigo and Adelaide Bank	A-2	6,000,000.00	14-Jun-17	6,129,156.16	535358	129,156.16	AtMaturity
19-Jun-18	2,500,000.00	2.5500%	Suncorp Bank	A-1	2,500,000.00	18-Oct-17	2,528,818.49	535882	28,818.49	AtMaturity
26-Jun-18	3,000,000.00	2.6100%	Suncorp Bank	A-1	3,000,000.00	5-Dec-17	3,025,098.90	536049	25,098.90	AtMaturity
10-Jul-18	4,000,000.00	2.7000%	Bank of Queensland	A-2	4,000,000.00	13-Jul-17	4,077,523.29	535454	77,523.29	AtMaturity
17-Jul-18	5,000,000.00	2.6500%	ME Bank	A-2	5,000,000.00	10-Jan-18	5,029,404.11	536129	29,404.11	AtMaturity
24-Jul-18	3,000,000.00	2.5500%	Bank of Queensland	A-2	3,000,000.00	22-Aug-17	3,046,528.77	535631	46,528.77	AtMaturity
14-Aug-18	3,000,000.00	2.6000%	Commonwealth Bank of Australia	A-1+	3,000,000.00	4-Sep-17	3,044,663.01	535686	44,663.01	AtMaturity
21-Aug-18	4,000,000.00	2.6000%	Bank of Queensland	A-2	4,000,000.00	22-Aug-17	4,063,254.79	535632	63,254.79	AtMaturity
24-Aug-18	3,000,000.00	3.1000%	Westpac Group	A-1+	3,000,000.00	24-Aug-16	3,056,054.79	534166	56,054.79	Annually
29-Aug-18	3,000,000.00	2.6200%	ME Bank	A-2	3,000,000.00	28-Nov-17	3,026,702.47	536003	26,702.47	AtMaturity
11-Sep-18	3,000,000.00	2.6000%	National Australia Bank	A-1+	3,000,000.00	13-Sep-17	3,042,739.73	535777	42,739.73	AtMaturity
11-Sep-18	2,500,000.00	2.5800%	Commonwealth Bank of Australia	A-1+	2,500,000.00	30-Aug-17	2,515,727.40	535663	15,727.40	SemiAnnually
11-Sep-18	4,000,000.00	2.6000%	Commonwealth Bank of Australia	A-1+	4,000,000.00	5-Sep-17	4,025,358.90	535708	25,358.90	SemiAnnually
26-Sep-18	4,000,000.00	3.1000%	Westpac Group	A-1+	4,000,000.00	20-Sep-16	4,065,567.12	534344	65,567.12	Annually
26-Sep-18	2,000,000.00	2.6200%	National Australia Bank	A-1+	2,000,000.00	27-Sep-17	2,026,702.47	535804	26,702.47	AtMaturity
2-Oct-18	2,000,000.00	2.6200%	ME Bank	A-2	2,000,000.00	3-Jan-18	2,012,633.42	536118	12,633.42	AtMaturity
23-Oct-18	3,000,000.00	2.6500%	AMP Bank	A-1	3,000,000.00	17-Jan-18	3,016,117.81	536139	16,117.81	AtMaturity
6-Nov-18	2,000,000.00	3.0000%	Westpac Group	A-1+	2,000,000.00	3-Nov-16	2,024,493.15	534489	24,493.15	Annually
13-Nov-18	2,000,000.00	2.6500%	AMP Bank	A-1	2,000,000.00	8-Feb-18	2,007,550.68	536221	7,550.68	AtMaturity
21-Nov-18	1,000,000.00	2.6000%	Bank of Queensland	A-2	1,000,000.00	22-Nov-17	1,009,260.27	535982	9,260.27	AtMaturity
4-Dec-18	2,000,000.00	2.6500%	ME Bank	A-2	2,000,000.00	13-Dec-17	2,015,827.40	536084	15,827.40	AtMaturity
5-Dec-18	3,000,000.00	2.6500%	Credit Union Australia	A-2	3,000,000.00	6-Dec-17	3,025,265.75	536064	25,265.75	AtMaturity
18-Dec-18	3,000,000.00	2.6500%	Credit Union Australia	A-2	3,000,000.00	7-Mar-18	3,005,445.21	536367	5,445.21	AtMaturity
15-Jan-19	1,000,000.00	2.5800%	Commonwealth Bank of Australia	A-1+	1,000,000.00	7-Feb-18	1,003,746.30	536210	3,746.30	AtMaturity
22-Jan-19	2,000,000.00	2.6100%	Commonwealth Bank of Australia	A-1+	2,000,000.00	20-Feb-18	2,005,720.55	536246	5,720.55	AtMaturity
26-Feb-19	3,000,000.00	2.6200%	Westpac Group	A-1+	3,000,000.00	27-Feb-18	3,007,106.30	536315	7,106.30	Quarterly

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Term Dep	posits									
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date		Deal No.	Accrued Interest (\$)	Coupon Frequency
12-Mar-19	2,500,000.00	2.6800%	Westpac Group	A-1+	2,500,000.00	14-Mar-18	2,503,304.11	536438	3,304.11	Quarterly
15-May-19	3,000,000.00	2.9000%	Bendigo and Adelaide Bank	BBB+	3,000,000.00	18-May-17	3,075,797.26	535251	75,797.26	Annually
26-Aug-19	2,000,000.00	3.2000%	Westpac Group	AA-	2,000,000.00	24-Aug-16	2,038,575.34	534167	38,575.34	Annually
24-Sep-19	3,000,000.00	2.9000%	Bank of Queensland	BBB+	3,000,000.00	20-Sep-17	3,046,002.74	535796	46,002.74	Annually
22-Oct-19	4,000,000.00	2.8900%	ING Bank (Australia)	А	4,000,000.00	13-Nov-17	4,044,023.01	535953	44,023.01	Annually
29-Oct-19	2,500,000.00	2.9700%	ING Bank (Australia)	А	2,500,000.00	1-Nov-17	2,530,717.12	535905	30,717.12	Annually
1	12,250,000.00	2.7249%			112,250,000.00		113,719,884.08		1,469,884.08	

Floating Rate Term Deposits										
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Reference Date
10-Jun-21	3,000,000.00	2.9950%	Commonwealth Bank of Australia ¾yr@4.00% then 3moBBSW+1.08%	AA-	3,000,000.00	10-Jun-16	3,004,923.29	535380	4,923.29	12-Jun-18
16-May-22	2,500,000.00	2.8650%	Westpac Group 3moBBSW+1.10%	AA-	2,500,000.00	16-May-17	2,508,634.25	535241	8,634.25	16-May-18
5,500,000.00 2.9359%					5,500,000.00		5,513,557.54		13,557.54	

Floating Rate Notes												
Maturity Date	Face Value (\$)	Current Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Reference Date		
14-Nov-18	2,000,000.00	3.0300%	BEN Snr FRN (Nov18) BBSW+1.27%	A-2	2,004,260.00	5-Feb-14	2,017,177.26	420520	7,637.26	14-May-18		
10-May-19	7,000,000.00	2.7650%	WBC Snr FRN (May19) BBSW+1.00%	AA-	7,000,000.00	11-Mar-16	7,069,763.15	533331	25,453.15	10-May-18		
29-Nov-19	2,000,000.00	3.2900%	GBS Snr FRN (Nov19) BBSW+1.50%	BBB	2,000,000.00	29-Nov-16	2,006,342.59	534564	5,768.77	29-May-18		
21-Feb-20	3,000,000.00	2.8650%	BEN Snr FRN (Feb20) BBSW+1.10%	BBB+	3,000,000.00	21-Nov-16	3,025,683.70	534540	9,183.70	21-May-18		
20-Mar-20	3,000,000.00	3.2650%	CUA Snr FRN (Mar20) BBSW+1.30%	BBB	3,000,000.00	20-Mar-17	3,018,100.27	534995	3,220.27	20-Jun-18		
20-Mar-20	3,200,000.00	3.2650%	CUA Snr FRN (Mar20) BBSW+1.30%	BBB	3,235,232.00	24-Nov-17	3,219,306.96	535984	3,434.96	20-Jun-18		
7-Apr-20	3,000,000.00	3.1550%	NPBS Snr FRN (Apr20) BBSW+1.35%	BBB	3,000,000.00	7-Apr-15	3,035,563.15	504013	21,523.15	9-Apr-18		

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Floating	Floating Rate Notes												
Maturity Date	Face Value (\$)	Current Coupon			Accrued Interest (\$)	Next Coupon Reference Date							
7-Apr-20	1,000,000.00	3.1550%	NPBS Snr FRN (Apr20) BBSW+1.35%	BBB	1,011,250.00	1-Dec-17	1,011,854.38	536004	7,174.38	9-Apr-18			
9-Nov-20	2,250,000.00	3.0100%	ME Bank Snr FRN (Nov20) BBSW+1.25%	BBB	2,250,000.00	9-Nov-17	2,259,935.45	535919	9,462.95	9-May-18			
12-Apr-21	1,500,000.00	3.1800%	SUN Snr FRN (Apr21) BBSW+1.38%	A+	1,500,000.00	12-Apr-16	1,537,669.11	533415	10,324.11	12-Apr-18			
18-May-21	2,000,000.00	3.2450%	BoQ Snr FRN (May21) BBSW+1.48%	BBB+	2,000,000.00	18-May-16	2,037,410.14	533605	7,290.14	18-May-18			
25-Jan-23	1,250,000.00	2.8350%	BEN Snr FRN (Jan23) BBSW+1.05%	BBB+	1,250,000.00	25-Jan-18	1,250,807.88	536145	6,407.88	26-Apr-18			
6-Feb-23	1,100,000.00	3.1700%	NPBS Snr FRN (Feb23) BBSW+1.40%	BBB	1,100,000.00	6-Feb-18	1,104,894.85	536174	5,158.85	7-May-18			
	32,300,000.00	3.0500%			32,350,742.00		32,594,508.89		122,039.57				

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Waverley Council

Accrued Interest Report - March 2018



T	Deal N	n_(Face	Settlement	Maturity	Interest	Deur	Interest	Percentage
Investment	Deal No.	Ref	Value (\$)	Date	Date	Received (\$)	Days	Accrued (\$)	Return
Floating Rate Note									
BEN Snr FRN (Nov18) BBSW+1.27%	420520		2,000,000.00	10-Feb-14	14-Nov-18		31	5,146.85	3.03%
WBC Snr FRN (May19) BBSW+1.00%	533331		7,000,000.00	11-Mar-16	10-May-19		31	16,438.49	2.76%
GBS Snr FRN (Nov19) BBSW+1.50%	534564		2,000,000.00	29-Nov-16	29-Nov-19		31	5,588.50	3.29%
BEN Snr FRN (Feb20) BBSW+1.10%	534540		3,000,000.00	21-Nov-16	21-Feb-20		31	7,299.86	2.86%
CUA Snr FRN (Mar20) BBSW+1.30%	534995		3,000,000.00	20-Mar-17	20-Mar-20	22,894.52	31	8,053.56	3.16%
CUA Snr FRN (Mar20) BBSW+1.30%	535984		3,200,000.00	24-Nov-17	20-Mar-20	24,420.82	31	8,590.46	3.16%
NPBS Snr FRN (Apr20) BBSW+1.35%	504013		3,000,000.00	07-Apr-15	07-Apr-20		31	8,038.77	3.16%
NPBS Snr FRN (Apr20) BBSW+1.35%	536004		1,000,000.00	01-Dec-17	07-Apr-20		31	2,679.59	3.16%
ME Bank Snr FRN (Nov20) BBSW+1.25%	535919		2,250,000.00	09-Nov-17	09-Nov-20		31	5,751.99	3.01%
SUN Snr FRN (Apr21) BBSW+1.38%	533415		1,500,000.00	12-Apr-16	12-Apr-21		31	4,051.23	3.18%
BoQ Snr FRN (May21) BBSW+1.48%	533605		2,000,000.00	18-May-16	18-May-21		31	5,512.06	3.25%
BEN Snr FRN (Jan23) BBSW+1.05%	536145		1,250,000.00	25-Jan-18	25-Jan-23		31	3,009.76	2.83%
NPBS Snr FRN (Feb23) BBSW+1.40%	536174		1,100,000.00	06-Feb-18	06-Feb-23		31	2,961.56	3.17%
Floating Rate Note Total						47,315.34		83,122.68	3.03%
Floating Rate Term Deposits									
Commonwealth Bank of Australia	535380		3,000,000.00	10-Jun-16	10-Jun-21	20,971.23	11	2,534.98	2.80%
Commonwealth Bank of Australia	535380		3,000,000.00	10-Jun-16	10-Jun-21		20	4,923.29	3.00%
Westpac Group	535241		2,500,000.00	16-May-17	16-May-22		31	6,083.22	2.87%
Floating Rate Term Deposits Total						20,971.23		13,541.49	2.90%
Managed Funds									
Strategic Cash Facility	411310	Builder Deposits	2,066,227.91	01-Dec-15			31	2,452.14	1.41%
Cash Facility	505262		4,581,102.68	30-Jul-15			31	4,965.93	1.29%

Waverley Council - Investment Summary Report



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Accrued Interest Report - March 2018



Accrued Interest Report								
Investment	Deal No.	Ref Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
Managed Funds Total							7,418.07	1.32%
Term Deposits								
Credit Union Australia	534968	3,000,000.00	07-Mar-17	07-Mar-18	84,000.00	6	1,380.82	2.80%
Bank of Queensland	535599	2,500,000.00	09-Aug-17	27-Mar-18	40,958.90	26	4,630.13	2.60%
Bank of Queensland	535664	2,500,000.00	30-Aug-17	10-Apr-18		31	5,414.38	2.55%
Westpac Group	534346	2,750,000.00	20-Sep-16	11-Apr-18		31	7,006.85	3.00%
Auswide Bank	535190	2,000,000.00	19-Apr-17	18-Apr-18		31	4,841.09	2.85%
Auswide Bank	535197	3,500,000.00	27-Apr-17	24-Apr-18		31	8,174.66	2.75%
Suncorp Bank	535881	2,500,000.00	18-Oct-17	08-May-18		31	5,414.38	2.55%
ME Bank	535232	3,000,000.00	09-May-17	09-May-18		31	7,006.85	2.75%
Bendigo and Adelaide Bank	535277	3,000,000.00	31-May-17	30-May-18		31	6,879.45	2.70%
Bendigo and Adelaide Bank	535358	6,000,000.00	14-Jun-17	06-Jun-18		31	13,758.90	2.70%
Suncorp Bank	535882	2,500,000.00	18-Oct-17	19-Jun-18		31	5,414.38	2.55%
Suncorp Bank	536049	3,000,000.00	05-Dec-17	26-Jun-18		31	6,650.13	2.61%
Bank of Queensland	535454	4,000,000.00	13-Jul-17	10-Jul-18		31	9,172.61	2.70%
ME Bank	536129	5,000,000.00	10-Jan-18	17-Jul-18		31	11,253.43	2.65%
Bank of Queensland	535631	3,000,000.00	22-Aug-17	24-Jul-18		31	6,497.26	2.55%
Commonwealth Bank of Australia	535686	3,000,000.00	04-Sep-17	14-Aug-18		31	6,624.65	2.60%
Bank of Queensland	535632	4,000,000.00	22-Aug-17	21-Aug-18		31	8,832.87	2.60%
Westpac Group	534166	3,000,000.00	24-Aug-16	24-Aug-18		31	7,898.63	3.10%
ME Bank	536003	3,000,000.00	28-Nov-17	29-Aug-18		31	6,675.62	2.62%
Commonwealth Bank of Australia	535663	2,500,000.00	30-Aug-17	11-Sep-18		31	5,478.09	2.58%
Commonwealth Bank of Australia	535708	4,000,000.00	05-Sep-17	11-Sep-18		31	8,832.87	2.60%

Waverley Council - Investment Summary Report



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Accrued Interest Report - March 2018



Investment	Deal No.	Ref Face	Settlement	Maturity	Interest	Days		Percentage
National Australia Bank	535777	Value (\$) 3,000,000.00	Date 13-Sep-17	Date 11-Sep-18	Received (\$)	31	Accrued (\$) 6,624.66	2.60%
Westpac Group	534344	4,000,000.00	20-Sep-16	26-Sep-18		31	10,531.50	3.10%
National Australia Bank	535804	2,000,000.00	27-Sep-17	26-Sep-18		31	4,450.42	2.62%
ME Bank	536118	2,000,000.00	03-Jan-18	02-Oct-18		31	4,450.41	2.62%
AMP Bank	536139	3,000,000.00	17-Jan-18	23-Oct-18		31	6,752.06	2.65%
Westpac Group	534489	2,000,000.00	03-Nov-16	06-Nov-18		31	5,095.89	3.00%
AMP Bank	536221	2,000,000.00	08-Feb-18	13-Nov-18		31	4,501.36	2.65%
Bank of Queensland	535982	1,000,000.00	22-Nov-17	21-Nov-18		31	2,208.22	2.60%
ME Bank	536084	2,000,000.00	13-Dec-17	04-Dec-18		31	4,501.37	2.65%
Credit Union Australia	536064	3,000,000.00	06-Dec-17	05-Dec-18		31	6,752.05	2.65%
Credit Union Australia	536367	3,000,000.00	07-Mar-18	18-Dec-18		25	5,445.21	2.65%
Commonwealth Bank of Australia	536210	1,000,000.00	07-Feb-18	15-Jan-19		31	2,191.23	2.58%
Commonwealth Bank of Australia	536246	2,000,000.00	20-Feb-18	22-Jan-19		31	4,433.43	2.61%
Westpac Group	536315	3,000,000.00	27-Feb-18	26-Feb-19		31	6,675.62	2.62%
Westpac Group	536438	2,500,000.00	14-Mar-18	12-Mar-19		18	3,304.11	2.68%
Bendigo and Adelaide Bank	535251	3,000,000.00	18-May-17	15-May-19		31	7,389.04	2.90%
Westpac Group	534167	2,000,000.00	24-Aug-16	26-Aug-19		31	5,435.61	3.20%
	535796					31		2.90%
Bank of Queensland		3,000,000.00	20-Sep-17	24-Sep-19			7,389.04	
ING Bank (Australia)	535953	4,000,000.00	13-Nov-17	22-Oct-19		31	9,818.08	2.89%
ING Bank (Australia)	535905	2,500,000.00	01-Nov-17	29-Oct-19		31	6,306.16	2.97%
Term Deposits Total					124,958.90		262,093.52	2.72%

Waverley Council - Investment Summary Report



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Investment Performance Report





Portfolio Annualised Return

AusBond BB Index Annualised Return

	Portfolio	AusBond BB Index	Outperformance
Mar 2018	2.37%	1.64%	0.73%
Last 3 Months	2.60%	1.75%	0.85%
Last 6 Months	2.64%	1.72%	0.92%
Financial Year to Date	2.71%	1.72%	0.99%
Last 12 months	2.70%	1.74%	0.97%

Waverley Council - Investment Summary Report



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Environmental Committments Report



Current Breakdown



Investment Policy Compliance Report





Short Term	A-1	13,000,000					Between 0 and 1 Year 117,	,349,984 70%	100% 🗸
Short Term	A-1+	45,702,654		Bank of Queensland (A-2, BBB+)	78%	~	Between 1 and 3 Years 38.	,950,000 23%	50% 🗸
Short Term	TCc	6,647,331		Bendigo and Adelaide Bank (A-2, BBB+)	73%	~		,350,000 7%	30% ¥
Long Term	AA	14,500,000		Members Equity Bank (A-2, BBB)	69%	~		330,000 7%	
			~ ~	Credit Union Australia (A-2, BBB)	49%	~			
Short Term	A-2	46,500,000		Westpac Group (A-1+, AA-)	43%	~			
Short Term	P-2	5,500,000		Commonwealth Bank of Australia (A-1+, AA-)	39%	~	00. Cash + Managed Funds	17,599,984	
Long Term	А	8,000,000		Newcastle Permanent Building Society (A-2, BBB) 30%	~	01. Less Than 30 Days	10,750,000) 6%
			~	ING Group (A-1, A)	26%	~	02. Between 30 Days and 60 Days	5,500,000) 3%
Long Term	BBB	27,800,000		Suncorp Bank (A-1, A+)	23%	~	03. Between 60 Days and 90 Days	14,500,000	9%
			~				04. Between 90 Days and 180 Days	40,500,000	24%
				Auswide Bank (P-2, Baa2)	22%	~	05. Between 180 Days and 365 Days	28,500,000) 17%
				Greater Building Society (A-2, BBB)	12%	~	06. Between 365 Days and 3 Years	38,950,000) 23%
	~	= compliant		AMP Bank (A-1, A)	12%	~	,		
	×	= non-compliant		National Australia Bank (A-1+, AA-)	7%	~	07. Between 3 Years and 5 Years	11,350,000) 7%

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Individual Institutional Exposures Report



Individual				Indiv	vidua	Inst	itutio	nal E	xposu	ire Ch	arts				
				200,000,000	1	1	1	1	1	1	I	1	1	1	1
Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)	150,000,000											
AMP Bank	A, A-1	5,000,000	41,912,496												
Auswide Bank	P-2, Baa2	5,500,000	25,147,498	100,000,000											
Bank of Queensland	A-2, BBB+	19,500,000	25,147,498	50,000,000	-										
Bendigo and Adelaide Bank	A-2, BBB+	18,250,000	25,147,498	o											
Commonwealth Bank of Australia	A-1+, AA-	26,452,654	67,059,994		AMP	AusW	BEN	BoQ	CBA-BWA	CUA	GBS	ING	MEB	NAB	NPBS
Credit Union Australia	A-2, BBB	12,200,000	25,147,498						CBA-						
Greater Building Society	A-2, BBB	2,000,000	16,764,998												
ING Group	A-1, A	6,500,000	25,147,498								Ir	ivestri	nent Po	olicy L	imit
Members Equity Bank	A-2, BBB	17,250,000	25,147,498												
National Australia Bank	A-1+, AA-	5,000,000	67,059,994												
Newcastle Permanent Building Society	A-2, BBB	5,100,000	16,764,998			CBA-B	WA 15	5.78%				BoQ 1	1.63%	6	
NSW T-Corp (Cash)	TCc	6,647,331	167,649,984		cut	. 7								BEN 1	10.89%
Suncorp Bank	A-1, A+	9,500,000	41,912,496		CUA	A 7.28								Au	ISW 3.
Westpac Group	A-1+, AA-	28,750,000	67,059,994		ING	3.889	/0								
		167,649,984			ME	B 10.2	29%	<			$\langle \rangle$			wвс	17 1 5

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NSW TCc

SUN WBC

BEN 10.89% AusW 3.28%

WBC 17.15%

Waverley Council - Investment Summary Report





Cash Flows Report

ransaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
7-Mar-18	534968	Credit Union Australia	Term Deposits	Interest - Received	84,000.0
		Credit Union Australia	Term Deposits	Maturity Face Value - Received	3,000,000.0
				Deal Total	3,084,000.0
	536367	Credit Union Australia	Term Deposits	Settlement Face Value - Paid	-3,000,000.0
				Deal Total	-3,000,000.0
				Day Total	84,000.0
12-Mar-18	535380	Commonwealth Bank of Australia	Floating Rate Term Deposits	Interest - Received	20,971.2
				Deal Total	20,971.2
				Day Total	20,971.23
14-Mar-18	536438	Westpac Group	Term Deposits	Settlement Face Value - Paid	-2,500,000.0
				Deal Total	-2,500,000.0
				Day Total	-2,500,000.0
20-Mar-18	534995	Credit Union Australia	Floating Rate Note	Coupon - Received	22,894.5
				Deal Total	22,894.5
	535984	Credit Union Australia	Floating Rate Note	Coupon - Received	24,420.8
				Deal Total	24,420.8
				Day Total	47,315.34
27-Mar-18	535599	Bank of Queensland	Term Deposits	Maturity Face Value - Received	2,500,000.0
		Bank of Queensland	Term Deposits	Interest - Received	40,958.90
				Deal Total	2,540,958.90
				Day Total	2,540,958.90
				Net Cash Movement for Period	193,245.48

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Waverley Council - Investment Summary Report



Cash Flows Report

ransaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Du
9-Apr-18	504013	Newcastle Permanent Building Society	Floating Rate Note	Coupon - Received	23,597.6
				Deal Total	23,597.6
	536004	Newcastle Permanent Building Society	Floating Rate Note	Coupon - Received	7,865.8
				Deal Total	7,865.8
				Day Total	31,463.5
10-Apr-18	535664	Bank of Queensland	Term Deposit	Interest - Received	38,948.6
		Bank of Queensland	Term Deposit	Maturity Face Value - Received	2,500,000.0
				Deal Total	<u>2,538,948.6</u>
				Day Total	2,538,948.6
11-Apr-18	534346	Westpac Group	Term Deposit	Interest - Received	45,883.5
		Westpac Group	Term Deposit	Maturity Face Value - Received	2,750,000.0
				Deal Total	<u>2,795,883.5</u>
				Day Total	2,795,883.5
12-Apr-18	533415	Suncorp Bank	Floating Rate Note	Coupon - Received	11,761.6
				Deal Total	<u>11,761.6</u>
				Day Total	11,761.6
18-Apr-18	535190	Auswide Bank	Term Deposit	Interest - Received	56,843.8
		Auswide Bank	Term Deposit	Maturity Face Value - Received	2,000,000.0
				Deal Total	2,056,843.8
				Day Total	2,056,843.8
24-Apr-18	535197	Auswide Bank	Term Deposit	Interest - Received	95,458.9
		Auswide Bank	Term Deposit	Maturity Face Value - Received	3,500,000.0
				Deal Total	<u>3,595,458.9</u>
				Day Total	3,595,458.9
26-Apr-18	536145	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	8,835.1
				Deal Total	<u>8,835.1</u>
				Day Total	8,835.1
				Net Cash Movement for Period	11,039,195.24

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Waverley Council - Investment Summary Report



Waverley Council - Investment Summary Report



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REPORT CM/7.12/18.04		
Subject:	Surf Club Buildings - Condition Assessment and Capital Renewal Funding Model	WAVERLEY
TRIM No:	A07/0046	COUNCIL
Author:	Andrew Best, Acting Executive Manager, Enriching Waver	ey
Director:	Linda Bathur, Acting Director, Waverley Life	

RECOMMENDATION:

That Council:

- 1. Notes the attached report from Asset Technologies Pacific on the condition of Waverley Surf Club buildings and the accompanying 10-year lifecycle expenditure cost plans
- 2. Approves the proposed capital renewal funding model as the means by which Council's future capital funding support for Waverley's Surf Clubs is calculated.
- 3. Approves the award of capital expenditure grants to Bronte SLSC of \$1,126,900 and Tamarama SLSC of \$1,042,400, with the funds to go towards the construction costs of the proposed building renewal projects.
- 4. Acknowledges that the total value of the grants awarded would be reduced should Council be required to carry out any essential maintenance works prior to the start of the proposed building renewal projects.

1. Executive Summary

The Council Surf Club Committee which includes Council officers, Councillors and the four Surf Club Presidents has been meeting regularly since September 2017. The key discussion points at the meetings have included the physical condition of the four Surf Club buildings and the level of Council financial support for the maintenance and renewal of the buildings.

Council officers have been working to address these issues through the application of asset management principles and the development of a strategic approach to the future maintenance and funding of the Surf Club buildings.

Asset Technologies Pacific (ATP) were engaged in 2017 to carry out a full condition and compliance audit of all Council's building assets, as part of Council's Strategic Asset Management Planning process. The report provided by ATP has identified that the Bronte and Tamarama Surf Clubs are both in *poor* condition and the Bondi and North Bondi Clubs are in *good* and *excellent* condition respectively.

This report provides an analysis of the information provided in the ATP report and proposes a new strategic capital renewal funding model, aligned to Council's Strategic Asset Management Plan to address the poor condition of the Bronte and Tamarama Clubs in the short term and ensure that all four clubs are adequately maintained for the lifecycle of the buildings.

Further to this, the report recommends the capital renewal expenditure estimate calculated using the proposed model, be provided to both the Bronte and Tamarama Clubs as Capital Expenditure Grants to allow the clubs to then seek additional funding for the proposed capital renewal upgrades.

A new methodology for calculating the level of annual financial support Council will provide the Surf Clubs is in development and will be brought back to Council shortly.

2. Introduction/Background

There are four Surf Lifesaving Clubs located in Waverley: Bronte Surf Life Saving Club (SLSC); Bondi Surf Bathers Life Saving Club (SBLSC); North Bondi Surf Life Saving Club (SLSC) and Tamarama Surf Life Saving Club (SLSC).

All four Surf Club buildings are located on Crown Land, with Council acting as Reserve Trust Manager. The clubs have exclusive use of the buildings under lease agreements. Council is responsible under the terms of the leases for the maintenance of the external construction elements of the building i.e. external walls, roof construction, building sub structure. The clubs are responsible for the maintenance of all other internal elements and services within the buildings.

The Waverley Clubs are some of the longest established and biggest surf clubs in NSW and Waverley's beaches are some of the most famous and highly visited beaches in the country, with Bondi Beach alone attracting up 40,000 visitors on a busy summer's day. The Waverley Surf Clubs play a vital role in protecting the lives of residents and visitors to Waverley's beaches. The clubs provide in excess of 60,000 hours of combined volunteer hours per year, which compliments Council's Lifeguards service.

Based on rescue statistics for 2016/2017, Waverley's clubs carried out 465 rescues of the 1,147 rescues carried out by clubs within the Sydney Branch of Surf Life Saving New South Wales. During this period 10,879 rescues were performed across Australia. This equates to Waverley's four clubs carrying out 40% of the rescues in the Sydney Branch area and 4.3% of the total rescues across the country.

The Clubs also provide education and training programs on water safety and act as community hubs being places where the community can gather and socialise, whilst promoting a healthy active lifestyle.

The growth in the size of memberships of the clubs in recent years particularly in female and Nippers memberships, in addition to the changes in lifesaving techniques, technology and equipment has placed significant pressure on the available space within the older club buildings.

It is vital that the clubs are able to continue to deliver their services from buildings that are fit for purpose and that are able to accommodate the needs of the modern day lifesaving service now and into the future.

Current Council funding provided to the clubs

In recent years Council has expended minimal budgets on the maintenance of the external fabric of the Surf Club buildings. This has been largely due to the fact that three of the four clubs are planning to undertake building replacement or significant upgrade projects in the near future.

Table 1 indicates Council's maintenance expenditure for each of the four clubs over the last five years. As indicated the North Bondi Club which was rebuilt in 2013 has received virtually no maintenance and renewal budget from Council during this period. Similarly Council has provided only minimal expenditure on maintenance and renewal of the Tamarama Surf Club due to its current approved Development Application. Council has expended a small amount annually on maintenance and renewal of the Bronte Surf Club with the Bondi Surf Club receiving capital investment in 2016-17 which included waterproofing the balcony, new lighting, façade rectification and external painting of the building.

Surf Club	2014/15 Actuals (\$)	2015/16 Actuals (\$)	2016/17 Actuals (\$)
Bondi SBLSC	3,341	2,558	51,685
Bronte SLSC	7,808	3,180	10,154
North Bondi SLSC	0	230	250
Tamarama SLSC	362	230	660

Table 1. Waverley Surf Clubs – Council maintenance expenditure, actuals for previous three years.

During the last 20 years at different times, Council has awarded each of the four Clubs grants of \$750,000 to undertake capital renewal upgrades on their buildings.

The Bronte, Bondi and North Bondi Clubs have each spent this grant funding on previous capital building upgrade projects. However the Tamarama Club has only used a small amount of their grant so far and has a remaining amount of \$682,116 available. The Club intends to use these funds towards the construction costs of the new building for which a DA has been approved.

The Clubs also each receive an annual operational grant from Council to support the lifesaving service. The current level of annual grants is provided in table 2.

Surf Club	Value of 2017/18 Operational Grant
Bondi SBLSC	\$18,362
Bronte SLSC	\$18,362
North Bondi SLSC	\$18,362
Tamarama SLSC	\$31,694

Table 2. Current value of recurrent annual operational grants awarded to Waverley Surf Clubs.

The Tamarama Club receives a larger annual grant due to a historic arrangement approved by Council where the club is compensated for the loss of revenue resulting from Council's decision in 1989, to lease the Tamarama canteen facility commercially rather than renew the lease with the club.

A separate report is currently being prepared by Council officers which will propose a new methodology for providing annual financial support to the Clubs for operational purposes.

Strategic Asset Management Planning context

Council officers from across the organisation have spent the last few months developing version 5 of Council's Strategic Asset Management Plan (SAMP). As part of that process, Consultants Asset Technologies Pacific (ATP) were engaged in 2017 to undertake condition assessments on all 67 Council building assets (including the four Surf Clubs) and to provide Capital renewal and lifecycle costings through the provision of a ten year expenditure plan. This involved all buildings being given an Overall Condition Index Rating (OCI) consistent with Councils condition rating categories of 1 to 5 which are used to assess the condition of all Council civil infrastructure assets through the SAMP process.

Since the development of SAMP 4, Council has undertaken new construction to replace buildings that were rated *poor* or *very poor* in the plan. Buildings such as the Margaret Whitlam Recreation Centre, North Bondi amenities, Alexandria Integrated Facility and Tamarama Amenities block are all new constructions that replaced existing buildings that had reached the end of their useful life.

Whilst Council funded and undertook a number of large construction projects to replace aging buildings following SAMP 4, no capital works renewal program was established, which led to insufficient budgets being allocated to adequately maintain the buildings rated 2 and 3. The annual program of building

upgrades largely delivered from operational budgets over the last few years, has not been sufficient to address the back log in maintenance and renewal that exists across Council's aging building portfolio. This has resulted in some buildings previously rated as being in good or fair condition receiving a poor rating in the recent assessments.

It is expected that a full condition assessment of Council's buildings will carried out prior to the development of each version of SAMP which take place at the start of each new Council term.

ATP Assessment Methodology

ATP is a leading consultant in the area of asset management. They have used the industry standard best practice methodology to assess the condition of building assets for a range of Local and State Government organisations.

The OCI rating for each building is calculated from a weighted average of the condition ratings assigned to each individual major building element. As the condition has been determined for the buildings as a whole asset as compared to individual systems, the structural elements have been given a higher weighting than the building services as they are more fundamental to the building's longevity.

Range of Overall Condition Indices Relating to Condition Description	Council Rating	Condition Category	Condition Description
1.00 - 1.50	1	Excellent	Deterioration is not evident and asset appears, functions and performs to design specification (good condition)
1.51 - 2.50	2	Good	Minor deterioration having a small aesthetic affect that does not affect functionality or performance.
2.51 - 3.50	3	Fair	Moderate deterioration that has a pronounced aesthetic affect or minor functional/performance impact.
3.51 - 4.50	4	Poor	Significant deterioration that severely impacts aesthetic appearance, functionality or performance.
4.51 - 5.00	5	Very Poor	Major deterioration that severely impacts aesthetic appearance, restricts functionality / performance (unserviceable)

Table 3. ATP Condition rating categories and descriptions.

Council's target for the condition of its buildings as laid out in Council's current SAMP 4 is to achieve 100% of building assets rated as condition 1 to 3. This target was established in response to community expectations identified in the development of Waverley Together 3, Council's Community Strategic Plan.

SAMP 4 reported that 89% of Council's buildings were in conditions 1 to 3. The latest assessments carried out by ATP found that 88% were rated in conditions 1 to 3. Unlike in SAMP 4, the SAMP 5 assessments do not include the condition of the interiors of Councils affordable housing units which impacts the percentage calculation.

While there were 11 buildings in conditions 4 and 5 in SAMP 4 there are 7 buildings that received this rating through the recent assessments.

The condition ratings and life cycle expenditure estimates for all 67 Council buildings have been included as a building renewal program in the Long Term Financial Plan (LTFP). These works will be delivered through

Council's annual Capital Works Program (CWP) and funded through SAMP to ensure that Council's buildings are appropriately maintained into the future.

The cost estimates included in the report are Nett and at present values. The figures will be updated when the assessment process is undertaken again, as part of the development of the next version of Council's SAMP.

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Council 10 October 2017	CM/8.4/17.10	 That: 1. A meeting of Council's Surf Life Saving Committee be held in early December 2017. 2. Staff prepare a report for this December meeting detailing: (a) All Council-provided financial assistance received by each SLSC in the Waverley Council area in the last five years. (b) An analysis from each club as to their: (i) Membership numbers. (ii) Diversity breakdown. (iii) Range and nature of community services. (iv) Financial position. (v) Other initiatives deemed relevant by the SLSCs. 3. Council uses this information to derive future budgetary allocations in a fair and balanced way to each club.
Council 19 April 2016	CM/7.5/16.04	 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.
Council 15 June 2010	1006.13.2	 That Council: 1. Receive and note the report of the General Manager regarding the request for confirmation in writing of Councils commitment to support the refurbishment of the Tamarama Surf Life Saving Club premises. 2. Confirms its commitment to a total of \$750,000 indicating that approximately \$100,000 of this allocation has already been expended on detailed design and preparation of development application documentation leaving a balance of \$650,000.
Council 16 August 2005	0508.12.2	 That Council: 1. Confirms a contribution of \$750,000 from Council's 05/06 Capital Works Budget for the upgrade project for the Bondi Surf Bathers Life Saving Clubhouse premises, subject to the Club entering into an agreement with Council as to services to be provided by the Club in surf lifesaving and community access to the premises.

	2.	Approves the calling of tenders for the upgrade project for the Bondi Surf Bathers Life Saving Clubhouse premises.

4. Discussion

To determine a practical model for future funding of the surf club there are a number of factors to be considered:

- (a) Current Surf Club building renewal project status
- (b) ATP condition assessment of Waverley Surf Club buildings
- (c) Building renewal cost estimates
- (d) Proposed capital renewal funding model

(a) Current Surf Club building renewal project status

Tamarama SLSC – The Tamarama Surf Club had a Development Application approved in July 2013 for the construction of a new club building. The project cost is estimated at \$4.5m. The club is in the process of raising funds to finance the project, with a view to starting construction in the coming months. The Club has indicated it has raised around \$2.3m in funding to date, which includes the remaining \$682,116 of the \$750,000 Council grant awarded to the club in 2010.

Bronte SLSC – The Bronte Surf Club also has plans to undertake a significant upgrade to the current building. The building is connected to the Council owned Bronte amenities block and kiosk. The kiosk is leased to the Surf Club under a separate agreement to that for the building. The Bronte Surf Club building also accommodates a space for Council's lifeguard service, plus a toilet and lunchroom for Council's Parks staff. Any upgrade to the building would thus need to be a joint venture undertaken with Council. This would require Council to provide additional funding for the portions of the building that accommodate Council services or public amenities. It is proposed that discussions be undertaken with the Bronte Surf Club on a potential joint upgrade project following Council's decision in relation to the funding proposal made in this report.

Bondi SLSC – The Bondi club is the oldest Surf Club in Australia and the club building is contained within the Bondi Beach national heritage listing. The Bondi Surf Club has been planning a redevelopment of the club building for some time. It is currently in the early stages of developing plans for a significant upgrade. A Conservation Management Plan (CMP) for the building is in nearing completion and the club intends to hold a pre DA meeting with Council officers following the CMPs endorsement by the Office of Environment and Heritage.

North Bondi SLSC – The North Bondi Surf Club delivered a project to construct a new surf club building which opened in 2013. The club raised the total cost of construction of the new building with funding received from State and Federal Government as well as from private donations.

As would be expected of a newly constructed building the condition has been assessed as *excellent*. The amount of capital funding required for maintaining the building over the duration of the ten year expenditure plan is relatively low compared to the other clubs.

The North Bondi Surf Club is proposing an extension of the existing storage area located under the promenade in front of the club to provide additional storage for club equipment and water craft. The new building was constructed with a smaller footprint than the previous building to cut construction costs and as a result does not provide sufficient storage to meet the club's needs.

(b) ATP condition assessment of Waverley Surf Club buildings

The Surf Club buildings have been assessed by ATP as part of the Surf Club and Lifesaving Facilities category report. The full report is provided at Attachment 1.

To arrive at a proposed funding model it is first necessary to consider the ATP analysis which includes the condition assessments and the associated lifecycle expenditure plans.

Table 4 indicates the Overall Condition Index Rating given to each of the Clubs in the recent ATP analysis as well as the rating awarded in SAMP 4. As can be seen from the table the Bronte and Tamarama clubs both received a *poor* rating in the ATP analysis which indicates a significant degradation of the building fabric. The Bondi SBLSC received a rating of *good* with North Bondi receiving a rating of *excellent*.

Surf Club	SAMP 4 Condition Rating	SAMP 4 Rating Category	SAMP 5 Condition Rating	SAMP 5 Rating Category
Bondi SBLSC	2	Good	2	Good
Bronte SLSC	2	Good	4	Poor
Tamarama SLSC	4	Poor	4	Poor
North Bondi SLSC	No rating as new building under construction	N/A	1	Excellent

Table 4. Overall Condition Index ratings of Waverley Surf Clubs under SAMP 4 and SAMP 5.

The ATP report makes it clear that both Bronte and Tamarama Clubs are in immediate need of upgrade works. As the report states 'The Bronte Surf Life Saving Club and the Tamarama Surf Life Saving Club, are rapidly approaching the stage where major remedial works will be required to ensure the integrity of the facilities for continued utilisation. This is demonstrated by the assets that are in poor or very poor condition relating to the most critical assets, such as the foundations, structural walls and roof elements'.

The report's assessment of the external building elements as being in *poor* or *very poor* condition is evidence that Council has not adequately maintained these elements for which it is responsible under the leases of the buildings, in the past.

It should be noted that the Tamarama Surf Club was also rated as poor in 2013 when SAMP 4 was compiled. While the club did not receive any additional funding towards the upgrade of the club building beyond the \$750,000 previously awarded, Council did provide the club with a new facility within the Park to store boats and other lifesaving equipment as part of the Tamarama Kiosk and Amenities Project.

(c) Building renewal cost estimates

The ATP report provides a ten-year capital expenditure plan for renewal works required to bring the clubs up to or maintain them in a satisfactory condition i.e. condition rating 1-3. A summary of the ten year capital renewal program for the four clubs is provided in Figure 1 of Attachment 2.

It should be noted that these figures are total cost estimates for renewal of all internal and external building elements. The analysis does not differentiate between those renewal costs which are Council's responsibility as landlord to undertake and those for which the clubs are responsible as tenants. Under the terms of the Surf Club leases Council is responsible for the maintenance of the external structural elements

of the building only and the clubs are responsible for the maintenance of internal building elements and systems.

In addition to the condition deficiencies identified by the ATP analysis it should also be noted that the club buildings also experience a number of functional deficiencies. The older buildings (with the exclusion of North Bondi) were not designed to accommodate the modern lifesaving service. The increase in members generally and females members and nippers in particular, have caused functional issues in relation to the facilities provided such as a lack of female amenities. In addition the clubs also suffer from a lack of appropriate storage for the modern club equipment and machinery.

Further to this the ATP report finds that in some instances the buildings do not meet Building Code of Australia requirements.

(d) Proposed capital renewal funding model

The ATP analysis for the first time provides Council with a strategic planning framework to ensure that the Surf Clubs and all other buildings are maintained at appropriate levels into the future.

The previous model in which Council provided grants of equal amount does not provide the fairest means to distribute the funding when it is clear that some buildings are in much greater need of upgrades than others. It is recommended that a new methodology be used to calculate an equitable level of capital funding going forward.

Under the terms of the existing leases Council is responsible for the maintenance of the external structural elements of the building only. This includes the building sub structure, perimeter construction and roof construction elements. It is proposed to use the estimates for the capital renewal and recurrent costs for the maintenance of the external structural elements of the building, as the means to calculate the level of capital funding provided to each club.

Figure 2 of Attachment 2 shows the revised lifecycle expenditure cost plan when adjusted to include only the costs of renewal and recurrent maintenance of the external construction elements.

It is recommended that Council approves the 10 year expenditure budget totals which are summarised below.

Surf Club	10 Year renewal lifecycle cost estimate totals
Bondi SBLSC	\$533,200
Bronte SLSC	\$1,126,900
North Bondi SLSC	\$249,000
Tamarama SLSC	\$1,042,400

Table 5. 10 Year Capital funding totals for Waverley Surfs Clubs.

These budget estimates have been included in the Long Term Financial Plan (LTFP) and are funded through SAMP 5 both of which are being considered by Council as part of the 17 April Council meeting agenda. Through the endorsement of the LTFP Council will be approving these budget totals and the future delivery of the upgrades as part of Council's annual capital works program.

It should be noted that if Council were to carry out the capital upgrades to the Tamarama and Bronte Clubs as outlined in the ATP report, this would only address the condition of the external fabric of the buildings and not any of the internal structural deficiencies, the functional issues or any non-compliances with the BCA identified in the report. This would mean the clubs would continue to operate out of old buildings that do not meet the needs of the modern life saving service.

It is therefore recommended that Council approve the provision of a capital expenditure grant of \$1,126,900 to Bronte SLSC and a grant of \$1,042,400 to Tamarama SLSC. With the grants to go towards the construction costs of the planned upgrade projects. By providing the clubs with this grant funding it will allow them to apply for additional state and federal funding, in addition to private donations, all of which will contribute towards the overall cost of the building upgrades.

As indicated in Figure 2 of Attachment 2, the total allowances for the Tamarama and Bronte clubs are split over two financial years. This has been done to ensure that funds are available for any essential maintenance works required prior to the start of the building replacement or capital renewal projects. Should any such works be undertaken it is proposed that the cost of these works would be deducted from the total amount of the capital grants.

As the Bondi and North Bondi club buildings are not in need of urgent upgrades based on the condition of the buildings, it is proposed to carry out the necessary capital renewal works over the next ten years through the delivery of Council's annual capital works program as per the expenditure schedule in Figure 2 of Attachment 2 and as included in the LTFP.

Should the Bondi SBLSC require a grant towards the planned future redevelopment of the club building, the same funding model would be used to calculate the grant amount, which would then be presented in a report to Council for approval.

Future operations and management of the Surf Club buildings

Following the successful completion of the proposed upgrades all four Waverley Surf Club buildings will provide modern facilities that are fit for purpose and designed to accommodate the needs of the modern lifesaving service for future generations. The buildings will be more sustainable, accessible and meet the requirements of the current building code.

In addition the new buildings will be constructed to provide facilities that are designed to allow the clubs to operate appropriately scaled commercial operations such as kiosks, function rooms, merchandise sales etc. that will generate revenue to help secure the clubs long term future.

Following the completion of the proposed building upgrades it is intended that the clubs would be moved onto new 20 year leases, based on the new NSW State Government lease template for use by Council's for Surf Clubs located on Crown lands. The intent of providing a lease template is to reduce the administrative burden on the clubs and to allow for appropriately scaled commercial activities to be permitted to help generate funds to support the clubs operations. This will allow the clubs to become more self-sufficient which should see a reduction in the level of capital investment Council is obligated to provide to the clubs over the lifecycle of the buildings.

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:	G6a Regularly revise Strategic Asset Management Plans and integrate with financial
	planning processes.

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

6. Financial impact statement/Timeframe/Consultation

The budget estimates included in the capital renewal lifecycle expenditure plan in Figure 2 of Attachment 2, have been included in Council's LTFP which will be presented to Council at the 17 April meeting. The total 10 year renewal lifecycle cost estimates would be secured with final approval of the LTFP by Council.

Following Council's decision in relation to the recommendations in this report officers will meet with representatives of the four clubs individually to explain the outcome and to discuss next steps.

In addition the Waverley Surf Life Saving Club Committee will continue to meet regularly in coming months.

7. Conclusion

The Waverley Surf Life Saving Club Committee has been meeting regularly since September 2017. These meetings have been very productive with discussions largely focused around the condition of the buildings, the clubs planned building upgrades and the level of Council financial support available.

Prior to the ATP analysis Council's buildings were not adequately represented in Council's strategic management planning framework. As a result of the work carried out by ATP Council now has a plan based on sound asset management principles, to ensure the appropriate maintenance and renewal of Council's buildings. The ATP analysis provides Council with detailed information on the condition of Council's four Surf Club buildings and the capital funding levels required to ensure they are properly maintained.

The ATP report shows that Bronte and Tamarama Surf Club buildings are in poor condition and are in need of significant upgrades in the near future to ensure the buildings remain serviceable and indicates that Council is required to spend around \$1m on upgrades to each of the club buildings to meet its obligations under the existing lease agreements, to bring the buildings back to a satisfactory condition.

As it is both the Bronte and Tamarama club's intention to carry out significant building upgrades or complete new builds in the near future, it is recommended that Council approve the provision of capital expenditure grants as recommended in this report towards the construction costs of the planned upgrade projects. If Council is required to carry out any essential maintenance works on the buildings prior to the start of construction on these projects then the costs of these works would be deducted from the proposed totals.

The budgets for the future capital upgrades of the Bondi and North Bondi clubs are included in Council's LTFP and it is proposed that these works will be carried out as part of Council's annual capital works program as per the ATP lifecycle expenditure plan.

Should the Bondi SBLSC wish to access a grant for a future upgrade of their club building, it is proposed that the same funding model would be used to calculate the level of grant funding.

It is anticipated that with the introduction of this model, within a five year timeframe all four Waverley Surf Clubs will be operating from newly built or significantly upgraded buildings and under new 20 year lease agreements which provide them the ability to generate sufficient revenue to be self-supporting for the term of both the lease and the lifecycle of the building.

8. Attachments

- 1. Asset Technologies Pacific Condition Assessment Report Waverley Surf Clubs and Life Saving Facilities (under separate cover)
- 2. Capital renewal and lifecycle expenditure cost plans for Waverley Surf Clubs (under separate cover).

REPORT CM/7.13/18.04		
Subject:	Venue Hire Grant Application - Russian Speaking Jewish Community Association	WAVERLEY
TRIM No:	A17/0227	COUNCIL
Author:	John Andrews, Acting Manager, Facilities	
Director:	Linda Bathur, Acting Director, Waverley Life	

RECOMMENDATION:

That Council grants \$225 in financial assistance, under section 356 of the *Local Government Act 1993* and the Venue Hire Grants Program 2017-18, to the Russian Speaking Jewish Community Association.

1. Executive Summary

In April 2017, Council approved the introduction of a Venue Hire Grants Program as a means by which Council could continue to provide financial assistance to community not-for-profit groups. The reduction of venue hire fees enables groups to continue to deliver their activities to the benefit of the local community. A grant application has been received by Russian Speaking Jewish Community Association, which holds a two-hour booking consisting of a one-hour Pilates class and a one-hour Zumba class once a week at the Margaret Whitlam Recreation Centre Community Room and the Mill Hill Community Centre hall. Officers have assessed the application and recommend that a grant be approved to the total value of \$225.

2. Introduction/Background

Waverley Council provides a range of community venues and meeting spaces that support a diverse range of community services and activities. Waverley has over 130 groups that are regular hirers of Council's venues providing benefit to the community. A significant proportion of these are not-for-profit groups that provide valuable support services to disadvantaged or marginalised members of the community. Council has a long history of providing financial support to such groups through the reduction of venue hire fees. Council approved the first Venue Hire Grants for regular hirers of Council's venues at the June 2017 Council meeting. Financial assistance was provided to 26 community not-for-profit groups that are regular hirers of Councils venues. A regular hire group is defined as a group that have more than six bookings in a 12-month period. The total value of the financial assistance for these groups for 2017-18 was \$43,932.25.

A Venue Hire Grant application can be submitted at any time throughout the year. This allows Council to support one-off, ad hoc community events that utilise venues, as well as providing assistance to new regular hirer groups who intend to use the venues on an ongoing basis.

3. Relevant Council Resolutions

Council or Committee Meeting and Date	Minute No.	Decision
Council Meeting 20 June 2017	CM/7.12/17.06	That Council, under s 356 of the Local Government Act, provides the financial assistance as set out in Attachment 1 to this report, to support those listed organisations with venue hire costs until 30 June 2018 under Council's Venue Hire Grant Program 2017-18.

4. Discussion

A new Venue Hire Grant application has been received from the Russian Speaking Jewish Community Association group, which uses the Community Room at the Margaret Whitlam Recreation Centre and the hall at the Mill Hill Community Centre. The group meets for a combined two-hour Pilates and Zumba class, once a week. The group is a not-for-profit organisation consisting of Russian-speaking Jewish women who may experience social isolation and lack of physical activity. Some women may be unable to exercise in public gyms (or any other place where they will be seen by men) due to their cultural and religious beliefs. These classes will help participating women to improve their physical and mental health by exercising in a women's only environment, whilst socialising with likeminded people.

Council officers have assessed the grant application received against a set of qualifying criteria, which to provide consistency of approach has been closely aligned to the criteria used by the Waverley Council Small and Community Grants Programs. A summary of the application requirements is provided below:

Eligibility

Groups and organisations that can demonstrate compliance with the ATO's definition of not-for-profit or non-profit status are eligible to apply for a grant.

Assessment Criteria

Each application will be assessed using the information it provides against the following criteria:

- The evidence of financial hardship provided.
- Description of the community benefit the applicant expects the activity will provide, and its alignment with Waverley Council's Strategic Plan Waverley Together 3. E.g. provide critical support services or services for frail aged residents or people with disabilities.
- Evidence that the activity will benefit Waverley residents.
- Evidence that the group is capable of carrying out the planned activity e.g. relevant experience.
- Suitability of the proposed activity for, and in keeping with, the primary purpose of the venue requested.

After assessing the application against the eligibility and assessment criteria officers recommend that Council approves financial assistance by applying a further 50% subsidy on the not-for-profit rate of \$22.50 per hour. The 50% subsidy would see the group provided with financial assistance of \$225 to use the venue to the end of the current financial year (2017-18).

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: C4 Community support services continue to be targeted to and accessible to those who need them most, including children and young people, older people and people with a disability.
- Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan and deliver and evaluate services to the community.
- Deliverable: 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

6. Financial impact statement/Timeframe/Consultation

The total value of the financial assistance is for the Russian Speaking Jewish Community Association group is \$225 up to the 30 June 2018.

If approved the applicant will be notified of the outcome of their application by letter. Future invoices will reflect the change in their hire fee.

7. Conclusion

This report recommends that Council approves a venue hire grant for Russian Speaking Jewish Community Association to the value of \$225 for the period up to 30 June 2018.

8. Attachments

Nil.

REPORT CM/7.14/18.04

Subject:	Local Hero Awards 2018	
TRIM No:	A18/0198	WAVERLEY
Author:	Annette Trubenbach, Executive Manager Caring Waverley	
Director:	Linda Bathur, Acting Director, Waverley Life	

RECOMMENDATION:

That Council:

- 1. Receives and notes the report.
- 2. Endorses the recommendations of the Judging Panel for the Waverley Local Hero Awards 2018, Waverley Young Local Hero Award 2018, and Certificate of Commendation as follows:
 - (a) Local Hero Award Strengthening Community: Efim Solovey Certificate of Commendation: Laya Slavin
 - (b) Local Hero Award Community Volunteer: Leila Forde Certificate of Commendation: Allan Scott
 - (c) Local Hero Award Community Life: Sara Hawkins.
 - (d) Local Hero Award Working Together: Mums for Mums and Friends of Waverley Cemetery
 - (e) Local Hero Award Second Nature Champion: Glen Stevens Certificate of Commendation: Robin Mellon
 - (f) Young Local Hero Award: Chloe Luu and Belinda Gao (joint award)
 - (g) Mayoral Certificate of Encouragement: Plastic Free Bronte
- 3. Endorses the Panel's further recommendations as follows:
 - (a) That the Heroes receive a framed certificate and \$200 cash prize, and that the commendations receive a framed certificate.
 - (b) That all other nominees receive a letter of appreciation from the Mayor.
 - (c) That the winners and commendation recipients be nominated by Council in the Volunteer of the Year awards.

1. Executive Summary

This report seeks endorsement of the recommendations of the Local Heroes Judging Panel for Council's 2018 Local Hero Awards. This year the panel recommends that Council bestows seven Local Hero Awards, and four certificates of commendation. The panel also agreed that all nominees who are not awarded receive a letter of appreciation from Council.

In addition, the panel recommended that winners receive a framed certificate and cash prize. In light of this year's expanded program the panel agreed that the previous award of a Perspex trophy was not appropriate. The panel felt that many of the awardees would want to share their award with the communities and organizations they volunteer with, and that the best way to facilitate this was with a cash prize.

Finally, the panel recommends that Efim Solovey be put forward for consideration for the Best of the Best Award which will be assessed in 2019 from a pool of local award winners and outstanding community nominations.

2. Introduction/Background

Waverley Council has recognised and awarded its community leaders in various ways over many years. In 2005, the 'Recognising Our Community Leaders' walk was established, and initially delivered as Waverley's first annual Local Hero event. In 2011, Council endorsed the award of Perspex trophies annually for its Local Hero awards, and recognition of the 'Best of the Best' every four years with the laying of a bronze plaque in the 'Recognising our Community Leaders Walk'.

Following a review of the Program in 2017, Council endorsed recommendations to expand the Local Hero award categories to recognise a broader range of volunteering contributions across the community. This was successful with Council receiving 21 nominations across the six categories, the highest number of nominations in seven years.

Council or Committee	Minute No.	Decision
Meeting & Date		
Meeting & Date Council Meeting 21 November 2017	CM/7.9/17.11	 That Council: 1. Endorses the proposed changes to the Local Hero Awards as outlined in this report, specifically that: a) The awards categories listed in Table A of this report be trialled to recognise a broader cross section of the community. b) The award ceremony be integrated with Council's formal volunteer recognition event during Volunteer Week in May to improve appeal and reach. c) The 'Best of the Best' Local Hero award be made more broadly accessible to outstanding candidates (beyond the pool of previously recognised local heroes). 2. Appoints a judging panel for the current Council term, consisting of the Mayor or nominee, Cr Goltsman, Cr O'Neill and Cr Wy Kanak.

3. Relevant Council Resolutions

	00/50/1500	
Operations Committee Meeting 7 March 2017	OC/5.3/17.03	 That the Committee: Receive and note the report. Endorse the recommendations of the Judging Panel for the Waverley Local Hero Award 2016, Waverley Young Local Hero Award 2016, and Certificate of Commendation as follows: Waverley Local Hero Award 2016: Joe Cohello, Volunteer Waverley Library, Local Studies Collection Waverley Young Local Hero Award 2016: Niall Hoskins, Waverley Library, Digital Assistance Certificate of Commendation: Dr Paul Hotton, North Bondi Surf Club
Operations Committee Meeting 5 August 2015	OC/5.4/15.08	 That the Committee: Receive and note the report. Endorse the recommendations of the Judging Panel for the Waverley Local Hero Award 2015, Waverley Young Local Hero Award 2015, and three Certificates of Commendation Endorse the Panel's recommendation that a 'Waverley Lifetime Service Award' be introduced, and awarded to John Wright OAM, in recognition of his dedicated long term service to the community. Endorse the Panels' recommendation that a 'Best of the Best' Local Hero bronze plaque be installed in the 'Recognising Our Community Leaders' walk, in honour of Rabbi Dovid Slavin, Our Big Kitchen.
Operations Committee Meeting 5 May 2015	OC/5.5/15.05	 That Council broaden the pool of potential nominations for its 2015 and subsequent Local Hero Award nominations by amending the 2014 eligibility criteria so that casual and/or part-time paid Council officers can be considered for any exceptional volunteering work conducted outside their casual employment hours. That Council amends the Local Hero Awards eligibility selection criteria as follows: in the fifth criterion, insert the word 'full-time', to read 'Current serving local government councillors and full-time council officers are not eligible.'
Operations Committee Meeting 5 August 2014	OCRD.20/14	 That the Committee: Receives and notes the report. Endorses the recommendations for the Waverley Local Hero Award 2014, Waverley Young Local Hero Award 2014 and three Certificates of Commendations
Community, Housing, Environmental Services and Public Works Committee 4 October 2012	C-1210.4	 That Council: 1. Receive and note the information in this report. 2. Nominate a judging panel to recommend the selection of Local Hero awards for the current term of Council comprising: (a). The Mayor or delegate.

		(b). Councillor Clayton and Councillor Masselos.3. Request the judging panel to recommend one recipient for the Local Hero of the Year award, and no more than two recipients for the Young Local Hero of the Year.
Community, Housing, Environmental Services and Public Works Committee 2 August 2011	C-1108.1	 That the Committee: Receive and note this report. Endorse the consolidation of the Recognising Our Community Leaders program with the annual Scroll of Honour award at the Australia Day Citizenship ceremony from 2012. Endorse the introduction of a new category to recognise contributions by young people. Endorse the installation of one Local Heroes plaque along the Bondi to Bronte coast walk once every four years.

4. Discussion

The nominated judging panel for Council's Local Heroes Award, the Mayor and Councillors Wy Kanak, O'Neill and Goltsman met on Wednesday 28 March 2018 to review 21 nominations across six Local Hero award categories. Nominations were reviewed against selection criteria that included: contribution and impact of contribution to the community; length and intensity of service; leadership and ability to inspire; and extraordinary contribution (obstacles overcome, innovation, initiative, notable achievements).

The Panel made the following recommendations for awards:

Local Hero Award - Strengthening Community - Efim Solovey,

Efim is being recognised for 25 years of outstanding service to the Russian community in his role as President of the Russian Branch of the NSW Association of Jewish Ex-serviceman and women. During this time Efim organized the Russian community's participation in Anzac Day ceremonies for 19 years, and has worked tirelessly to assist new community members adapt to the Waverley community and forge stronger links between local organizations, governments and the local Russian community. Efim was the first Australian to be awarded the Orden Druzba Naridov (Medal of Friendship of Nations) for his contribution to enhancing Russian-Australian relations.

Certificate of Commendation – Laya Slavin, Co-Founder Our Big Kitchen

Laya is to receive a commendation certificate for her work in co-founding Our Big Kitchen which provides meals for those experiencing hardship. Laya also initiated Challah baking drives for hospitals, and has contributed to improving the lives of cancer patients through volunteering for a local wig library.

Local Hero Award – Community Volunteer – Leila Forde

Leila Forde has been volunteering with the Bondi Junction Branch of the Australian Breastfeeding Association for 28 years. Leila is a volunteer breastfeeding counsellor, assisting new mothers develop confidence in breastfeeding at home and through the 24 hour phone counselling service. Leila is also a community educator running support group meetings, and presenting to groups at the Royal Hospital for Women. As well as local support for mothers Leila is the NSW / ACT Branch Training manager and in this capacity voluntarily leads teams of volunteer educators and develops VET accredited training courses.

Certificate of Commendation – Allan Scott, Bondi Surf Bathers Club.

Allan is a long term volunteer with Bondi Surf Bathers Club, having been involved with the club for 57 years. Allan is the Club Archivist preserving the history of the Club but has held a variety of roles at the club including Hon Secretary, Vice President, and he is the clubs champion fundraiser, raising hundreds of thousands of dollars. Allan mentors younger members at the club and assists older members to remain connected.

Local Hero Award – Community Life – Sara Hawkins

Sara has been instrumental in starting Bondi Public School Netball Club, which now has 10 teams. Sara coordinated many fundraising activities to establish the club (uniforms, equipment, court fees, and coaches), and in doing this she has provided the opportunity for many children to play netball who otherwise many not have been able to. Sara is President of the Eastern Suburbs Combined Primary Schools Netball Association and in this role oversees 14 schools, and 900 netballers who compete every Saturday during the Netball season.

Local Hero - Working Together - Mums for Mum / Friends of Waverley Cemetery (joint award)

Mums for Mums is a non-denominational organisation that provides emotional mentoring and support for isolated new mothers at home. There are currently 55 Eastern suburbs volunteers delivering weekly support for new mothers who are struggling to adjust to motherhood and without local support of family or close-friends, with the majority of these mothers also living in the Eastern suburbs. The organisation has been operating for 10 years, and gains referrals from Hospitals, mid-wives and local services.

Friends of Waverley Cemetery is a Council volunteer program, the group operates local tours each weekend to celebrate the history of the cemetery and those interned there. The Friends works alongside the Council cemetery management team to preserve the history of the cemetery and restore key monuments and headstones. Over the years the Friends have spent hundreds of hours assessing monuments, photographing and noting those of historical or social significance, and assessing deterioration and signs of vandalism. This year marks the Friends 20th anniversary.

Local Hero – Second Nature Champion - Glen Stevens

Glen Stevens is one of Waverley Councils longest serving volunteers. Glen is truly dedicated to caring for one of Waverley's most loved areas, the Bronte Gully, Glen was involved in forming and has lead the Bronte Gully Bushcare group for nearly 20 years. During this time Glen has been responsible for planting and maintaining and terracing much of he loved bushland, undertaking this hard physical work in all weather. As well as running the fortnightly working bees, Glen liaises with Council staff and other volunteers, propagates plants at his home and continues his bushcare work outside of the working bees.

Certificate of Commendation – Robin Mellon

Robin has been a driving force supporting and inspiring many local sustainable projects within the Waverley community. Robin initiated the Sustainability by the Sea Summits and from these summits several successful local projects have been established. Robin is co-founder of the Bondi Blue Green initiative which aims to reduce plastic bag use in Bondi, 100 local businesses have signed up to the initiative so far. Robin also promotes and educates the broader community on reduced plastic bag use at community events and advocates at a state level.

Young Local Hero Award – Chloe Luu and Belinda Gao (joint award)

Belinda and Chloe have been volunteering at Waverley Library for the last four years. Initial they started volunteering as part of their Duke of Edinburgh award program, however both have gone far beyond the programs volunteering requirement. Library staff commend Belinda and Chloe on their leadership, and being role models for children and other volunteers by enthusiastically embracing and excelling at tasks, taking on more responsibility and always bringing positive and enthusiastic attitudes to their volunteering work.

Mayoral Certificate of Encouragement – Plastic Free Bronte

The panel recommended that a special commendation be awarded to Plastic Free Bronte recognising the group's significant achievements in a relatively short time. Plastic Free Bronte was initiated in 2016, and the group works with community and local businesses to reduce single-use plastic and plastic pollution in the Bronte neighbourhood. The group holds regular beach clean ups (sending information to the National Marine Debris database), attends local community events, and has initiated several campaigns. Their latest campaign focuses on eliminating plastic straws in local cafes, Bronte Surf Club has already transitioned and other local businesses are trialling paper straws.

The panel also nominated Efim Solovey as a candidate for the Best of the Best Award which is due for judging in 2019.

The panel discussed appropriate prizes for our seven Local Heroes. After deliberation, the panel decided that a perspex trophy was not appropriate for the expanded award program. The panel felt that many of the awardees would want to share their award with the communities and organisations they serve. The panel felt that the best way to facilitate this was with a cash award. The nominated amount of \$200 can be accommodated within the existing budget of the award program. Those receiving a commendation will receive a framed certificate. Those winning an award or commendation certificate will also be put forth for the NSW Volunteer of the Year Awards.

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: C2b Encourage and foster community pride through community groups and volunteering initiatives such as the 'Civic Pride' program.

Deliverable: Programs which encourage volunteering including civic pride and bushcare that enhance community cohesion

6. Financial impact statement/Timeframe/Consultation

Financial: the 2018 Local Hero Awards are funded as part of Council's Local Connections recurrent budget.

Timing: the Awards Ceremony will be held on Wednesday, 23 May 2018 at the Easts Leagues Club.

Consultation: a review of the program was undertaken in 2017. As a part of this review neighbouring council officers and internal stakeholders were engaged to obtain feedback.

7. Conclusion

The annual Waverley Local Hero Awards are a significant way for Council to recognise individuals within the community who work selflessly, often as quiet achievers who may not otherwise receive acknowledgement

or special recognition. The awards also identify new community contributors and highlights the importance of giving back to the community. People's involvement in grass roots activities often directly benefits community members in need, our seniors or other vulnerable groups. The continued involvement of our local heroes in community programs or activities helps to make Waverley a safer, friendlier and more cohesive place to live.

8. Attachments

Nil.

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REPORT CM/7.15/18.04

Subject:	Hugh Bamford Reserve and Williams Park - Plan of Management	WAVER
TRIM No:	A18/0191	COUNCIL
Author:	John Andrews, Acting Manager, Facilities Carl Nugent , Acting Open Space Planning Manager Emily Scott, Director, Waverley Renewal	
Director:	Peter Monks, Acting General Manager	

RECOMMENDATION:

That Council:

- 1. Commences the preparation of a Plan of Management for Hugh Bamford Reserve and Williams Park.
- 2. Funds the preparation of the Plan of Management from the SAMP Reserve.
- 3. Notes that the Open Space Strategy scheduled for completion in 2018–19 will include a priority program of additional Plans of Managements that require review or drafting in order to comply with the new *Crown Lands Act 2016*.

1. Executive Summary

Council has recently completed the draft Waverley Community Strategic Plan that sets the future direction of Waverley Council based on an extensive community consultation program. One of the most important issues raised by the Waverley Community through the consultation process has been improving the access to, and quality of, our network of recreational and open spaces across the LGA. Williams Park is a 7.3 hectare parcel of crown land currently under lease to the Bondi Golf and Diggers Club Ltd for use as a golf course with associated club house, with the lease due to expire on the 31 December 2018.

Prior to entering into any negotiations around future leases for this site, it is recommended that Council prepare a Plan of Management for the Hugh Bamford Reserve and Williams Park site in consultation with the community, to identify the future desired outcomes for the Parks and community expectations around future management. This should inform any future decision making on the site.

2. Introduction/Background

Waverley Recreation and Open Spaces

Public open space is all around us, it is a vital part of everyday urban life, and it is the space where a community commutes, socialises, and prospers. Waverley Council has approximately 100 hectares of open space used by 72,000 residents, 27,000 workers, and over 3,000,000 tourists (annually).

Waverley LGA has 1.4 hectares per 1000 residents, lower than the historical benchmark set by the NSW Department of Planning and Environment (2.32 hectares/1000 people). Within this area of Open Space, Council maintains 74 parks and reserves, 40 play spaces, around 20 traditional active recreation facilities (sportfields, basketball courts, swimming pools etc.) and approximately 34 green spaces contained within road reserves such as road closures.

The community of Waverley Council is increasing, census data reveals an average annual population increase of 1.2% since 2006 and the NSW Department of Planning and Environment projects an increase of 1250 dwellings within the next 5 years. Bondi Junction has also been identified as a 'Strategic Centre' in A Plan for Growing Sydney (NSW Department of Planning and Environment, Dec 2014). The increase in population and trend to higher density living will exacerbate the strain on our open space and recreational facilities, a quantity currently about half of the state benchmark.

The recent Waverley Community Strategic Plan consultation with the community identified one of the most important issues to the Waverley community is the availability and quality of our recreation and open space assets. As such the draft Community Strategic Plan seeks to expand our network of recreation and open space assets for Waverley residents whilst improving the quality and use of existing assets. A major challenge for Council is how we effectively manage and maintain our current open spaces while meeting the needs and demands of an increasing population.

Hugh Bamford Reserve and Williams Park Trust

Hugh Bamford Reserve and Williams Park (the Parks) are made up of a mix of parcels of land including Community Land, Crown Land and parcels of road reserve formed by road closures. Council is the Trustee Manager for the Reserve Trust. The total park area is approximately 9.7 hectares. Williams Park is 7.3 hectares of this site and is currently under lease to the Bondi Golf and Diggers Club Ltd.

The Parks are zoned RE1 – Public Recreation under Waverley Council LEP and are covered by State Environmental Planning Policy No. 71 – Coastal Protection (SEPP 71) and State Environmental Planning Policy – Infrastructure. The planning controls on the site, combined with the original gazetted Crown Lands dedication for "public recreation", dictate the types of development that are permissible on the site along with guiding approved uses and the types of permissible leases and licences. In essence they must support and benefit the continued use of the reserve for public recreation.

Hugh Bamford Reserve and Williams Park are located in North Bondi sitting directly along the elevated coastal fringe bounded by steep sea cliffs to the east and Military Rd to the west.

Hugh Bamford Reserve forms the northern precinct of the Trust lands separated from the southern precinct of Williams Park by the Bondi Sewerage Treatment Plant (owned and operated by Sydney Water).

Hugh Bamford Reserve is predominantly cleared land on a highly modified area of land fill to create a flat playing field supported by a car park, community hall and lookout area with spectacular views south towards Bondi and east towards the city. The Reserve also contain a smaller parcel of fenced off bushland area on its northern boundary which contains remnant Sydney coastal heath vegetation and forms a biodiversity corridor and remnant vegetation site being managed under Council's Biodiversity Action Plan 2014-2022. Hugh Bamford Reserve's primary use is for active sports training on a modified size field and passive recreation activities such as dog walking and uses associated with the Community Hall.

Williams Park is predominantly cleared for the golf course use with moderately undulating topography formed by land fill sloping towards the south. It's elevated location along the sea cliffs and southerly aspect offers spectacular panoramic views over the ocean to Bondi Beach and the city.

The cliff edge contains a significant corridor of linked Sydney coastal heath vegetation. Although lacking in species diversity an opportunity exists to protect and restore this vegetation community. These areas are not currently covered under Council's Biodiversity Action Plan (BAP) 2014-2022 but will be accounted for in the updated Draft BAP.

The primary use of Williams Park is as a golf course managed and maintained under a lease agreement with Bondi Golf & Diggers Club Limited. The current leasing arrangement expires on 31 December 2018 and the Club is looking to renegotiate its lease arrangements with Council.

Williams Park also contains significant heritage items including the state heritage listed Sewage Vent and locally listed aboriginal rock carvings. It is unknown if further archaeological sites exist at the Park at this stage but is possible given the modifications and land fill imported to the site to build the golf course. Further planning controls are also imposed by these listings in both the LEP and NSW Heritage Act. At present there is no known Conservation Management Plan covering the Parks.

3. Relevant Council Resolutions

Nil.

4. Discussion

Why does Hugh Bamford and Williams Park Trust require a PoM?

Recent changes to Crown Lands legislation will come into effect in mid 2018. Under the changes Local Council's will be required to prepare Plans of Management for all Crown Lands under their control in accordance with the provisions of the Local Government Act 1993 (LGA) for public land within 3 years of the Act coming into full effect.

Apart from legislative requirements, the drafting of a PoM would assist Council to address a number of site management, operational and maintenance issues including opportunity for a small works facility for locally based parks staff in Williams Park as well as engage with the community to establish their values for the site and the most appropriate uses of the Park in the future.

The PoM will provide the framework for managing the land resources providing the 'why, how and by whom' an area should be managed.

Although the PoM will assist in responding to varying complex and sometimes divergent community issues it's important that the community values for the Parks are identified and form the basis for management. This will also inform any future lease negotiations on the Williams Park site. Identifying community values for the Parks through community and stakeholder consultation will allow for issues to be reviewed against the values forming a robust point for future decision making. For example:

- Desired outcomes are identified to protect and enhance the values
- Issues are identified in terms of their threat to the values
- Strategies and actions are devised to achieve the desired outcomes which in turn protect and enhance the values.

Key values that are likely to be identified for the Parks include:

- Natural values
- Social and Recreational values
- Heritage and Cultural values
- Educational values
- Intrinsic values specific to the place and community that will only become apparent through consultation

Draft Coastal Reserves Plan of Management

A draft generic Plan of Management exists for 13 parcels of coastal Crown Reserve and Community Land. The Draft Coastal Reserves Plan of Management (Draft CR PoM) appears to have been drafted in the late 1990's. It's unclear if the Draft CR PoM was ever formally adopted by Council (further research into Council Meeting archives is required).

The Draft CR PoM was drafted as a generic PoM to provide a strategy to guide the management, maintenance and development of thirteen (13) separate parcels of Crown Reserves and Community Land along Waverley LGA's coastal strip that shared common management issues and similar community uses.

These parks and reserves include:

- Clarke Reserve (Crown land)
- Jensen Ave. Reserve (Community land)
- Diamond Bay Reserve (Community land)
- Eastern Reserve (Crown land)
- Dudley Page Reserve (Community land);
- Weonga Reserve (Crown land)
- Rodney Reserve (Crown land)
- Raleigh Reserve (Crown land)
- Hugh Bamford Reserve (Crown land)
- Ray O'Keefe Reserve (Community land)
- Hunter Park (Crown land)
- Marks Park (Crown land)
- Gaerloch Reserve (Community land)

In order to comply with the new Act, Council needs to review and update the existing draft and define the future requirements of Plans of Management for these parks and reserves within 3 years. Due to the significance of some of these parks, the existing generic Plan of Management will not be suitable for all of these assets going forward. The Open Space Strategy, currently underway, will identify the future PoM planning program for Council consideration in 2018–19.

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

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

Direction:	C7 Health and quality of life are improved through a range of recreation and leisure
	opportunities.

- Strategy: C7a Retain, protect and improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts.
- Deliverable: Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces.

6. Financial impact statement/Timeframe/Consultation

The preparation of a Plan of Management for Hugh Bamford Reserve and Williams Park is estimated to cost \$150,000 and with the required community consultation program, will take up to 12 months. A \$150,000 Q3 budget amendment has been made to establish a project code and commence the project prior to June 2018.

7. Conclusion

Council has recently completed a draft Community Strategic Plan for the Waverley community based on an extensive consultation program. One of the most important issues raised by the community is improving access to and the quality of our network of recreation and open spaces throughout the Waverley LGA. Williams Park is a 7.3 hectare site in North Bondi currently under lease by Bondi Golf and Diggers Club for exclusive use as a golf course and club house.

With recent changes to the Crown Lands Act coupled with a lease expiry on the site on 31 December 2018, it is recommended that Council prepare a Plan of Management for the site in consultation with the community in order to guide any future decision making for the site. This report recommends that Council commence the preparation of a Plan of Management for Hugh Bamford Reserve and Williams Park, and that any future long term lease negotiations be informed by this process.

8. Attachments

Nil.

NOTICE OF MOTION CM/8.1/18.04

Subject:	Boat Trailer Impounding Legislation	
TRIM No:	A17/0135	WAVERLEY
Submitted by:	Councillor Kay Councillor Betts	

MOTION:

That Council officers:

- 1. Investigate the status of councils opting in to the provisions of the *Impounding Amendment* (Unattended Boat Trailers) Act 2015 and progress with addressing the operational issues raised by these provisions.
- 2. Report back with outcomes from the above investigation, and recommendations on whether to introduce the new provisions, including results from any previous community consultation and experiences of other councils who have opted in.

Background

Residents regularly raise concerns with Council about the impact of trailers, especially boat trailers, being parked in residential streets, and the resulting loss of on-street parking close to their homes. The situation has become worse since Woollahra opted in to the provisions, with boat trailers relocating into Waverley and on-street parking suffering further.

Opt-in legislation was introduced in 2015 under the *Impounding Amendment (Unattended Boat Trailers) Act 2015.* On 1 July 2016 three Councils, including Woollahra, participated in a trial to implement the provisions of the new legislation. A number of additional councils are undertaking community consultation to opt-in to the boat trailer provisions.

Waverley has been hesitant to opt in to the new provisions on the basis that there were many operational issues to iron out, identified and included in a draft letter in 2017 during the last term of Council. In November 2017, the Mayor wrote to the Minister for Roads, Maritime, and Freight seeking clarification of these operational issues, including our suggestion for councils to have the ability to issue a penalty notice offence if the boat trailer has not moved within the 28 days parking period. This would offer a more practical alternative to councils than impounding boat trailers, and potentially the boat itself, and the problems that would arise through this process.

It may be necessary to distinguish between boat trailers owned by local residents and those owned by residents who do not live in Waverley. However, the current legislation does not appear to make this distinction, although it is possible to interpret 'unattended' as not parked directly outside, or in close proximity to, the registered owner's home. This is another issue included in the letter that needs to be clarified.

Boat Trailer Impounding Guidelines for Councils were issued by the OLG in December 2017. These guidelines require opt-in councils to have a Boat Trailer Policy. Unfortunately, many of the identified issues

still remain, and so opting in may not satisfy expectations of residents and it may be resource intensive for Council.

Hence, we must be thorough in our investigation to determine the pros and cons of the new provisions before further consulting the community about opting-in. This will allow us to identify whether community expectations can be fulfilled, and to ensure that the practical operational implications of the provisions are not unwieldy and cumbersome to Council officers.
NOTICE OF MOTIO CM/8.2/18.04	Ν			
Subject:	29 Macpherson Street, Waverley - Independent External Heritage Assessment	WAVERLEY		
TRIM No:	A13/0619	COUNCIL		
Submitted by:	Councillor Masselos			

MOTION:

That:

- 1. Council appoints an independent external heritage consultant, with experience in inter-war buildings, to undertake a preliminary heritage assessment of the inter-war units at 29 Macpherson Street, Waverley, as a matter of urgency.
- 2. If the assessment concludes that the block of units is likely to be found, on further inquiry and investigations, to be of local heritage significance, then an Interim Heritage Order be sought as a matter of urgency.
- 3. A report come to Council detailing the report and steps taken.

Background

Waverley LGA has a number of inter-war buildings that Council values enough to have produced a fact sheet that guides people on a number of aspects of their care, maintenance and alterations. While a host of inter-war buildings have been identified by Council, the inter-war property at 29 Macpherson Street has not.

However, this building contributes to the streetscape and local heritage significance, and is within the curtilage of surrounding heritage items. The surrounding local streets are full of heritage items, heritage conservation areas and heritage landscape areas.

The review of our heritage stock may well recommend that this area be considered as a heritage conservation zone.

An assessment undertaken by an independent external heritage consultant with expertise in inter-war buildings will be able to provide another level of expertise on which to base a potential heritage listing and IHO.

NOTICE OF MOTION CM/8.3/18.04

Subject:	Sustainable Events	
TRIM No:	A11/0687	WAVERLEY
Submitted by:	Councillor Masselos Councillor O'Neill	

MOTION:

That:

- 1. Council reviews and updates Council's Events Policy and Sustainable Events Policy and Guidelines to stop the use of single-use plastic items and reduce waste generation at internal and externally run events.
- 2. Council merges the Events and Sustainable Events Policies so that sustainability is integrated into the policy.
- 3. Council develops an accountability system to ensure our events are run according to the new merged policy.
- 4. The reviewed and merged Events Policy should apply to Council, its employees and contractors' activities when running Events within the Waverley Local Government Area.
- 5. An information package on sustainable events and alternatives to single-use plastic is provided to all event organisers and venue hirers.
- 6. Training on running environmentally friendly events is delivered to all Council staff involved in coordinating or running Council events.

Background

Marine pollution caused by plastics is one of the biggest threats to our marine ecosystems and planet. Significant progress has been done in Australia and worldwide towards reducing the use of single-use plastics. This includes bans on single-use plastics items at events, bans on plastic bags, advocacy by Sir David Attenborough and a 2017 UN resolution to address marine litter and microplastics. All these developments show a pressing need for Waverley Council to act on the issue of single-use plastics.

This also represents an opportunity for Council to lead the way and ensure that all events organised by Council or undertaken in Council's venues or land be single-use plastic free. This will not only contribute to reducing marine pollution and litter-related issues, but also showcase great leadership to the community we serve.

Council currently has detailed processes and policies on running events: http://www.waverley.nsw.gov.au/business/venue_hire/outdoor_venue_hire/events

NOTICE OF MOTION CM/8.4/18.04

Subject:	Status of Council Resolutions	
TRIM No:	SF18/691	WAVERLEY
Submitted by:	Councillor Keenan Councillor Wy Kanak Councillor Copeland	

MOTION:

That:

- 1. Council officers provide a quarterly progress report to Council on all Council resolutions made during the 2017-2020 Council term.
- 2. The report provides a short summary on the progress of each resolution, and completed resolutions remain in the report for ease of reference.

NOTICE OF MOTION CM/8.5/18.04

Subject:	Outdoor Seating Trading Hours	
TRIM No:	A17/0250	WAVERLEY
Submitted by:	Councillor Betts Councillor Goltsman	

MOTION:

That Council officers consider an amendment to the Waverley Development Control Plan 2012 (Part D3, Footpath Activity and Seating, section 3.3.1) to allow restaurants in the B1 Neighbourhood Centre Zone and R3 Medium Density Zone to continue trading under the old closing hours of 10 pm, rather than the recently changed hours of 9 pm, where no significant complaints regarding noise have been received.

Background

Currently, when restaurants apply for a renewal of long standing outdoor seating licences, their hours of trading have been reduced from a closing time of 10 pm to a closing time of 9 pm. In some cases, where there have never been complaints or only very few, Council should consider allowing those restaurants to continue trading until 10 pm.

NOTICE OF MOTION CM/8.6/18.04 Subject: Thomas Hogan Reserve - Landscaping and Maintenance of

Private Property Open Space



TRIM No: A03/0092-02

Submitted by: Councillor Kay Councillor Betts

MOTION:

That Council officers:

- 1. Investigate the landscaping and maintenance of the private property open space at the western side boundary of Thomas Hogan Reserve's upper level in consultation with the strata management/body corporate of the property at 11–13 Martins Avenue, Bondi.
- 2. Report back to Council about how this can be done, and if there is scope to incorporate the work within revegetation works already scheduled for Spring 2018.

Background

Council is working on upgrading Thomas Hogan Reserve. Revegetation work on the upper level is scheduled for Spring 2018. The most recent survey of the Reserve shows the upper level containing stairs and landscaped surrounds in the centre, bounded by eastern and western private property open space at 9 and 11-13 Martins Avenue, Bondi, respectively.

The eastern open space element is a clearly defined, privately owned property, containing a two-storey brick structure, and is neatly landscaped.

The western open space element is privately owned and is part of a property that contains a small multiunit dwelling block. Unfortunately, the L-shaped open space area looks like it's part of the Reserve, having a visually undefined boundary with the Reserve on one side and a high private wall on the other. This wall has often had incidence of graffiti perhaps due to the lack of screening plants. The area is relatively bare and appears to be rarely maintained by the strata managers, which could auger badly on Council.

It is understood that Council does not generally landscape and maintain private open space. However, this is a unique situation as this area looks like it is part of the Reserve. It would therefore be appropriate for Council to review the options for the area to be revegetated and then maintenance performed regularly. Discussions should be held with the strata management/body corporate of the property at 11–13 Martins Avenue to determine the best way forward.

Attachments

1. Thomas Hogan Reserve - Survey Extract



NOTICE OF MOTION CM/8.7/18.04

CM/8.7/18.04		
Subject:	Council Amalgamations - Benefits to Waverley from Amalgamation Processes	WAVERLEY
TRIM No:	A16/0248	COUNCIL
Submitted by:	Councillor Kay Councillor Betts	

MOTION:

That Council officers prepare a report from the Waverley, Randwick, and Woollahra amalgamation team processes that identifies any improvements to productivity, services and costs that could be achieved for Waverley through:

- 1. Our own operational and delivery mechanism.
- 2. A collaboration with neighbouring councils.
- 3. Southern Sydney Regional Organisation of Councils (SSROC).
- 4. Any other measure.

Background

As part of the previously proposed amalgamation of Waverley, Woollahra and Randwick Councils under the NSW Government's Fit for the Future initiative, a significant number of staff across the three councils had collaborated together to plan for the transition to the new amalgamated council. This included the work of numerous Project Action Teams and Technical Working Groups generally through 2016.

Staff had an opportunity to talk with their colleagues and find out what different processes neighbouring Councils undertook to deliver the same job, and through this work discover efficiencies, cost savings and service improvements that could be made. Subsequently, in July 2017, the State Government abandoned its proposed amalgamations for the remaining metropolitan councils, including Waverley.

Council has previously been advised that there were many learnings, as well as identified potential and actual business improvements, from the collaborative staff work. Understanding that amalgamation is now off the agenda, it would be useful to have a report that sets out any recommended improvements to productivity, services, and costs that can be integrated into Council's processes to benefit our Council and the Waverley community.

The report should outline any services that could be better delivered to our community, especially where there is a perceived shortfall between our Council and that of Randwick and/or Woollahra, and recommend the best approach to achieve each of these improvements, including consideration of a collaborative approach with our neighbouring councils, or via SSROC.

NOTICE OF MOTION CM/8.8/18.04

Subject:	Increasing Trees in Waverley	
TRIM No:	A02/0760-03	WAVERLEY
Submitted by:	Councillor Copeland Councillor Keenan Councillor Wy Kanak	

MOTION:

That Council:

- 1. Notes that increased tree canopy and foliage provides shade for footpaths, improves local air quality, reduces peak summer temperature and provides much needed habitat for native animals.
- 2. Notes that studies have shown that living near a decent amount of trees/foliage makes people feel healthier, happier and younger.
- 3. Notes that, by setting and measuring tree/foliage targets, Council can protect our urban forests and put new trees into the hot concrete spaces created by urban development.
- 4. Sets specific targets to increase urban tree canopy/foliage in our local government area by a 10% increase in public street trees/foliage every five years.
- 5. Sets guidelines for suitable plantings, with a focus on the extent of tree/foliage cover, encouraging native flora and fauna, and asset protection.
- 6. Ensures that an assessment of the environmental, social, health, financial and spiritual benefits of trees/foliage (private and public) is undertaken before tree/foliage removal.
- 7. Includes an 'if remove one, then plant four' trees policy, similar to Sutherland Shire Council's policy.
- 8. Writes to the Minister for Local Government and Minister for Planning to advise them of this resolution, and to recommend that enforceable tree/foliage targets are set for all metropolitan areas.

Background

On 28 November 2017, the NSW Government announced the Greener Places policy.

Trees and foliage make us healthier, happier and even feel younger and wealthier.

The 2016 US EPA study found that tree canopy and green foliage open space both significantly reduce urban temperatures.

The benefits include:

- Reduced energy use: trees and vegetation that directly shade buildings decrease demand for air conditioning.
- Improved air quality and lower greenhouse gas emissions: by reducing energy demand, trees and vegetation decrease the production of associated air pollution and greenhouse gas emissions. They also remove air pollutants and store and sequester carbon dioxide.
- Enhanced stormwater management and water quality: vegetation reduces runoff and improves water quality by absorbing and filtering rainwater.
- Reduced pavement maintenance: tree/foliage shade can slow deterioration of street pavement, decreasing the amount of maintenance needed.
- Improved quality of life: trees and vegetation provide aesthetic value, habitat for many species and can reduce noise.

The benefit from tree cover in reducing urban temperatures is unambiguous. As the US EPA report concludes, evapotranspiration, alone or in combination with shading, can help reduce peak summer air temperatures. Various studies have measured the following reductions:

- Peak air temperatures in tree groves that are 9°F (5°C) cooler than over open terrain.
- Air temperatures over irrigated, agricultural, fields that are 6°F (3°C) cooler than air over bare ground.
- Suburban areas with mature trees that are 4 to 6°F (2 to 3°C) cooler than new suburbs without trees.
- Temperatures over grass sports fields that are 2 to 4°F (1 to 2°C) cooler than over bordering areas.

A peer reviewed 2016 report on tree canopy in Toronto found that 'having 10 more trees in a city block, on average, improves health perception in ways comparable to an increase in annual personal income of \$10,000 and moving to a neighbourhood with \$10,000 higher median income or being seven years younger. We also find that having 11 more trees in a city block, on average, decreases cardio-metabolic conditions in ways comparable to an increase in annual personal income of \$20,000 and moving to a neighbourhood with \$10,000 higher median income of \$20,000 and moving to a neighbourhood with \$20,000 higher median income or being 1.4 years younger.'

Sutherland Council's Policy:

http://www.sutherlandshire.nsw.gov.au/files/sharedassets/website/document-library/corporatemanagement/policies-determinations-and-guidelines/urban-tree-and-bushland-policy.pdf

Councillors have recently received a workshop by the Executive Manager, Sustainable Waverley, on the associated benefits of foliage in public street rain gardens, and the new Community Strategic Plan is considering complementary strategies to those proposed in this motion.

NOTICE OF MOTION CM/8.9/18.04

Subject:	Hunter Park - Condition of Artworks	
TRIM No:	A03/2480	WAVERLEY
Submitted by:	Councillor Masselos Councillor Keenan	

MOTION:

That:

- 1. Council undertakes a review and condition report of the public artworks in Hunter Park.
- 2. The review include recommendations for remediation and decommissioning of any of the works, if required.
- 3. The Public Art Committee be consulted throughout the process.
- 4. The special needs of Hunter Park as Council's designated sculpture park be considered in the development of Council's Open Space Strategy.

Background

Waverley Council has a number of strategic documents that inform public art in the LGA. These include the Waverley Public Art Policy; the Waverley Public Art Master Plan; the Public Art in the Private Domain Guidelines; and the Waverley Art Collection: Acquisition and Deaccessioning Guidelines (approved 2016). These guidelines will be tabled for review and feedback at the first meeting of the new Public Art Committee in April 2018 and developed for adoption by Council as a policy in June 2018.

Hunter Park is Council's designated Sculpture Park, and is home to a number of works acquired by Council over many years. The condition of some of these works is in decline, and they need to be assessed to determine their future viability.

Once the Acquisition and Deaccessioning Policy has been adopted, a review—including a condition report and assessment of the artworks—can be undertaken. This review should consider the condition of the works, as well as the overall placement of the works currently in the park.

While the condition report will address immediate concerns, and Council's Open Space Strategy will address how the park will be managed in the future, special consideration should be given in the strategy to the management of Hunter Park as a sculpture park.

NOTICE OF MOTION CM/8.10/18.04

Subject:	Aboriginal Cultural Heritage Bill	
TRIM No:	A07/1307-02	WAVERLEY
Submitted by:	Councillor Copeland Councillor Keenan Councillor Wy Kanak	

MOTION:

That:

- 1. Council officers prepare a submission to the NSW Office of Environment and Heritage (OEH) on the Draft NSW Aboriginal Cultural Heritage Bill (ACHB), and if necessary seek an extension of time if they cannot meet the 20 April 2018 closing date.
- 2. Council's submission is to urge the OEH and NSW Parliament to ensure the Bill addresses the following points:
 - (a) Clarifying and defining wider definitions of the concepts of 'cultural heritage' in relation to giving the widest effect to Australia's responsibilities under the United Nations Declaration on the Rights of Indigenous Peoples.
 - (b) The Bill's definition, conservation, practice, identification and protection of Aboriginal Cultural Heritage be amended to give the widest remedial application to section 2 of the *Constitution Act 1902* (NSW)—i.e. spiritual, social, cultural, economic sovereignty, traditional relationship to land, water and sky—in order to better protect Aboriginal cultural heritage tangible and intangible items under the ground surface ('subterranean rights') and in the sky ('air space rights').
 - (c) All the points raised in the LGNSW Consultation Draft Response to the Bill (not yet issued).
- 3. Council reviews and expands its Local Environment Plan and Local Aboriginal Heritage Items to include items reflecting the new and expanded legislative definitions of Aboriginal cultural heritage.

Background

Cr Wy Kanak recently attended a LGNSW Consultation on the proposed NSW Parliament Aboriginal Cultural Heritage Bill (ACHB), consistent with his capacity as Chairman of the Eastern Region Local Government Aboriginal Torres Strait Islander Forum and President of the NSW Local Government Aboriginal Network.

The full LGNSW draft response (unavailable at the time of this motion's lodgement) is to be used to further inform Waverley Council's submission and Council's further representations to OEH and NSW Parliament on the ACHB.

URGENT BUSINESS CM/9/18.04

Subject:	Urgent Business			
Author:	Peter Monks, Acting General Manager	WAV		Y

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 that requires immediate action or attention, and 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/10/18.04



There are no confidential reports for consideration.

Introduction/Background

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

- (a) Personnel matters concerning particular individuals (other than councillors).
- (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.