



W A V E R L E Y  
COUNCIL

## COUNCIL MEETING

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

**7.00 PM, TUESDAY 17 NOVEMBER 2020**

A handwritten signature in grey ink, appearing to read 'R. B. McLeod'.

Ross McLeod  
**General Manager**

Waverley Council  
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### **Live Streaming of Meetings**

This meeting is streamed live via the internet and an audio-visual recording of the meeting will be publicly available on Council's website.

By attending this meeting, you consent to your image and/or voice being live streamed and publicly available.

## AGENDA

## PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

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

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

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

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There are no Questions with Notice.

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The following matters are proposed to be dealt with in closed session and have been distributed to Councillors separately with the agenda:

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## 13. Meeting Closure

## **OBITUARIES CM/3/20.11**

**Subject:** Obituaries

**Author:** Ross McLeod, General Manager



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.*

## CONFIRMATION AND ADOPTION OF MINUTES CM/5.1/20.11



**Subject:** Confirmation of Minutes - Council Meeting - 20 October 2020

**TRIM No:** SF20/42

**Author:** Al Johnston, Governance Officer

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### RECOMMENDATION:

That the minutes of the Council Meeting held on 20 October 2020 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 October 2020



**MINUTES OF THE WAVERLEY COUNCIL MEETING  
HELD BY VIDEO CONFERENCE/AT WAVERLEY COUNCIL CHAMBERS, CNR PAUL STREET AND BONDI ROAD,  
ON TUESDAY, 20 OCTOBER 2020**

**Present:**

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

**Staff in attendance:**

Ross McLeod	General Manager
John Clark	Director, Customer Service and Organisation Improvement
Peter Monks	Director, Planning, Environment and Regulatory
Emily Scott	Director, Community, Assets and Operations
Karen Mobbs	General Counsel
Darren Smith	Chief Financial Officer
Evan Hutchings	Executive Manager, Governance and Projects

*At the commencement of proceedings at 7.08 pm, those present were as listed above, with the exception of Cr O'Neill, who was an apology for the part of the meeting held on 20 October 2020.*

*At 10.53 pm, Cr Burrill left the meeting and did not return.*

*At 11.59 pm, due to the lateness of the hour, Council adjourned the meeting to reconvene at the Council Chambers on 27 October 2020 at 6.00 pm*

*At the commencement of the reconvened meeting at 6.00 pm on Tuesday, 27 October 2020, those present were as listed above, with the exception of Crs Burrill and O'Neill, who arrived at 6.42 pm and 6.45 pm respectively.*

## **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**

Apologies were received and accepted from Cr O'Neill for the part of the meeting held on 20 October 2020.

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

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

- 2.1 Cr Wy Kanak declared a less than significant non-pecuniary interest in item CM/5.2.1/20.10 – Adoption of Minutes – Waverley Traffic Committee Meeting – 24 September 2020 – TC/C.01/20.10 – 40 km/h Speed Limit Changes – Traffic Control Devices (Group 2) and informed the meeting that he lives in Park Parade.
- 2.2 Cr Burrill declared a significant non-pecuniary interest in item CM/7.3/20.10 – Small Grants Program 2020-21 – Round 1 and informed the meeting that she is the organiser of Bondi Beach Playgroups.
- 2.3 Cr Kay declared a less than significant non-pecuniary interest in item CM/7.3/20.10 – Small Grants Program 2020-21 – Round 1 and informed the meeting that he knows the applicant for 'And he taught the canaries to sing.'
- 2.4 Cr Kay declared a pecuniary interest in item CM/7.8/20.10 – Use of Contractors Supporting Adani and informed the meeting that he owns shares in the Commonwealth Bank and will leave the meeting for the consideration and vote on this item.
- 2.5 Cr Betts declared a pecuniary interest in item CM/7.8/20.10 – Use of Contractors Supporting Adani and informed the meeting that she has a bank account with the Commonwealth Bank and will leave the meeting for the consideration and vote on this item.
- 2.6 Cr Goltsman declared a significant non-pecuniary interest in item CM/7.8/20.10 – Use of Contractors Supporting Adani and informed the meeting that his family members have bank accounts and own

shares in the Commonwealth Bank, and that he will leave the meeting for the consideration and vote on this item.

- 2.7 Cr Wy Kanak declared a less than significant non-pecuniary interest in item CM/7.8/20.10 – Use of Contractors Supporting Adani and informed the meeting that he has bank accounts with the Commonwealth Bank.
- 2.8 Cr Masselos declared a less than significant non-pecuniary interest in item CM/7.8/20.10 – Use of Contractors Supporting Adani and informed the meeting that she has a bank account with the Commonwealth Bank.
- 2.9 Cr Lewis declared a less than significant non-pecuniary interest in item CM/7.8/20.10 – Use of Contractors Supporting Adani and informed the meeting that he is a shareholder in the Commonwealth Bank.
- 2.10 Cr Nemesh declared a less than significant non-pecuniary interest in item CM/7.8/20.10 – Use of Contractors Supporting Adani and informed the meeting that he has bank accounts and a mortgage with the Commonwealth Bank.

### ***Acknowledgement of Cr Betts's 25 years' Service to Waverley***

*The Mayor, Councillors and General Manager acknowledged and paid tribute to Cr Betts's 25 years of service to Waverley Council and the Waverley community as a Councillor since 1995 and as the Mayor of Waverley from 2008–2011 and 2012–2017.*

*The Mayor and General Manager presented Cr Betts with a certificate of service and flowers and congratulated her on her significant service.*

### **3. Obituaries**

Kerryn Sloan  
Phil Lafferty

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

*Y Coburn and R Nothman addressed the meeting.*

### **4. Addresses by Members of the Public**

- 4.1 Y Coburn – Item 3 – Obituaries.
- 4.2 R Nothman – Item 3 – Obituaries.
- 4.3 A resident – CM/5.2/20.10 – Adoption of Minutes – Waverley Traffic Committee Meeting – 24 September 2020 – TC/C.03/20.09 – Arden Street, Waverley – Varna Street to Chesterfield Parade – 100% Detailed Design.

- 4.4 A Hoggett – CM/7.9/20.10 – Bondi Surf Club Conservation and Upgrade Project – Outcomes of Community Consultation,
- 4.5 P Ure (on behalf of the Bondi Surf Bathers Lifesaving Club Building Sub-Committee) – CM/7.9/20.10 Bondi Surf Club Conservation and Upgrade Project – Outcomes of Community Consultation.
- 4.6 B Jackson (President, Bondi Surf Bathers Life Saving Club) – CM/7.9/20.10 Bondi Surf Club Conservation and Upgrade Project – Outcomes of Community Consultation.
- 4.7 D Frazer – CM/7.11/20.10 – Rodney Reserve – Coastal Fence.
- 4.8 R Nothman – CM/7.11/20.10 – Rodney Reserve – Coastal Fence.
- 4.9 C Cleminson – CM/8.2/20.10 – Petition – Chaleyer Street, Rose Bay – Safety and Amenity.
- 4.10 E Morel (convenor, Friends of Bondi Pavilion) – CM/8.3/20.10 – Bondi Pavilion Amphitheatre and Northern Courtyard Landscaping.
- 4.11 M Gould (on behalf of Bondi Rocks Media) – CM/8.3/20.10 – Bondi Pavilion Amphitheatre and Northern Courtyard Landscaping.

#### ITEMS BY EXCEPTION

#### MOTION / UNANIMOUS DECISION

Mover: Cr Masselos  
Seconder: Cr Keenan

That the recommendations for the following items be adopted as recommended in the business paper:

- CM/5.1/20.10 Confirmation of Minutes - Council Meeting - 15 September 2020.
- CM/7.1/20.10 Annual Returns Disclosing Interests of Councillors and Designated Persons.
- CM/7.4/20.10 Investment Portfolio Report - September 2020.
- CM/7.5/20.10 Draft Community Engagement Policy and Strategy and Community Participation Plan – Exhibition.
- CM/7.10/20.10 Geotechnical Risk Mitigation - Rockfall and Retaining Wall Solutions.
- CM/7.13/20.10 Petition - Anglesea Street, Bondi - Resident Parking Scheme.

*This item was recommitted on a motion moved by Cr Masselos, seconded by Cr Betts, to remove item CM/7.3/20.10 – Small Grants Program 2020-21 – Round 1, which was included in the motion in error. Item CM/7.3/20.10 was dealt with separately on the business paper.*

**5. Confirmation and Adoption of Minutes****CM/5.1/20.10 Confirmation of Minutes - Council Meeting - 15 September 2020 (SF20/42)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That the minutes of the Council Meeting held on 15 September 2020 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/5.2/20.10 Adoption of Minutes - Waverley Traffic Committee Meeting - 24 September 2020 (SF20/45)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Kay

That Part 1 of the minutes of the Waverley Traffic Committee Meeting held on 24 September 2020 be received and noted, and that the recommendations contained therein be adopted.

Save and except:

1. TC/C.01/20.09 – 40 km/h Speed Limit Changes – Traffic Control Devices (Group 2).
2. TC/C.03/20.09 – Arden Street, Waverley – Varna Street to Chesterfield Parade – 100% Detailed Design.

And that these items be dealt with separately below.

*Cr O'Neill was not present for the consideration and vote on this item.*

*A resident addressed the meeting.*

**CM/5.2.1/20.10 Adoption of Minutes - Waverley Traffic Committee Meeting - 24 September 2020 - TC/C.01/20.10 - 40 km/h Speed Limit Changes - Traffic Control Devices (Group 2) (A18/0579)**

*This item was saved and excepted by Cr Masselos.*

*Cr Wy Kanak declared a less than significant non-pecuniary interest in this item and informed the meeting that he lives in Park Parade.*

**MOTION**

Mover: Cr Masselos

Seconder: Cr Keenan

That the Traffic Committee's recommendation be adopted.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO THE MOTION.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That the Traffic Committee's recommendation be adopted subject to item 1(j), Dickson Street at Birrell Street, Bronte – Kerb build-out, and item 1(t), Park Parade at Birrell Street, Bondi – Kerb build-outs, being deferred for a report to go to the November 2020 Traffic Committee meeting on the outcomes of investigating alternative treatments that consider pedestrian safety and traffic flow, including consideration of a pedestrian refuge like that implemented at the intersection of Wellington Street and Bondi Road.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/5.2.2/20.10      Adoption of Minutes - Waverley Traffic Committee Meeting - 24 September 2020 - TC/C.03/20.09 - Arden Street, Waverley - Varna Street to Chesterfield Parade - 100% Detailed Design (SF18/779)**

*This item was saved and excepted by Cr Burrill.*

**MOTION / UNANIMOUS DECISION**

Mover: Cr Burrill  
Seconder: Cr Betts

That the Traffic Committee's recommendation be adopted.

*Cr O'Neill was not present for the consideration and vote on this item.*

**6. Mayoral Minutes**

There were no mayoral minutes.

**7. Reports**

**CM/7.1/20.10      Annual Returns Disclosing Interests of Councillors and Designated Persons (A20/0075)**

**MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos  
Seconder: Cr Keenan

That Council receives and notes the returns of Councillors and designated persons disclosing interests for the period 1 July 2019 to 30 June 2020.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/7.2/20.10 Cultural Advisory Committee - Appointment of Councillors (A19/0092)****MOTION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council appoints the Mayor, Cr Masselos, as the Chair, Cr Keenan, Cr O'Neill and Cr Kay to the Cultural Advisory Committee until 4 September 2021.

**AMENDMENT**

Mover: Cr Burrill

Seconder: Cr Goltsman

That the Motion be amended to read as follows:

'That Council appoints the Mayor and two Councillors to the Cultural Advisory Committee until 4 September 2021.'

THE AMENDMENT WAS PUT AND DECLARED LOST ON CASTING VOTE OF CHAIR.

**Division**

**For the Amendment:** Crs Betts, Burrill, Kay, Goltsman and Nemesh.

**Against the Amendment:** Crs Copeland, Keenan, Lewis, Masselos and Wy Kanak.

*Cr Wakefield was not present for the vote on the amendment.*

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council appoints the Mayor, Cr Masselos, as the Chair, Cr Keenan, Cr O'Neill and Cr Kay to the Cultural Advisory Committee until 4 September 2021.

**Division**

**For the Motion:** Crs Copeland, Keenan, Lewis, Masselos, Wakefield and Wy Kanak.

**Against the Motion:** Crs Betts, Burrill, Kay, Goltsman and Nemesh.

*Cr O'Neill was not present for the consideration and votes on this item.*

**CM/7.3/20.10 Small Grants Program 2020-21 - Round 1 (A20/0378)**

*Cr Burrill declared a significant non-pecuniary interest in this item and informed the meeting that she is the organiser of Bondi Beach Playgroups. Cr Burrill was not present at, or in sight of, the meeting for the consideration and vote on this item.*

*Cr Kay declared a less than significant non-pecuniary interest in this item and informed the meeting that he knows the applicant for 'And he taught the canaries to sing.'*

**MOTION / DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council, under the Small Grants Program 2020–21 (Round 1), grants \$50,000 to the individuals and organisations as recommended in Table 1 of the report, subject to any conditions specified in Attachment 1 of the report.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/7.4/20.10                      Investment Portfolio Report - September 2020 (A03/2211)**

**MOTION / UNANIMOUS DECISION**

Mover:        Cr Masselos

Seconder:    Cr Keenan

That Council:

1.     Receives and notes the Investment Summary Report for September 2020 attached to the report.
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.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/7.5/20.10                      Draft Community Engagement Policy and Strategy and Community Participation Plan - Exhibition (A20/0140)**

**MOTION / UNANIMOUS DECISION**

Mover:        Cr Masselos

Seconder:    Cr Keenan

That Council:

1.     Publicly exhibits the draft Community Engagement Policy and Community Engagement Strategy attached to the report for a minimum of 42 days.
2.     Notes the amendments to the Community Participation Plan set out in the report.
3.     Publicly exhibits the draft Community Participation Plan attached to the report for a minimum of 42 days alongside the Community Engagement Policy and Community Engagement Strategy.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/7.6/20.10                      Crown Land Plans of Management and Initial Categorisation (A14/0201)**

**MOTION**

Mover:        Cr Masselos

Seconder:    Cr Keenan

That Council:

1.     Pursuant to section 3.23 of the *Crown Lands Management Act 2016*, gives notice to the Minister administering the *Crown Lands Management Act 2016* of the initial categorisation of Bondi, Bronte, Tamarama and Waverley Parks Crown Reserves as detailed in Attachment 1 of the report.
2.     Authorises the General Manager to approve any minor amendments to the initial categorisations

that may be required by Crown Lands.

3. Notes that plans of management prepared prior to 2018 are required to be updated to comply with the new *Crown Lands Management Act 2016*.
4. Updates the plans of management as prioritised in the report.
5. Notes that the plans of management listed as a priority will be updated concurrently, and that the General Manager may reprioritise plans of management to respond to Crown Lands requirements if they change.
6. Writes to the Crown Lands Area Manager requesting them to appoint Council as Crown Land Manager for Gaerloch Reserve (which is devolved land).

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 6 SUCH THAT IT NOW READS AS FOLLOWS:

‘Writes to the Crown Lands Area Manager requesting them to:

- (a) Appoint Council as Crown Land Manager for Gaerloch Reserve (which is devolved land).
- (b) Formally confirm the earliest permissible time for the lodgement/assessment of the development applications for the Bondi Surf Life Saving Club and Bronte Surf Life Saving Club.’

**AMENDMENT (WITHDRAWN)**

Mover: Cr Betts

Seconder: Cr Burrill

That clause 6(a) be amended to read as follows:

‘Appoint Council as Crown Land Manager for Gaerloch Reserve, Eastern Reserve, Raleigh Reserve and Clarke Reserve, which are devolved lands.’

THE MOVER OF THE AMENDMENT THEN WITHDREW THE AMENDMENT.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 6 AND THE ADDITION OF A NEW CLAUSE 7 AND 8.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1. Pursuant to section 3.23 of the *Crown Lands Management Act 2016*, gives notice to the Minister administering the *Crown Lands Management Act 2016* of the initial categorisation of Bondi, Bronte, Tamarama and Waverley Parks Crown Reserves as detailed in Attachment 1 of the report.
2. Authorises the General Manager to approve any minor amendments to the initial categorisations that may be required by Crown Lands.
3. Notes that plans of management prepared prior to 2018 are required to be updated to comply with the new *Crown Lands Management Act 2016*.
4. Updates the plans of management as prioritised in the report.

5. Notes that the plans of management listed as a priority will be updated concurrently, and that the General Manager may reprioritise plans of management to respond to Crown Lands requirements if they change.
6. Writes to the Crown Lands Area Manager requesting them to:
  - (a) Appoint Council as Crown Land Manager for Gaerloch Reserve, Eastern Reserve, Raleigh Reserve and Clarke Reserve, which are devolved lands.
  - (b) Formally confirm the earliest permissible time for the lodgement/assessment of the development applications for the Bondi Surf Life Saving Club and Bronte Surf Life Saving Club.
7. Notes that there are capacity issues in completing all the requirements by the current deadline and that there are discussions underway with Crown Lands in relation to a possible extension of deadline and programming of work.
8. Investigates options for recognising the cultural significance of land to First Nations people in NSW within plans of management.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/7.7/20.10                      Voluntary Planning Agreement - 82-84 Curlewis Street, Bondi Beach - Post-exhibition (DA-334/2016/D)**

**MOTION / DECISION**

Mover:        Cr Wakefield  
Seconder:    Cr Wy Kanak

That Council:

1. Endorses the draft Planning Agreement attached to the report applying to land at 82-84 Curlewis Street, Bondi Beach. The draft Planning Agreement offers a total monetary contribution of \$6,135 with \$5,521.50 (90%) to go towards the upgrade of parks, reserves and playgrounds in the Bondi Beach and North Bondi area and \$613.50 (10%) to go to 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.

**Division**

**For the Motion:**        Crs Betts, Burrill, Copeland, Goltsman, Kay, Lewis, Masselos, Nemesh, Wakefield and Wy Kanak.

**Against the Motion:**    Cr Keenan.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/7.8/20.10                      Use of Contractors Supporting Adani    (A20/0453)**

*Cr Kay declared a pecuniary interest in this item and informed the meeting that he owns shares in the Commonwealth Bank. Cr Kay was not present at, or in sight of, the meeting for the consideration and vote on this item.*

*Cr Betts declared a pecuniary interest in this item and informed the meeting that she has a bank account with the Commonwealth Bank. Cr Betts was not present at, or in sight of, the meeting for the consideration and vote on this item.*

*Cr Goltsman declared a significant non-pecuniary interest in this item and informed the meeting that his family members have bank accounts and own shares in the Commonwealth Bank. Cr Goltsman was not present at, or in sight of, the meeting for the consideration and vote on this item.*

*Cr Wy Kanak declared a less than significant non-pecuniary interest in this item and informed the meeting that he has bank accounts with the Commonwealth Bank.*

*Cr Masselos declared a less than significant non-pecuniary interest in this item and informed the meeting that she has a bank account with the Commonwealth Bank.*

*Cr Lewis declared a less than significant non-pecuniary interest in this item and informed the meeting that he is a shareholder in the Commonwealth Bank.*

*Cr Nemesh declared a less than significant non-pecuniary interest in this item and informed the meeting that he has bank accounts and a mortgage with the Commonwealth Bank.*

**MOTION (WITHDRAWN)**

Mover:        Cr Copeland  
Seconder:    Cr Wy Kanak

That Council:

1. Notes that Council has proactively put in place environmental and social sustainability criteria that are specific to the category of goods or services being procured, with these criteria included in requests for tenders, requests for quotes and expressions of interest when released to market.
2. Notes that the evaluation criteria referred to clause 1 and associated weightings directly address environmental responsibility as part of the selection process.
3. Notes that the environmental and social sustainability criteria were approved by Council's Executive Leadership Team in December 2019, and these have been utilised to evaluate suppliers' responses to tenders and quotes since then.
4. Notes that the report findings indicate that there were two suppliers providing goods or services to Council from The Adani List, as follows:
  - (a) KPMG – Has been engaged to provide services relating to the development of Council's Information, Communication and Technology (ICT) Strategy. The Adani List indicates that KPMG also provides strategic assistance to Adani.
  - (b) Commonwealth Bank (CBA) – Provides banking services to Council. The Adani List indicates that CBA has lent to fossil fuel companies globally since 2016.
5. Notes in the report that Inner West, Byron Shire and Lismore City Councils have advised that they had not received any negative feedback regarding their amended Procurement Policies, from neither

their respective community members nor businesses. They also advised that they had not encountered any legal issues to date.

6. Notes in the report that Council will, where all other factors are equal, award contracts by giving preference to contractors who are not on The Adani List.
7. Notes that Council's Investment Policy contains the following criteria in section 4(e):  
  
'Council invests in alternatives by observing quadruple bottom line accounting principles over both short-term and long-term outlooks—society, environment, economic/financial, civic leadership/governance—and where financial institutions are offering an equal or better return on investment, and within the prevailing legislation and current Investment Policy risk management guidelines. More specifically, a commitment to (including but not limited to): investments that provide for the ethical treatment of both shareholders and stakeholders, support development of co-operative ownership and control of the work place, high quality products and services, local ventures, appropriate technology, ecologically sustainable practices, social and economic justice, peace and non-violence and the use of renewable resources. And avoiding investments that create pollution (such as fossil fuel industries), that are speculative, that exploit workers, customers and/or the environment, that are engaged in alcohol, tobacco and arms manufacture, that inhibit human rights and that damage non-renewable resources.'
8. Notes that Council is a signatory to the Climate Emergency Declaration that declares that we are in a State of Climate and Biodiversity Emergency that requires urgent action by all levels of government, that human-induced climate change and biodiversity loss represents existential threats to human civilisation, other species and the life-supporting capacity of air, water, soil, and ecosystems, and that it is still possible to prevent the most catastrophic economic, social and environmental impacts if, and only if, societies take emergency action.
9. Notes that the Banking Royal Commission found that CBA, in some of its commercial activities, to have illegally charged credit card insurance, to have enabled money-laundering and to have charged fees for no service. The Commission also found the two root causes were decisions that put the bank's financial gain over the customer interest and failures of 'accountability, governance, and capability.' Notes that CBA ruled out further lending to the Adani Carmichael mine in 2017: 'We are not amongst the banks who have been, or will be, asked to consider this financing'. Notes that CBA has a lot of work to do to prove they have a social licence to operate.
10. Writes to LGNSW informing them of this motion.
11. Writes to all Australian Councils that are signatories to the Climate Emergency Declaration informing them of this motion.
12. Writes to KPMG and CBA informing them of this motion that, where all other factors are equal, contracts will be awarded by giving preference to contractors who are not on The Adani List.
13. Notifies Councillors when new RFTs, RFQs and EOIs come from contractors who are on The Adani List.
14. Writes to Stop Adani organisation informing them of this motion

*At 9.13 pm, the meeting adjourned for a short break.*

*At 9.25 pm, the meeting resumed.*

THE FOLLOWING PROCEDURAL MOTION, MOVED BY CR MASSELOS AND SECONDED BY CR NEMESH, WAS

THEN PUT AND DECLARED CARRIED:

That:

1. Council moves into closed session to deal with this matter, which is considered to be confidential in accordance with section 10A(2)(g) of the *Local Government Act 1993*, 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 advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.
2. Pursuant to sections 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*.

*Cr O'Neill was not present for the consideration and vote on the procedural motion.*

*Council dealt with the remainder of this item in closed session.*

**FORESHADOWED MOTION**

Mover: Cr Lewis  
Seconder: Cr Nemesh

That this item be deferred to a workshop to be held in the near future to consider the motion, the proposed amendments and advice from the General Counsel.

THE MOVER OF THE ORIGINAL MOTION THEN WITHDREW THE MOTION AND MOVED THE FOLLOWING MOTION:

**MOTION**

Mover: Cr Copeland  
Seconder: Cr Wy Kanak

That Council:

1. Notes that Council has proactively put in place environmental and social sustainability criteria that are specific to the category of goods or services being procured, with these criteria included in requests for tenders, requests for quotes and expressions of interest when released to market.
2. Notes that the evaluation criteria referred to clause 1 and associated weightings directly address environmental responsibility as part of the selection process.
3. Notes that the environmental and social sustainability criteria were approved by Council's Executive Leadership Team in December 2019, and these have been utilised to evaluate suppliers' responses to tenders and quotes since then.
4. Notes that the report findings indicate that there were two suppliers providing goods or services to Council from The Adani List, as follows:
  - (a) KPMG – Has been engaged to provide services relating to the development of Council's Information, Communication and Technology (ICT) Strategy. The Adani List indicates that KPMG also provides strategic assistance to Adani.
  - (b) Commonwealth Bank (CBA) – Provides banking services to Council. The Adani List indicates that CBA has lent to fossil fuel companies globally since 2016.

5. Notes that Council's Investment Policy contains the following criteria in section 4(e):

'Council invests in alternatives by observing quadruple bottom line accounting principles over both short-term and long-term outlooks—society, environment, economic/financial, civic leadership/governance—and where financial institutions are offering an equal or better return on investment, and within the prevailing legislation and current Investment Policy risk management guidelines. More specifically, a commitment to (including but not limited to): investments that provide for the ethical treatment of both shareholders and stakeholders, support development of co-operative ownership and control of the work place, high quality products and services, local ventures, appropriate technology, ecologically sustainable practices, social and economic justice, peace and non-violence and the use of renewable resources. And avoiding investments that create pollution (such as fossil fuel industries), that are speculative, that exploit workers, customers and/or the environment, that are engaged in alcohol, tobacco and arms manufacture, that inhibit human rights and that damage non-renewable resources.'

6. Notes that Council is a signatory to the Climate Emergency Declaration that declares that we are in a State of Climate and Biodiversity Emergency that requires urgent action by all levels of government, that human-induced climate change and biodiversity loss represents existential threats to human civilisation, other species and the life-supporting capacity of air, water, soil, and ecosystems, and that it is still possible to prevent the most catastrophic economic, social and environmental impacts if, and only if, societies take emergency action.
7. Investigates modifying its procurement policies, procedures and documentation and any other relevant policy to allow for the implementation of a potential resolution for the purpose of assisting with the reduction of carbon emissions and mitigating climate change, and that when deciding on the award of a contract, where all other factors are equal, prefers an entity that is not itself identified as supplying goods or services, or having supplied goods and services, to the Adani Coal Project.
8. Writes to all Australian Councils that are signatories to the Climate Emergency Declaration informing them of this motion.
9. Writes to Stop Adani organisation informing them of this motion

THE MOTION WAS THEN PUT AND DECLARED LOST.

THE FORESHADOWED MOTION NOW BECAME THE MOTION AND WAS PUT AND DECLARED CARRIED.

**DECISION:**

That this matter be deferred to a workshop to be held in the near future to consider the motion, the proposed amendments and advice from the General Counsel.

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

**CM/7.9/20.10                      Bondi Surf Club Conservation and Upgrade Project - Outcomes of Community Consultation (A19/0172)****MOTION**

Mover:        Cr Wakefield  
Seconder:    Cr Wy Kanak

That Council:

1.     Receives and notes the Bondi Surf Club Conservation and Upgrade Project Consultation Report attached to the report.
2.     Proceeds to detailed design for the Bondi Surf Club Building incorporating consideration of the key findings from the consultation and authorises submission of a development application.

**AMENDMENT 1 (WITHDRAWN)**

Mover:        Cr Goltsman  
Seconder:    Cr Betts

That:

1.     Clause 2 be amended to read as follows:

‘Proceeds to detailed design for the Bondi Surf Club Building incorporating consideration of the key findings from the consultation.’

2.     The following clause 3 be added to the motion:

‘Officers prepare an updated concept design to include consideration of the following issues:

- (a)    Position of exit ramp from the basement so that there is no conflict with the Bondi Pavilion waste traffic turning circle.
- (b)    Consider, for pedestrian safety reasons, relocating the refuelling bay and exit from ramp to the northern side of the western building rather than having it on the southern side.
- (c)    Reconsider placement of the kiosk, with preference given to relocating it to the northern side of the building.
- (d)    Provide further design details on the kitchen and amenities layouts, their location and how they service the function room, front building ground floor gallery space, and courtyard. Access paths for the kitchen and amenities to/from other areas in the rear and front buildings are to be clarified.
- (e)    Environmental issues of the two buildings and the centre courtyard, including air conditioning and roof fabric to mitigate overheating; consider a wind analysis to assess the impact of the wind on the centre courtyard, and any mitigation measures.
- (f)    Consider movable gates for the northern side of the inter building open courtyard to prevent overnights sleeping and to allow privacy should the surf club or council wish to use the open courtyard for a function.
- (g)    Consider seating in the eastern veranda behind the arches and in the centre courtyard.
- (h)    Consider alternative designs for the centre courtyard rather than grass throughout to reduce ongoing maintenance costs.

- (i) Reconsider the use and workability of the retractable plastic sunshade.
- (j) Confirm operation of the ground floor “heritage” gallery space in the front building, including flexible use of the space, acoustic treatment, and moveability of presentation materials.
- (k) Confirm design of proposed walkway to protect pedestrians from inclement weather, including wind and rain.’

3. The following clause 4 be added to the motion:

‘Officers circulate the updated concept design to Councillors prior to convening a Councillor workshop on the matter, and then report back to Council with the final concept design prior to the lodgement of a development application.’

AT THIS STAGE IN THE PROCEEDINGS, CR BURRILL MOVED A PROCEDURAL MOTION, SECONDED BY CR BETTS, THAT THE ITEM LAY ON THE TABLE TO ALLOW THE AMENDMENT TO BE PRINTED AND DISTRIBUTED TO COUNCILLORS.

THE PROCEDURAL MOTION WAS PUT AND DECLARED CARRIED.

LATER IN THE MEETING, CR GOLTSMAN MOVED A PROCEDURAL MOTION, SECONDED BY CR NEMESH, THAT THE ITEM BE TAKEN FROM THE TABLE.

THE PROCEDURAL MOTION WAS PUT AND DECLARED CARRIED UNANIMOUSLY.

THE MOVER OF THE AMENDMENT THEN WITHDREW THE AMENDMENT AND MOVED THE FOLLOWING AMENDMENT:

**AMENDMENT 2**

Mover: Cr Goltsman  
Seconder: Cr Betts

That:

1. The following clause 3 be added to the motion:

‘Officers prepare an updated concept design to include consideration of the following issues:

- (a) Position of exit ramp from the basement so that there is no conflict with the Bondi Pavilion waste traffic turning circle.
- (b) Consider, for pedestrian safety reasons, relocating the refuelling bay and exit from ramp to the northern side of the western building rather than having it on the southern side.
- (c) Reconsider placement of the kiosk, with preference given to relocating it to the northern side of the building.
- (d) Provide further design details on the kitchen and amenities layouts, their location and how they service the function room, front building ground floor gallery space, and courtyard. Access paths for the kitchen and amenities to/from other areas in the rear and front buildings are to be clarified.
- (e) Environmental issues of the two buildings and the centre courtyard, including air conditioning and roof fabric to mitigate overheating; consider a wind analysis to assess the impact of the wind on the centre courtyard, and any mitigation measures.

- (f) Consider movable gates for the northern side of the inter building open courtyard to prevent overnighers sleeping and to allow privacy should the surf club or council wish to use the open courtyard for a function.

2. The following clause 4 be added to the motion:

‘Officers circulate the updated concept design to Councillors prior to convening a Councillor workshop on the matter, and then report back to Council with the final concept design prior to the lodgement of a development application.’

**FORESHADOWED AMENDMENT**

Mover: Cr Burrill

That:

1. The following clause 3 be added to the motion:

‘Officers prepare an updated concept design to include consideration of the following issues:

- (a) Position of exit ramp from the basement so that there is no conflict with the Bondi Pavilion waste traffic turning circle.
- (b) Consider, for pedestrian safety reasons, relocating the refuelling bay and exit from ramp to the northern side of the western building rather than having it on the southern side.
- (c) Reconsider placement of the kiosk, with preference given to relocating it to the northern side of the building.
- (d) Provide further design details on the kitchen and amenities layouts, their location and how they service the function room, front building ground floor gallery space, and courtyard. Access paths for the kitchen and amenities to/from other areas in the rear and front buildings are to be clarified.
- (e) Environmental issues of the two buildings and the centre courtyard, including air conditioning and roof fabric to mitigate overheating; consider a wind analysis to assess the impact of the wind on the centre courtyard, and any mitigation measures.
- (f) Consider movable gates for the northern side of the inter building open courtyard to prevent overnighers sleeping and to allow privacy should the surf club or council wish to use the open courtyard for a function.

2. The following clause 4 be added to the motion:

‘Officers report back to Council with the final concept design prior to the lodgement of a development application.’

THE AMENDMENT WAS PUT AND DECLARED LOST.

**Division**

**For the Amendment:** Crs Betts, Burrill, Goltsman, Kay and Nemesh.

**Against the Amendment:** Crs Copeland, Keenan, Lewis, Masselos, Wakefield and Wy Kanak.

THE FORESHADOWED AMENDMENT NOW BECAME THE AMENDMENT.

THE MOVER OF THE MOTION THEN ACCEPTED THE AMENDMENT.

THE MOVER OF THE MOTION THEN ACCEPTED A FURTHER AMENDMENT TO CLAUSE 2.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED UNANIMOUSLY.

**UNANIMOUS DECISION:**

That Council:

1. Receives and notes the Bondi Surf Club Conservation and Upgrade Project Consultation Report attached to the report.
2. Proceeds to detailed design for the Bondi Surf Club Building incorporating consideration of the key findings from the consultation and authorises the preparation of a development application.
3. Officers prepare an updated concept design to include consideration of the following issues:
  - (a) Position of exit ramp from the basement so that there is no conflict with the Bondi Pavilion waste traffic turning circle.
  - (b) Consider, for pedestrian safety reasons, relocating the refuelling bay and exit from ramp to the northern side of the western building rather than having it on the southern side.
  - (c) Reconsider placement of the kiosk, with preference given to relocating it to the northern side of the building.
  - (d) Provide further design details on the kitchen and amenities layouts, their location and how they service the function room, front building ground floor gallery space, and courtyard. Access paths for the kitchen and amenities to/from other areas in the rear and front buildings are to be clarified.
  - (e) Environmental issues of the two buildings and the centre courtyard, including air conditioning and roof fabric to mitigate overheating; consider a wind analysis to assess the impact of the wind on the centre courtyard, and any mitigation measures.
  - (f) Consider movable gates for the northern side of the inter building open courtyard to prevent overnights sleeping and to allow privacy should the surf club or council wish to use the open courtyard for a function.
4. Officers report back to Council with the final concept design prior to the lodgement of a development application.

**Division**

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

**Against the Motion:** Nil.

*Cr O'Neill was not present for the consideration and votes on this item.*

*A Hoggett, P Ure (on behalf of the Bondi Surf Bathing Lifesaving Club Building Sub-Committee) and B Jackson (President, Bondi Surf Bathing Life Saving Club) addressed the meeting*

**CM/7.10/20.10          Geotechnical Risk Mitigation - Rockfall and Retaining Wall Solutions (SF20/5024)****MOTION / UNANIMOUS DECISION**

Mover:      Cr Masselos

Seconder:   Cr Keenan

That Council:

1.      Notes that geotechnical risks along natural rock faces and engineered retaining walls across the Waverley local government area require further investigation.
2.      Undertakes remediation works in the following areas:
  - (a)      Forrest Knoll Avenue.
  - (b)      Liverpool Street.
  - (c)      Carlisle Street.
  - (d)      Bronte Gully.
3.      Approves funding of \$280,000 to be reallocated to these remediation works and assessment work as part of the Capital Works first quarter adjustments.

*Cr O'Neill was not present for the consideration and vote on this item.***CM/7.11/20.10          Rodney Reserve - Coastal Fence (A20/0475)****MOTION**

Mover:      Cr Lewis

Seconder:   Cr Wy Kanak

That this item be deferred to the November Council meeting, and that Council officers report back with a response to the issues raised by the Dover Heights Precinct as addressed to the meeting this evening.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO THE MOTION.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED UNANIMOUSLY.

**UNANIMOUS DECISION:**

That this item be deferred to the November Council meeting, with a workshop conducted prior to November meeting, and that Council officers report back with a response to the issues raised by the Dover Heights Precinct as addressed to the meeting this evening.

*Cr O'Neill was not present for the consideration and vote on this item.**D Frazer and R Nothman addressed the meeting.*

**CM/7.12/20.10 Ernie Page Memorial (A02/0276)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council:

1. Posthumously recognises the Hon. Ernie Page MP with a 'Best of the Best' award in 2021 to commemorate his contribution to Waverley Council as time served as elected Councillor, Mayor and member for the Waverley and Coogee electorates in the NSW Parliament.
2. Continues to commemorate eminent residents through the 'Best of the Best' awards within the established four-year program.
3. Officers report back to Council with options for a permanent memorial for the Hon. Ernie Page MP and Councillors be invited to submit suggestions.

*Cr O'Neill was not present for the consideration and vote on this item.***CM/7.13/20.10 Petition - Anglesea Street, Bondi - Resident Parking Scheme (A03/2581)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council:

1. Refers the petition requesting a resident parking scheme in Anglesea Street, Bondi, to the Director, Community, Assets and Operations, for appropriate action.
2. Officers report back to Council on the action taken on the petition.

*Cr O'Neill was not present for the consideration and vote on this item.***CM/7.14/20.10 Community Safety Advisory Committee (A03/0544-04)****MOTION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council does not reinstate the Community Safety Committee and instead holds an annual Community Safety Forum with key stakeholders and members of the public.

**FORESHADOWED MOTION**

Mover: Cr Burrill

That Council:

1. Reinstate the Community Safety Advisory Committee.
2. Adopts the Community Safety Advisory Committee Terms of Reference attached to the report (Attachment 1).
3. Appoints the Mayor or the Mayor's delegate as the Chair of the Committee and two Councillor members to the Committee.

4. Seeks expressions of interest for two community representative members of the Committee to serve a 19-month term from their appointment in February 2021 to September 2022.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council does not reinstate the Community Safety Committee and instead holds an annual Community Safety Forum with key stakeholders and members of the public.

**Division**

**For the Motion:** Crs Copeland, Keenan, Lewis, Masselos, Wakefield and Wy Kanak

**Against the Motion:** Crs Betts, Burrill, Goltsman, Kay and Nemesh.

*Cr O'Neill was not present for the consideration and vote on this item.*

*At 10.53 pm, following the vote on this item, Cr Burrill left the meeting and did not return*

**CM/7.15/20.10          Housing Advisory Committee (A10/0353)**

**MOTION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council:

1. Reinstates the Housing Advisory committee.
2. Adopts the Housing Advisory Committee Terms of Reference attached to the report (Attachment 1).
3. Appoints the Mayor, Cr Masselos, as the Chair, Cr Lewis and Cr Keenan as members of the Committee.
4. Seeks expression of interest for up to four community representative members of the committee to serve a 19-month term from their appointment in February 2021 to September 2022.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 3.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1. Reinstates the Housing Advisory committee.
2. Adopts the Housing Advisory Committee Terms of Reference attached to the report (Attachment 1).
3. Appoints the Mayor, Cr Masselos, as the Chair, Cr Lewis, Cr Keenan and Cr Betts as members of the Committee.
4. Seeks expression of interest for up to four community representative members of the committee to

serve a 19-month term from their appointment in February 2021 to September 2022.

*Crs Burrill and O'Neill were not present for the consideration and vote on this item.*

## 8. Notices of Motions

### CM/8.1/20.10 Precinct Meetings by Video Conference (A04/0038)

#### MOTION

Mover: Cr Wakefield

Seconder: Cr Wy Kanak

That Council:

1. Provides sufficient resources to allow Precincts to hold online meetings instead of, or in conjunction with, their regular periodic meetings until the end 2021.
2. Ensures that the resourcing enables up to three Precinct meetings to be held simultaneously.

#### AMENDMENT

Mover: Cr Kay

Seconder: Cr Betts

That clause 2 be amended to read as follows:

‘Ensures that the resourcing enables up to three Precinct meetings to be held simultaneously in different wards.’

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, Wakefield and Wy Kanak.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

#### DECISION:

That Council:

1. Provides sufficient resources to allow Precincts to hold online meetings instead of, or in conjunction with, their regular periodic meetings until the end 2021.
2. Ensures that the resourcing enables up to three Precinct meetings to be held simultaneously.

*Crs Burrill and O'Neill were not present for the consideration and vote on this item.*

**CM/8.2/20.10                      Petition - Chaleyer Street, Rose Bay - Safety and Amenity (A03/0528)****MOTION**

Mover:        Cr Lewis  
Seconder:    Cr Wakefield

That Council:

1.     Accepts the petition presented by the residents of Chaleyer Street, Rose Bay, tabled at the meeting.
2.     Prepares a report for Council identifying options to improve residents' amenity and relieve congestion in Chaleyer Street, including but not limited to:
  - (a)    Widening the road for parking between driveways, without interfering with the depth of existing driveways.
  - (b)    Constructing semi-recessed parking bays that do not interfere with driveways.
  - (c)    Installing passing bays without reducing current parking.
  - (d)    Limiting the size of commercial vehicles that can access the street.
  - (e)    Installing traffic calming measures.
  - (f)    Improving the ingress and egress to the street at the corners of Old South Head Road to the west and Hardy Street to the east.
  - (g)    Reducing the speed limit to 40 km/h.
3.     In the preparation of the report, consults the residents of Chaleyer Street and the Rose Bay and Dover Heights Precinct Committees.

**AMENDMENT 1**

Mover:        Cr Betts  
Seconder:    Cr Nemesh

That:

1.     Clause 2 be amended to read as follows:

‘Prepares a report for Council identifying options to improve residents’ amenity and relieve congestion in Chaleyer Street, including investigating the introduction of passing zones in Chaleyer Street similar to those introduced in late 2018 in Onslow Street, which will improve traffic flow and prevent vehicle damage. These passing zones will include introducing no parking zones across multi-width driveways. They will also include dotted lines along lanes and driveway edges, as per RMS standards.’
2.     The following clause be added to the Motion:

‘Officers assess the street to see where passing zones can be introduced, endeavouring to lose the minimum number of parking spaces.’
3.     The following clause be added to the Motion:

‘That this solution be considered prior to investigating any other options.’

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, Wakefield and Wy Kanak.

**AMENDMENT 2**

Mover: Cr Nemesh

Seconder: Cr Betts

That clause 1 be amended to read as follows:

‘Accepts the hard copy petition presented by the residents of Chaleyer Street, Rose Bay, tabled at the meeting.’

THE AMENDMENT WAS PUT AND DECLARED LOST.

**AMENDMENT 3**

Mover: Cr Nemesh

Seconder: Cr Betts

That clauses 2(e) and 2(g) be deleted.

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, Wakefield and Wy Kanak.

AT THIS STAGE IN THE PROCEEDINGS, CR MASSELOS MOVED A PROCEDURAL MOTION, SECONDED BY CR BETTS, TO EXTEND THE MEETING TO 12.00 AM.

THE PROCEDURAL MOTION WAS PUT AND DECLARED CARRIED.

**AMENDMENT 4**

Mover: Cr Goltsman

Seconder: Cr Betts

That clause 1 be amended to read as follows:

‘Verifies the email addresses contained within the petition prior to accepting the petition presented by the residents of Chaleyer Street, Rose Bay, tabled at the meeting.’

THE AMEDMENT WAS PUT AND DECLARED LOST.

**Division**

**For the Amendment:** Crs Betts, Goltsman, Kay and Nemesh.

**Against the Amendment:** Crs Copeland, Keenan, Lewis, Masselos, Wakefield and Wy Kanak.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

**Division**

**For the Motion:** Crs Betts, Copeland, Goltsman, Kay, Keenan, Lewis, Masselos, Nemesh, Wakefield and Wy Kanak.

**Against the Motion:** Nil.

*Crs Burrill and O'Neill were not present for the consideration and votes on this item.*

*C Cleminson addressed the meeting.*

**CM/8.3/20.10                      Bondi Pavilion Amphitheatre and Northern Courtyard Landscaping (A15/0272)**

**MOTION**

Mover:        Cr Wy Kanak

Seconder:    Cr Keenan

That:

1. Council investigates the feasibility of modifications to the landscape plan for the Bondi Pavilion Courtyard as follows:
  - (a) The incorporation of a grassed area and deep plantings/shade trees/or alternative soft surfaces into the landscape plan for the northern courtyard of the Bondi Pavilion with a view to determining or providing advice on:
    - (i) The desirability of such modification.
    - (ii) The likelihood of planning and heritage approval for such a modification.
    - (iii) Implementation timelines for additional works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration timeline.
    - (iv) Costings for this additional work and impact on the existing project budget.
    - (v) Approval process, length of time for approval and whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.
  - (b) The incorporation of a heritage sympathetic amphitheatre landscape feature within the courtyard of the Bondi Pavilion with a view to determining or providing advice on:
    - (i) Whether a heritage sympathetic design which can be included as a landscape feature can be provided.
    - (ii) The likelihood of planning and heritage approval for such a modification.
    - (iii) Implementation timelines for additional works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration project timeline.
    - (iv) Costings for this additional work and impact on the existing project budget.
    - (v) Approval process, length of time for approval and whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.
2. A report be prepared for Council on the results of these investigations.
3. The proposed modifications be considered on the basis that they do not delay the existing restoration timeline and building schedule. If these additions impact the building schedule, then they are to be considered for implementation only after the completion of the Bondi Pavilion Restoration

project.

THE MOVER OF THE MOTION ACCEPTED AN AMENDMENT TO CLAUSE 2.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That:

1. Council investigates the feasibility of modifications to the landscape plan for the Bondi Pavilion Courtyard as follows:
  - (a) The incorporation of a grassed area and deep plantings/shade trees/or alternative soft surfaces into the landscape plan for the northern courtyard of the Bondi Pavilion with a view to determining or providing advice on:
    - (i) The desirability of such modification.
    - (ii) The likelihood of planning and heritage approval for such a modification.
    - (iii) Implementation timelines for additional works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration timeline.
    - (iv) Costings for this additional work and impact on the existing project budget.
    - (v) Approval process, length of time for approval and whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.
  - (b) The incorporation of a heritage sympathetic amphitheatre landscape feature within the courtyard of the Bondi Pavilion with a view to determining or providing advice on:
    - (i) Whether a heritage sympathetic design which can be included as a landscape feature can be provided.
    - (ii) The likelihood of planning and heritage approval for such a modification.
    - (iii) Implementation timelines for additional works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration project timeline.
    - (iv) Costings for this additional work and impact on the existing project budget.
    - (v) Approval process, length of time for approval and whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.
2. A report be prepared for Council on the results of these investigations and the report come back to the February 2021 Council meeting.
3. The proposed modifications be considered on the basis that they do not delay the existing restoration timeline and building schedule. If these additions impact the building schedule, then they are to be considered for implementation only after the completion of the Bondi Pavilion Restoration project.

**Division**

**For the Motion:** Crs Copeland, Goltsman, Keenan, Lewis, Masselos, Nemesh, Wakefield and Wy Kanak.

**Against the Motion:** Crs Betts and Kay.

*Crs Burrill and O'Neill were not present for the consideration and vote on this item.*

*E Morel (convenor, Friends of Bondi Pavilion) and M Gould (on behalf of Bondi Rocks Media) addressed the meeting.*

**CM/8.4/20.10 Food Scraps in Green Bins (A03/0160)****MOTION**

Mover: Cr Keenan

Seconder: Cr Copeland

That Council:

1. Approaches the contractor of the green bin collection and requests a contract variation that would allow for the insertion of food waste into the green bins.
2. Officers report the outcome of the request back to Council at the November 2020 Council meeting, including any cost associated with the contract variation.

**FORESHADOWED MOTION**

Mover: Cr Kay

That Council:

1. Investigates a feasible, best-practice solution for collecting and recovering food waste from households in Waverley.
2. Identifies optimal, best-practice services for all other waste and recycling streams collected from Waverley households, to provide an easy-to-use and cost-effective service that will deliver the best landfill diversion and environmental outcomes for Waverley.
3. Defers the implementation of the three-bin domestic waste service until Council considers this investigation.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 1.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1. Approaches the contractor of the green bin collection and investigates a contract variation that would allow for the insertion of food waste into the green bins.
2. Officers report the outcome of the request back to Council at the November 2020 Council meeting, including any cost associated with the contract variation.

*Crs Burrill and O'Neill were not present for the consideration and vote on this item.*

AT THIS STAGE IN THE PROCEEDINGS, AT 11.59 PM, CR MASSELOS MOVED A PROCEDURAL MOTION, SECONDED BY CR LEWIS, TO ADJOURN THE MEETING TO 6.00 PM ON TUESDAY, 27 OCTOBER 2020.

THE PROCEDURAL MOTION WAS PUT AND DECLARED CARRIED.

*Crs Burrill and O'Neill were not present for the consideration and vote on the procedural motion.*

*At 12.00 am, the meeting adjourned.*

AT 6.00 PM ON TUESDAY, 27 OCTOBER 2020, CR MASSELOS MOVED A PROCEDURAL MOTION, SECONDED BY CR GOLTSMAN, TO RECONVENE THE MEETING.

THE PROCEDURAL MOTION WAS PUT AND DECLARED CARRIED.

*Crs Burrill and O'Neill were not present for the consideration and vote on the procedural motion.*

*At 6.00 pm, the meeting reconvened.*

**CM/8.5/20.10                      Notts Avenue Streetscape Upgrade - Design Threat Assessment (A02/0421)**

**MOTION**

Mover:        Cr Betts  
Seconder:     Cr Goltsman

That Council:

1. Notes that Council officers are working with consultants Risk Group to finalise the Security Masterplan for future Council consideration.
2. Notes that the Security Masterplan will provide a consistent framework and internal process for effective risk planning and embedding design risk assessments into all future projects.
3. Notes that, while pedestrian safety has underpinned the Notts Avenue streetscape upgrade design incorporating a shared zone, a design threat assessment has not been completed.
4. Officers request the consultants to expedite the design threat assessment on the Notts Avenue streetscape upgrade design to further enhance pedestrian safety, particularly in regard to hostile vehicle mitigation.
5. Officers proceed with any recommended minor design changes that can be accommodated within the existing budget.
6. Officers urgently report back to Council on any significant design amendments that would require additional funding or modifications that affect traffic and/or pedestrian movements.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 6.

**DECISION:**

That Council:

1. Notes that Council officers are working with consultants Risk Group to finalise the Security Masterplan for future Council consideration.

2. Notes that the Security Masterplan will provide a consistent framework and internal process for effective risk planning and embedding design risk assessments into all future projects.
3. Notes that, while pedestrian safety has underpinned the Notts Avenue streetscape upgrade design incorporating a shared zone, a design threat assessment has not been completed.
4. Officers request the consultants to expedite the design threat assessment on the Notts Avenue streetscape upgrade design to further enhance pedestrian safety, particularly in regard to Hostile Vehicle Mitigation.
5. Officers proceed with any recommended minor design changes that can be accommodated within the existing budget.
6. Officers urgently and confidentially report back to Council on any significant design amendments that would require additional funding or modifications that affect traffic and/or pedestrian movements.

*Crs Burrill and O'Neill were not present for the consideration and vote on this item.*

**CM/8.6/20.10                      Development Application at 79-103 Wellington Street, Bondi Beach - Public Submissions (DA-268/2020)**

**MOTION / UNANIMOUS DECISION**

Mover:        Cr Wy Kanak

Seconder:    Cr Wakefield

That Council notes the following key issues raised in public submissions in relation to DA-268/2020, 79-103 Wellington Street, Bondi:

1. The increase in density of the development arising from the demolition of buildings on 11 properties and the construction of 71 dwellings.
2. The loss of existing open space that currently forms part of the subject properties.
3. The accumulated traffic impacts directly on this neighbourhood and on the wider Bondi/Waverley area, especially considering the recently approved development at 107 Wellington Street, Bondi, currently under construction.

DURING THE CONSIDERATION OF THIS ITEM, CR KAY RAISED A POINT OF ORDER THAT CR WAKEFIELD'S SUBMISSION WAS IRRELEVANT TO THE SUBJECT MATTER. THE CHAIR DID NOT UPHOLD THE POINT OF ORDER. CR KAY, SECONDED BY CR BETTS, MOVED A MOTION OF DISSENT ON THE CHAIR'S RULING.

THE MOTION OF DISSENT WAS PUT AND DECLARED LOST.

*Crs Burrill and O'Neill were not present for the consideration and votes on this item.*

**CM/8.7/20.10 David Gulpilil and Bondi Pavilion (A15/0272)****MOTION / DECISION**

Mover: Cr Wy Kanak

Seconder: Cr Keenan

That the Mayor and Council's Reconciliation Action Plan Champion, Cr Dominic Wy Kanak, with respect and observance of cultural protocols, writes to Mr David Gulpilil and/or his family contact:

1. Wishing him well in healing from his reported cancer.
2. Thanking/honouring Mr Gulpilil for sharing his cultural performance and acting skills with the international community, and specifically thanking him for his participation and cultural dancing contribution to the local community opening night of the Bondi Pavilion Community Cultural Centre Theatre before the then Prime Minister Gough Whitlam and the Prime Minister's wife, Margaret Whitlam.
3. Seeking Mr Gulpilil's and/or his family contact's permission to deal with and prominently display photos featuring Mr Gulpilil's images from that opening night in the fittings for the completed 'makeover' renovation of the Bondi Community Cultural Centre.
4. Informing Mr Gulpilil and/or his family contact that his images and photos of participation in the opening of the Bondi Pavilion Community Cultural Centre Theatre are part of the valued heritage of Bondi and our Waverley community.

*Crs Burrill and O'Neill were not present for the consideration and vote on this item.*

**9. Questions with Notice**

There were no questions with notice.

**10. Urgent Business****CM/10.1/20.10 22-26 Edward Street, Bondi - Land and Environment Court Matter (DA-426/2019)**

*Cr Wy Kanak requested that the following motion be dealt with as an item of urgent business:*

*'That Council requests the Land and Environment Court to undertake a site visit to 22-26 Edward Street, Bondi, to observe the issues raised in public submissions on the appeal for the DA and to enable additional interested residents to make submissions to the Court on the matter prior to the Court making its determination on the appeal.'*

*The Chair ruled that the proposed business was not of great urgency because the matters raised by Cr Wy Kanak can be dealt with by the Court.*

**11. Closed Session****CM/11/20.10 Closed Session****MOTION / DECISION**

Mover: Cr Masselos

Seconder: Cr Nemesh

That:

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

**CM/11.1/20.10 CONFIDENTIAL REPORT - Sculpture by the Sea 2020**

This matter is considered to be confidential in accordance with section 10A(2)(d)(i) (d)(ii) (d)(iii) 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 commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it; confer a commercial advantage on a competitor of Council; and reveal a trade secret.

**CM/11.2/20.10 CONFIDENTIAL REPORT - Alexandria Integrated Facility and 48A Burrows Road, Alexandria - Lease with Ausgrid**

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

**CM/11.3/20.10 CONFIDENTIAL REPORT - General Manager's Annual Performance Review - Report of the Performance Review Committee**

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 a particular individual (other than a councillor).

2. Pursuant to sections 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*.

*Cr O'Neill was not present for the consideration and vote on this item.*

*At 6.42 pm, at the reconvened meeting, Council moved into closed session.*

**ITEMS BY EXCEPTION****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Lewis

That the recommendations for the following items be adopted as recommended in the business paper:

CM/11.2/20.10 CONFIDENTIAL REPORT - Alexandria Integrated Facility and 48A Burrows Road, Alexandria - Lease with Ausgrid.

CM/11.3/20.10 CONFIDENTIAL REPORT - General Manager's Annual Performance Review - Report of the Performance Review Committee.

*Cr O'Neill was not present for the consideration and vote on this item.*

**CM/11.1/20.10 CONFIDENTIAL REPORT - Sculpture by the Sea 2020 (A19/0736)****MOTION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council:

1. Treats the 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), (d)(ii) and (d)(iii) of the *Local Government Act 1993*. The report contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it; confer a commercial advantage on a competitor of Council; and reveal a trade secret.
2. Notes the advice in the report regarding the status of the 2020 Sculpture by the Sea Event.
3. Defers the decision concerning the Sculpture by the Sea event being conducted in April 2021 until the December Council meeting to better consider COVID-19 Public Health Orders.
4. Receives advice from Sculpture by the Sea as to their proposed timetable of events for 2021 and options for various iterations of the proposed events.

THE MOVER OF THE MOTION THEN ACCEPTED THE ADDITION OF A NEW CLAUSE 5.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1. Treats the 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), (d)(ii) and (d)(iii) of the *Local Government Act 1993*. The report contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it; confer a commercial advantage on a competitor of Council; and reveal a trade secret.
2. Notes the advice in the report regarding the status of the 2020 Sculpture by the Sea Event.

3. Defers the decision concerning the Sculpture by the Sea event being conducted in April 2021 until the December Council meeting to better consider COVID-19 Public Health Orders.
4. Receives advice from Sculpture by the Sea as to their proposed timetable of events for 2021 and options for various iterations of the proposed events.
5. Officers further investigate options to reduce parking and congestion impacts in local streets, including those on page 8 of the report for a bus shuttle service from Bondi Junction and expanding traffic management plans, for future Sculpture by the Sea events in Waverley, and prepare a report for Council's consideration.

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

**CM/11.2/20.10                      CONFIDENTIAL REPORT - Alexandria Integrated Facility and 48A Burrows Road, Alexandria - Lease with Ausgrid (A12/0627)**

**MOTION / UNANIMOUS DECISION**

Mover:        Cr Masselos  
Seconder:    Cr Lewis

That Council:

1. Treats the 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 Council is conducting (or proposes to conduct) business.
2. Enters into a lease with Ausgrid over the land known as 48A Burrows Road, Alexandria (Lot 1, DP 575487) on the terms outlined in the report.
3. Authorises the General Manager to complete the negotiations and execute the documents once finalised.

**CM/11.3/20.10                      CONFIDENTIAL REPORT - General Manager's Annual Performance Review - Report of the Performance Review Committee (P18/0052)**

**MOTION / UNANIMOUS DECISION**

Mover:        Cr Masselos  
Seconder:    Cr Lewis

That Council:

1. Treats the 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)(a) of the *Local Government Act 1993*. The report contains personnel matters concerning a particular individual (other than a councillor).
2. Receives and notes the minutes of the Performance Review Committee meeting held on 12 August 2020 attached to the report.
3. Endorses the decisions made by the Committee.

**12. Resuming in Open Session****CM/12/20.10                      Resuming in Open Session****MOTION / DECISION**

Mover:        Cr Masselos

Seconder:    Cr O'Neill

That Council resumes in open session.

*At 7.15 pm, at the reconvened meeting, Council resumed in open session.*

***Resolutions from closed session made public***

*In accordance with clause 14.21 of the Waverley Code of Meeting Practice, when the meeting resumed in open session the chair announced the resolutions made by Council while the meeting was closed to members of the public and the media.*

**13. Meeting Closure****THE RECONVENED MEETING CLOSED AT 7.18 PM.**

.....  
**SIGNED AND CONFIRMED**  
**MAYOR**  
**17 NOVEMBER 2020**

## CONFIRMATION AND ADOPTION OF MINUTES CM/5.2/20.11



**Subject:** Adoption of Minutes - Waverley Traffic Committee Meeting - 22 October 2020

**TRIM No:** SF20/45

**Author:** Al Johnston, Governance Officer

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### RECOMMENDATION:

That Part 1 of the minutes of the Waverley Traffic Committee Meeting held on 22 October 2020 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 Transport for NSW (TfNSW), 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 - 22 October 2020

**MINUTES OF THE WAVERLEY TRAFFIC COMMITTEE  
MEETING HELD BY VIDEO CONFERENCE ON  
THURSDAY, 22 OCTOBER 2020**



**Voting Members Present:**

Cr T Kay	Waverley Council – Alternate Chair
S/Cst A Birchansky	NSW Police – Eastern Suburbs Police Area Command – Traffic Services
Mr P Pearce	Representing Marjorie O’Neill, MP, Member for Coogee
Ms J Zin	Representing Gabrielle Upton, MP, Member for Vacluse

**Also Present:**

Mr B Gidiess	State Transit – Traffic and Services Manager (Eastern Region)
Cr A Burrill	Waverley Council
Cr D Wy Kanak	Waverley Council
Mr D Joannides	Waverley Council – Executive Manager, Infrastructure Services
Mr C Hutcheson	Waverley Council – Service Manager, Traffic and Transport
Mr M Almuhanha	Waverley Council – Senior Traffic Engineer
Mr H Bahari	Waverley Council – Professional Engineer
Mr P Cai	Waverley Council – Traffic Engineer
Mr L Huertas-Prieto	Waverley Council – Project Manager, Strategic Transport

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*At the commencement of proceedings at 10.12 am, those present were as listed above.*

**Apologies**

Apologies were received and accepted from Cr Masselos (Chair) and Mr M Carruthers (Transport for NSW).

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

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

1. Mr P Pearce declared a less than significant non-pecuniary interest in item TC/C.08/20.10 40 km/h Speed Limit Changes – Traffic Control Devices – 25 and 37 Murray Street, Bronte, and informed the meeting that he lives in Murray Street.

**Adoption of Previous Minutes by Council - 24 September 2020**

The recommendations contained in Part 1 – Matters Proposing that Council Exercise its Delegated Functions – of the minutes of the Waverley Traffic Committee meeting held on 24 September 2020 were adopted by Council at its meeting on 20 October 2020 with the following change:

1. TC/C.01/20.09 – 40 km/h Speed Limit Changes – Traffic Control Devices (Group 2).

Council adopted the recommendation of the Traffic Committee, subject to item 1(j), Dickson Street at Birrell Street, Bronte – Kerb build-out, and item 1(t), Park Parade at Birrell Street, Bondi – Kerb build-outs, being deferred for a report to go to the November 2020 Traffic Committee meeting on the outcomes of investigating alternative treatments that consider pedestrian safety and traffic flow, including consideration of a pedestrian refuge like that implemented at the intersection of Wellington Street and Bondi Road.

**ITEMS BY EXCEPTION**

The following items on the agenda were dealt with together and the Council Officer's Proposal for each item was unanimously supported by the Committee:

- |               |  |
|---------------|--|
| TC/C.02/20.10 | 7 Salisbury Street, Waverley - Temporary Road Closure for Crane Lifts. |
| TC/C.03/20.10 | 17-19 Henry Street, Queens Park - 'P Motor Bikes Only' Parking.        |
| TC/C.04/20.10 | 63 Fletcher Street, Bondi - Construction Zone.                         |
| TC/C.05/20.10 | 29 Macpherson Street, Waverley - Construction Zone.                    |
| TC/V.02/20.10 | 4 Macleay Street, North Bondi - Construction Zone.                     |
| TC/V.03/20.10 | 15-17 Lamrock Avenue, Bondi Beach - Construction Zone.                 |

**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 TfNSW. 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.01/20.10 Bronte Road, Bondi Junction - Pick-Up/Drop-Off (PUDO) Bay Changes (A20/0336)****COUNCIL OFFICER'S PROPOSAL:**

That Council approves a change of length from 21.0 metres to 9.0 metres for the approved pick-up/drop-off bay on the western side of Bronte Road between Ebley Street and Spring Street until such time that the approved 21.0 metres pick-up/drop-off bay can be installed.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

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

‘That Council approves a change of length from 21 metres to 9 metres within the southern end of the approved pick-up/drop-off bay on the western side of Bronte Road between Ebley Street and Spring Street until such time that the approved 21 metre pick-up/drop-off bay can be installed.’

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

**TC/C.02/20.10 7 Salisbury Street, Waverley - Temporary Road Closure for Crane Lifts (A19/0394)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves the temporary closure of Salisbury Street, Waverley, between Carrington Road and Campbell Street on Tuesday, 8 December 2020, between 7.00 am and 11.00 pm in accordance with the Construction Traffic and Plan of Management attached to the report, subject to:
  - (a) A Council officer being present on-site for the duration of the works as the expense of the applicant.
  - (b) The applicant:
    - (i) Obtaining approval from NSW Police.
    - (ii) Notifying the State Transit Authority, NSW Ambulance Service and NSW Fire and Rescue.
    - (iii) Notifying local residents and Waverley College prior to the event.
    - (iv) Using Transport for NSW accredited traffic controllers.
    - (v) Covering all costs associated with closing the road, including traffic control.

2. Officers notify the applicant of the conditions outlined in clause 1.
3. Delegates authority to the Executive Manager, Infrastructure Services, to approve any alternative date and times, if required.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/C.03/20.10            17-19 Henry Street, Queens Park - 'P Motor Bikes Only' Parking (A14/0145)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council installs a 'P Motor Bikes Only' zone between the driveways of 17 and 19 Henry Street, Queens Park.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/C.04/20.10            63 Fletcher Street, Bondi - Construction Zone (A03/2514-04)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs an 18.2 metre 'No Parking 7 am–5 pm Mon–Fri, 8 am–3 pm Saturday Council Authorised Vehicles' construction zone at 63 Fletcher Street, Bondi.
2. Delegates authority to the Executive Manager, Infrastructure Services, to adjust 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: Representative of the Member for Coogee, NSW Police representative and Waverley Council representative (Alternate Chair).*

**TC/C.05/20.10                    29 Macpherson Street, Waverley - Construction Zone (A03/2514-04)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs a 9 metre 'No Parking 7 am–5 pm Mon–Fri, 8 am–3 pm Saturday Council Authorised Vehicles Excepted' construction zone in front of 29 Macpherson Street, Waverley.
2. Delegates authority to the Executive Manager, Infrastructure Services, to adjust 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: Representative of the Member for Coogee, NSW Police representative and Waverley Council representative (Alternate Chair).*

**TC/C.06/20.10                    40 km/h Speed Limit Changes - Traffic Control Devices - Bourke Street south of Bourke Lane, Queens Park (A18/0579)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves the installation of speed cushions, a marked bicycle lane, and a kerb extension on Bourke Street south of Bourke Lane, Queens Park as shown in Attachment 1 of the report.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

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

That Council:

1. Does not approve the installation of speed cushions as shown in Attachment 1 of the report.
2. Approves the installation of a marked bicycle lane and a kerb extension on Bourke Street south of Bourke Lane, Queens Park, as shown in Attachment 1 of the report.
3. Investigates the design of the roundabout at the Cuthbert Street and Bourke Street intersection and traffic calming to the immediate south of the roundabout, with a report to come back to the Traffic Committee.
4. Notes the submissions received from residents of Bourke Street.
5. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

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

**TC/C.07/20.10            40 km/h Speed Limit Changes - Traffic Control Devices - Park Parade, Bondi  
(A18/0579)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Undertakes consultation with residents of Park Parade, Bondi, on the installation of traffic control devices along Park Parade comprising:
  - (a) Speed cushions at 32 Park Parade.
  - (b) Speed cushions at 10 Park Parade.
  - (c) A line marked parking lane between Bondi Road and Birrell Street.
  - (d) An S1 dashed centre lane line with raised pavement markers between Bondi Road and Birrell Street.
2. Officers prepare a report for the December 2020 Council meeting on the outcomes of the community consultation.
3. Approves the design of the traffic control devices as shown in Attachment 1 (Option 3) of the report subject to the outcomes of the community consultation and the determination at the December Council meeting on whether to proceed with the work.
4. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to amendments to clauses 1 and 2 and the deletion of clauses 3 and 4, such that the recommendation now reads as follows:

That Council:

1. Undertakes consultation with residents of Park Parade, Bondi, on three options for the installation of traffic control devices along Park Parade comprising:
  - (a) Line Markings between Bondi Road and Birrell Street, as follows.
    - (i) A line marked parking lane on the east side of Park Parade.
    - (ii) A L5 enhanced unbroken lane centre line at the crest of the hill around 24 – 32 Park Parade for a length determined by Council officers, and S1 dividing (separation) centre line for the remainder of Park Parade, both to have raised pavement markers.
    - (iii) A yellow 'No Stopping' edge line on the west side of Park Parade.

- (b) Line Markings (a) above plus a speed cushion at 19 Park Parade.
  - (c) Line Markings (a) above plus speed cushions at 10 and 32 Park Parade.
2. Officers prepare a report for Council consideration on the outcomes of the community consultation, together with a recommended design for implementation.

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

**TC/C.08/20.10            40 km/h Speed Limit Changes - Traffic Control Devices - 25 and 37 Murray Street, Bronte (A18/0579)**

*Mr P Pearce declared a less than significant non-pecuniary interest in this item and informed the meeting that he lives in Murray Street.*

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves the installation of kerb extensions and speed cushions outside 25 and 37 Murray Street, Bronte, as shown in Attachment 1 and 2 (Option 2) of the report.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to amendments to clauses 1 and 2, such that the recommendation now reads as follows:

That Council:

1. Approves the installation of new kerb extensions and speed cushions outside 25 and 37 Murray Street, Bronte, as shown in Attachment 1 and 2 (Option 2) of the report, subject to a reduction in kerb extension length, as appropriate, so that no on-street parking spaces are lost.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes and remove the speed cushions should they be deemed problematic or contentious.

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

**TC/C.09/20.10            40 km/h Speed Limit Changes - Traffic Control Devices - Ruthven Street, Bondi Junction (A18/0579)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves the installation of a two-lane slow point (chicane) in Ruthven Street, Bondi Junction, as shown in Attachment 1 (Option 2) of the report.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

*Note: the proposal refers to Option 2 as the two-lane slow point (chicane) alternative. This is an error and should have been Option 1.*

That the Council Officer's Proposal be adopted subject to amendments to clauses 1 and 2 and the addition of new clauses 3–5, such that the recommendation now reads as follows:

That Council:

1. Approves the installation of rubber speed cushions in Ruthven Street, Bondi Junction, as shown in Attachment 1 (Option 2) of the report.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes and remove the speed cushions should they be deemed problematic or contentious.
3. Notes the alternative two-lane slow point (chicane) option would result in the loss of at least 11 on-street parking spaces.
4. Notes the submissions received from residents of Ruthven Street.
5. Officers investigate a long-term traffic calming measure for the entire length of Ruthven Street from Oxford Street to Birrell Street, including consideration of increased on-street parking for residents.

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

**TC/V            STATE ELECTORATE OF VAUCLUSE****TC/V.01/20.10            49 Blake Street, Dover Heights - Conversion of No Stopping to No Parking (A14/0145)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves modifications to parking restrictions on the northern side of Blake Street between Portland Street and Military Road as shown in Figure 2 of the report to provide:

- (a) 38 metres of un-restricted parking at the western end.
  - (b) 38 metres of No Stopping restrictions at the eastern end.
  - (c) 18 metres of No Parking restrictions in between.
2. Delegates authority to the Executive Manager, Infrastructure Services, to adjust the length and duration of, or remove, as necessary.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to clause 2 being deleted.

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

**TC/V.02/20.10            4 Macleay Street, North Bondi - Construction Zone (A03/2514-04)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

- 1. Installs a 15 metre 'No Parking 7 am–5 pm Mon–Fri, 8 am–3 pm Saturday Council Authorised Vehicles' construction zone at 4 Macleay Street, North Bondi.
- 2. Delegates authority to the Executive Manager, Infrastructure Services, to adjust 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: Representative of the Member for Vaucluse, NSW Police representative and Waverley Council representative (Alternate Chair).*

**TC/V.03/20.10            15-17 Lamrock Avenue, Bondi Beach - Construction Zone (A03/2514-04)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

- 1. Installs a 13.1 metre 'No Parking 7 am–5 pm Mon–Fri, 8 am–3 pm Saturday Council Authorised Vehicles Excepted' construction zone in front of 15–17 Lamrock Avenue, Bondi Beach.
- 2. Delegates authority to the Executive Manager, Infrastructure Services, to adjust 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: Representative of the Member for Vaucluse, NSW Police representative and Waverley Council representative (Alternate Chair).*

**TC/CV      ELECTORATES OF COOGEE AND VAUCLUSE**

**TC/CV.01/20.10      Bondi to Bronte Coastal Walk - One Way System (A20/0500)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Endorses the following traffic management measures to be constructed if and when deemed necessary between Bondi Beach and Tamarama Beach:
  - (a) Gaerloch Avenue on the eastern side of Dellview Street – 2 x 'No Entry' signs preventing access to Gaerloch Avenue eastbound.
  - (b) Gaerloch Avenue on the light pole opposite 31 Gaerloch Avenue (the 90-degree bend in the road) – A 'No Right Turn' sign preventing access to Gaerloch Avenue northbound.
  - (c) Gaerloch Avenue eastern side – 2 x 'One Way (Arrow Right)' signs indicating one-way direction on Gaerloch Avenue.
  - (d) Gaerloch Avenue western side facing Kenneth Street – a 'One Way (Arrow Left)' sign indicating one-way direction on Gaerloch Avenue.
  - (e) Dellview Street on the southern side of Fletcher Street – 2 x 'No Entry' signs preventing access to Dellview Street southbound.
  - (f) Dellview Street eastern side between Carlisle Street and Dellview Lane – 2 x 'One Way (Arrow Left)' signs indicating one-way direction on Dellview Street.
  - (g) Dellview Lane on western side of Dellview Street – A 'No Right Turn' sign preventing access to Dellview Street southbound.
  - (h) Carlisle Street on the northern side of Dellview Street – a 'No Right Turn' sign preventing access to Dellview Street southbound.
  - (i) Dellview Street on the southern side of Carlisle Street – 2 x 'No Entry' signs preventing access to Dellview Street southbound.
  - (j) Western side of Dellview Street facing Gaerloch Avenue – A 'One Way (Arrow Right)' indicating one-way direction on Dellview Street.
2. Endorses the following traffic control devices to be constructed if and when deemed necessary between Bondi Beach and Tamarama Beach:
  - (a) A continuous footpath treatment – Wilga Street on the eastern side of Sandridge Street.
  - (b) A marked pedestrian crossing – Fletcher Street on the eastern side of Sandridge Street.

- (c) A marked pedestrian crossing with kerb extensions – Kenneth Street on the eastern side of Alexander Street.
  - (d) A continuous footpath treatment – 22 Gaerloch Avenue (the 90 degree bend in the road).
  - (e) A continuous footpath treatment – Gaerloch Avenue on the eastern side of Dellview Street.
3. Prepares detailed plans and warrants for crossings to be submitted to Council's traffic committee for review and approval by Council.
  4. Investigates the footpath widening required to support the Street Walk route, as presented in the report.
  5. Delegates authority to the Executive Manager, Infrastructure Services, to investigate alternative designs as part of the detailed design assessment.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to amendments to clauses 1, 2, 2(d), 2(e), 3, 4 and 5 and the addition of three new clauses such that the recommendation now reads as follows:

That Council:

1. Endorses the following traffic management concepts to be constructed between Bondi Beach and Tamarama Beach:
  - (a) Gaerloch Avenue on the eastern side of Dellview Street – 2 x 'No Entry' signs preventing access to Gaerloch Avenue eastbound.
  - (b) Gaerloch Avenue on the light pole opposite 31 Gaerloch Avenue (the 90-degree bend in the road) – A 'No Right Turn' sign preventing access to Gaerloch Avenue northbound.
  - (c) Gaerloch Avenue eastern side – 2 x 'One Way (Arrow Right)' signs indicating one-way direction on Gaerloch Avenue.
  - (d) Gaerloch Avenue western side facing Kenneth Street – a 'One Way (Arrow Left)' sign indicating one-way direction on Gaerloch Avenue.
  - (e) Dellview Street on the southern side of Fletcher Street – 2 x 'No Entry' signs preventing access to Dellview Street southbound.
  - (f) Dellview Street eastern side between Carlisle Street and Dellview Lane – 2 x 'One Way (Arrow Left)' signs indicating one-way direction on Dellview Street.
  - (g) Dellview Lane on western side of Dellview Street – A 'No Right Turn' sign preventing access to Dellview Street southbound.
  - (h) Carlisle Street on the northern side of Dellview Street – a 'No Right Turn' sign preventing access to Dellview Street southbound.
  - (i) Dellview Street on the southern side of Carlisle Street – 2 x 'No Entry' signs preventing access to Dellview Street southbound.

- (j) Western side of Dellview Street facing Gaerloch Avenue – A 'One Way (Arrow Right)' indicating one-way direction on Dellview Street.
2. Endorses the following traffic control devices concepts to be constructed between Bondi Beach and Tamarama Beach:
    - (a) A continuous footpath treatment – Wilga Street on the eastern side of Sandridge Street.
    - (b) A marked pedestrian crossing – Fletcher Street on the eastern side of Sandridge Street.
    - (c) A marked pedestrian crossing with kerb extensions – Kenneth Street on the eastern side of Alexander Street.
    - (d) A continuous footpath treatment – 22 Gaerloch Avenue (the 90-degree bend in the road), subject to the reassessment in clause 3 below.
    - (e) A continuous footpath treatment – Gaerloch Avenue on the eastern side of Dellview Street, subject to the reassessment in clause 3 below.
  3. Reassesses the need for continuous footpath treatments at the southern end of Gaerloch Avenue with consideration being given to the Street Walk on the southern and eastern sides of Gaerloch Avenue rather than the northern and western sides, as proposed, with outcomes to be included in the detailed design.
  4. Undertakes community consultation with interested Precinct Committees, and for the area bounded by and including:
    - (a) Bondi Road and Hunter Park to the north.
    - (b) Boonara Avenue, Tamarama Street, Alfred Street to the west.
    - (c) Hewlett Street to the south.
  5. Prepares a report on the outcomes of the community consultation to Council's Traffic Committee.
  6. Prepares detailed plans and warrants for crossings and treatments identified in clause 2 above, to be submitted to Council's Traffic Committee for review and approval by Council, subject to the outcomes of the community consultation.
  7. Investigates footpath widening to support the Street Walk route.
  8. Delegates authority to the Executive Manager, Infrastructure Services, to investigate alternative designs as part of the detailed design assessment.

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

**THE MEETING CLOSED AT 11.41 AM.**

.....  
**SIGNED AND CONFIRMED**  
**MAYOR**  
**17 NOVEMBER 2020**

## MAYORAL MINUTES CM/6/20.11

**Subject:** Mayoral Minutes

**Author:** Mayor of Waverley, Cr Paula Masselos



Mayoral minutes are permissible at Waverley Council meetings under the Waverley Code of Meeting Practice. Clauses 9.7–9.11 of the Code state:

*Subject to clause 9.10, if the mayor is the chair at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of the council, or of which the council has official knowledge.*

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

*A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.*

*A mayoral minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.*

*Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.*

**REPORT**  
**CM/7.1/20.11****Subject:** Q1 Budget Review - September 2020**TRIM No:** A03/0346**Author:** Teena Su, Executive Manager, Finance**Director:** Darren Smith, Chief Financial Officer

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**RECOMMENDATION:**

That Council:

1. Notes that the Chief Financial Officer, as the responsible accounting officer, advises that the projected financial position of Council is satisfactory.
2. Notes the forecast financial impact of the COVID-19 pandemic on the 2020–21 budget.
3. Notes the disestablishment of the Looking Good Reserve.
4. Adopts the variations to the 2020-21 Operating and Capital budgets in accordance with Attachments 1, 2 and 3 of the report.

**1. Executive Summary**

Council has received a number of reports that highlight the impact of the COVID-19 pandemic on Council's operations and finances. Significant impacts on revenue were reported in relation to the end of the third quarter and the fourth quarter of the 2019–2020 financial year alongside unforeseen costs associated with the Council's pandemic response.

When the budget for the 2020–2021 year was finalised, assumptions were made as to the duration and extent of the impacts of COVID-19 on Council. As a part of the budget process, between the Draft Annual Budget and the final Annual Budget, Council reduced the amount of internal borrowing from the strategic property reserve to be drawn on to replace reduced operating revenue from \$6.6 million to \$2.9 million. However, it was noted that depending on the duration and severity of pandemic impacts, further internal borrowing might be required. The Q1 review has provided the opportunity for Council to assess COVID-19 impacts alongside other budget and program changes, and reconcile the assumptions and estimates made in June against actual experience.

COVID-19 continues to place significant pressure on Council operations and budgets. Given these impacts, Council's staff have thoroughly reviewed the business operations and proposed amendments reflecting the financial implications under the current and on-going COVID-19 Pandemic situation.

The original budget assumed that the COVID-19 containment measures and the COVID-19 Business Support Package would only be required until 30 September 2020 and that council and community activities would return to pre COVID-19 conditions by January 2021. It also made little provision for beach and public space management given the low level of cases at the time the budget was finalised. However, due to the spread of COVID-19 cases from Victoria in early July, Public Health Orders (PHOs) and community and economic conditions continue to impact Council and the community. Accordingly, at the September 2020 Council

meeting, it was resolved to continue the Small Business and Community Support Package beyond September 2020 and extend it through to 31 March 2021. It is estimated this alone will reduce revenue by a further \$550 k from this year's original budget. The continued COVID-19 restrictions have also resulted in the cancellation of a number of events such as City to Surf, the Marquee Program, and Bondi Festival with effects on Council's revenue (which are greater than the related expenditure reductions). Government expectations and PHO requirements relating to the management of beaches and open spaces are also projected to place significant additional costs on Council. Council essential services have also needed to continue to be operated under COVID-safe WHS and business continuity arrangements. This has meant that a program of COVID-19 Pandemic Response Works & Services to protect the community have been provided for. The full costs of this program are not yet known as they will be influenced by changing PHOs and weather conditions, however cost estimates have been made based on current information.

It is noted that Council has been providing site support to the Government's COVID-19 testing clinic in Bondi Beach. It is anticipated these costs will be reimbursed and that is reflected in the review.

In common with the results for the 2019–2020 financial year, the COVID-19 pandemic will have a negative impact on Council's financial performance ratio, with the ratio being forecasted at this stage to fall below the OLG's benchmark of 0%.

Senior staff have looked for opportunities to defer expenditure and non-critical programs to help manage these impacts, and to manage the timing of some projects. This approach will continue. However, staff are also cognisant of the Council and community desire for Council to deliver its programs and support economic activity in the community. Council staff largely continue to progress a majority of the operational plan programs and activities, the capital works program and other strategies while also contributing to the containment of the virus spread and the State and Local economic recovery from the pandemic crisis. This includes reprioritising and reorganising our services and programmes and continuing the COVID-19 support packages up until the end of March 2021. Alongside this, the Executive Leadership Team (ELT) is establishing a 'service review program' to identify opportunities for improving service provision and identifying operational efficiencies and reducing cost. This forms part of the Council's approach to service improvement and financial sustainability.

At this stage, further application of internal borrowing from the strategic property reserve is not required to meet COVID-19 impacts on revenue or expenditure, although this may change and will need to be kept under review. The proposed Q1 Budget forecasts and presents an operating surplus of \$13.90 m (excluding capital incomes and depreciation expenses) for the financial year. This is a decrease of \$2.00 m on the original budget. Capital income is forecasted to reduce by \$788 k to \$17.89 m. Capital expenditure is forecasted to decrease by \$535 k to \$64.29 m to allow for a small number of program adjustments made by Council. Based on program changes, a sum of \$33.93 m of Reserve Funding will be applied to support the revised 2020-21 expenditure program as discussed in part 6 of section 4 below.

## **2. Introduction/Background**

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

Collectively, these documents are known as the Quarterly Budget Review Statement (QBRs). Quarterly reports are required to be submitted to Council in accordance with the relevant legislation, clause 203 of the *Local Government (General) Regulation 2005*, which requires that, at the end of each quarter, the responsible accounting officer of the Council prepares and submits to Council a Budget Review Statement that indicates the latest estimates of income and expenditure for the current financial year. The QBRs must include, or be accompanied by:

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

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 15 September 2020	CM/7.7/20.09	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Notes the review of the short-term COVID-19 Business Support Package and measures that have been delivered from 1 March 2020 through to 30 September 2020.</li> <li>2. Continues the Business Support Package as amended in this report from 1 October 2020 to 31 March 2021, or until such earlier time as determined by Council.</li> <li>3. Delegates authority to the General Manager to suspend any measures in the Business Support Package, other than those relating to the Fees and Charges, in response to changes in the status of the COVID-19 pandemic situation.</li> <li>4. Notes the continued suspension of rent for community tenants until 31 December 2020.</li> <li>5. Discounts rent for community tenants by 50% from 1 January 2021 to 31 March 2021.</li> <li>6. Discounts the licence fees for the Oxford Street Mall markets and the Roscoe Street markets by 50% from 1 January 2021 to 31 March 2021.</li> <li>7. Introduces a 50% discount COVID-19 Small Business Support category into Council's Fees and Charges to apply to the following fee from 1 January 2021 to 31 March 2021, with the same criteria as the \$0 (fee waiver) COVID-19 Small Business Support category: <ul style="list-style-type: none"> <li>(a) Footpath seating.</li> </ul> </li> <li>8. Amends the \$0 (fee waiver) COVID-19 Small Business Support category in Council's Fees and Charges as follows from 1 October 2020 to 31 March 2021: <ul style="list-style-type: none"> <li>(a) Remove the following fee from the category: <ul style="list-style-type: none"> <li>(i) Mobile vendor licences.</li> </ul> </li> <li>(b) Retain the following fee in the category: <ul style="list-style-type: none"> <li>(i) Fitness permits.</li> </ul> </li> </ul> </li> </ol>

#### 4. Discussion

The September 2020 Quarterly Budget Review forecasts an increase in income by \$104 k to \$148.22 m. It comprises of \$892 k increase in operating income and \$788 k decrease in capital income. It also forecasts a total increase of \$2.36 m in expense, this comprises of \$2.89 m increase from operating expense, \$388 k decrease from capital works program and \$147 k decrease from other capital expense. These have revised the expense program total to \$182.15 m for FY 2020–21.

The following provides a comparison of Council's forecast position between Current Budget and Q1 Proposed Budget and Actuals (including commitments) following the first quarter to 30 September 2020.

Table 1 - Q1 Proposed Budget – '000	Current Budget	Q1 Amendments	Q1 Proposed Budget	Q1 Changes %	Actual (incl. Commitments) 30 September 2020	Note
<b>Estimated Income</b>	<b>148,120</b>	<b>104</b>	<b>148,224</b>	<b>0.1%</b>	<b>81,225</b>	
Operating Income	130,439	892	131,331	0.7%	81,131	1
Capital Income	17,681	(788)	16,893	(4.5%)	94	2
<b>Estimated Expenses</b>	<b>(179,792)</b>	<b>(2,358)</b>	<b>(182,150)</b>	<b>1.3%</b>	<b>(66,660)</b>	
Operating Expense	(114,536)	(2,893)	(117,429)	2.5%	(36,481)	3
Capital Works Program	(59,873)	388	(59,485)	(0.6%)	(29,475)	4
Other Capital Expense	(4,949)	147	(4,801)	(3.0%)	(597)	5
Loan Repayment	(435)		(435)	0.0%	(106)	
<b>Net Income / (Expenses)</b>	<b>(31,673)</b>	<b>(2,254)</b>	<b>(33,926)</b>	<b>7.1%</b>	<b>14,565</b>	
<b>Reserve Funds</b>	<b>31,673</b>	<b>2,254</b>	<b>33,926</b>	<b>7.1%</b>	<b>(8,571)</b>	6
<b>Net Result - Surplus/(Deficit)</b>				<b>0%</b>	<b>5,995</b>	

(Excluding depreciation expense)

#### Q1 Budget review summary

##### 1. Operating income

Operating income increased by \$892 k to \$131.33 m, representing a 0.7% increase.

The main contributors to the Q1 adjustments in the operating income are summarised in the following table:

Table 2. Changes to Operating Income Budget.

Changes to Operating Income Budget	Q1 Proposed Changes - \$'000
<b>Business Support Package Related Amendments</b>	
Rental income reduction of Community Facilities	(470)
Rental income reduction of Operational Facilities	(63)
Rental income reduction of Commercial Facilities	(17)
<b>Subtotal</b>	<b>(550)</b>
<b>COVID-19 Impacted Operational Income</b>	
Income from Events cancellations	(489)
Income from Cultural Program cancellations	(121)
Rental on Affordable Housing program	(36)

<b>Changes to Operating Income Budget</b>	<b>Q1 Proposed Changes - \$'000</b>
<b>Subtotal</b>	<b>(646)</b>
<b>Projected State Government Financial Assurances</b>	
Job retention allowance subsidy	203
Pandemic cost reimbursement	939
<b>Subtotal</b>	<b>1,142</b>
<b>Total COVID-19 Pandemic Impacts on Income Budget</b>	<b>(53)</b>
<b>Other Business Activities Income Amendments</b>	
Fines & Costs	248
Legal Recovery Fee	206
Parking permit	150
Building Regulation and Certification	100
Contribution from other Council	76
Library Per Capita Grants	73
Domestic Waste Charges	50
Planning Proposals	50
State Grants	33
Building Certificate Fee	30
Licence Fees	30
Child Care Fee	15
Disposal of Car Bodies	15
Crane Permits	12
RMS Grant - Operating	5
Revenue Sharing Grant	(116)
Credit Card Surcharge	(31)
<b>Total</b>	<b>945</b>
<b>Total Amendments to Operating Income Budget</b>	<b>892</b>

Council is expecting reimbursement from State Government for support activities requested and provided for the COVID-19 testing facility clinic at Bondi Beach. It is estimated at around \$939 k in total over the period of operation. This has been incorporated in the budget to offset the related expense.

## **2. Capital income**

Capital Income decrease by \$788 k has been attributed to:

- \$500 k estimated decrease in Voluntary Planning Agreement Contributions
- \$288 k decrease in capital grant & contribution

## **3. Operating Expense**

Operating expenses increase by \$2.89 m to \$117.43 m, it represents an 2.5% increase.

The main contributors to the Q1 adjustments in the operating expense are summarised in the following table:

Table 3. Changes to Operating Expense Budget.

Changes to Operating Expense Budget	Q1 Proposed Changes - \$'000
<b>COVID-19 Impacted Operational Expenses</b>	
Expenses on Events cancellations	315
Expenses on Cultural Program cancellations	133
Commercial Waste disposal expenses	39
Customer Services	(20)
Domestic waste disposal expenses	(750)
<b>Subtotal</b>	<b>(283)</b>
<b>Pandemic Response works &amp; services</b>	
Wages & Salaries for the Beach Ambassadors Program, additional rangers & lifeguards costs due to WHS/business continuity requirements (estimated).	(818)
Signs (VMS boards)	(80)
Contractors (COVID Clinic)	(420)
Additional cleaning to contain virus spread	(409)
Computer Software Licences	(70)
Minor Equipment Purchases for beach management	(15)
Security Property & Guarding	(26)
Personal Protective Equipment and Uniforms	(30)
<b>Subtotal</b>	<b>(1,869)</b>
<b>Total COVID-19 Pandemic Impacts</b>	<b>(2,151)</b>
<b>Other Business Activities Expenses Amendments</b>	
Employee Wages & Salaries and temp agency staff	52
IT Expenses	68
Electricity Charges	36
Car / Equipment Allowance	11
Staff Training Expenses	5
Refund of Grave Sales	(288)
Consultants & Technical Assistance	(192)
Contractors Expenses	(183)
Legal Costs	(105)
Cleaning Expenses	(57)
Minor Equipment Purchases	(31)
Stores & Materials	(27)
Workers Compensation Premium	(21)
Pamphlet Distribution	(10)
<b>Subtotal</b>	<b>(742)</b>
<b>Total Q1 Amendments to Operating Expense Budget</b>	<b>(2,893)</b>

The prolonged COVID-19 situation has required Council to continue providing the COVID-19 Response Works and Services program that creates a COVID-safe environment and protects the community. It is estimated that \$1.87 m is required to fund this program.

Funding contributions are also being sought from government in relation to other COVID-19 costs (such as Beach Ambassadors). If this approach is successful there will be a positive impact on the budget.

#### 4. Capital Works Program

Following a reassessment of the Project Work Delivery Schedule and other priorities, the Capital Works Program proposes amendments to 52 Projects. These amendments will result in \$388k net reduction to program expenditure bring it to \$59.49m for the year. Refers to Attachment 2 for further detail.

The following table provides a summary of the changes to Capital Works Program:

*Table 4. Changes to Capital Works Program.*

<b>Capital Works Program - Q1 Amendments '000</b>	<b>No of Projects</b>	<b>Amount \$'000</b>
Funds brought forward (LTFP)	3	(1,050)
Project cost reduction	21	2,009
Project cost defer to 2021/22	3	1,647
Project cost increase	21	(1,707)
New Project	4	(510)
<b>Total</b>	<b>52</b>	<b>388</b>

The following provides more details of the changes to the 52 Projects:

Three projects have been proposed to be rescheduled to 2021–22 or future years and have been valued at \$1.65m based on project work schedule:

- C0688: \$1.17 m - Tamarama SLSC – Building Upgrade.
- C0007: \$273 k - Bronte Surf Club & Community Facilities.
- C0581: \$205 k - Cliff Walk Remediation.

Twenty-one projects are anticipated to come under budget with a saving of \$2.0m. It is proposed that these savings be reassigned to other projects within the program requiring additional funding. The savings are delivered mainly from:

1. C0915: \$317 k - 2020/21 - FC - Curlewis Street - Glenayr to Wellington - (B/S).
2. C0914: \$251 k - 2020/21 - FC - Curlewis Street - Gould St to Glenayr - (B/S).
3. C0729: \$250 k - Military Rd Pinch Points.
4. C0718: \$200 k - Coastal Path Improvements - Notts Ave.
5. C0930: \$191 k - 2020/21 - KGC - Curlewis Street (B/S) - Gould St to Glenayr.
6. C0847: \$135 k - Park Drive Retaining Wall – Remediation.
7. C0263: \$110 k - Turf improvement program.
8. C0913: \$90 k - 2020/21 - FC - Roscoe Street - Wellington St to Glenayr Ave.
9. C0717: \$85 k - Charing Cross Streetscape Upgrade.
10. C0841: \$81 k - North Bondi Tunnel Storage.
11. C0927: \$61 k - 2020/21 - KGC - Glenayr Avenue (B/S) - Roscoe St to Hall St.
12. C0928: \$58 k - 2020/21 - KGC - Glenayr Lane (B/S) - Blair St to Glenayr Ave.
13. C0925: \$54 k - 2020/21 - KGC - Glenayr Avenue (B/S) - Blair St to Beach Rd.
14. C0863: \$27 k - South Bronte Amenities.
15. C0870: \$19 k - Customer Service Centre.
16. C0832: \$18 k - 2020/21 - KGC - Roscoe Street (B/S) - Wellington St to Glenayr.
17. C0926: \$18 k - 2020/21 - KGC - Glenayr Avenue (W/S) - Curlewis St to Roscoe.
18. C0929: \$18 k - Mill Hill Community Centre.
19. C0912: \$16 k - 2020/21 - FC - Glenayr Avenue - Hall St to Blair St- (B/S).

20. C0726: \$7 k - Boot Factory Restoration.
21. C0728: \$4 k - Garloch Reserve, Planting Steep Slopes.

Three multi-year projects are ahead of schedule and will require funds to bring them forward from the future year's allocations - totalling \$1.05m:

- C0843: \$800 k - Car Park Access Infrastructure Upgrade (From LTFP).
- C0851: \$200 k - SAMP5 Bondi Park Lighting renewal & upgrades (From LTFP).
- C0850: \$50 k - Waverley signage strategy Implementation (From LTFP).

Twenty-one projects require additional funding of \$1.7m. The increases are mainly contributed to project actual costs for agreed scope.

1. C0891: \$759 k - 2020/21 - Curlewis Street - Campbell Pde to Wellington.
2. C0889: \$207 k - 2020/21 Glenayr Avenue - Blair St to Hall St.
3. C0906: \$150 k - 2020/21 - RC -York Road (Darley Rd to Queens Park Rd).
4. C0714: \$114 k - Public Art Commissions.
5. C0890: \$108 k - 2020/21 Roscoe Street - Wellington St to Glenayr Ave.
6. C0708: \$90 k - Skate Park Amenities.
7. C0355: \$61 k - Seven Ways Public Domain Upgrade.
8. C0802: \$32 k - 19/20, Lyons Street (B/S), Military Rd to dead end.
9. C0719: \$30 k - Coastal Path Improvements – Bronte Cutting.
10. C0125: \$28 k - South Bronte (Community Centre) Toilet.
11. C0818: \$27 k - Tamarama Amenities and Kiosk.
12. C0799: \$25 k - 19/20, Douglas Parade (B/S), Military Rd to dead end.
13. C0804: \$20 k - 19/20, Nancy Street (B/S), Murrivier Road to Clyde Street.
14. C0836: \$19 k - PPC Depot.
15. C0801: \$14 k - 19/20, Lord Howe Street (B/S), Raleigh St to Lynos St.
16. C0730: \$6 k - 19/20, Francis Street (b/s), Wellington St to Simpson St.
17. C0800: \$6 k - Clarke Reserve Improvements.
18. C0837: \$5 k - Level 4 Office Eastgate.
19. C0690: \$4 k - Water repairs - MWRC & Bondi Tunnel 3.
20. C0858: \$3 k - Bondi Park- accessible paths to Picnic Shelters.
21. C0684: \$2 k - Electrical switchboard upgrades.

Four new projects are proposed with the budget of \$510 k:

- \$280 k - Rockfall remediation.
- \$110 k - Varna Park Returfing.
- \$100 k - Parks Plans of Management.
- \$20 k - North Bondi Mosaic Renewal.

Some \$59.49 m of Capital Works Program Projects are scheduled to be delivered in this financial year following from the Q1 review. The following table shows how the Revised Capital Works Program is funded.

Table 5. Capital Works Program funding sources.

Capital Works Program - Funding Sources '000	Current Budget	Q1 Proposed Budget	Q1 Amendments- Increase/(Decrease)
<b>Expenditure</b>	<b>59,873</b>	<b>59,485</b>	<b>(388)</b>
<b>Funding Sources:</b>			
Grants and Contribution	12,845	12,593	(252)
External Restricted Reserves	9,606	9,649	43
Internal Restricted Reserves	27,942	28,647	705
General Fund	9,480	8,595	(885)
<b>Total Funding Sources</b>	<b>59,873</b>	<b>59,485</b>	<b>(388)</b>

### Neighbourhood Amenity Fund – Funded projects 2020–21

The Neighbourhood Amenity Fund for FY 2020–21 consists of \$500 k to support the goal of reducing concrete surfaces and increasing landscaping and tree canopy on footpaths, roads, traffic islands, blisters and other public spaces. The Neighbourhood Amenity Fund is a 10-year fund with up to 10m investment for beautification and greening of the Local Government area. Council officers have used the Street Design Manual as a guide in allocating funding towards projects suitable for amenity improvements. This year's fund has been allocated to the following seven capital works program projects:

Table 6. Funded projects.

Project Number	Project Description	Q1 Proposed Budget \$	Neighbourhood Amenity Fund Allocation
C0720	Arden St Safety Upgrades	(377,117)	75,000
C0887	Local Village Beautification Planting	(500,000)	150,000
C0811	Safety by design in public places (Further details required,	(250,000)	125,000
C0906	2020/21 - RC -York Road (Darley Rd to Queens Park Rd)	(705,722)	50,000
C0889	2020/21 Glenayer Avenue - Blair St to Hall St	(429,731)	25,000
C0891	2020/21 - Curlewis Street - Campbell Pde to Wellington	(1,143,000)	25,000
C0754	19/20 - RC - Macpherson Street near Lugar Street	(198,846)	50,000
			<b>500,000</b>

### Looking Good Reserve disestablishment

It is proposed to disestablish the Looking Good Reserve because it has been replaced with Neighbourhood Amenity Fund Reserve. It is proposed the remaining small balance of \$51 k be consolidated to Neighbourhood Amenity Fund Reserve.

### 5. Other Capital Expense

A \$147 k decrease in other capital expenses, mainly due to the savings from assets renewal budget.

### 6. Reserves

As a result of the proposed Q1 Budget amendments to income and expenses, a further \$2.25 m of reserve funds is required to support the revised expense program. This is made up of \$727 k from the Domestic Waste Reserve to fund additional Domestic Waste costs associated with WHS/business continuity

arrangements, \$800 k from the car park reserve to fund the bringing forward of the carpark access infrastructure upgrade project, \$288 from the cemetery reserves to fund required refunds and the reallocation of VPA funds to fund appropriate capital projects as a result of forecast VPA income amendments in the Q1 review.

The Reserve balance is projected to be \$125.74 m at 30 June 2021.

## 7. Financial Performance measures

The following financial performance measures indicates Council meets most of the fit-for-future measures, except for the Operating Performance Ratio. It is noted that Council's financial results have been negatively impacted by the COVID-19 Pandemic, with the Operating Performance Ratio forecast to fall to negative 5.58% this year (if all COVID-19 estimates are correct). This would still be an improvement on 2019–20 (-8.34%). Excluding the financial impact of COVID-19, the operating performance ratio is estimated to be -1.29%.

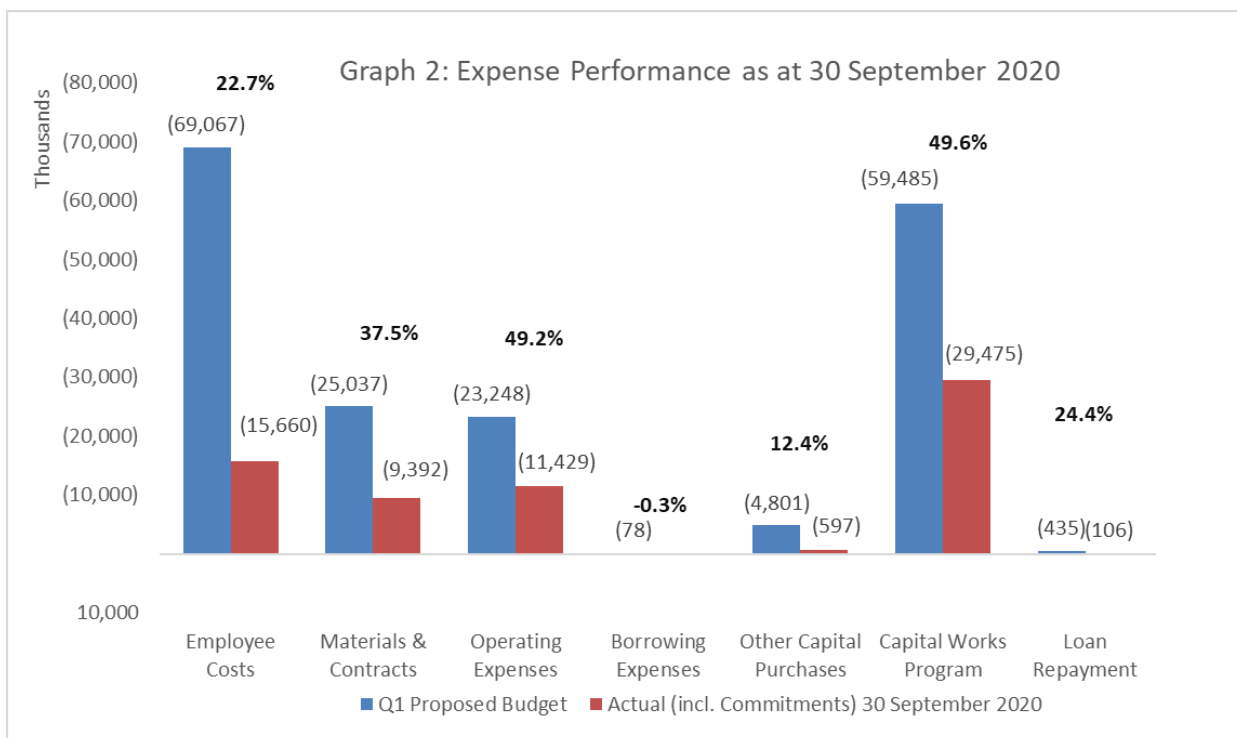
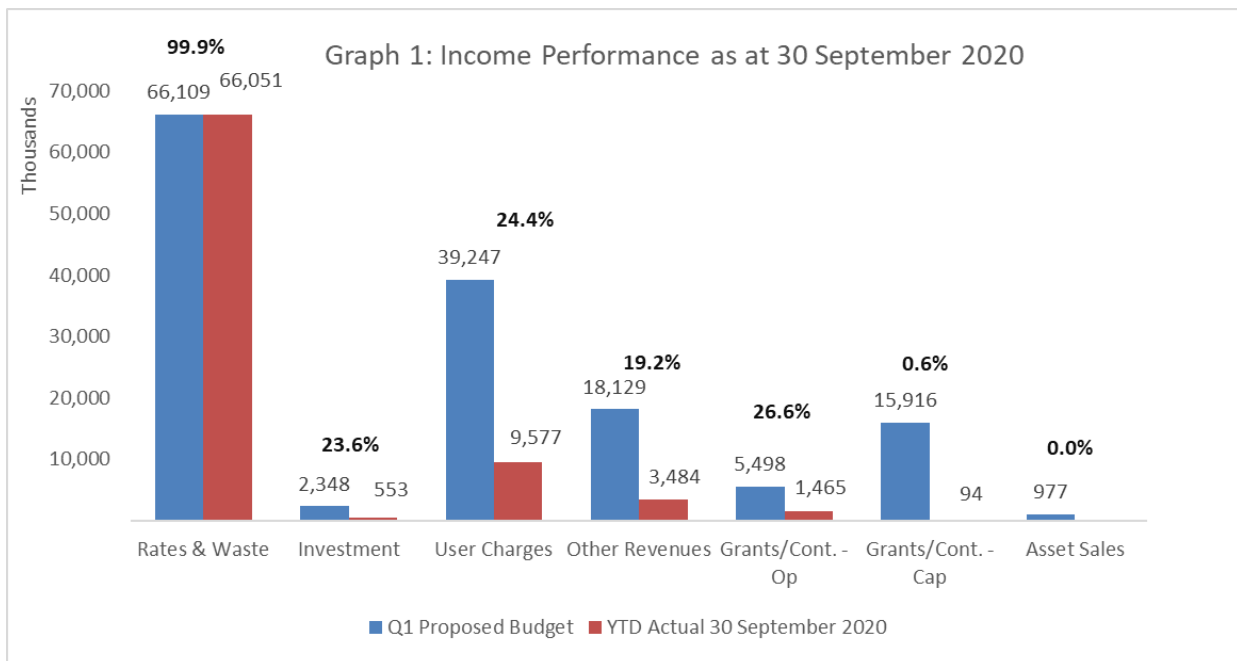
Table 7. Financial performance measures.

	Forecasted indicator 30-Jun-21		Benchmark
<b>Key Performance Indicators:</b>			
<b>1. Operating Performance Ratio</b>	-5.58%	✗	>0.00%
This ratio measures Council's achievement of containing operating expenditure within operating revenue.			
<b>2. Own source operating revenue ratio</b>	85.55%	✓	>60.00%
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.			
<b>3. Unrestricted current ratio</b>	5.81x	✓	>1.50x
To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council			
<b>4. Debt service cover ratio</b>	29.15x	✓	>2.00x
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments			
<b>5. Rates, annual charges, interest and extra charge outstanding percentage</b>	4.50%	✓	<5.00%
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts			
<b>6. Buildings and Infrastructure renewals ratio</b>	278.19%	✓	>=100.00%
To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating			
Note. Asset fair valuation adjustment and net gain on asset disposal are excluded in the above calculations.			

While COVID-19 and the steps Council is taking to respond to it is having an impact on Council's finances and Operating Performance Ratio in the short term, it will hopefully not have an ongoing impact over the medium to long term. However, the Operating Performance Ratio without the COVID-19 impacts is an important indicator. While close to benchmark now excluding COVID impacts, Council will want to ensure over the medium to long term that the ratio is positive. As has been reported previously, Council has a strong balance sheet and cash position and options that it can consider to achieve satisfactory long-term financial performance. In terms of managing the expense side, ELT are establishing a 'service review program' as part of the financial sustainability approach to identify opportunities for improving service provision and identifying and realising operational and cost efficiencies. This work, which will be carried out over the next 18 months, should result in options to achieve satisfactory long-term financial performance and sustainability.

## 8. Income and Expense Performance as at 30 September 2020

Graphs 1 and 2 below illustrate the Income and Expense Performance (including commitments) for the three months of the year ending 30 September 2020 compared to the Q1 Proposed Budget for the year ending 30 June 2021.



See Attachment 3 for Directorates' Q1 budget performance as at 30 September 2020.

## 5. Financial impact statement/Time frame/Consultation

Council is required under clause 203 of the *Local Government (General) Regulation 2005* to, not later than two months after the end of each quarter, prepare and submit a reviewed budget statement showing, by reference to the estimate of income and expenditure which is set out in the operational plan, a revised estimate of the income and expenditure.

**6. Conclusion**

Council's Chief Financial Officer, as the responsible accounting officer, advises that Council's revenue and expense will again be impacted by the COVID-19 pandemic. This will impact on the Council's financial performance and position although steps are being taken to mitigate impacts.

Council has a strong balance sheet and has sufficient reserves fund that can be applied to smooth out the financial impacts caused by the COVID-19 pandemic.

Council's overall projected financial position is satisfactory.

**7. Attachments**

1. Q1 QBRs Statement [↓](#)
2. Q1 Revised Capital Works Program 2020-21 [↓](#)
3. Q1 Budget Statement by Council and Directorates [↓](#)

Waverley Council

**Quarterly Budget Review Statement**  
for the period 01/07/20 to 30/09/20

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Waverley Council

**Quarterly Budget Review Statement**  
for the period 01/07/20 to 30/09/20**Report by Responsible Accounting Officer**

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

30 September 2020

It is my opinion that the Quarterly Budget Review Statement for Waverley Council for the quarter ended 30/09/20 indicates that Council's projected financial position at 30/6/21 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

**Signed:** \_\_\_\_\_**date:**

Darren Smith  
Responsible Accounting Officer

Waverley Council

**Quarterly Budget Review Statement**

for the period 01/07/20 to 30/09/20

**Income & Expenses Budget Review Statement**

Budget review for the quarter ended 30 September 2020

**Income & Expenses - Council Consolidated**

(\$000's)	Original Budget 2020/21	Approved Changes Carry Forwards	Revised Budget 2020/21	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
<b>Income</b>							
Rates and Annual Charges	66,059		66,059	50	1	66,109	66,051
User Charges and Fees	39,511		39,511	(264)	2	39,247	9,577
Interest and Investment Revenues	2,348		2,348			2,348	553
Other Revenues	17,306		17,306	823	3	18,129	3,484
Grants & Contributions - Operating	5,215		5,215	283	4	5,498	1,465
Grants & Contributions - Capital	16,673	31	16,704	(788)	5	15,916	94
Net gain from disposal of assets	977		977			977	
Share of Interests in Joint Ventures							
<b>Total Income from Continuing Operations</b>	<b>148,089</b>	<b>31</b>	<b>148,120</b>	<b>104</b>		<b>148,224</b>	<b>81,225</b>
<b>Expenses</b>							
Employee Costs	68,297	37	68,335	732	6	69,067	15,570
Borrowing Costs	78		78			78	
Materials & Contracts	18,487	347	18,834	1,223	7	20,057	3,518
Depreciation	21,282		21,282			21,282	
Legal Costs	941		941	80	8	1,021	236
Consultants	3,427	315	3,742	217	9	3,959	377
Other Expenses	22,518	89	22,607	641	10	23,248	5,612
<b>Total Expenses from Continuing Operations</b>	<b>135,029</b>	<b>788</b>	<b>135,818</b>	<b>2,893</b>		<b>138,711</b>	<b>25,314</b>
<b>Net Operating Result from Continuing Operations</b>	<b>13,059</b>	<b>(757)</b>	<b>12,302</b>	<b>(2,789)</b>		<b>9,513</b>	<b>55,911</b>
<b>Net Operating Result from All Operations</b>	<b>13,059</b>	<b>(757)</b>	<b>12,302</b>	<b>(2,789)</b>		<b>9,513</b>	<b>55,911</b>
<b>Net Operating Result before Capital Items</b>	<b>(3,614)</b>	<b>(788)</b>	<b>(4,402)</b>	<b>(2,001)</b>		<b>(6,403)</b>	<b>55,817</b>

Waverley Council

## Quarterly Budget Review Statement

for the period 01/07/20 to 30/09/20

### Income & Expenses Budget Review Statement

#### Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Favourable change of \$50k to Rates & Annual Charges due to following reasons: \$50k increase in Rates & Annual Charges to bring budget in line with actual.
2	Unfavourable change of \$264k to User Charges is due to following reasons: \$150k increase in Parking Permits due to lifting of restrictions associated with COVID-19 \$50k increase in Planning Proposal based on increase in planning proposals this year \$30k increase in Building Certificate Fees due to applications exceeding expectations \$30k increase in Licence Fees due to new skip bin process \$16k increase in Child Care Fees \$12k increase in Crane Permits \$260k decrease in Outdoor Eating due to businesses open for operation sooner than expected \$144k decrease in Trading Rights due to business support to markets and mobile vendors \$65k decrease in Rent Ovals, Parks and Open Spaces due to Events cancelled and reduction due to Covid impact \$37k decrease in Hire of Halls and Rooms due to COVID-19 impact \$31k decrease in Credit Card surcharge to reflect the actual trend \$15k decrease in Other Fees
3	Favourable change of \$823k to Other Revenue due to following reasons: \$939k increase in Sundry Income due to reimbursement claims \$245k increase in Fines & Costs due to better than expected results \$206k increase in Legal Fees Recovery due to reimbursement for Cycleway LEC legal costs \$489k decrease in Income from Events \$42k decrease in Other Revenue \$36k decrease in Rental Affordable Housing due to COVID-19 effects on rent levels and vacancies
4	Favourable change of \$283k to Grants Subsidies & Contributions - Operating is due to following reasons: \$116k decrease in Revenue Sharing Grant due to FAG advance payment not expected in FY2020/21. \$11k decrease in Contributions to Works due to cancelled events \$203k increase in Job Retention Allowance subsidies \$75k increase in Contributions from other Councils \$73k increase in State Grants due to EPA grant
5	Unfavourable change of \$788k to Grants Subsidies & Contributions - Capital is due to following reasons: \$500k decrease in Voluntary Planning Agreement Contributions due to actual trend to date \$273k decrease in grant for Bronte Surf Club & Community Facilities \$15k decrease in grant for Waverley Park Indoor Cricket Nets Facility
6	Unfavourable change of \$732k to Employee Costs is due to following reasons: \$385k increase in Wages and Salaries due to vacancies mainly offset by Casuals and Agency Temporary staff \$247k increase in Wages & Salaries Overtime due to under budgeted \$53k increase in Casual staff due to vacancies in permanent positions \$51k increase in Wages & Salaries Rehabilitation \$34k increase in Superannuation Guarantee \$21k increase in Workers Compensation Premium
7	Unfavourable change of \$1.2m to Materials & Contracts is due to following reasons: \$600k increase in Contracting work for COVID-19 \$466k increase in Cleaning due to COVID-19 effect \$154k decrease in Temporary Staff covering for vacancies \$95k increase in Signs \$92k increase in Plant Hire External for hire of lifeguard amenities \$64k increase in Personal Protective Equipment \$46k increase in Minor Equipment purchases \$45k increase in Security based on actuals to date \$26k increase in Maintenance - Fire Services \$18k increase in Stores & Materials \$18k increase in Maintenance - Office Equipment \$303k decrease in Equipment Rental due to event cancelled \$102k decrease in Maintenance General
8	Unfavourable change of \$80K to Legal Costs is due to following reason: \$80k increase in Legal Costs mainly due to existing legal matters
9	Unfavourable change of \$217K to Consultants is mainly due to following reason: \$217k decrease in Consultants and Technical Assistance mainly due to COVID-19
10	Unfavourable change of \$641K to Other Expenses is due to following reason: \$399k increase in Waste Disposal \$288k increase in Refund of Grave Sales \$125k increase in Bank Charges \$80k decrease in Credit Card Fees \$50k decrease in General Expenses \$36k decrease in Electricity charges from street lighting

Waverley Council

**Quarterly Budget Review Statement**

for the period 01/07/20 to 30/09/20

**Capital Budget Review Statement**

Budget review for the quarter ended 30 September 2020

**Capital Budget - Council Consolidated**

(\$000's)	Original Budget 2020/21	Approved Changes Carry Forwards	Revised Budget 2020/21	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
<b>Capital Expenditure</b>							
New Assets							
- Plant & Equipment	3,109	5	3,114	30	1	3,144	48
- Land & Buildings		74	74	90	2	164	
- Roads, Bridges, Footpaths	9,388	552	9,940			9,940	2,028
- Other	144	20	164	60	3	224	43
Renewal Assets (Replacement)							
- Plant & Equipment							
- Land & Buildings	24,314	733	25,047	(825)	4	24,222	2,758
- Roads, Bridges, Footpaths	18,212	465	18,678	(499)	5	18,178	3,215
- Other	5,695	2,109	7,804	610	6	8,414	1,119
Loan Repayments (Principal)	435		435			435	106
<b>Total Capital Expenditure</b>	<b>61,298</b>	<b>3,959</b>	<b>65,257</b>	<b>(535)</b>		<b>64,722</b>	<b>9,317</b>
<b>Capital Funding</b>							
Rates & Other Untied Funding	14,619	20	14,639	(1,007)		13,631	633
Capital Grants & Contributions	12,073	20	12,093	(252)		11,841	95
Reserves:							
- External Restrictions/Reserves	7,962	1,078	9,040	19		9,059	1,516
- Internal Restrictions/Reserves	25,667	2,841	28,509	705		29,214	7,074
New Loans							
Receipts from Sale of Assets							
- Plant & Equipment	977		977			977	
- Land & Buildings							
<b>Total Capital Funding</b>	<b>61,298</b>	<b>3,959</b>	<b>65,257</b>	<b>(535)</b>		<b>64,722</b>	<b>9,317</b>
<b>Net Capital Funding - Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>-</b>

Waverley Council

**Quarterly Budget Review Statement**  
for the period 01/07/20 to 30/09/20**Capital Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

Notes	Details
1	Purchase of tourist information caravan at Bondi Beach as a temporary measure while Bondi Pavilion is closed
2	Increase in the expenditure on Skate park amenities
3	Increase in Public Art Commissions by \$114k offset by decrease in Finance \$54k
4	Decrease in operational facilities \$122k and decrease in capital works projects as a result of projects deferral
5	Savings across a number of projects offset to some extent by funding other projects
6	Driven by a number of new projects proposed for Q1

Waverley Council

**Quarterly Budget Review Statement**

for the period 01/07/20 to 30/09/20

**Cash & Investments Budget Review Statement**

Budget review for the quarter ended 30 September 2020

**Cash & Investments - Council Consolidated**

(\$000's)	Original Budget 2020/21	Approved Changes Carry Forwards & Other	Revised Budget 2020/21	Variations for this Sep Qtr	Notes	Projected Year End Result	Actual YTD figures
<b>Externally Restricted <sup>(1)</sup></b>							
Developer Contributions	18,956	(940)	18,015	(538)	1	17,477	18,937
Domestic Waste Reserve	12,158		12,158	(727)	2	11,431	23,240
Unexpended Grant/Subsidy	2,364	(398)	1,965	10		1,975	3,083
Stormwater Management Service Reserve	376		376			376	(8)
<b>Total Externally Restricted</b>	<b>33,853</b>	<b>(1,339)</b>	<b>32,515</b>	<b>(1,255)</b>		<b>31,260</b>	<b>45,252</b>
(1) Funds that must be spent for a specific purpose							
<b>Internally Restricted <sup>(2)</sup></b>							
Affordable Housing Program	1,939		1,939	(36)		1,902	1,849
Cemetery	549	(65)	484	(288)	3	196	675
Centralised - Other	5,644	(1,856)	3,788	127	4	3,915	12,674
Deposits & Bonds	13,162		13,162			13,162	13,162
Election	450		450			450	343
Employees Leave Entitlements	5,040		5,040			5,040	5,040
Investment Strategy	44,481	(147)	44,334			44,334	59,619
IT Equipment & Upgrade	1,105	(40)	1,065			1,065	2,695
Other Internal Restricted	5,878		5,878			5,878	5,880
Parking - Car Park	1,743		1,743	(800)	5	943	1,740
Parking - Meter	2,751	(892)	1,859			1,859	2,614
Plant & Vehicles Replacement	3,266		3,266	2		3,268	4,459
SAMP Infrastructure	12,453	(376)	12,077	(4)		12,073	11,676
Social Housing	350		350			350	511
Unexpended Loans	51		51			51	51
<b>Total Internally Restricted</b>	<b>98,861</b>	<b>(3,377)</b>	<b>95,484</b>	<b>(999)</b>		<b>94,485</b>	<b>122,990</b>
(2) Funds that Council has earmarked for a specific purpose							
<b>Unrestricted (i.e. available after the above Res)</b>	<b>12,975</b>	<b>-</b>	<b>12,975</b>			<b>12,975</b>	<b>3,436</b>
<b>Total Cash &amp; Investments</b>	<b>145,689</b>	<b>(4,716)</b>	<b>140,973</b>	<b>(2,254)</b>		<b>138,720</b>	<b>171,678</b>

Waverley Council

**Quarterly Budget Review Statement**  
for the period 01/07/20 to 30/09/20**Cash & Investments Budget Review Statement****Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

1	Decrease the developer contributions reserves by \$0.50m mainly from PA (Planning Agreement) contributions
2	Decrease the domestic waste reserve holding by \$0.73m mainly due to increase in waste tonnage
3	Reduce the cemetery reserve by \$0.29m due to refund of grave sales
4	Increase centralised reserve holding by \$0.13m due to reduction in capital works program
5	Decrease Parking - Car Park reserve by \$0.80m due to car park access infrastructure upgrade project

Waverley Council

### Quarterly Budget Review Statement

for the period 01/07/20 to 30/09/20

#### Key Performance Indicators Budget Review Statement - Council specific KPI's

Budget review for the quarter ended 30 September 2020

(\$000's)	Current Projection		Original Budget 20/21	Actuals Prior Periods	
	Amounts 20/21	Indicator 20/21		19/20	18/19

The Council monitors the following Key Performance Indicators:

##### 1. Operating Performance Ratio

Total continuing operating revenue (1) excluding capital grants and contributions less operating expenses	(7,380)	-6%	-3%	-8%	1%
Total continuing operating revenue (1) excluding capital grants and contributions	132,308				

This ratio measures Council's achievement of containing operating expenditure within operating revenue.



##### 2. Own source operating revenue ratio

Total continuing operating revenue (1) excluding all grants and contributions	126,810	86%	85%	79%	87%
Total continuing operating revenue (1)	148,224				

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and



##### 3. Unrestricted current ratio

Current assets less all external restrictions (2)	140,628	5.8	6.8	7.2	11.1
Current liabilities less specific purpose liabilities (3, 4)	24,210				

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.



Waverley Council

### Quarterly Budget Review Statement

for the period 01/07/20 to 30/09/20

#### Key Performance Indicators Budget Review Statement - Council specific KPI's

Budget review for the quarter ended 30 September 2020

(\$000's)	Current Projection		Original Budget 20/21	Actuals Prior Periods	
	Amounts 20/21	Indicator 20/21		19/20	18/19

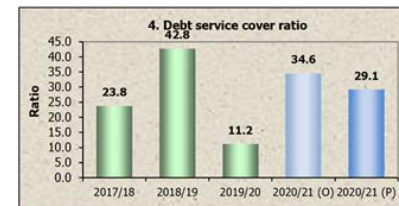
The Council monitors the following Key Performance Indicators:

#### 4. Debt service cover ratio

Operating result (1) before capital excluding interest and depreciation/impairment/amortisation  
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)

14,957	29.1	34.6	11.2	42.8
513				

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments



#### 5. Rates, annual charges, interest and extra charges outstanding percentage

Rates, annual and extra charges outstanding  
Rates, annual and extra charges collectible

3,072	4%	5%	5%	3%
68,274				

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

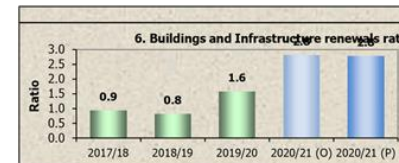


#### 6. Buildings and Infrastructure renewals ratio

Asset Renewals  
Depreciation, amortisation and impairment

50,815	278%	281%	158%	83%
18,266				

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating



Waverley Council

**Quarterly Budget Review Statement**  
for the period 01/07/20 to 30/09/20

**Contracts Budget Review Statement**

Budget review for the quarter ended 30 September 2020

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

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Buildcorp Group Pty Limited	Bondi Pavilion Restoration and Conservation Project	35,627,048	13/07/20	18 Months	Y	
Grant Thornton Australia Limited	Internal Audit Services	625,350	14/07/20	3 Years plus 2 x 12 option to extend	Y	
Thompson Berrill Landscape	Cliff Top Walkway Upgrade	178,609	21/09/20	15 Months	Y	
Arup Australia Pty Ltd	Safety By Design In Public Places.	574,224	22/09/20	Work to commence 10/09/2021	Y	
Gough & Co Pty Ltd	Bondi Pavilion Early Works	799,296	12/08/20	6 Months	Y	
Glascott Landscape & Civil	Thomas Hogan Reserve Landscape Stage 2	295,107	13/07/20	3 Months	Y	
Moduplay Group Pty Ltd	Bondi Park Outdoor Fitness Station	152,600	14/09/20	13 Months	Y	
KPMG	Information & Communication Technology Strategy (ICT)	119,350	28/08/20	3 Months	Y	

**Notes:**

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

Waverley Council

**Quarterly Budget Review Statement**  
for the period 01/07/20 to 30/09/20

**Consultancy & Legal Expenses Budget Review Statement**

## Consultancy &amp; Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	1,066,034	Y
a. Operational	377,178	Y
b. Capital	688,856	Y
Legal Fees	236,205	Y
a. Operational	236,205	Y
b. Capital	-	Y

**Definition of a consultant:**

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

Attachment 2 - Q1 Revised Capital Works Program



# Budget Review Project Expenditure - Capital Works

As at Period 03

Financial Year Ending June 2021

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				Internal Restricted Reserves	28,647
				General Fund	8,595
	<b>Total</b>	<b>52</b>	<b>388</b>		

Council Meeting 17 November 2020

Project Number	Project Description	Original Budget \$	Current Budget \$	Q1 Proposed Adjustment	Q1 Proposed Budget \$	Actuals \$	Commitments \$	YTD/Proposed Budget %	Report Commentary
BUILD 01 - Buildings - Buildings									
C0004	Bondi Bathurst SLSC	(250,000)	(250,000)		(250,000)	(39,841)	(210,159)	100.00%	Project cost reduced this financial year due to time to develop of further concept design options.
C0006	Bondi Pavilion Conservation & Restoration	(11,750,000)	(11,750,000)		(11,750,000)	(1,341,767)	(10,408,233)	100.00%	
C0007	Bronte Surf Club & Community Facilities	(450,000)	(568,048)	273,048	(295,000)	(53,365)	(241,635)	100.00%	
C0125	South Bronte (Community Centre) Toilet	-	(15,694)	(28,000)	(43,694)	-	(18,865)	43.18%	
C0547	Council Chambers Upgrade	(200,000)	(200,000)		(200,000)	(15,000)	(19,000)	17.00%	Project cost increase this financial year to allow for development of construction documentation.
C0684	Electrical switchboard upgrades	-	-	(1,859)	(1,859)	(334)	(1,525)	99.97%	To cover minor increases to final project costs
C0688	Tamarama SLSC – Building Upgrade	(3,250,000)	(3,250,000)	1,168,750	(2,081,250)	(18,924)	(24,608)	2.09%	
C0690	Water repairs - MWRC & Bondi Tunnel 3	-	(151,328)	(4,000)	(155,328)	(142,849)	(12,221)	99.83%	Part construction funding deferred to 2021/22 to reflect construction program
C0695	Thomas Hogan Reserve Hall Remediation	-	(9,105)		(9,105)	(8,127)	-	89.26%	To cover additional drainage work at Bondi Tunnel 3
C0708	Skate Park Amenities	-	(73,620)	(90,000)	(163,620)	-	(73,221)	44.75%	Project cost increase this financial year to allow for development of construction documentation.
C0712	2A Edmund Street (Social Housing) Redevelopment	(350,000)	(350,000)		(350,000)	(18,062)	(207,891)	64.56%	
C0726	Boot Factory Restoration	(1,970,000)	(1,970,000)	6,978	(1,963,022)	(80,924)	(65,861)	7.48%	To cover minor increases to final project costs
C0837	Level 4 Office Eastgate	(200,000)	(458,351)	(5,000)	(463,351)	(436,722)	(22,270)	99.06%	
C0841	North Bondi Tunnel Storage	(500,000)	(500,000)	80,641	(419,359)	(174,965)	(163,468)	80.70%	To cover correction for 2019/20 overspend and increased waterproofing costs.
C0861	Waverley Park Indoor Cricket Nets Facility	(275,000)	(297,783)	-	(297,783)	(4,600)	(117,915)	41.14%	
C0867	Bondi Lifeguard Facilities Upgrade	(500,000)	(500,000)		(500,000)	-	(91,455)	18.29%	
C0879	SAMP5 Tunnel 1 Feasibility Study and design	(100,000)	(100,000)		(100,000)	-	-	-	
Total Buildings - Buildings		(19,795,000)	(20,443,929)	1,400,558	(19,043,371)	(2,335,479)	(11,678,327)	73.59%	
BUILD 02 - SAMP Amenities									
Total SAMP Amenities		(101,000)	(199,664)	-	(199,664)	(39,470)	(77,247)	58.46%	
BUILD 03 - SAMP Carparks									
Total SAMP Carparks		(90,000)	(90,000)	-	(90,000)	-	-	-	
BUILD 04 - SAMP Cemeteries									
Total SAMP Cemeteries		(86,000)	(86,000)	-	(86,000)	-	-	-	
BUILD 05 - SAMP Childcare Facilities									
Total SAMP Childcare Facilities		(593,000)	(593,000)	-	(593,000)	(14,640)	(8,200)	22,840	3.85%
BUILD 06 - SAMP Community Centres & Halls									
Total SAMP Community Centres & Halls		(888,600)	(909,974)	18,340	(891,634)	(292,562)	(35,559)	(328,121)	36.80%
BUILD 07 - SAMP Community Tenants									
Total SAMP Community Tenants		(91,000)	(91,000)	-	(91,000)	-	-	-	Budget reduction to cover correction for 2019/20 overspend.
BUILD 08 - SAMP Council Administration									
Total SAMP Council Administration		(397,000)	(409,642)	-	(409,642)	(32,627)	(26,797)	(59,424)	14.51%
BUILD 09 - SAMP Residential Lease									
Total SAMP Residential Lease		(134,500)	(134,500)	-	(134,500)	-	-	-	-
BUILD 10 - Surf Clubs and Ancillary Coastal Facilities									
Total Surf Clubs and Ancillary Coastal Facilities		(44,000)	(57,835)	-	(57,835)	-	-	-	-
BUILD 11 - SAMP Commercial Buildings									
Total SAMP Commercial Buildings		(22,000)	(22,000)	-	(22,000)	-	-	-	-
PA 01 - Parking Infrastructure - Carparks									
C0843	Car Park Access Infrastructure Upgrade	(600,000)	(600,000)	(800,000)	(1,400,000)	-	-	-	Project now proceeding this financial year, funding brought forward from 2021/22
C0844	On Street Parking Infrastructure (Meter Replacement)	-	(892,298)		(892,298)	(2,181)	(875,862)	(878,042)	

Attachment 2 - Q1 Revised Capital Works Program



## Budget Review Project Expenditure - Capital Works

As at Period 03

Financial Year Ending June 2021

Council Meeting 17 November 2020

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Project Number	Project Description	Original Budget \$	Current Budget \$	Q1 Proposed Adjustment	Q1 Proposed Budget \$	Actuals \$	Commitments \$	YTD/Proposed Budget %	Report Commentary
<b>Total Parking Infrastructure - Carparks</b>		<b>(600,000)</b>	<b>(1,492,298)</b>	<b>(800,000)</b>	<b>(2,292,298)</b>	<b>(2,181)</b>	<b>(875,862)</b>	<b>(878,042)</b>	<b>38.30%</b>
<b>PUB 01 - Public Domain Infrastructure - Lighting / Electrical Equipment</b>									
C0565	Waverley Park Landscape Lighting	-	-	-	-	(2,710)	-	(2,710)	-
C0848	SAMP5 Lighting & Electrical Infrastructure Renew	(150,000)	(150,000)	-	(150,000)	-	-	-	-
C0851	SAMP5 Bondi Park Lighting renewal & upgrades	(200,000)	(250,800)	(200,000)	(450,800)	(8,038)	(20,300)	(28,338)	6.29%
<b>Total Public Domain Infrastructure - Lighting / Electrical Equipment</b>		<b>(350,000)</b>	<b>(400,800)</b>	<b>(200,000)</b>	<b>(600,800)</b>	<b>(10,748)</b>	<b>(20,300)</b>	<b>(31,048)</b>	<b>5.17%</b>
<b>PUB 02 - Public Domain Infrastructure - Water Equipment</b>									
C0033	Irrigation Control System	-	(13,665)	-	(13,665)	-	(4,279)	(4,279)	31.31%
C0704	Stormwater quality improvement project	-	(20,105)	-	(20,105)	-	(20,105)	(20,105)	100.00%
C0849	SAMP5 Water Equipment Renewal	(80,000)	(80,000)	-	(80,000)	-	-	-	-
<b>Total Public Domain Infrastructure - Water Equipment</b>		<b>(80,000)</b>	<b>(113,770)</b>	<b>-</b>	<b>(113,770)</b>	<b>-</b>	<b>(24,384)</b>	<b>(24,384)</b>	<b>21.43%</b>
<b>PUB 03 - Public Domain Infrastructure - Street Furniture</b>									
C0735	Small Park Signage - Delivery	-	-	-	-	36,016	(30,647)	5,369	-
C0845	SAMP5 - Bus Shelters, Seats and Benches, bike fu	(300,000)	(413,224)	-	(413,224)	(2,241)	-	(2,241)	0.54%
C0850	Waverley signage strategy Implementation	-	(49,731)	(50,269)	(100,000)	(13,030)	(47,750)	(60,780)	60.78%
<b>Total Public Domain Infrastructure - Street Furniture</b>		<b>(300,000)</b>	<b>(462,955)</b>	<b>(50,269)</b>	<b>(513,224)</b>	<b>20,745</b>	<b>(78,397)</b>	<b>(57,652)</b>	<b>11.23%</b>
<b>PUB 04 - Public Domain Infrastructure - Structures</b>									
C0423	North Bondi Infrastructure Improvements	-	(70,874)	-	(70,874)	(51,735)	(2,895)	(54,629)	77.08%
C0581	Cliff Walk Remediation	(600,000)	(600,000)	205,000	(395,000)	(12,185)	(2,352)	(14,537)	3.68%
C0847	Park Drive Retaining Wall - Remediation	(250,000)	(250,000)	135,000	(115,000)	(13,979)	-	(13,979)	12.16%
C0860	Coastal Risk Management Project	-	(225,937)	-	(225,937)	(4,785)	(169,529)	(174,314)	77.15%
C0865	Coastal Fencing Renewal - Clarke Reserve	(365,000)	(370,320)	-	(370,320)	(7,925)	-	(7,925)	2.14%
C0883	SAMP5 - Other: Fences, Stairs, Edging, walls / Ret	(350,000)	(350,000)	-	(350,000)	-	(86,560)	(86,560)	24.73%
New	Rockfall remediation	-	-	(280,000)	(280,000)	-	-	-	-
<b>Total Public Domain Infrastructure - Structures</b>		<b>(1,565,000)</b>	<b>(1,867,131)</b>	<b>60,000</b>	<b>(1,807,131)</b>	<b>(90,609)</b>	<b>(261,336)</b>	<b>(351,945)</b>	<b>19.48%</b>
<b>ROAD 01 - Road Infrastructure - Kerb and Gutter</b>									
<b>Total Road Infrastructure - Kerb and Gutter</b>		<b>(597,496)</b>	<b>(806,218)</b>	<b>(95,859)</b>	<b>(902,077)</b>	<b>(184,233)</b>	<b>(119,757)</b>	<b>(303,990)</b>	<b>33.70%</b>
<b>ROAD 03 - Road Infrastructure - Footpaths</b>									
<b>Total Road Infrastructure - Footpaths</b>		<b>(1,389,100)</b>	<b>(1,520,671)</b>	<b>-</b>	<b>(1,520,671)</b>	<b>(5,970)</b>	<b>(50,476)</b>	<b>(56,446)</b>	<b>3.71%</b>
<b>ROAD 04 - Road Infrastructure - Stormwater Drainage</b>									
<b>Total Road Infrastructure - Stormwater Drainage</b>		<b>(500,000)</b>	<b>(507,931)</b>	<b>-</b>	<b>(507,931)</b>	<b>-</b>	<b>(9,310)</b>	<b>(9,310)</b>	<b>1.83%</b>
<b>ROAD 05 - Road Infrastructure - Transport</b>									
C0021	Bondi Junction Cycle Way / Street Scape Upgrad	(9,387,960)	(9,914,981)	-	(9,914,981)	(2,012,132)	(2,597,198)	(4,609,330)	46.49%
C0539	Cycleway Infrastructure - Bike Parking	-	(25,408)	-	(25,408)	(15,809)	-	(15,809)	62.22%
C0709	Pedestrian Crossing Lighting Compliance	(100,000)	(100,000)	-	(100,000)	-	-	-	-
C0716	40km/hr speed zone review	(900,000)	(900,000)	-	(900,000)	(36,100)	(1,820)	(37,920)	4.21%
C0718	Coastal Path Improvements - Notts Ave	(6,380,000)	(6,380,000)	200,000	(6,180,000)	(2,842,215)	(2,984,303)	(5,826,518)	94.28%
C0719	Coastal Path Improvements - Bronte Cutting	(100,000)	(153,936)	(30,000)	(183,936)	(45,813)	(125,760)	(171,573)	93.28%
C0720	Arden St Safety Upgrades	(330,000)	(377,117)	-	(377,117)	(8,150)	(27,578)	(35,728)	9.47%
C0887	Local Village Beautification Planting	(500,000)	(500,000)	-	(500,000)	-	-	-	-
C0942	OSH Pedestrian Crossing Upgrades	(277,000)	(277,000)	-	(277,000)	-	-	-	-

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Attachment 2 - Q1 Revised Capital Works Program



## Budget Review Project Expenditure - Capital Works

As at Period 03

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Council Meeting 17 November 2020

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<b>Total Road Infrastructure – Transport</b>		<b>(17,974,960)</b>	<b>(18,628,442)</b>	<b>170,000</b>	<b>(18,458,442)</b>	<b>(4,960,219)</b>	<b>(5,736,660)</b>	<b>(10,696,879)</b>	<b>57.95%</b>
<b>ROAD 06 - Road Infrastructure - Streetscape Upgrade</b>									
C0009	Bronte Beach Local Village Centre	-	-	-	-	(858)	(0)	(858)	-
C0355	Seven Ways Public Domain Upgrade	-	(187,824)	(60,909)	(248,733)	(185,935)	(3,855)	(189,790)	76.30%
C0717	Charing Cross Streetscape Upgrade	(2,134,000)	(2,134,000)	85,103	(2,048,897)	(66,941)	(278,425)	(345,366)	16.86%
<b>Total Road Infrastructure - Streetscape Upgrade</b>		<b>(2,134,000)</b>	<b>(2,321,824)</b>	<b>24,194</b>	<b>(2,297,630)</b>	<b>(253,734)</b>	<b>(282,280)</b>	<b>(536,014)</b>	<b>23.33%</b>
<b>ROAD 07 - Road Infrastructure - Traffic Infrastructure</b>									
C0654	SAMP Street Signage and Linemarking	(70,000)	(70,000)	-	(70,000)	-	-	-	-
C0729	Military Rd Pinch Points	(1,000,000)	(1,001,160)	250,000	(751,160)	(8,498)	(2,648)	(11,147)	1.48%
C0807	SAMP5 Renewal Roundabouts / Speedhumps Tra	-	-	-	-	5,940	-	5,940	-
C0811	Safety by design in public places (Further details	(250,000)	(250,000)	-	(250,000)	-	(250,000)	(250,000)	100.00%
C0859	2020/21 - RS - Mitchell Street - Blair St to Warner	(25,000)	(25,000)	-	(25,000)	-	-	-	-
C0888	2020/21 - RS - Corner of Kenilworth St and Flood	(25,000)	(25,000)	-	(25,000)	-	-	-	-
C0940	2020/21 - T1 - Newland Street - Birrell St to 136 N	(30,000)	(30,000)	-	(30,000)	-	-	-	-
<b>Total Road Infrastructure - Traffic Infrastructure</b>		<b>(1,400,000)</b>	<b>(1,401,160)</b>	<b>250,000</b>	<b>(1,151,160)</b>	<b>(2,558)</b>	<b>(252,648)</b>	<b>(255,207)</b>	<b>22.17%</b>
<b>ROAD 08 - Road Infrastructure - Sealed Roads - Construction</b>									
<b>Total Road Infrastructure - Sealed Roads - Construct</b>		<b>(626,611)</b>	<b>(626,611)</b>	<b>-</b>	<b>(626,611)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ROAD 09 - Road Infrastructure - Sealed Roads - R2R construction</b>									
<b>Total Road Infrastructure - Sealed Roads - R2R cons</b>		<b>(293,000)</b>	<b>(293,000)</b>	<b>-</b>	<b>(293,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ROAD 10 - Road Infrastructure - Sealed Roads - Regional construction</b>									
<b>Total Road Infrastructure - Sealed Roads - Regional</b>		<b>(676,000)</b>	<b>(676,000)</b>	<b>(149,722)</b>	<b>(825,722)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ROAD 11 - Road Infrastructure - ROAD Infrastructure – Streetscape Rene</b>									
C0889	2020/21 Glenayr Avenue - Blair St to Hall St	(200,000)	(222,973)	(206,758)	(429,731)	-	-	-	-
C0890	2020/21 Roscoe Street - Wellington St to Glenayr	(54,000)	(66,000)	(108,000)	(174,000)	-	-	-	-
C0891	2020/21 - Curlewis Street - Campbell Pde to Well	(300,000)	(384,300)	(758,700)	(1,143,000)	-	-	-	-
C0912	2020/21 - FC - Glenayr Avenue - Hall St to Blair S	(18,000)	(16,200)	16,200	-	-	-	-	-
C0913	2020/21 - FC - Roscoe Street - Wellington St to Gl	(100,000)	(90,000)	90,000	-	-	-	-	-
C0914	2020/21 - FC - Curlewis Street - Gould St to Glens	(279,000)	(251,100)	251,100	-	-	-	-	-
C0915	2020/21 - FC - Curlewis Street - Glenayr to Wellin	(352,000)	(316,800)	316,800	-	-	-	-	-
C0925	2020/21 - KGC - Glenayr Avenue (B/S) - Blair St t	(60,000)	(54,000)	54,000	-	-	-	-	-
C0926	2020/21 - KGC - Glenayr Avenue (W/S) - Curlewis	(20,000)	(18,000)	18,000	-	-	-	-	-
C0927	2020/21 - KGC - Glenayr Avenue (B/S) - Roscoe S	(67,731)	(60,958)	60,958	-	-	-	-	-
C0928	2020/21 - KGC - Glenayr Lane (B/S) - Blair St to Gl	(64,000)	(57,600)	57,600	-	-	-	-	-
C0929	2020/21 - KGC - Roscoe Street (B/S) - Wellington S	(20,000)	(18,000)	18,000	-	-	-	-	-
C0930	2020/21 - KGC - Curlewis Street (B/S) - Gould St t	(212,000)	(190,800)	190,800	-	-	-	-	-
<b>Total Road Infrastructure - ROAD Infrastructure – St</b>		<b>(1,746,731)</b>	<b>(1,746,731)</b>	<b>-</b>	<b>(1,746,731)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>LIV 01 - Living - Corridors</b>									
C0041	Thomas Hogan Environmental Restoration Actior	(23,500)	(23,500)	-	(23,500)	14,742	(37,723)	(22,981)	97.79%
C0042	Bronte ERAP	-	(33,825)	-	(33,825)	-	-	-	-
C0043	Biodiversity Action Plan - Remnant Sites	-	-	-	-	2,825	(2,825)	0	-
C0570	Revegetation - Thomas Hogan Revegetation (Delive	-	(13,089)	-	(13,089)	-	(13,089)	(13,089)	100.00%
C0728	Garloch Reserve, Planting Steep Slopes	(25,000)	(25,000)	3970	(21,030)	-	(6,993)	(6,993)	33.25%
C0882	Greening Steep Slopes	(140,000)	(140,000)	-	(140,000)	-	-	-	-

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Attachment 2 - Q1 Revised Capital Works Program



## Budget Review Project Expenditure - Capital Works

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<b>Total Living - Corridors</b>		<b>(188,500)</b>	<b>(235,414)</b>	<b>3,970</b>	<b>(231,444)</b>	<b>17,567</b>	<b>(60,629)</b>	<b>(43,062)</b>	<b>18.61%</b>
<b>LIV 02 - Living - Trees</b>									
C0186	Planting Street Trees (SAMP 11)	(260,000)	(275,528)		(275,528)	(7,270)	(26,178)	(33,448)	12.14%
<b>Total Living - Trees</b>		<b>(260,000)</b>	<b>(275,528)</b>	<b>-</b>	<b>(275,528)</b>	<b>(7,270)</b>	<b>(26,178)</b>	<b>(33,448)</b>	<b>12.14%</b>
<b>LIV 03 - Living - Amenity Landscape</b>									
C0210	Thomas Hogan Park-Landscaping	(197,913)	(301,595)		(301,595)	(134,768)	(143,909)	(278,677)	92.40%
C0576	Small Parks - Eastern Ave Stage 3 (Design/Deliver	-	-		-	700	(650)	50	-
C0864	Marks Park Regrading	(150,000)	(249,463)		(249,463)	(63,240)	(16,483)	(79,723)	31.96%
<b>Total Living - Amenity Landscape</b>		<b>(347,913)</b>	<b>(551,058)</b>	<b>-</b>	<b>(551,058)</b>	<b>(197,308)</b>	<b>(161,042)</b>	<b>(358,349)</b>	<b>65.03%</b>
<b>LIV 04 - Living - Turf</b>									
C0263	Turf improvement program	(200,000)	(200,000)	110,000	(90,000)	-	-	-	C Budget decrease to cover Varna Park returfing
C0880	Sports Field Improvement Program	(51,900)	(51,900)		(51,900)	-	-	-	
C0881	Turf: High Wear Replacement with Hybrid Surface	(50,000)	(50,000)		(50,000)	-	-	-	
New	Varna Park Returfing			(110,000)	(110,000)				N New project to returf Varna Park
<b>Total Living - Turf</b>		<b>(301,900)</b>	<b>(301,900)</b>	<b>-</b>	<b>(301,900)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>RP 01 - Recreational &amp; Public Spaces - Recreational</b>									
C0407	Coastal Walk Fitness Upgrade	-	(2,720)		(2,720)	(2,720)	-	(2,720)	100.00%
C0508	Inclusive Play Study	(20,000)	(27,189)		(27,189)	-	(7,129)	(7,129)	26.22%
C0560	Hugh Bamford and Williams Park Plan of Manage	-	-		-	-	(0)	(0)	-
C0562	Barracuff Park + Playground	(1,048,315)	(1,091,616)		(1,091,616)	(23,100)	(225,962)	(249,062)	22.82%
C0567	Marlborough Reserve Upgrade	(543,296)	(543,296)		(543,296)	-	(65,386)	(65,386)	12.04%
C0714	Public Art Commissions	(50,000)	(50,738)	(114,000)	(164,738)	(43,220)	(98,000)	(141,220)	85.72%
C0730	Clarke Reserve Improvements	-	(11,252)	(6,125)	(17,377)	(55)	(11,807)	(11,862)	68.26%
C0852	Bondi POM Landscape works	(120,000)	(169,400)		(169,400)	(146)	(138,727)	(138,873)	81.98%
C0854	Onslow Park and Playground	(20,000)	(20,000)		(20,000)	-	-	-	
C0855	Varna Park playground	(240,000)	(247,253)		(247,253)	-	-	-	
C0856	Bondi beach playground - design	(200,000)	(237,359)		(237,359)	-	(16,570)	(16,570)	6.98%
C0858	Bondi Park- accessible paths to Picnic Shelters	-	(81,333)	(3,000)	(84,333)	(66,904)	(17,429)	(84,333)	100.00%
C0884	Belgrave Street Reserve Park and Playground Upg	(20,000)	(20,000)		(20,000)	-	-	-	I Budget increase to cover final project costs
C0885	Waverley Park Slope Stabilisation and Path to Ne	(20,000)	(20,000)		(20,000)	-	-	-	
C0886	Waverley Park Playground and Fitness Station Up	(20,000)	(20,000)		(20,000)	-	-	-	
New	North Bondi Mosaic Renewal			(20,000)	(20,000)				N New project to commence curatorial process
New	Parks Plans of Management			(100,000)	(100,000)				N New project to cover development of new Plans of Management
<b>Total Recreational &amp; Public Spaces - Recreational</b>		<b>(2,301,611)</b>	<b>(2,542,156)</b>	<b>(243,125)</b>	<b>(2,785,281)</b>	<b>(136,145)</b>	<b>(581,009)</b>	<b>(717,155)</b>	<b>25.75%</b>
<b>SUS 01 - Sustainability Infrastructure - Renewable Energy</b>									
C0438	Installation of EV charging stations	-	(4,909)		(4,909)	-	(4,463)	(4,463)	90.91%
C0812	SAMP5 Renewal of Solar Energy Infrastructure	(5,110)	(5,110)		(5,110)	-	-	-	-
<b>Total Sustainability Infrastructure - Renewable Ener</b>		<b>(5,110)</b>	<b>(10,019)</b>	<b>-</b>	<b>(10,019)</b>	<b>-</b>	<b>(4,463)</b>	<b>(4,463)</b>	<b>44.54%</b>
<b>SUS 03 - Sustainability Infrastructure - Stormwater &amp; Groundwater</b>									
C0813	SAMP5 Renewal of SQUID's & Harvesting Systems	(37,699)	(37,699)		(37,699)	-	(1,195)	(1,195)	3.17%
C0943	SAMP5 Renewal of Tanks and Pumps	(16,336)	(16,336)		(16,336)	-	-	-	-
<b>Total Sustainability Infrastructure - Stormwater &amp; G</b>		<b>(54,035)</b>	<b>(54,035)</b>	<b>-</b>	<b>(54,035)</b>	<b>-</b>	<b>(1,195)</b>	<b>(1,195)</b>	<b>2.21%</b>
<b>WORK 01 - Project Management</b>									
C8999	Project Management	-	-		-	(535,521)	(39,876)	(575,398)	-

4

Attachment 2 - Q1 Revised Capital Works Program



Budget Review Project Expenditure - Capital Works

As at Period 03

Financial Year Ending June 2021

Codes:	Capital Works Program Q1 amendments	No of projects	Amount - \$'000	Q1 Capital Works Program Summary	Amount - \$'000
b	Funds brought forward (LTFFP)	3	(1,050)	No of Projects	183
c	Project cost reduction	21	2,009	Expenditure	(59,485)
d	Project cost defer to 2021/22	3	1,647	funding sources:	
i	Project cost increase	21	(1,707)	Grants and Contribution	12,593
n	New Project	4	(510)	External Restricted Reserves	9,649
	Total	52	388	Internal Restricted Reserves	28,647
				General Fund	8,595

Project Number

Project Description

Original Budget \$

Current Budget \$

Q1 Proposed Adjustment

Q1 Proposed Budget \$

Actuals \$

Commitments \$

YTD \$

YTD/Proposed Budget %

Report Commentary

Total Project Management	-	-	-	-	(535,521)	(39,876)	(575,398)	-	
Grand Total	(55,934,067)	(59,873,196)	388,087	(59,485,109)	(9,062,962)	(20,411,931)	(29,474,893)	49.55%	

WAVERLEY COUNCIL							
Q1 FY2020-21 Budget Statement							
	Original Budget	Current Budget	Q1 Proposed Budget	Change in Q1 budget Increase/(Decrease)		FY2020-21 ACTUAL YTD September (incl. commitments)	% to Q1 Proposed Budget
				\$	%		
<b>Income</b>							
Rates & Annual Charges	66,059,172	66,059,172	66,109,172	50,000	0.1%	66,051,449	99.9%
Investment Income	2,347,560	2,347,560	2,347,560			553,029	23.6%
User Charges	39,510,850	39,510,850	39,247,213	(263,637)	(0.7%)	9,576,811	24.4%
Other Revenues	17,306,347	17,306,347	18,129,171	822,824	4.8%	3,484,488	19.2%
Grants Subsidies & Contributions - Operational	5,215,084	5,215,084	5,498,053	282,969	5.4%	1,465,124	26.6%
<b>Subtotal - Operating Income</b>	<b>130,439,013</b>	<b>130,439,013</b>	<b>131,331,169</b>	<b>892,156</b>	<b>0.7%</b>	<b>81,130,900</b>	<b>61.8%</b>
Grants Subsidies & Contributions - Capital	16,672,939	16,704,049	15,916,001	(788,048)	(4.7%)	94,350	0.6%
Net gains from the disposal of assets	976,747	976,747	976,747				
<b>Subtotal - Capital Income</b>	<b>17,649,686</b>	<b>17,680,796</b>	<b>16,892,748</b>	<b>(788,048)</b>	<b>(4.5%)</b>	<b>94,350</b>	<b>0.6%</b>
<b>Total Income</b>	<b>148,088,699</b>	<b>148,119,809</b>	<b>148,223,917</b>	<b>104,108</b>	<b>0.1%</b>	<b>81,225,251</b>	<b>54.8%</b>
<b>Expense and Loans Repayment</b>							
Employee Costs	(68,297,269)	(68,334,541)	(69,066,745)	(732,204)	(1.1%)	(15,659,835)	22.7%
Borrowing Expenses	(77,517)	(77,517)	(77,517)			261	-0.3%
Materials & Contracts	(22,854,622)	(23,516,849)	(25,036,511)	(1,519,662)	(6.5%)	(9,392,332)	37.5%
Other Operating Expenses	(22,517,872)	(22,606,670)	(23,247,821)	(641,151)	(2.8%)	(11,429,460)	49.2%
Operating Expenses	(21,401,406)	(21,490,204)	(22,133,070)	(642,866)	(3.0%)	(10,844,487)	49.0%
Rates & Annual charges Expense	(1,116,466)	(1,116,466)	(1,114,751)	1,715	0.2%	(584,293)	52.4%
<b>Subtotal - Operating Expense</b>	<b>(113,747,280)</b>	<b>(114,535,577)</b>	<b>(117,428,594)</b>	<b>(2,893,017)</b>	<b>(2.5%)</b>	<b>(36,481,365)</b>	<b>31.1%</b>
Other Capital Purchases	(4,928,984)	(4,948,505)	(4,801,459)	147,046	3.0%	(597,212)	12.4%
Capital Works Program	(55,934,067)	(59,873,196)	(59,485,109)	388,087	0.6%	(54,285,409)	91.3%
External Loans Principle Repayment	(435,095)	(435,095)	(435,095)			(106,379)	24.4%
<b>Subtotal - Capital Expense &amp; Loan Repayment</b>	<b>(61,298,146)</b>	<b>(65,256,796)</b>	<b>(64,721,663)</b>	<b>535,133</b>	<b>0.8%</b>	<b>(54,989,000)</b>	<b>85.0%</b>
<b>Total Expense</b>	<b>(175,045,426)</b>	<b>(179,792,373)</b>	<b>(182,150,257)</b>	<b>(2,357,884)</b>	<b>(1.3%)</b>	<b>(91,470,365)</b>	<b>50.2%</b>
<b>Performance Result before capital items and loan repayment - (Surplus)/Deficit</b>	<b>16,691,733</b>	<b>15,903,436</b>	<b>13,902,575</b>	<b>(2,000,861)</b>	<b>(12.6%)</b>	<b>44,649,535</b>	<b>321.2%</b>
<b>Performance Result after capital items and loan repayment- (Surplus)/Deficit</b>	<b>(26,956,727)</b>	<b>(31,672,564)</b>	<b>(33,926,340)</b>	<b>(2,253,776)</b>	<b>(7.1%)</b>	<b>(10,245,114)</b>	<b>30.2%</b>
<b>Other Funding Sources from:</b>							
New Loans							
Transfers to Reserves	(14,289,917)	(14,289,917)	(13,050,631)	1,239,286	8.7%	(17,011,157)	130.3%
Transfer from Reserves	41,246,643	45,962,480	46,976,971	1,014,490	2.2%	8,440,319	18.0%
<b>Total new loan and reserves</b>	<b>26,956,727</b>	<b>31,672,564</b>	<b>33,926,340</b>	<b>2,253,776</b>	<b>7.1%</b>	<b>(8,570,838)</b>	<b>-25.3%</b>
<b>Budget Result - Surplus/(Deficit)</b>			<b>0</b>	<b>0</b>		<b>(18,815,951)</b>	

FINANCE							
Q1 FY2020-21 Budget Statement							
	Original Budget	Current Budget	Q1 Proposed Budget	Change in Q1 budget Increase/(Decrease)		FY2020-21 ACTUAL YTD September (incl. commitments)	% to Q1 Proposed Budget
				\$	%		
<b>Income</b>							
Rates & Annual Charges	47,702,172	47,702,172	47,702,172			47,601,723	99.8%
Investment Income	2,337,560	2,337,560	2,337,560			553,029	23.7%
User Charges	251,862	251,862	220,644	(31,218)	(12.4%)	71,634	32.5%
Other Revenues	94,974	94,974	94,974			(1,366)	-1.4%
Grants Subsidies & Contributions - Operational	1,812,554	1,812,554	1,718,813	(93,741)	(5.2%)	236,033	13.7%
<b>Subtotal - Operating Income</b>	<b>52,199,122</b>	<b>52,199,122</b>	<b>52,074,163</b>	<b>(124,959)</b>	<b>(0.2%)</b>	<b>48,461,052</b>	<b>93.1%</b>
Grants Subsidies & Contributions - Capital							
Net gains from the disposal of assets							
<b>Subtotal - Capital Income</b>							
<b>Total Income</b>	<b>52,199,122</b>	<b>52,199,122</b>	<b>52,074,163</b>	<b>(124,959)</b>	<b>(0.2%)</b>	<b>48,461,052</b>	<b>93.1%</b>
<b>Expense and Loans Repayment</b>							
Employee Costs	(2,365,164)	(2,365,164)	(2,322,636)	42,528	1.8%	(501,761)	21.6%
Borrowing Expenses	(77,517)	(77,517)	(77,517)			261	-0.3%
Materials & Contracts	(549,403)	(549,403)	(732,116)	(182,713)	(33.3%)	(349,784)	47.8%
Other Operating Expenses	2,044,880	2,044,880	2,052,025	7,145	0.3%	230,170	11.2%
<b>Subtotal - Operating Expense</b>	<b>(947,204)</b>	<b>(947,204)</b>	<b>(1,080,244)</b>	<b>(133,040)</b>	<b>(14.0%)</b>	<b>(621,112)</b>	<b>57.5%</b>
Other Capital Purchases	(94,000)	(94,000)	(39,855)	54,145	57.6%		
Capital Works Program							
External Loans Principle Repayment	(435,095)	(435,095)	(435,095)			(106,379)	24.4%
<b>Subtotal - Capital Expense &amp; Loan Repayment</b>	<b>(529,095)</b>	<b>(529,095)</b>	<b>(474,950)</b>	<b>54,145</b>	<b>10.2%</b>	<b>(106,379)</b>	<b>22.4%</b>
<b>Total Expense</b>	<b>(1,476,299)</b>	<b>(1,476,299)</b>	<b>(1,555,194)</b>	<b>(78,895)</b>	<b>(5.3%)</b>	<b>(727,491)</b>	<b>46.8%</b>
<b>Performance Result before capital items and loan repayment - (Surplus)/Deficit</b>	<b>51,251,918</b>	<b>51,251,918</b>	<b>50,993,919</b>	<b>(257,999)</b>	<b>(0.5%)</b>	<b>47,839,940</b>	<b>93.8%</b>
<b>Performance Result after capital items and loan repayment- (Surplus)/Deficit</b>	<b>50,722,823</b>	<b>50,722,823</b>	<b>50,518,969</b>	<b>(203,854)</b>	<b>(0.4%)</b>	<b>47,733,561</b>	<b>94.5%</b>
<b>Other Funding Sources from:</b>							
New Loans							
Transfers to Reserves	(3,336,915)	(3,336,915)	(3,336,915)			(702,045)	21.0%
Transfer from Reserves	2,971,102	2,971,102	2,943,352	(27,750)	(0.9%)		
<b>Total new loan and reserves</b>	<b>(365,813)</b>	<b>(365,813)</b>	<b>(393,563)</b>	<b>(27,750)</b>	<b>(7.6%)</b>	<b>(702,045)</b>	<b>178.4%</b>
<b>Budget Result - Surplus/(Deficit)</b>	<b>50,357,010</b>	<b>50,357,010</b>	<b>50,125,406</b>	<b>(231,604)</b>		<b>47,031,516</b>	

Planning, Environment & Regulatory							
Q1 FY2020-21 Budget Statement							
	Original Budget	Current Budget	Q1 Proposed Budget	Change in Q1 budget Increase/(Decrease)		FY2020-21 ACTUAL YTD September (incl. commitments)	% to Q1 Proposed Budget
				\$	%		
<b>Income</b>							
Rates & Annual Charges							
Investment Income							
User Charges	15,230,800	15,230,800	15,320,800	90,000	0.6%	3,073,286	20.1%
Other Revenues	10,299,995	10,299,995	10,554,995	255,000	2.5%	2,478,035	23.5%
Grants Subsidies & Contributions - Operational	589,501	589,501	708,051	118,550	20.1%	665,693	94.0%
<b>Subtotal - Operating Income</b>	<b>26,120,296</b>	<b>26,120,296</b>	<b>26,583,846</b>	<b>463,550</b>	<b>1.8%</b>	<b>6,217,013</b>	<b>23.4%</b>
Grants Subsidies & Contributions - Capital	4,500,000	4,500,000	4,000,000	(500,000)	(11.1%)	761,242	19.0%
Net gains from the disposal of assets							
<b>Subtotal - Capital Income</b>	<b>4,500,000</b>	<b>4,500,000</b>	<b>4,000,000</b>	<b>(500,000)</b>	<b>(11.1%)</b>	<b>761,242</b>	<b>19.0%</b>
<b>Total Income</b>	<b>30,620,296</b>	<b>30,620,296</b>	<b>30,583,846</b>	<b>(36,450)</b>	<b>(0.1%)</b>	<b>6,978,256</b>	<b>22.8%</b>
<b>Expense and Loans Repayment</b>							
Employee Costs	(14,331,371)	(14,331,371)	(14,351,177)	(19,806)	(0.1%)	(3,111,431)	21.7%
Borrowing Expenses							
Materials & Contracts	(5,641,661)	(5,844,121)	(5,975,619)	(131,498)	(2.3%)	(1,584,311)	26.5%
Other Operating Expenses	(8,020,354)	(8,028,754)	(8,098,463)	(69,709)	(0.9%)	(1,981,059)	24.5%
<b>Subtotal - Operating Expense</b>	<b>(27,993,386)</b>	<b>(28,204,246)</b>	<b>(28,425,259)</b>	<b>(221,013)</b>	<b>(0.8%)</b>	<b>(6,676,801)</b>	<b>23.5%</b>
Other Capital Purchases							
Capital Works Program	(16,336)	(913,543)	(913,543)			(2,181)	0.2%
External Loans Principle Repayment							
<b>Subtotal - Capital Expense &amp; Loan Repayment</b>	<b>(16,336)</b>	<b>(913,543)</b>	<b>(913,543)</b>			<b>(2,181)</b>	<b>0.2%</b>
<b>Total Expense</b>	<b>(28,009,722)</b>	<b>(29,117,789)</b>	<b>(29,338,802)</b>	<b>(221,013)</b>	<b>(0.8%)</b>	<b>(6,678,981)</b>	<b>22.8%</b>
<b>Performance Result before capital items and loan repayment - (Surplus)/Deficit</b>	<b>(1,873,090)</b>	<b>(2,083,950)</b>	<b>(1,841,413)</b>	<b>242,537</b>	<b>11.6%</b>	<b>(459,787)</b>	<b>25.0%</b>
<b>Performance Result after capital items and loan repayment- (Surplus)/Deficit</b>	<b>2,610,574</b>	<b>1,502,507</b>	<b>1,245,044</b>	<b>(257,463)</b>	<b>(17.1%)</b>	<b>299,274</b>	<b>24.0%</b>
<b>Other Funding Sources from:</b>							
New Loans							
Transfers to Reserves	(4,813,372)	(4,813,372)	(4,313,372)	500,000	10.4%	(844,274)	19.6%
Transfer from Reserves	166,336	1,274,403	1,240,825	(33,578)	(2.6%)	4,555	0.4%
<b>Total new loan and reserves</b>	<b>(4,647,036)</b>	<b>(3,538,969)</b>	<b>(3,072,547)</b>	<b>466,422</b>	<b>13.2%</b>	<b>(839,719)</b>	<b>27.3%</b>
<b>Budget Result - Surplus/(Deficit)</b>	<b>(2,036,462)</b>	<b>(2,036,462)</b>	<b>(1,827,503)</b>	<b>208,959</b>		<b>(540,445)</b>	

Customer Service and Organisational Improvement							
Q1 FY2020-21 Budget Statement							
	Original Budget	Current Budget	Q1 Proposed Budget	Change in Q1 budget Increase/(Decrease)		FY2020-21 ACTUAL YTD September (incl. commitments)	% to Q1 Proposed Budget
				\$	%		
<b>Income</b>							
Rates & Annual Charges							
Investment Income	10,000	10,000	10,000				
User Charges	3,269,290	3,269,290	3,364,335	95,045	2.9%	572,107	17.0%
Other Revenues	879,320	879,320	408,743	(470,577)	(53.5%)	6,647	1.6%
Grants Subsidies & Contributions - Operational	78,000	78,000	205,702	127,702	163.7%		
<b>Subtotal - Operating Income</b>	<b>4,236,610</b>	<b>4,236,610</b>	<b>3,988,780</b>	<b>(247,830)</b>	<b>(5.8%)</b>	<b>578,754</b>	<b>14.5%</b>
Grants Subsidies & Contributions - Capital							
Net gains from the disposal of assets							
<b>Subtotal - Capital Income</b>							
<b>Total Income</b>	<b>4,236,610</b>	<b>4,236,610</b>	<b>3,988,780</b>	<b>(247,830)</b>	<b>(5.8%)</b>	<b>578,754</b>	<b>14.5%</b>
<b>Expense and Loans Repayment</b>							
Employee Costs	(17,622,960)	(17,622,960)	(17,504,693)	118,267	0.7%	(4,048,450)	23.1%
Borrowing Expenses							
Materials & Contracts	(7,157,781)	(7,403,135)	(7,188,009)	215,126	2.9%	(1,629,622)	22.7%
Other Operating Expenses	12,120,285	12,039,887	11,844,237	(195,650)	(1.6%)	2,579,604	21.8%
<b>Subtotal - Operating Expense</b>	<b>(12,660,456)</b>	<b>(12,986,208)</b>	<b>(12,848,465)</b>	<b>137,743</b>	<b>1.1%</b>	<b>(3,098,468)</b>	<b>24.1%</b>
Other Capital Purchases	(6,500)	(26,021)	(26,021)			(7,008)	26.9%
Capital Works Program							
External Loans Principle Repayment							
<b>Subtotal - Capital Expense &amp; Loan Repayment</b>	<b>(6,500)</b>	<b>(26,021)</b>	<b>(26,021)</b>			<b>(7,008)</b>	<b>26.9%</b>
<b>Total Expense</b>	<b>(12,666,956)</b>	<b>(13,012,229)</b>	<b>(12,874,486)</b>	<b>137,743</b>	<b>1.1%</b>	<b>(3,105,475)</b>	<b>24.1%</b>
<b>Performance Result before capital items and loan repayment - (Surplus)/Deficit</b>	<b>(8,423,846)</b>	<b>(8,749,598)</b>	<b>(8,859,685)</b>	<b>(110,087)</b>	<b>(1.3%)</b>	<b>(2,519,714)</b>	<b>28.4%</b>
<b>Performance Result after capital items and loan repayment- (Surplus)/Deficit</b>	<b>(8,430,346)</b>	<b>(8,775,619)</b>	<b>(8,885,706)</b>	<b>(110,087)</b>	<b>(1.3%)</b>	<b>(2,526,722)</b>	<b>28.4%</b>
<b>Other Funding Sources from:</b>							
New Loans							
Transfers to Reserves	(623,420)	(623,420)	(623,420)			(155,841)	25.0%
Transfer from Reserves	2,331,430	2,676,703	2,964,703	288,000	10.8%	272,748	9.2%
<b>Total new loan and reserves</b>	<b>1,708,010</b>	<b>2,053,283</b>	<b>2,341,283</b>	<b>288,000</b>	<b>14.0%</b>	<b>116,907</b>	<b>5.0%</b>
<b>Budget Result - Surplus/(Deficit)</b>	<b>(6,722,336)</b>	<b>(6,722,336)</b>	<b>(6,544,423)</b>	<b>177,913</b>		<b>(2,409,815)</b>	

Communitiy Assets & Operations							
Q1 FY2020-21 Budget Statement							
	Original Budget	Current Budget	Q1 Proposed Budget	Change in Q1 budget Increase/(Decrease)		FY2020-21 ACTUAL YTD September (incl. commitments)	% to Q1 Proposed Budget
				\$	%		
<b>Income</b>							
Rates & Annual Charges	18,357,000	18,357,000	18,407,000	50,000	0.3%	18,449,726	100.2%
Investment Income							
User Charges	20,758,898	20,758,898	20,339,014	(419,884)	(2.0%)	5,857,787	28.8%
Other Revenues	6,032,058	6,032,058	7,070,459	1,038,401	17.2%	1,001,172	14.2%
Grants Subsidies & Contributions - Operational	2,735,029	2,735,029	2,865,487	130,458	4.8%	563,399	19.7%
<b>Subtotal - Operating Income</b>	<b>47,882,985</b>	<b>47,882,985</b>	<b>48,681,960</b>	<b>798,975</b>	<b>1.7%</b>	<b>25,872,083</b>	<b>53.1%</b>
Grants Subsidies & Contributions - Capital	12,172,939	12,204,049	11,916,001	(288,048)	(2.4%)	(666,892)	-5.6%
Net gains from the disposal of assets	976,747	976,747	976,747				
<b>Subtotal - Capital Income</b>	<b>13,149,686</b>	<b>13,180,796</b>	<b>12,892,748</b>	<b>(288,048)</b>	<b>(2.2%)</b>	<b>(666,892)</b>	<b>-5.2%</b>
<b>Total Income</b>	<b>61,032,671</b>	<b>61,063,781</b>	<b>61,574,708</b>	<b>510,927</b>	<b>0.8%</b>	<b>25,205,191</b>	<b>40.9%</b>
<b>Expense and Loans Repayment</b>							
Employee Costs	(33,702,853)	(33,740,125)	(34,602,804)	(862,679)	(2.6%)	(7,927,509)	22.9%
Borrowing Expenses							
Materials & Contracts	(9,505,777)	(9,720,190)	(11,140,767)	(1,420,577)	(14.6%)	(5,828,616)	52.3%
Other Operating Expenses	(28,891,278)	(28,891,278)	(29,279,126)	(387,848)	(1.3%)	(12,316,266)	42.1%
<b>Subtotal - Operating Expense</b>	<b>(72,099,908)</b>	<b>(72,351,593)</b>	<b>(75,022,697)</b>	<b>(2,671,104)</b>	<b>(3.7%)</b>	<b>(26,072,391)</b>	<b>34.8%</b>
Other Capital Purchases	(4,828,484)	(4,828,484)	(4,735,583)	92,901	1.9%	(590,205)	12.5%
Capital Works Program	(55,917,731)	(58,959,653)	(58,571,566)	388,087	0.7%	(54,283,228)	92.7%
External Loans Principle Repayment							
<b>Subtotal - Capital Expense &amp; Loan Repayment</b>	<b>(60,746,215)</b>	<b>(63,788,137)</b>	<b>(63,307,149)</b>	<b>480,988</b>	<b>0.8%</b>	<b>(54,873,433)</b>	<b>86.7%</b>
<b>Total Expense</b>	<b>(132,846,123)</b>	<b>(136,139,730)</b>	<b>(138,329,846)</b>	<b>(2,190,116)</b>	<b>(1.6%)</b>	<b>(80,945,824)</b>	<b>58.5%</b>
<b>Performance Result before capital items and loan repayment - (Surplus)/Deficit</b>	<b>(24,216,923)</b>	<b>(24,468,608)</b>	<b>(26,340,737)</b>	<b>(1,872,129)</b>	<b>(7.7%)</b>	<b>(200,308)</b>	<b>0.8%</b>
<b>Performance Result after capital items and loan repayment- (Surplus)/Deficit</b>	<b>(71,813,452)</b>	<b>(75,075,949)</b>	<b>(76,755,138)</b>	<b>(1,679,189)</b>	<b>(2.2%)</b>	<b>(55,740,632)</b>	<b>72.6%</b>
<b>Other Funding Sources from:</b>							
New Loans							
Transfers to Reserves	(5,511,319)	(5,511,319)	(4,775,700)	735,619	13.3%	(15,307,773)	320.5%
Transfer from Reserves	35,777,775	39,040,272	39,828,091	787,818	2.0%	8,163,015	20.5%
<b>Total new loan and reserves</b>	<b>30,266,456</b>	<b>33,528,953</b>	<b>35,052,391</b>	<b>1,523,437</b>	<b>4.5%</b>	<b>(7,144,757)</b>	<b>-20.4%</b>
<b>Budget Result - Surplus/(Deficit)</b>	<b>(41,546,995)</b>	<b>(41,546,995)</b>	<b>(41,702,747)</b>	<b>(155,752)</b>		<b>(62,885,390)</b>	

General Counsel Q1 FY2020-21 Budget Statement							
	Original Budget	Current Budget	Q1 Proposed Budget	Change in Q1 budget Increase/(Decrease)		FY2020-21 ACTUAL YTD September (incl. commitments)	% to Q1 Proposed Budget
				\$	%		
<b>Income</b>							
Rates & Annual Charges							
Investment Income							
User Charges			2,420	2,420		1,998	82.6%
Other Revenues							
Grants Subsidies & Contributions - Operational							
<b>Subtotal - Operating Income</b>			2,420	2,420		1,998	82.6%
Grants Subsidies & Contributions - Capital							
Net gains from the disposal of assets							
<b>Subtotal - Capital Income</b>							
<b>Total Income</b>			2,420	2,420		1,998	82.6%
<b>Expense and Loans Repayment</b>							
Employee Costs	(274,921)	(274,921)	(285,435)	(10,514)	(3.8%)	(70,684)	24.8%
Borrowing Expenses							
Materials & Contracts							
Other Operating Expenses	228,595	228,595	233,506	4,911	2.1%	58,091	24.9%
<b>Subtotal - Operating Expense</b>	<b>(46,326)</b>	<b>(46,326)</b>	<b>(51,929)</b>	<b>(5,603)</b>	<b>(12.1%)</b>	<b>(12,593)</b>	<b>24.3%</b>
Other Capital Purchases							
Capital Works Program							
External Loans Principle Repayment							
<b>Subtotal - Capital Expense &amp; Loan Repayment</b>							
<b>Total Expense</b>	<b>(46,326)</b>	<b>(46,326)</b>	<b>(51,929)</b>	<b>(5,603)</b>	<b>(12.1%)</b>	<b>(12,593)</b>	<b>24.3%</b>
<b>Performance Result before capital items and loan repayment - (Surplus)/Deficit</b>	<b>(46,326)</b>	<b>(46,326)</b>	<b>(49,509)</b>	<b>(3,183)</b>	<b>(6.9%)</b>	<b>(10,595)</b>	<b>21.4%</b>
<b>Performance Result after capital items and loan repayment- (Surplus)/Deficit</b>	<b>(46,326)</b>	<b>(46,326)</b>	<b>(49,509)</b>	<b>(3,183)</b>	<b>(6.9%)</b>	<b>(10,595)</b>	<b>21.4%</b>
<b>Other Funding Sources from:</b>							
New Loans							
Transfers to Reserves	(4,891)	(4,891)	(1,224)	3,667	75.0%	(1,224)	100.0%
Transfer from Reserves							
<b>Total new loan and reserves</b>	<b>(4,891)</b>	<b>(4,891)</b>	<b>(1,224)</b>	<b>3,667</b>	<b>75.0%</b>	<b>(1,224)</b>	<b>100.0%</b>
<b>Budget Result - Surplus/(Deficit)</b>	<b>(51,217)</b>	<b>(51,217)</b>	<b>(50,733)</b>	<b>484</b>		<b>(11,819)</b>	

**REPORT  
CM/7.2/20.11**

**Subject:** Audited Financial Statements 2019-20 and Annual Report 2019-20

**TRIM No:** A18/0477

**Author:** Teena Su, Executive Manager, Finance  
Sneha Sabu, Co-ordinator, Corporate Planning and Reporting

**Director:** Darren Smith, Chief Financial Officer

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**RECOMMENDATION:**

That Council:

1. In accordance with section 418 of the *Local Government Act*, receives and notes the Auditor's Report on the 2019–20 Annual Financial Statements (including General and Special Purpose Financial Statements and Special Schedules) attached to the report (Attachment 1).
2. Refers any public submissions on the 2019–20 Annual Financial Statements (including General and Special Purpose Financial Statements and Special Schedules) to Council's auditor, the NSW Auditor General.
3. Adopts the audited 2019–20 Annual Financial Statements (including General and Special Purpose Financial Statements and Special Schedules).
4. Endorses the Annual Report 2019–20 attached to the report (Attachment 2).

**1. Executive Summary**

The purpose of this report is to present Council's Audited Annual Financial Statements and Annual Report for the year ended 30 June 2020.

Council's Annual Financial Statements for the year ended 30 June 2020, comprising the General-Purpose Financial Statements, Special Purpose Financial Statements and Special Schedules have been completed and audited. The Financial Statements and Auditor's Report (Attachment 1) are formally presented to the public. The Annual Financial Statements has been presented to the Audit, Risk and Improvement Committee (ARIC) on 15 October 2020. Representatives from the Council's auditors have attended the meeting to present their report on conduct of the audit and the audit result.

The final four months of the 2019-20 financial year were financially extremely challenging due to the COVID-19 Pandemic, the related restrictions imposed by governments that sought to manage the transmission of the disease, and the associated economic consequences of reduced business activities and Council revenue. In response, Council has invested and diverted significant funds to assist businesses and the community through the impacts of the pandemic and to help keep the community safe. Revenue generating activities such as parking income, income from outdoor seating, rental, licenses and inspection fees were severely affected. The Council made significant adjustments to its budget projections at its third quarter

review carried out in May 2020. These included the cancelling or deferment of some areas of non-essential expenditure and a small application of reserves to fund capital renewal programs which would have otherwise been funded by the impacted revenues.

The overall negative financial impact on Council from COVID-19 in the 2019–2020 financial year has been assessed as being in excess of \$9 m.

The presented financial statements show a net operating result of a \$2.32 m surplus prior to asset revaluation adjustments of Investment Properties but including the impacts of Covid-19 and depreciation. The asset revaluation is a non-cash, accounting transaction reflecting a reduction in the estimated fair value of certain investment properties of \$45.73 m due to a change in valuation methodology. Once this accounting adjustment is made, the result is an operating/accounting result of negative \$43.42 m.

Council's net assets are valued at \$1,175.08 m, represents a reduction of \$67.33 m or 5.42% from the previous year's value of \$1,242.41 m. The reduction is largely due to the fair valuation processes for various asset classes, including a \$45.73 m reduction in Council's investment properties portfolio.

This report also presents a copy of Council's Annual Report 2019–20 for submission to the Minister of Local Government by 31 December 2020. The Annual Report comprises four parts. The first three parts are published in one volume. Part four, the Audited Financial Statements is published separately.

## **2. Introduction/Background**

### **Audited Financial Statements 2019-20**

The Financial Statements for financial year 2019–20 were completed and presented to the Council at the Council meeting on 15 September for referral to the Auditors. The audit has now been completed with the Auditors to present their finding to the Audit Committee at this meeting.

During the year Council adopted the following accounting standards which were mandatorily effective from 1 July 2019:

- AASB 16 Leases.
- AASB 15 Revenue from contracts with customers.
- AASB 1058 Income of not-for-profit entities.

AASB 16 now requires recognition of all operating and finance leases on the balance sheet. Previously AASB 117 only required finance leases to be reported as a liability.

AASB 15 and AASB 1058 now supersede AASB 118. Previously under AASB 118, all revenue received during the year was recognised in the Income Statement. Now AASB 15 and AASB 1058 determine how income is to be treated in the Financial Statements.

Further information on the newly adopted standards which had a material impact on Council's financial position, financial performance and/or associated financial statement disclosures can be found at Note 16 of the attached Draft Financial Statements.

### **Annual Report 2019-20**

Section 428 of the *Local Government Act 1993* requires that, within five months after the end of each financial year, a council must prepare a report (its annual report) for that year. The annual report highlights achievements in implementing the delivery program and the effectiveness of the principal activities undertaken in achieving the objectives. An annual report must be prepared in accordance with the guidelines under section 406 (which outlines the requirements for Integrated Planning and Reporting) and

must contain a copy of the council's audited financial statements prepared in accordance with the Local Government Code of Council Accounting Practice and Financial Reporting published by the Office of Local Government.

A copy of council's annual report must be posted on council's website and provided to the Minister and such other persons and bodies as the regulations may require by 30 November each year. In response to the COVID-19 pandemic, statutory timelines were modified by the Office of the Local Government. Under 747B of the *Local Government Act 1993* to temporarily modify the application of the Act in response to the COVID-19 pandemic, Council have been provided with one-month extension for preparing and publishing of annual reports by 31 December 2020.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 15 September 2020	CM/7.5/20.09	<p>That:</p> <ol style="list-style-type: none"> <li>1. Council, in relation to the financial statements required in accordance with section 413(2)(c) of the <i>Local Government Act 1993</i>, resolves that in its opinion the General Purpose Financial Statements, Special Purpose Financial Statements and Special Schedules for the year ended 30 June 2020: <ol style="list-style-type: none"> <li>(a) Have been properly drawn up in accordance with the provisions of the <i>Local Government Act 1993</i>, the <i>Local Government (General) Regulation 2005</i>, the Australian Accounting Standards and professional pronouncements, and the Local Government Code of Accounting Practice and Financial Reporting.</li> <li>(b) To the best of the Council's knowledge and belief, present fairly the Council's operating result and financial position for the year and accord with the Council's accounting and other records.</li> </ol> </li> <li>2. Council is unaware of any matter that would render the financial statements false or misleading in anyway.</li> <li>3. The Statement by Councillors and Management for the General Purpose Financial Statements and Special Purpose Financial Statements, on page 3 of the Annual Financial Statements, be signed by the Mayor, Deputy Mayor, the General Manager and the Responsible Accounting Officer.</li> <li>4. The Statement by Councillors and Management for the Special Purpose Financial Statements, on page 2 of the Special Purpose Financial Statements, be signed by the Mayor, Deputy Mayor, the General Manager and the Responsible Accounting Officer.</li> <li>5. The financial statements be referred to Council's auditor for audit.</li> </ol>

		<p>7. A copy of the audited financial statements be forwarded to the NSW Office of Local Government.</p> <p>8. The audited financial statements be advertised and presented at a meeting of Council to be held in accordance with section 418 of the <i>Local Government Act 1993</i>.</p>
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#### 4. Discussion

##### Audited Financial Statements

Following the 15 September 2020 Council meeting, the auditor completed their audit for the 2019-20 Financial Statements and have now provided their auditor report, which is now contained within the attached Audited 2019-20 Financial Statements.

During the audit process, there have been number of changes to the Draft Financial Statements. Those changes did not change the operating result, assets and cash flow positions, they were related to the disclosure notes and presentation matters.

The results for the 2019/20 financial year show a net operating result of a \$2.32m surplus prior to asset revaluation adjustments. This includes the impacts of Covid-19 and depreciation. This result is prior to the recognition of a non-cash, accounting transaction in relation to the fair valuation adjustment of Investment Properties. This non-cash, accounting transaction reflects a reduction in the estimated fair value of certain investment properties of \$45.73m due primarily to a change in the valuation methodology used. Once this accounting adjustment is made, the accounts show that the Council's "Net Operating result" or Accounting Result for the year was a deficit of \$43.42m including the \$45.73m fair valuation reduction in the estimated value of Council's investment properties portfolio.

This non-cash adjustment does not reflect any actual change in Council's assets. The reduction is almost wholly due to the reduction in the estimated value of Council's carpark assets which results from a change in the valuation methodology used. The Carparks in question are still in good condition and operating and providing the same level of service as they have over a number of years.

Council continues to maintain a strong balance sheet and cash reserves position as shown by the following summary of the income statement, balance sheet, cash and cash investments balance.

*Table 1. Summary of the income statement, balance sheet, cash and cash investments balance.*

Income Statement - \$million	2019/20	2018/19
• Total income from continuing operations	\$147.63m	\$141.04m
• Total expenses from continuing operations	\$191.06m	\$133.54m
• Operating surplus/(deficit) from continuing operations	(\$43.42m)	\$7.50m
• Operating surplus from continuing operations before Fair Valuation of Investment Properties	<b>\$2.32m</b>	\$6.91m

Balance Sheet - \$million	2019/20	2018/19
• Total assets	\$1,225.09m	\$1,283.50m
• Total liabilities	\$50.00m	\$41.09m
• Net assets	\$1.175.08m	\$1.242.41m

<b>Balance Sheet - \$million</b>	<b>2019/20</b>	<b>2018/19</b>
Financial Overview - \$million	2019/20	2018/19
Operating surplus (before Fair Valuation adjustment)	\$2.32m	\$6.91m
• Operating surplus/(deficit)	(\$43.42m)	\$7.50m
• Net assets (Equity)	\$1,225.09m	\$1,242.41m
• Cash and cash investments	\$172.65m	\$179.43m

The other major factor impacting on the Council's finances and the financial statements is the COVID-19 pandemic. The final four months of the 2019-20 financial year were extremely challenging due to the COVID-19 pandemic, the related restrictions imposed by governments, and associated reductions in business activity and Council revenue. Council invested and diverted significant funds to assist businesses and the community through the impacts of the pandemic and to help keep the community safe. The restrictions put in place have had a material negative financial impact on the operations of Council. This included reductions in revenue from venues, property, on-street and car park parking and regulatory functions. Simultaneously, Council has also incurred additional costs in its programs to help contain the spread of COVID-19 virus and keep the community safe, and in the provision of support to our community and small businesses wherever possible.

As a result, the Council made significant adjustments to its budget projections at its third quarter review carried out in May 2020. These included the cancelling or deferment of some areas of non-essential expenditure and a small application of reserves to fund capital renewal programs which would have otherwise been funded by revenues.

The following table summarises the revenue and expense impact to Council from COVID-19 for the 2019–20 financial year.

*Table 2. COVID-19 impacts.*

<b>Revenue</b>	<b>FY 2019–20 COVID-19 Financial Impact \$</b>
Parking fees – on-street meters & car parks	(4,409,534)
Parking Patrol activities	(1,869,017)
Rents - properties, halls & other spaces	(701,904)
Commercial Waste	(523,889)
Development Applications	(300,818)
Interest on investments	(243,191)
Courses & activities fees	(139,360)
Compliance related fees	(33,054)
<b>Total reduction compared to original budget</b>	<b>(8,220,769)</b>
Plus:	
COVID-19 Pandemic direct related expense	(938,839)
<b>Total financial impact to Council</b>	<b>(9,159,607)</b>

For the financial year ending 30 June 2020, COVID's impact has resulted in Council experiencing a negative operating performance ratio of 8.34% and a higher than normal level of outstanding council rates being 5.06% compared to previous year's 2.84%. It is noted that the NSW Government removed the ability for Council's to charge penalties on outstanding rates for a period during the pandemic. Without the impacts of COVID, the operating performance ratio would be close to the industry benchmark of 0%.

The following table compares Council's FY 2019–20 performance to the industry benchmark.

Table 3. 2019–20 performance.

Indicator	Quantitative Measure	Waverley 2019/20		Industry Benchmark	Waverley 2018/19
<b>Operating Performance Measures</b>					
Operating Performance Ratio	Measures a Council's ability to contain operating expenditure within operating revenue	(8.34%)	✗	> 0.00%	0.78%
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	79.17%	✓	> 60.00%	87.31%
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	7.22x	✓	> 1.50x	11.13x
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	11.18x	✓	> 2.00x	42.77x
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	13.38 mths	✓	> 3.00 mths	15.22 mths
Rates, annual charges, interest and extra charges outstanding percentage	This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts	5.06%	✗	< 5.00%	2.84%
<b>Infrastructure Asset Measures</b>					
Asset maintenance ratio	Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	108.19%	✓	>=100.00%	102.33%
Building & Infrastructure Asset Renewals Ratio	This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old	158.13%	✓	>=100.00%	82.57%

Indicator	Quantitative Measure	Waverley 2019/20		Industry Benchmark	Waverley 2018/19
	assets that increase capacity or performance.				
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a Council's infrastructure	1.01%	✓	< 2.00%	1.01%

The COVID-19 pandemic has meant many ratepayers experienced some degrees of financial difficulty. In supporting the ratepayers through the pandemic times, Council has postponed all debt recovery actions. This led to a higher than normal level of outstanding collections for the 2019–20 financial year, with the outstanding rates collections finished at 5.06% compared to the previous year's 2.84%.

The deferral of debt recovery action also applied to the trade customers; this resulted an increase on the bad debt provision from the trade customers to \$181k from the previous year's \$98k.

#### *Fair valuation of assets*

In FY 2019–20, six asset categories have gone through a comprehensive fair valuation process. The following table summarises the valuation incremental or decremental from this year's fair valuation process:

*Table 4. Fair valuation of assets.*

Asset Category	Valuer	Valuation increase/(decrease) \$'000	Impact on Statements	Additional info.
Investment properties	APV Valuers & Asset Management	(45,734)	Income Statement	Change of valuation technique
Community Land	Valuer General's (VG) valuation 2020	6,113	Balance Sheet	2020 VG report
Crown Land	Valuer General's (VG) valuation 2020	(24,199)	Balance Sheet	2020 VG report
Footpaths	Pavement Management Services	(4,656)	Balance Sheet	
Roads, including kerbs and gutters	Pavement Management Services	17,974	Balance Sheet	
Stormwater drainage	Council staff – Asset Engineers	(17,142)	Balance Sheet	
	<b>Total fair valuation decremental</b>	<b>(67,642)</b>		

A copy of the audited Financial Statements has been sent to the NSW Office of Local Government on 21 October 2020 and public notice has been given to the community to the effect that the 2019-20 Financial Statements will be presented to Council at their meeting of 17 November 2020.

The Financial Statements has been presented to the Audit, Risk and Improvement Committee (ARIC) on 15 October 2020 for their comment and input. Two representatives of Council's auditors attended the meeting to present their report on the conduct of the audit and the audit result. The Auditor's report, on page 82 of Attachment 1, provided detailed comments in relation to the Council's financial position.

## Annual Report 2019–20

The attached Annual Report 2019–20 provides an overview of Waverley Council's performance over the past financial year. The Annual Report forms an important component of the Integrated Planning and Reporting (IP&R) Model as it 'closes the loop' in keeping the community informed of achievements in implementing the Delivery Program and Operational Plan.



Figure 1. The Integrated Planning and Reporting Framework.

This is the second report based on the Waverley Community Strategic Plan 2018–2029, the Delivery Program 2018–21 and the Operational Plan 2018–19. The implementation of the Operational Plan 2019–20 was significantly affected by the COVID-19 pandemic in the third and fourth quarters of the financial year.

In terms of the strategy underpinning the Operational Plan implementation during the pandemic, Council's approach was to continue to keep services running and deliver the aspirations expressed in the Community Strategic Plan to the fullest extent possible. Capital works programs continued to be delivered wherever viable.

A total of 45 Operational Plan 2019–20 activities were impacted by COVID-19 pandemic. Activities such as events were cancelled or placed on hold in line with public health and safety measures, while some other business as usual activities are in progress but were impacted by COVID-19. In some instances, resources were diverted for direct COVID-19 related responses.

### 5. Financial impact statement/Time frame/Consultation

The 2019–20 financial year was an extraordinary year due to the COVID-19 virus outbreak. It has impacted on Council's operations and financial performance ratio. Council's revenues were significantly impacted, and Council also faced unforeseen COVID-19 response costs. Council reported a net operating result of a \$2.32 m surplus prior to asset revaluation adjustments on Investment Properties. After this accounting

adjustment was incorporated, an operating deficit of \$43.42 m (which includes the \$45.73 m fair valuation decremental on its investment properties portfolio) was reported.

A public notification of the date of the Council meeting for presentation of the audited Financial Statements was placed in the Wentworth Courier and advising that the Financial Statements and the Auditor's Report would be available for viewing on Council's website since 4 November 2020.

Submissions on the Auditor's Reports and the audited Financial Statements close on 25 November, seven days after this council meeting in accordance to the Act. Any submissions will be referred to the Auditor in accordance with the Act.

The actions in the Operational Plan 2019–20 were included in the adopted budget when the Plan was adopted by Council in June 2019. Funding to implement the Delivery Program over its term is outlined in the Long-Term Financial Plan. The Annual Report 2019–20 covers the period 1 July 2019 to 30 June 2020 and must be submitted to the Minister for Local Government by 31 December 2020.

## **6. Conclusion**

The attached Financial Statements has been completed and presented to the Auditors. The audit has now been completed and presented to the Audit Committee for feedback and comment.

The Annual Report 2019–20 provides a snapshot of Council's performance against the deliverables detailed in the Delivery Program 2018–22.

## **7. Attachments**

1. Audited Annual Financial Statements-2020 (under separate cover)
2. Annual Report 2019-20 17 November Council Meeting (under separate cover)

## REPORT CM/7.3/20.11



**Subject:** Investment Portfolio Report - October 2020

**TRIM No:** A03/2211

**Author:** Teena Su, Executive Manager, Finance  
Sid Ali, Revenue Co-ordinator

**Director:** Darren Smith, Chief Financial Officer

### RECOMMENDATION:

That Council:

1. Receives and notes the Investment Summary Report for October 2020 attached to the report.
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 October 2020, Council's investment portfolio generated \$238,279 of interest. The interest on investment budget for the 2020–21 financial year was adopted by Council at its meeting on 30 June 2020 and was set at \$2,347,560. The year to date interest income as at 31 October 2020 tracked at 33.71% (\$791,307) of the current budget forecast of \$2,347,560.

#### 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* (the Act) and certifying that these investments have been made in accordance with the Act, regulations, Ministerial Investment Orders and Council's Investment Policy.

The table below illustrates the monthly interest income received by Council and performance against the Budget.

*Table 1. Monthly interest income received by Council.*

Month	2020/21 Budget (\$)	Actual Monthly (\$)	Actual YTD (\$)	Tracking YTD Budget %
July	2,347,560	201,573	201,573	8.59%
August	2,347,560	190,916	392,489	16.72%
September	2,347,560	160,540	553,029	23.56%
October	2,347,560	238,279	791,307	33.71%

### 3. Relevant Council Resolutions

Meeting and date	Minute No.	Decision
Council 20 October 2020	CM/7.4/20.10	That Council: <ol style="list-style-type: none"> <li>1. Receives and notes the Investment Summary Report for September 2020 attached to this report.</li> <li>2. Notes that all investments have been made in accordance with the requirements of section 625 of the <i>Local Government Act 1993</i> and directions from the Minister for Local Government, including Ministerial Investment Orders, and Council's Investment Policy.</li> </ol>

### 4. Discussion

Year to date, as at 31 October 2020, Council's cash investment portfolio generated interest earnings of \$791,307 representing 33.71% of the current approved budget of \$2,347,560.

Council's investment portfolio posted a return of 1.60% p.a. for the month of October versus the Ausbond Bank Bill Index benchmark return of 0.13% pa.

Over the last 12 months, Council's investment portfolio has exceeded the Ausbond Bank Bill index benchmark by 1.12% pa (1.63% vs 0.51% pa).

#### Portfolio value

Council's investment portfolio, as at 31 October 2020, has a current market value of \$169,777,091 which represents a gain of \$865,546 on the \$168,911,545 face value of the portfolio. The table below provides a summary by investment (asset) type.

*Table 2. Portfolio value – Summary by investment (asset) type.*

Asset Group	Face Value	Current value
Cash	\$ 12,171,592	\$ 12,171,592
Floating Rate Note	\$ 24,800,000	\$ 24,978,224
Floating Rate Term Deposits	\$ 8,500,000	\$ 8,516,113
Managed Funds	\$ 14,439,953	\$ 14,439,953
Term Deposit	\$ 109,000,000	\$ 109,671,208
<b>Total</b>	<b>\$ 168,911,545</b>	<b>\$ 169,777,091</b>

#### Analysis

Attached to this report is the Summary of Investment Portfolio for the period ending 31 October 2020. These reports are prepared by Council's independent financial advisor, Prudential Investment Services Corp.

The TCorpIM LT Growth Fund rose 0.2% in October. The Australian share market gained 2.1% for the month with IT (+8.6%) and Financials (+6.3%) leading the charge while Industrials was the worst performing sector (-3.5%). Overseas markets generally fell with the US S&P 500 (-2.7%), European S&P350 (-5.0%) and Japanese S&P 500 (-2.7%) all falling although the Chinese S&P 300 posted a solid gain (+3.0%).

The overall return for the last 12 months has exceeded the AusBond Bank Bill index by 1.12% pa (1.63% vs 0.51% pa).

*Table 3. Portfolio return.*

Month	Portfolio Return %	Ausbond BB Index %	Variance %
Nov-19	3.46	1.00	2.46
Dec-19	1.61	0.85	0.76
Jan-20	3.78	0.96	2.82
Feb-20	-0.83	0.95	-1.78
March-20	-5.97	1.18	-7.15
April-20	4.29	0.58	3.71
May-20	3.61	0.10	3.51
June-20	2.03	0.09	1.94
July-20	3.08	0.11	2.97
Aug-20	2.50	0.11	2.39
Sep-20	0.78	0.09	0.69
Oct-20	1.60	0.13	1.47
<b>Average % return Over the last 12 months</b>	<b>1.63</b>	<b>0.51</b>	<b>1.12</b>

Council has a well-diversified portfolio invested among a range of term deposits and floating rate notes from highly rated Australian ADIs. 91% of the portfolio is spread among the top-three credit rating categories (A long term/A2 short term and higher) and NSW TCorpIM managed funds. It is expected that Council can continue to achieve above benchmark returns with prudent investment selection for its short- and long-term holdings.

#### **Investments in ethically, socially and environmentally beneficial alternatives**

As at the end of October 2020, 75.1% of Council's portfolio, including the capital money holding for the day-to-day operations, was invested in non-fossil-fuel-lending ADIs and socially responsible investments, up from 70.4% the month prior. Fossil-fuel-lending ADIs accounted for 16.4% of the portfolio. The remaining 8.5% is invested with TCorp.

Over the period of 28 months, from June 2018 to October 2020, Council has reduced its investment in fossil fuel lending ADIs from 59% to 16.4% as displayed in Figure 1 below.

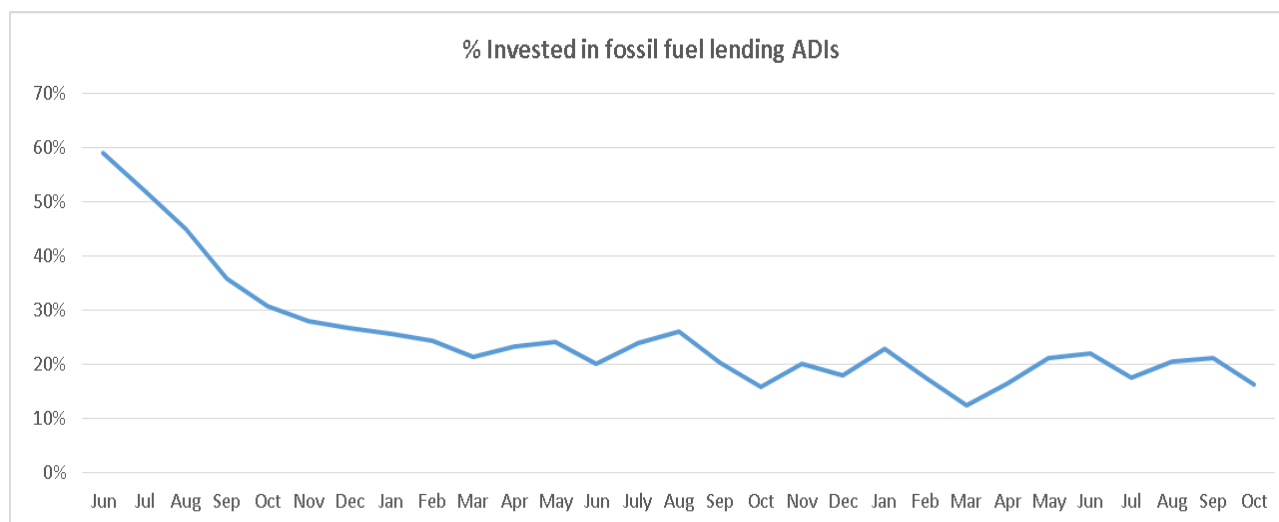


Figure 1. Investments in fossil-fuel-lending ADIs.

When excluding the working capital funds held in the CBA bank account (a fossil-fuel-lending bank) to meet day-to-day operating requirements, 82.48% of Council's investment portfolio was invested in non-fossil-fuel-lending ADIs and socially responsible investments, while fossil-fuel-lending ADIs accounted for 8.13% of the portfolio. The remaining 9.39% is invested with TCorp as displayed in Figure 2 below.

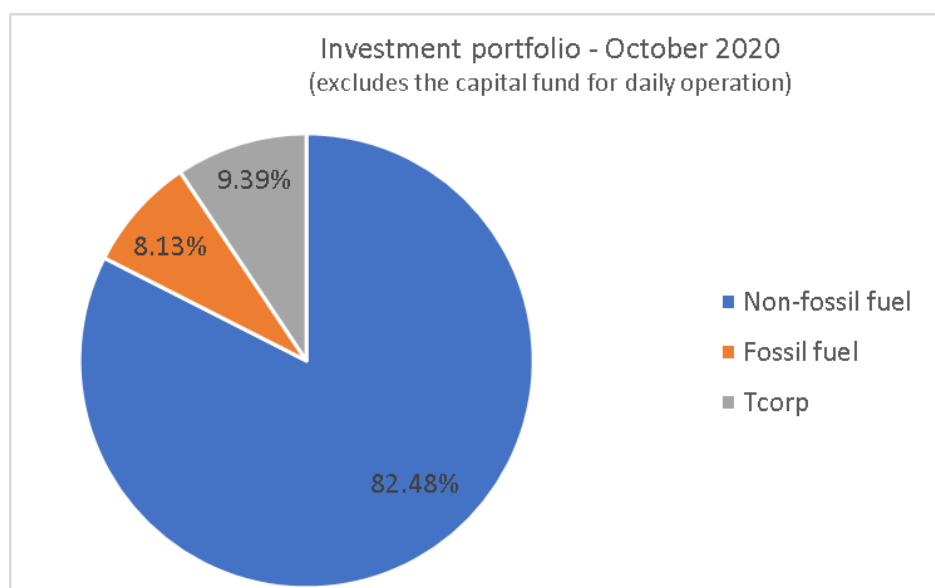


Figure 2. Investment portfolio – October 2020.

During October, Council's investment portfolio had \$18.5 m in a range of three- to 12-month term deposits mature with a weighted average rate of approximately 1.44% pa. Council invested \$13m in a selection of 3 and 11 month TDs with non-fossil fuel aligned bank and 'green' deposits with CBA at an average weighted rate of 0.73%.

During October, Council's investment portfolio had \$3 m in a two year Rural Bank term deposit mature which had a rate of 3% pa. Current two-year TD rates are only in the 0.65% - 0.75% area. Council also had \$3 m in a Suncorp 5yr FRN mature which had been paying quarterly interest of 3mo BBSW + 1.25% pa. Council invested \$12m in 4 and 12months TDs with a non-fossil fuel aligned bank and "green" deposits with CBA and Westpac at an average rate of 0.62%.

The following table compares rates on offer during the October month between the non-fossil/green investment and the fossil fuel ADI.

*Table 4. Non-fossil fuel v fossil fuel ADI deposit rates.*

<b>Date</b>	<b>Amount</b>	<b>Term (months)</b>	<b>Non-Fossil/Green Deposit Rates</b>	<b>Fossil Fuel ADI Deposit Rates</b>
2-Oct-20	6,000,000	12	0.70%	0.65%
27-Oct-20	3,000,000	3.5	0.55%	0.50%
30-Oct-20	3,000,000	12	0.54%	0.57%

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

This report has been prepared in consultation with Council's independent financial advisor, Prudential Investment Services Corp.

## **6. Conclusion**

Council's investment portfolio has achieved interest earning of \$791,307 YTD at 31 October 2020, representing 33.71% of the current budgeted interest of \$2,347,560.

## **7. Attachments**

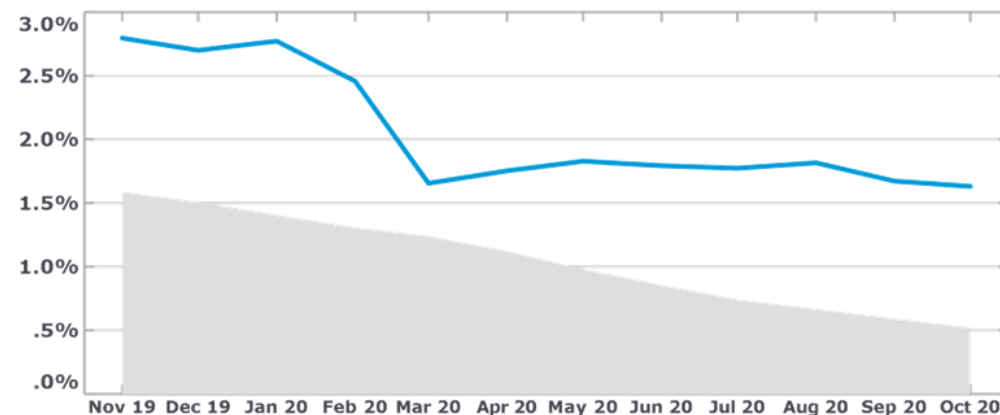
1. Investment Summary Report - October 2020 [↓](#)



## **Investment Summary Report October 2020**

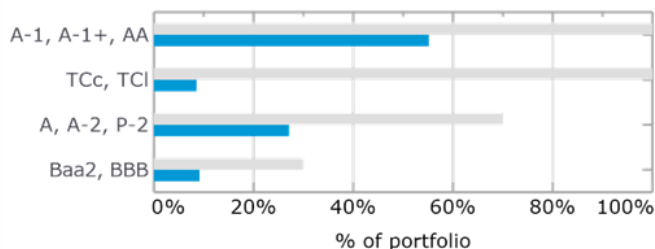
**Waverley Council****Executive Summary - October 2020****Investment Holdings**

	Face Value (\$)	Current Value (\$)
Cash	12,171,591.87	12,171,591.87
Floating Rate Note	24,800,000.00	24,978,224.33
Floating Rate Term Deposits	8,500,000.00	8,516,113.47
Managed Funds	14,439,953.10	14,439,953.10
Term Deposit	109,000,000.00	109,671,208.49
	<b>168,911,544.97</b>	<b>169,777,091.26</b>

**Investment Performance**

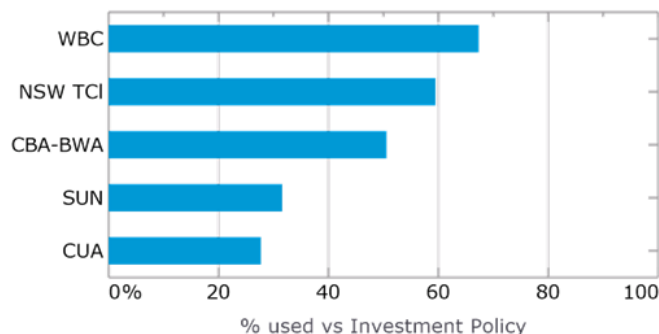
Portfolio Rolling 12 month return

AusBond BB Index Rolling 12 month Return

**Investment Policy Compliance****Total Credit Exposure**

Portfolio Exposure

Investment Policy Limit

**Highest Individual Exposures****Term to Maturities**

Maturity Profile	Face Value (\$)	Policy Max
Between 0 and 1 Year	142,461,545	84% 100%
Between 1 and 3 Years	22,950,000	14% 50%
Between 3 and 10 Years	3,500,000	2% 30%
	<b>168,911,545</b>	

**Waverley Council**

## Investment Holdings Report - October 2020

**Cash Accounts**

Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
8,807,599.97	0.5500%	Commonwealth Bank of Australia	A-1+	8,807,599.97	120789	24hr Call
1,003,927.46	0.0000%	Commonwealth Bank of Australia	A-1+	1,003,927.46	120794	General Funds
89,701.90	0.0000%	Commonwealth Bank of Australia	A-1+	89,701.90	120795	Trust Funds
815,960.92	0.0000%	Commonwealth Bank of Australia	A-1+	815,960.92	120796	Cemetery Funds
327,398.80	0.0000%	Commonwealth Bank of Australia	A-1+	327,398.80	120797	Depositor Funds
217,974.43	0.0000%	Commonwealth Bank of Australia	A-1+	217,974.43	120799	Library CP
511,687.40	0.0000%	Commonwealth Bank of Australia	A-1+	511,687.40	120800	Eastgate CP
359,766.64	0.0000%	Commonwealth Bank of Australia	A-1+	359,766.64	120801	Hollywood Av CP
37,574.35	0.0000%	Commonwealth Bank of Australia	A-1+	37,574.35	370151	Library Gift
<b>12,171,591.87</b>	<b>0.3980%</b>			<b>12,171,591.87</b>		

**Managed Funds**

Face Value (\$)	Monthly Return	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
2,184,002.36	0.1967%	NSW T-Corp (Cash)	TCC	Short Term Income Fund	2,184,002.36	411310	Builder Deposits
2,209,469.73	0.0669%	NSW T-Corp (Cash)	TCC	Cash Fund	2,209,469.73	505262	
10,046,481.01	0.1629%	NSW T-Corp (LT)	TCI	Long Term Growth Fund	10,046,481.01	538089	
<b>14,439,953.10</b>					<b>14,439,953.10</b>		

**Term Deposits**

Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
3-Nov-20	2,000,000.00	1.5500%	Auswide Bank	P-2	2,000,000.00	19-May-20	2,014,098.63	539805	14,098.63	At Maturity	
10-Nov-20	4,000,000.00	1.5200%	Westpac Group	A-1+	4,000,000.00	14-Nov-19	4,013,159.45	538671	13,159.45	Quarterly	Green
17-Nov-20	3,000,000.00	1.6300%	Credit Union Australia	A-2	3,000,000.00	19-Nov-19	3,046,622.47	538736	46,622.47	At Maturity	
24-Nov-20	2,000,000.00	1.6300%	Credit Union Australia	A-2	2,000,000.00	26-Nov-19	2,030,456.44	538819	30,456.44	At Maturity	
1-Dec-20	3,000,000.00	1.6000%	Suncorp Bank	A-1	3,000,000.00	25-Mar-20	3,029,063.01	539595	29,063.01	At Maturity	
8-Dec-20	1,000,000.00	1.3000%	Auswide Bank	P-2	1,000,000.00	26-May-20	1,005,663.01	539835	5,663.01	At Maturity	

**Waverley Council****Investment Holdings Report - October 2020****Term Deposits**

Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
15-Dec-20	2,000,000.00	2.9500%	Credit Union Australia	A-2	2,000,000.00	18-Dec-18	2,051,564.38	537426	51,564.38	Annually	
5-Jan-21	1,500,000.00	0.6500%	Rural Bank	A-2	1,500,000.00	29-Sep-20	1,500,881.51	540340	881.51	At Maturity	
12-Jan-21	2,000,000.00	1.2500%	Auswide Bank	P-2	2,000,000.00	2-Jun-20	2,010,410.96	539868	10,410.96	Annually	
19-Jan-21	1,500,000.00	0.6500%	Rural Bank	A-2	1,500,000.00	29-Sep-20	1,500,881.51	540341	881.51	At Maturity	
25-Jan-21	3,000,000.00	1.6500%	Auswide Bank	P-2	3,000,000.00	13-Feb-20	3,035,531.51	539456	35,531.51	At Maturity	
2-Feb-21	3,000,000.00	0.7300%	Commonwealth Bank of Australia	A-1+	3,000,000.00	31-Jul-20	3,005,580.00	540073	5,580.00	At Maturity	Green
9-Feb-21	2,500,000.00	2.9500%	Newcastle Permanent Building Society	A-2	2,500,000.00	11-Feb-19	2,553,342.47	537536	53,342.47	Annually	
16-Feb-21	3,000,000.00	0.5500%	Rural Bank	A-2	3,000,000.00	27-Oct-20	3,000,226.03	540474	226.03	At Maturity	
23-Feb-21	2,000,000.00	2.9000%	Credit Union Australia	A-2	2,000,000.00	26-Feb-19	2,039,567.12	537565	39,567.12	Annually	
9-Mar-21	3,000,000.00	1.5500%	MyState Bank	P-2	3,000,000.00	13-Mar-20	3,029,683.56	539571	29,683.56	At Maturity	
16-Mar-21	3,000,000.00	1.7200%	Suncorp Bank	A-1	3,000,000.00	17-Mar-20	3,032,373.70	539581	32,373.70	At Maturity	
23-Mar-21	6,000,000.00	1.6000%	Suncorp Bank	A-1	6,000,000.00	19-Mar-20	6,059,704.11	539589	59,704.11	At Maturity	
8-Jun-21	6,000,000.00	3.1500%	Westpac Group	A-1+	6,000,000.00	6-Jun-18	6,028,479.45	536715	28,479.45	Quarterly	
22-Jun-21	3,000,000.00	0.8700%	Westpac Group	A-1+	3,000,000.00	24-Jun-20	3,002,717.26	539953	2,717.26	Quarterly	Green
13-Jul-21	3,000,000.00	0.7500%	Westpac Group	A-1+	3,000,000.00	19-Aug-20	3,004,561.64	540129	4,561.64	Quarterly	Green
20-Jul-21	3,000,000.00	0.7500%	Westpac Group	A-1+	3,000,000.00	18-Aug-20	3,004,623.29	540126	4,623.29	Quarterly	Green
27-Jul-21	5,000,000.00	0.7900%	Westpac Group	A-1+	5,000,000.00	28-Jul-20	5,000,432.88	540066	432.88	Quarterly	Green
3-Aug-21	2,000,000.00	1.9000%	Bank of Queensland	A-2	2,000,000.00	6-Aug-19	2,009,057.53	538366	9,057.53	Annually	
10-Aug-21	3,000,000.00	0.7800%	Westpac Group	A-1+	3,000,000.00	6-Aug-20	3,005,577.53	540105	5,577.53	Quarterly	Green
18-Aug-21	5,000,000.00	0.7300%	Commonwealth Bank of Australia	A-1+	5,000,000.00	2-Sep-20	5,006,000.00	540183	6,000.00	At Maturity	Green
24-Aug-21	4,000,000.00	0.7300%	Westpac Group	A-1+	4,000,000.00	31-Aug-20	4,004,960.00	540170	4,960.00	Quarterly	Green
24-Aug-21	2,500,000.00	0.7300%	Commonwealth Bank of Australia	A-1+	2,500,000.00	2-Sep-20	2,503,000.00	540184	3,000.00	At Maturity	Green
31-Aug-21	2,000,000.00	0.7300%	Westpac Group	A-1+	2,000,000.00	31-Aug-20	2,002,480.00	540171	2,480.00	Quarterly	Green
31-Aug-21	2,500,000.00	0.7300%	Commonwealth Bank of Australia	A-1+	2,500,000.00	2-Sep-20	2,503,000.00	540185	3,000.00	At Maturity	Green
7-Sep-21	4,000,000.00	0.7300%	Westpac Group	A-1+	4,000,000.00	31-Aug-20	4,004,960.00	540172	4,960.00	Quarterly	Green

**Waverley Council**

## Investment Holdings Report - October 2020

**Term Deposits**

Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
21-Sep-21	2,500,000.00	2.8000%	Newcastle Permanent Building Society	A-2	2,500,000.00	25-Mar-19	2,542,383.56	537651	42,383.56	Annually	
28-Sep-21	3,000,000.00	0.7000%	Commonwealth Bank of Australia	A-1+	3,000,000.00	2-Oct-20	3,001,726.03	540359	1,726.03	At Maturity	Green
1-Oct-21	3,000,000.00	0.7000%	Commonwealth Bank of Australia	A-1+	3,000,000.00	2-Oct-20	3,001,726.03	540360	1,726.03	At Maturity	Green
2-Nov-21	3,000,000.00	0.5400%	Westpac Group	AA-	3,000,000.00	30-Oct-20	3,000,088.77	540481	88.77	Quarterly	Green
8-Feb-22	3,000,000.00	3.0500%	Newcastle Permanent Building Society	BBB	3,000,000.00	19-Feb-19	3,064,175.34	537553	64,175.34	Annually	
8-Mar-22	2,000,000.00	1.7000%	Auswide Bank	Baa2	2,000,000.00	5-Mar-20	2,022,449.32	539531	22,449.32	Annually	
<b>109,000,000.00</b>		<b>1.3874%</b>			<b>109,000,000.00</b>		<b>109,671,208.50</b>		<b>671,208.50</b>		

**Floating Rate Term Deposits**

Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
10-Jun-21	3,000,000.00	1.1711%	Commonwealth Bank of Australia ¾yr@4% then BBSW+1.08%	A-1+	3,000,000.00	10-Jun-16	3,005,005.25	535380	5,005.25	10-Dec-20	
16-Nov-21	3,000,000.00	.9100%	Westpac Group 3moBBSW+0.82%	AA-	3,000,000.00	28-Nov-18	3,004,861.64	537360	4,861.64	30-Nov-20	Green
16-May-22	2,500,000.00	1.2000%	Westpac Group 3moBBSW+1.10%	AA-	2,500,000.00	16-May-17	2,506,246.58	535241	6,246.58	16-Nov-20	
<b>8,500,000.00</b>		<b>1.0874%</b>			<b>8,500,000.00</b>		<b>8,516,113.47</b>		<b>16,113.47</b>		

**Floating Rate Notes**

Maturity Date	Face Value (\$)	Rate (%pa)	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
9-Nov-20	2,250,000.00	1.3521%	ME Bank Snr FRN (Nov20) BBSW+1.25%	A-2	2,250,000.00	9-Nov-17	2,257,281.05	535919	6,917.94	9-Nov-20	
12-Apr-21	1,500,000.00	1.4600%	SUN Snr FRN (Apr21) BBSW+1.38%	A-1	1,500,000.00	12-Apr-16	1,509,465.00	533415	1,200.00	12-Jan-21	
16-Apr-21	2,500,000.00	1.3500%	ME Bank Snr FRN (Apr21) BBSW+1.27%	A-2	2,500,000.00	17-Apr-18	2,511,454.45	536513	1,479.45	18-Jan-21	
18-May-21	2,000,000.00	1.5813%	BoQ Snr FRN (May21) BBSW+1.48%	A-2	2,000,000.00	18-May-16	2,020,478.49	533605	6,498.49	18-Nov-20	
2-Jul-21	2,100,000.00	1.4600%	TMB Snr FRN (Jul21) BBSW+1.37%	A-2	2,100,000.00	2-Jul-18	2,117,598.00	536787	2,520.00	4-Jan-21	

**Waverley Council**

## Investment Holdings Report - October 2020

**Floating Rate Notes**

<b>Maturity Date</b>	<b>Face Value (\$)</b>	<b>Rate (%pa)</b>	<b>Security Name</b>	<b>Credit Rating</b>	<b>Purchase Price (\$)</b>	<b>Purchase Date</b>	<b>Current Value (\$)</b>	<b>Deal No.</b>	<b>Accrued Interest (\$)</b>	<b>Next Coupon Reference Date</b>
30-Aug-21	1,500,000.00	1.3900%	BOz 'SRI' Snr FRN (Aug21) BBSW+1.30%	A-2	1,500,000.00	30-Aug-18	1,511,191.64	536983	3,541.64	30-Nov-20
28-Oct-22	2,400,000.00	0.9556%	TMB Snr FRN (Oct22) BBSW+0.90%	BBB	2,400,000.00	28-Oct-19	2,410,619.34	538616	251.34	28-Jan-21
2-Dec-22	3,000,000.00	0.9900%	BOz 'SRI' Snr FRN (Dec22) BBSW+0.90%	BBB	3,000,000.00	2-Dec-19	2,993,872.19	538825	4,882.19	2-Dec-20
25-Jan-23	1,250,000.00	1.1100%	BEN Snr FRN (Jan23) BBSW+1.05%	BBB+	1,250,000.00	25-Jan-18	1,268,515.58	536145	228.08	25-Jan-21
6-Feb-23	1,100,000.00	1.5000%	NPBS Snr FRN (Feb23) BBSW+1.40%	BBB	1,100,000.00	6-Feb-18	1,122,170.88	536174	3,932.88	6-Nov-20
21-Feb-23	1,700,000.00	0.9985%	CUA Snr FRN (Feb23) BBSW+0.90%	BBB	1,700,000.00	21-Feb-20	1,715,834.11	539454	3,348.39	23-Nov-20
30-Jul-24	2,500,000.00	0.8368%	SUN Snr FRN (Jul24) BBSW+0.78%	A+	2,500,000.00	30-Jul-19	2,527,839.63	538331	114.63	29-Jan-21
24-Oct-24	1,000,000.00	1.1800%	CUA Snr FRN (Oct24) BBSW+1.12%	BBB	1,000,000.00	24-Oct-19	1,011,903.97	538604	193.97	25-Jan-21
<b>24,800,000.00</b>		<b>1.2174%</b>			<b>24,800,000.00</b>		<b>24,978,224.33</b>		<b>35,109.00</b>	

# Waverley Council

## Accrued Interest Report - October 2020



### Accrued Interest Report

Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
<b>Bonds</b>									
SUN Snr Bond (Oct20) 3.50%	536638		3,000,000.00	18-May-18	20-Oct-20	52,500.00	18	5,450.82	3.68%
<b>Bonds Total</b>						<b>52,500.00</b>		<b>5,450.82</b>	<b>3.68%</b>
<b>Floating Rate Note</b>									
ME Bank Snr FRN (Nov20) BBSW+1.25%	535919		2,250,000.00	09-Nov-17	09-Nov-20		31	2,583.81	1.35%
SUN Snr FRN (Apr21) BBSW+1.38%	533415		1,500,000.00	12-Apr-16	12-Apr-21	5,555.74	31	1,871.58	1.47%
ME Bank Snr FRN (Apr21) BBSW+1.27%	536513		2,500,000.00	17-Apr-18	16-Apr-21	8,632.88	31	2,886.99	1.36%
BoQ Snr FRN (May21) BBSW+1.48%	533605		2,000,000.00	18-May-16	18-May-21		31	2,686.04	1.58%
TMB Snr FRN (Jul21) BBSW+1.37%	536787		2,100,000.00	02-Jul-18	02-Jul-21	7,780.93	31	2,604.57	1.46%
BOz 'SRI' Snr FRN (Aug21) BBSW+1.30%	536983		1,500,000.00	30-Aug-18	30-Aug-21		31	1,770.82	1.39%
TMB Snr FRN (Oct22) BBSW+0.90%	538616		2,400,000.00	28-Oct-19	28-Oct-22	6,049.32	31	2,026.69	.99%
BOz 'SRI' Snr FRN (Dec22) BBSW+0.90%	538825		3,000,000.00	02-Dec-19	02-Dec-22		31	2,522.46	.99%
BEN Snr FRN (Jan23) BBSW+1.05%	536145		1,250,000.00	25-Jan-18	25-Jan-23	3,590.45	31	1,214.47	1.14%
NPBS Snr FRN (Feb23) BBSW+1.40%	536174		1,100,000.00	06-Feb-18	06-Feb-23		31	1,401.37	1.50%
CUA Snr FRN (Feb23) BBSW+0.90%	539454		1,700,000.00	21-Feb-20	21-Feb-23		31	1,441.67	1.00%
SUN Snr FRN (Jul24) BBSW+0.78%	538331		2,500,000.00	30-Jul-19	30-Jul-24	5,545.21	31	1,862.58	.88%
CUA Snr FRN (Oct24) BBSW+1.12%	538604		1,000,000.00	24-Oct-19	24-Oct-24	3,143.98	31	1,030.14	1.21%
<b>Floating Rate Note Total</b>						<b>40,298.51</b>		<b>25,903.19</b>	<b>1.23%</b>
<b>Floating Rate Term Deposits</b>									
Commonwealth Bank of Australia	535380		3,000,000.00	10-Jun-16	10-Jun-21		31	2,983.90	1.17%
Westpac Group	535380	Green	3,000,000.00	10-Jun-16	10-Jun-21		31	2,318.63	.91%
Westpac Group	535241		2,500,000.00	16-May-17	16-May-22		31	2,547.95	1.20%
<b>Floating Rate Term Deposits Total</b>								<b>7,850.48</b>	<b>1.09%</b>

**Waverley Council****Accrued Interest Report - October 2020****Accrued Interest Report**

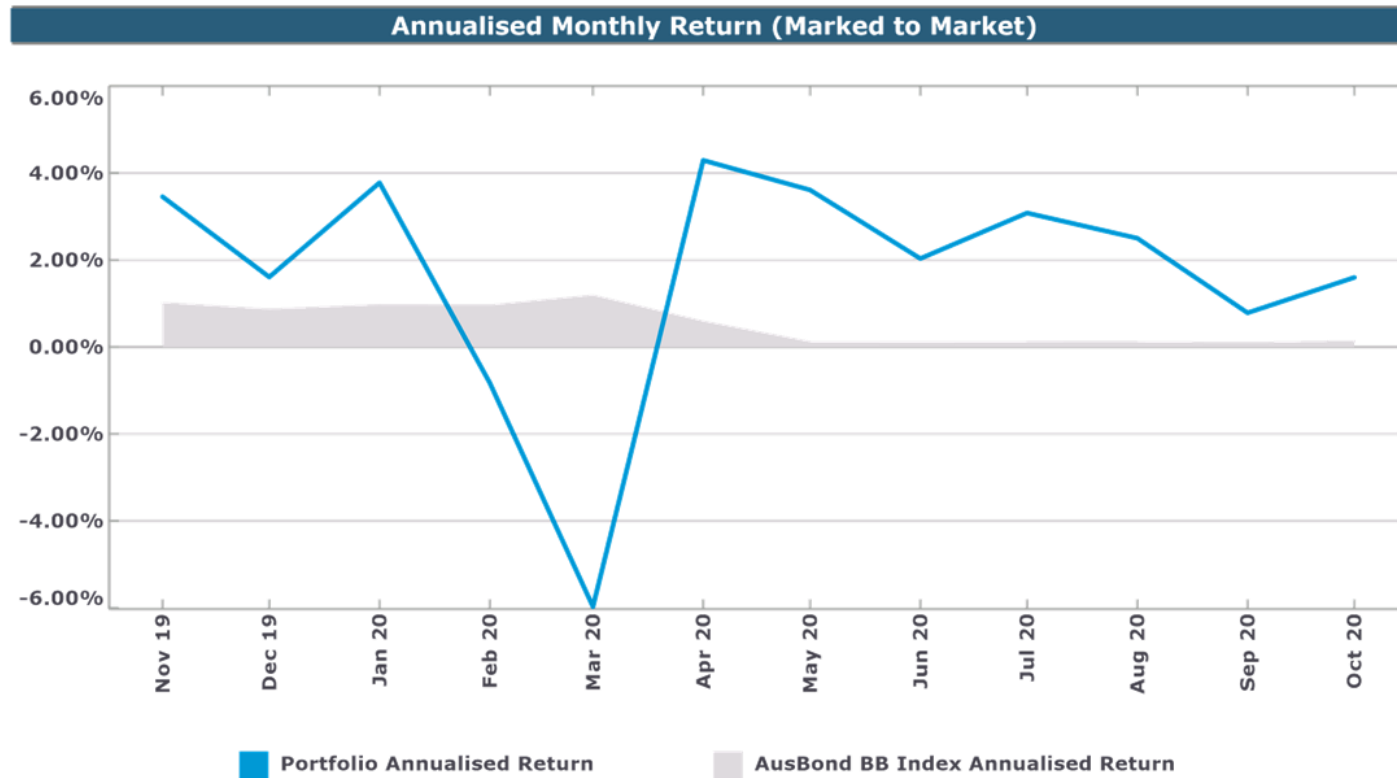
<b>Investment</b>	<b>Deal No.</b>	<b>Ref</b>	<b>Face Value (\$)</b>	<b>Settlement Date</b>	<b>Maturity Date</b>	<b>Interest Received (\$)</b>	<b>Days</b>	<b>Interest Accrued (\$)</b>	<b>Percentage Return</b>
<b><u>Managed Funds</u></b>									
Short Term Income Fund	411310	Builder Deposits	2,184,002.36	01-Dec-15			31	4,286.70	2.34%
Cash Fund	505262		2,209,469.73	30-Jul-15			31	1,477.56	.79%
<b>Managed Funds Total</b>								<b>5,764.26</b>	<b>1.56%</b>
<b><u>Term Deposits</u></b>									
Rural Bank	537252		3,000,000.00	22-Oct-18	27-Oct-20	91,479.46	26	6,410.97	3.00%
Auswide Bank	539805		2,000,000.00	19-May-20	03-Nov-20		31	2,632.88	1.55%
Westpac Group	538671	Green	4,000,000.00	14-Nov-19	10-Nov-20		31	5,163.83	1.52%
Credit Union Australia	538736		3,000,000.00	19-Nov-19	17-Nov-20		31	4,153.15	1.63%
Credit Union Australia	538819		2,000,000.00	26-Nov-19	24-Nov-20		31	2,768.77	1.63%
Suncorp Bank	539595		3,000,000.00	25-Mar-20	01-Dec-20		31	4,076.71	1.60%
Auswide Bank	539835		1,000,000.00	26-May-20	08-Dec-20		31	1,104.11	1.30%
Credit Union Australia	537426		2,000,000.00	18-Dec-18	15-Dec-20		31	5,010.96	2.95%
Rural Bank	540340		1,500,000.00	29-Sep-20	05-Jan-21		31	828.09	.65%
Auswide Bank	539868		2,000,000.00	02-Jun-20	12-Jan-21		31	2,123.29	1.25%
Rural Bank	540341		1,500,000.00	29-Sep-20	19-Jan-21		31	828.09	.65%
Auswide Bank	539456		3,000,000.00	13-Feb-20	25-Jan-21		31	4,204.11	1.65%
Commonwealth Bank of Australia	540073	Green	3,000,000.00	31-Jul-20	02-Feb-21		31	1,860.00	.73%
Newcastle Permanent Building Society	537536		2,500,000.00	11-Feb-19	09-Feb-21		31	6,263.70	2.95%
Rural Bank	540474		3,000,000.00	27-Oct-20	16-Feb-21		5	226.03	.55%
Credit Union Australia	537565		2,000,000.00	26-Feb-19	23-Feb-21		31	4,926.02	2.90%
MyState Bank	539571		3,000,000.00	13-Mar-20	09-Mar-21		31	3,949.31	1.55%
Suncorp Bank	539581		3,000,000.00	17-Mar-20	16-Mar-21		31	4,382.47	1.72%

**Waverley Council****Accrued Interest Report - October 2020****Accrued Interest Report**

<b>Investment</b>	<b>Deal No.</b>	<b>Ref</b>	<b>Face Value (\$)</b>	<b>Settlement Date</b>	<b>Maturity Date</b>	<b>Interest Received (\$)</b>	<b>Days</b>	<b>Interest Accrued (\$)</b>	<b>Percentage Return</b>
Suncorp Bank	539589		6,000,000.00	19-Mar-20	23-Mar-21		31	8,153.43	1.60%
Westpac Group	536715		6,000,000.00	06-Jun-18	08-Jun-21		31	16,052.05	3.15%
Westpac Group	539953	Green	3,000,000.00	24-Jun-20	22-Jun-21		31	2,216.71	.87%
Westpac Group	540129	Green	3,000,000.00	19-Aug-20	13-Jul-21		31	1,910.96	.75%
Westpac Group	540126	Green	3,000,000.00	18-Aug-20	20-Jul-21		31	1,910.96	.75%
Westpac Group	540066	Green	5,000,000.00	28-Jul-20	27-Jul-21	9,956.16	31	3,354.79	.79%
Bank of Queensland	538366		2,000,000.00	06-Aug-19	03-Aug-21		31	3,227.39	1.90%
Westpac Group	540105	Green	3,000,000.00	06-Aug-20	10-Aug-21		31	1,987.39	.78%
Commonwealth Bank of Australia	540183	Green	5,000,000.00	02-Sep-20	18-Aug-21		31	3,100.00	.73%
Westpac Group	540170	Green	4,000,000.00	31-Aug-20	24-Aug-21		31	2,480.00	.73%
Commonwealth Bank of Australia	540184	Green	2,500,000.00	02-Sep-20	24-Aug-21		31	1,550.00	.73%
Westpac Group	540171	Green	2,000,000.00	31-Aug-20	31-Aug-21		31	1,240.00	.73%
Commonwealth Bank of Australia	540185	Green	2,500,000.00	02-Sep-20	31-Aug-21		31	1,550.00	.73%
Westpac Group	540172	Green	4,000,000.00	31-Aug-20	07-Sep-21		31	2,480.00	.73%
Newcastle Permanent Building Society	537651		2,500,000.00	25-Mar-19	21-Sep-21		31	5,945.20	2.80%
Commonwealth Bank of Australia	540359	Green	3,000,000.00	02-Oct-20	28-Sep-21		30	1,726.03	.70%
Commonwealth Bank of Australia	540360	Green	3,000,000.00	02-Oct-20	01-Oct-21		30	1,726.03	.70%
Westpac Group	540481	Green	3,000,000.00	30-Oct-20	02-Nov-21		2	88.77	.54%
Newcastle Permanent Building Society	537553		3,000,000.00	19-Feb-19	08-Feb-22		31	7,771.23	3.05%
Auswide Bank	539531		2,000,000.00	05-Mar-20	08-Mar-22		31	2,887.68	1.70%
<b>Term Deposits Total</b>						<b>101,435.62</b>		<b>132,271.11</b>	<b>1.47%</b>
						<b>194,234.13</b>		<b>177,239.86</b>	<b>1.44%</b>

**Waverley Council**

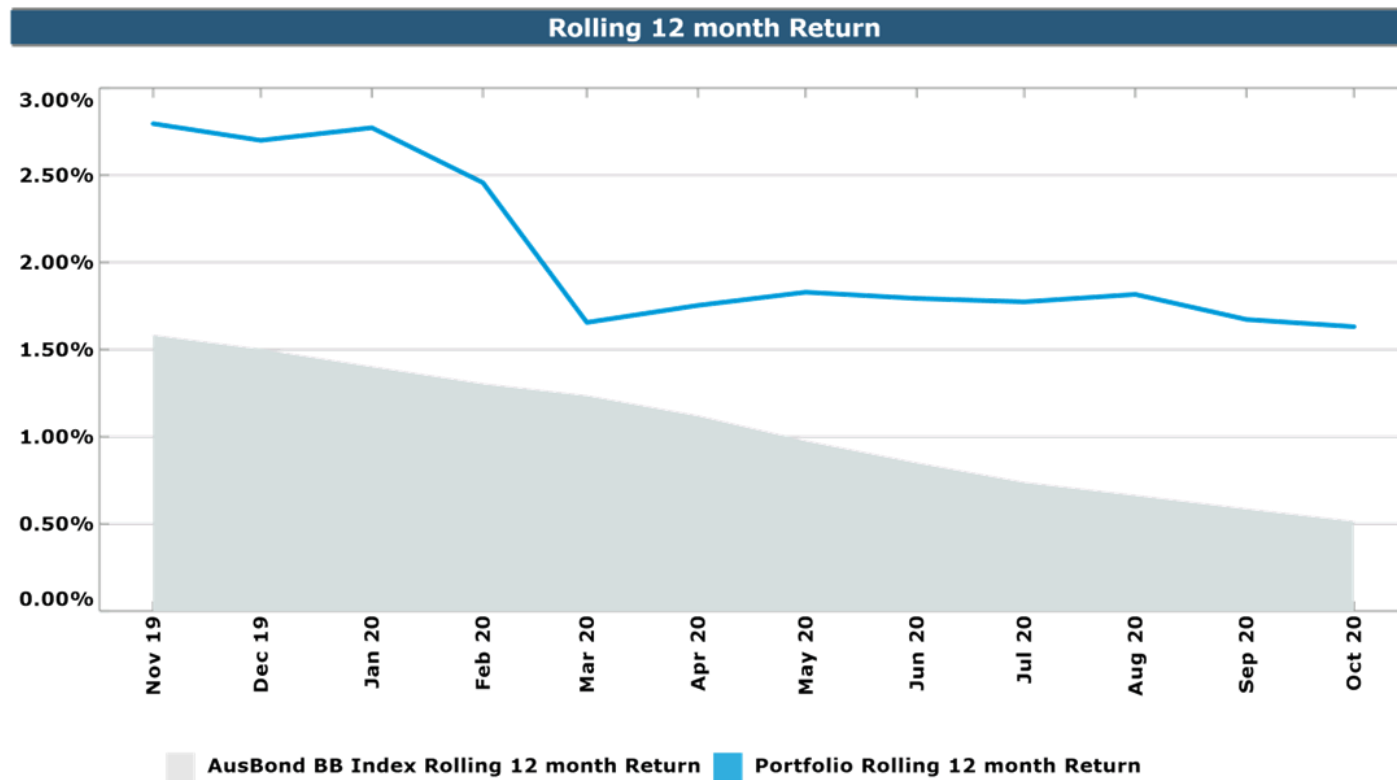
## Investment Performance Report - October

**Historical Performance Summary**

	Portfolio	AusBond BB Index	Outperformance
Oct 2020	1.60%	0.13%	1.47%
Last 3 Months	1.63%	0.11%	1.52%
Last 6 Months	2.27%	0.11%	2.16%
Financial Year to Date	2.00%	0.11%	1.89%
Last 12 months	1.63%	0.51%	1.12%

**Waverley Council**

## Investment Performance Report - October 2020

**Historical Performance Summary (actual)**

	Portfolio	AusBond BB Index	Outperformance
Oct 2020	0.13%	0.01%	0.12%
Last 3 Months	0.41%	0.03%	0.38%
Last 6 Months	1.14%	0.05%	1.09%
Financial Year to Date	0.67%	0.04%	0.63%
Last 12 months	1.63%	0.51%	1.12%

# Waverley Council

## Environmental Commitments Report - October 2020

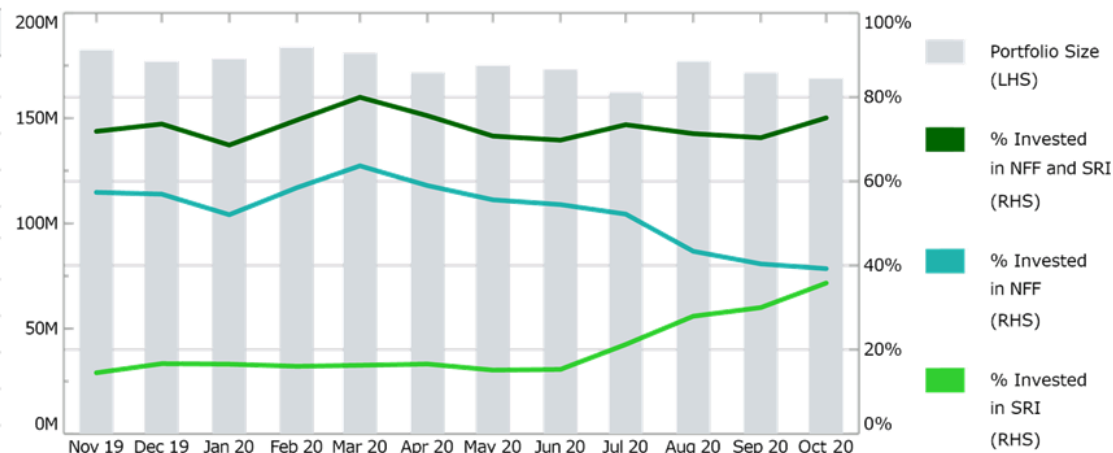


### Current Breakdown

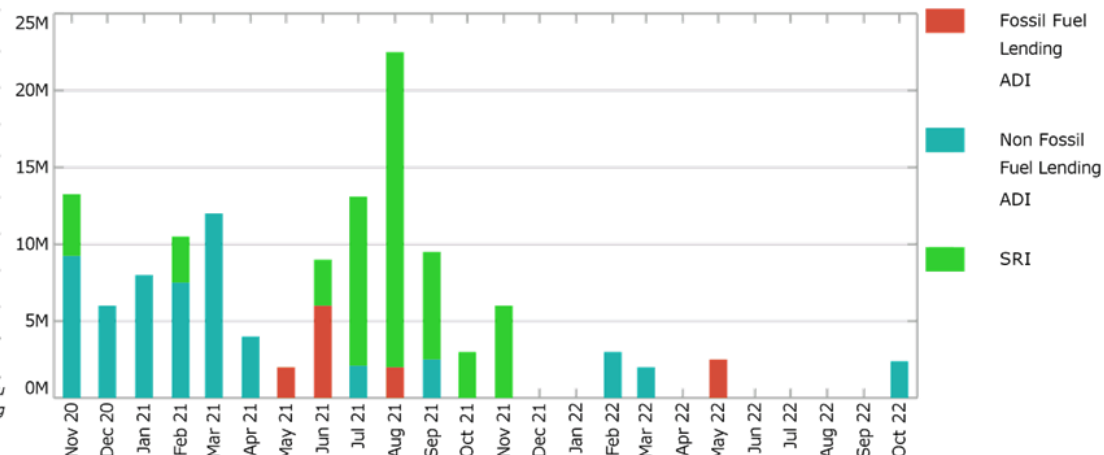
ADI Lending Status *	Current Month (\$)	Previous Month (\$)
<b>Fossil Fuel Lending ADIs</b>		
Bank of Queensland	4,000,000	4,000,000
Commonwealth Bank of Australia	15,171,592	23,959,874
Westpac Group	8,500,000	8,500,000
	<b>27,671,592 16.4%</b>	<b>36,459,874 21.2%</b>
<b>Non Fossil Fuel Lending ADIs</b>		
Auswide Bank	10,000,000	10,000,000
Bendigo and Adelaide Bank	7,250,000	7,250,000
Credit Union Australia	11,700,000	11,700,000
Members Equity Bank	4,750,000	4,750,000
MyState Bank	3,000,000	3,000,000
Newcastle Permanent Building Society	9,100,000	9,100,000
Suncorp Bank	16,000,000	19,000,000
Teachers Mutual Bank	4,500,000	4,500,000
	<b>66,300,000 39.3%</b>	<b>69,300,000 40.4%</b>
<b>Other</b>		
NSW T-Corp (Cash)	4,393,472	4,387,708
NSW T-Corp (LT)	10,046,481	10,030,145
	<b>14,439,953 8.5%</b>	<b>14,417,852 8.4%</b>
<b>Socially Responsible Investments</b>		
Bank Australia (Sustainability)	4,500,000	4,500,000
CBA (Green TD)	19,000,000	13,000,000
Westpac Group (Green TD)	37,000,000	34,000,000
	<b>60,500,000 35.8%</b>	<b>51,500,000 30.0%</b>
	<b>168,911,545</b>	<b>171,677,726</b>

\* source: <http://www.marketforces.org.au>  
Percentages may not add up to 100% due to rounding

### Historical Portfolio Exposure to NFF Lending ADIs and SRIs

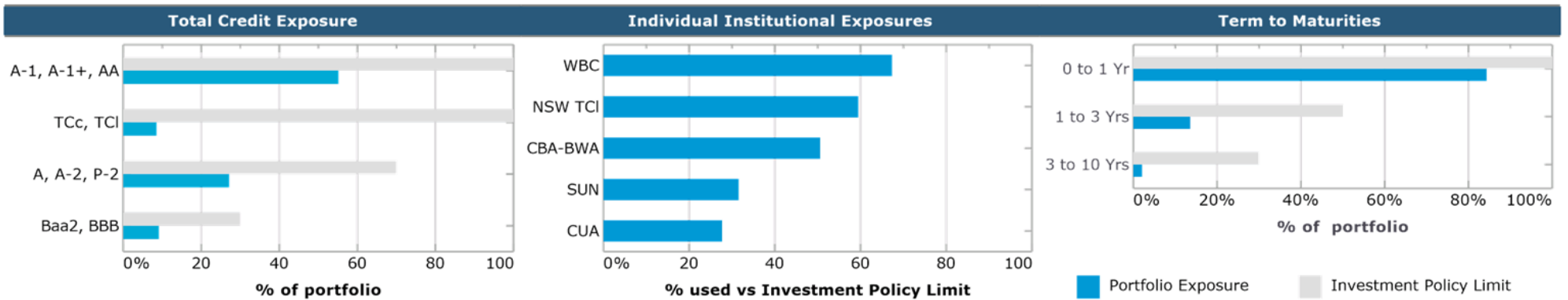


### Upcoming maturities



# Waverley Council

## Investment Policy Report - October 2020



	Credit Rating	Face Value (\$)	Policy Max
Short Term	A-1	13,500,000	
Short Term	A-1+	71,171,592	
Long Term	AA	8,500,000	
		<b>93,171,592</b>	<b>55%</b> <b>100%</b> ✓
Short Term	TCc	4,393,472	
Short Term	TCI	10,046,481	
		<b>14,439,953</b>	<b>9%</b> <b>100%</b> ✓
Short Term	A-2	32,350,000	
Short Term	P-2	11,000,000	
Long Term	A	2,500,000	
		<b>45,850,000</b>	<b>27%</b> <b>70%</b> ✓
Long Term	Baa2	2,000,000	
Long Term	BBB	13,450,000	
		<b>15,450,000</b>	<b>9%</b> <b>30%</b> ✓
		<b>168,911,545</b>	<b>100%</b>

✓ = compliant  
X = non-compliant

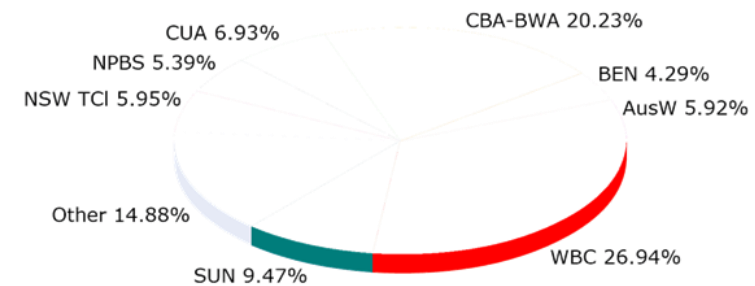
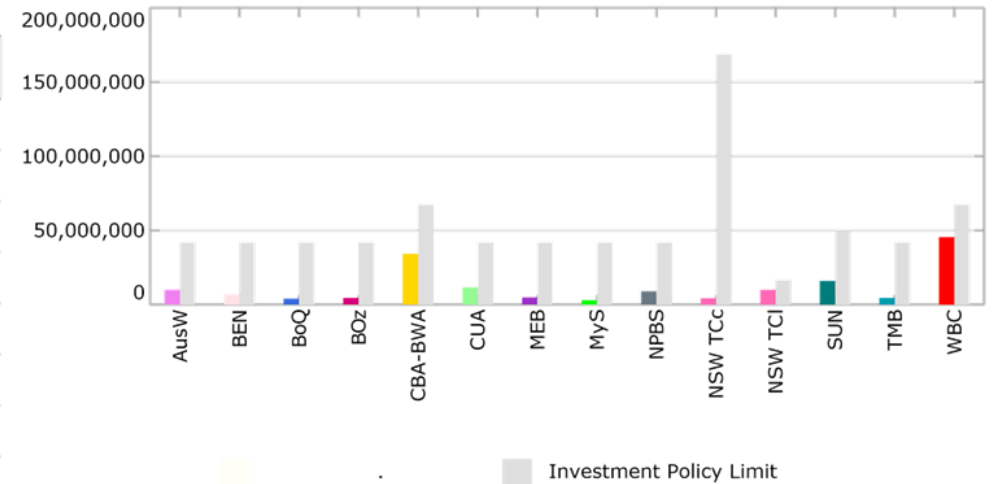
	% used vs Investment Policy Limit
Westpac Group (A-1+, AA-)	67% ✓
NSW T-Corp (LT) (TCI)	59% ✓
Commonwealth Bank of Australia (A-1+, AA-)	51% ✓
Suncorp Bank (A-1, A+)	32% ✓
Credit Union Australia (A-2, BBB)	28% ✓
Auswide Bank (P-2, Baa2)	24% ✓
Newcastle Permanent Building Society (A-2, BBB)	22% ✓
Bendigo and Adelaide Bank (A-2, BBB+)	17% ✓
Members Equity Bank (A-2, BBB)	11% ✓
Teachers Mutual Bank (A-2, BBB)	11% ✓
Bank Australia (A-2, BBB)	11% ✓
Bank of Queensland (A-2, BBB+)	9% ✓
MyState Bank (P-2, Baa2)	7% ✓

	Face Value (\$)	Policy Max
Between 0 and 1 Year	142,461,545	84% 100% ✓
Between 1 and 3 Years	22,950,000	14% 50% ✓
Between 3 and 10 Years	3,500,000	2% 30% ✓
	<b>168,911,545</b>	

Detailed Maturity Profile	Face Value (\$)
00. Cash + Managed Funds	26,611,545 16%
01. Less Than 30 Days	13,250,000 8%
02. Between 30 Days and 60 Days	6,000,000 4%
03. Between 60 Days and 90 Days	8,000,000 5%
04. Between 90 Days and 180 Days	26,500,000 16%
05. Between 180 Days and 365 Days	62,100,000 37%
06. Between 365 Days and 3 Years	22,950,000 14%
07. Between 3 Years and 5 Years	3,500,000 2%
	<b>168,911,545</b>

**Waverley Council****Individual Institutional Exposures Report - October 2020****Individual Institutional Exposures**

Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)
Auswide Bank	P-2, Baa2	10,000,000	42,227,886
Bank Australia	A-2, BBB	4,500,000	42,227,886
Bank of Queensland	A-2, BBB+	4,000,000	42,227,886
Bendigo and Adelaide Bank	A-2, BBB+	7,250,000	42,227,886
Commonwealth Bank of Australia	A-1+, AA-	34,171,592	67,564,618
Credit Union Australia	A-2, BBB	11,700,000	42,227,886
Members Equity Bank	A-2, BBB	4,750,000	42,227,886
MyState Bank	P-2, Baa2	3,000,000	42,227,886
Newcastle Permanent Building Society	A-2, BBB	9,100,000	42,227,886
NSW T-Corp (Cash)	TCc	4,393,472	168,911,545
NSW T-Corp (LT)	TCI	10,046,481	16,891,154
Suncorp Bank	A-1, A+	16,000,000	50,673,463
Teachers Mutual Bank	A-2, BBB	4,500,000	42,227,886
Westpac Group	A-1+, AA-	45,500,000	67,564,618
		<b>168,911,545</b>	

**Individual Institutional Exposure Charts**

**Waverley Council**

## Cashflows Report - October 2020

**Current Month Cashflows**

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
<b>2-Oct-20</b>	536787	Teachers Mutual Bank	Floating Rate Note	Coupon - Received	7,780.93
				<u>Deal Total</u>	<u>7,780.93</u>
	540359	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
	540360	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
				<b>Day Total</b>	<b>-5,992,219.07</b>
<b>12-Oct-20</b>	533415	Suncorp Bank	Floating Rate Note	Coupon - Received	5,555.74
				<u>Deal Total</u>	<u>5,555.74</u>
				<b>Day Total</b>	<b>5,555.74</b>
<b>16-Oct-20</b>	536513	ME Bank	Floating Rate Note	Coupon - Received	8,632.88
				<u>Deal Total</u>	<u>8,632.88</u>
				<b>Day Total</b>	<b>8,632.88</b>
<b>20-Oct-20</b>	536638	Suncorp Bank	Bonds	Coupon - Received	52,500.00
		Suncorp Bank	Bonds	Maturity Face Value - Received	3,000,000.00
				<u>Deal Total</u>	<u>3,052,500.00</u>
				<b>Day Total</b>	<b>3,052,500.00</b>
<b>22-Oct-20</b>	537252	Rural Bank	Term Deposits	Interest - Received	90,246.58
				<u>Deal Total</u>	<u>90,246.58</u>
				<b>Day Total</b>	<b>90,246.58</b>
<b>26-Oct-20</b>	536145	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	3,590.45
				<u>Deal Total</u>	<u>3,590.45</u>
	538604	Credit Union Australia	Floating Rate Note	Coupon - Received	3,143.98
				<u>Deal Total</u>	<u>3,143.98</u>

**Waverley Council**

## Cashflows Report - October 2020

**Current Month Cashflows**

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
<b>Day Total</b>					<b>6,734.43</b>
27-Oct-20	537252	Rural Bank	Term Deposits	Maturity Face Value - Received	3,000,000.00
		Rural Bank	Term Deposits	Interest - Received	1,232.88
<u>Deal Total</u>					<u>3,001,232.88</u>
	540474	Rural Bank	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
<u>Deal Total</u>					<u>-3,000,000.00</u>
<b>Day Total</b>					<b>1,232.88</b>
28-Oct-20	538616	Teachers Mutual Bank	Floating Rate Note	Coupon - Received	6,049.32
<u>Deal Total</u>					<u>6,049.32</u>
	540066	Westpac Group	Term Deposits	Interest - Received	9,956.16
<u>Deal Total</u>					<u>9,956.16</u>
<b>Day Total</b>					<b>16,005.48</b>
30-Oct-20	538331	Suncorp Bank	Floating Rate Note	Coupon - Received	5,545.21
<u>Deal Total</u>					<u>5,545.21</u>
	540481	Westpac Group	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
<u>Deal Total</u>					<u>-3,000,000.00</u>
<b>Day Total</b>					<b>-2,994,454.79</b>
<b>Net Cash Movement for Period</b>					<b>-5,805,765.89</b>

**Next Month Cashflows**

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
3-Nov-20	539805	Auswide Bank	Term Deposit	Maturity Face Value - Received	2,000,000.00
		Auswide Bank	Term Deposit	Interest - Received	14,268.49
<u>Deal Total</u>					<u>2,014,268.49</u>
<b>Day Total</b>					<b>2,014,268.49</b>
6-Nov-20	536174	Newcastle Permanent Building Society	Floating Rate Note	Coupon - Received	4,158.90

**Waverley Council**  
Cashflows Report - October 2020



**Next Month Cashflows**

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
				<u>Deal Total</u>	<u>4,158.90</u>
	540105	Westpac Group	Term Deposit	Interest - Received	5,898.08
				<u>Deal Total</u>	<u>5,898.08</u>
				<b>Day Total</b>	<b>10,056.99</b>
<b>9-Nov-20</b>	535919	ME Bank	Floating Rate Note	Coupon - Received	7,584.73
		ME Bank	Floating Rate Note	Maturity Face Value - Received	2,250,000.00
				<u>Deal Total</u>	<u>2,257,584.73</u>
				<b>Day Total</b>	<b>2,257,584.73</b>
<b>10-Nov-20</b>	538671	Westpac Group	Term Deposit	Maturity Face Value - Received	4,000,000.00
		Westpac Group	Term Deposit	Interest - Received	14,658.63
				<u>Deal Total</u>	<u>4,014,658.63</u>
				<b>Day Total</b>	<b>4,014,658.63</b>
<b>16-Nov-20</b>	535241	Westpac Group	Floating Rate Term Deposits	Interest - Received	7,479.45
				<u>Deal Total</u>	<u>7,479.45</u>
				<b>Day Total</b>	<b>7,479.45</b>
<b>17-Nov-20</b>	538736	Credit Union Australia	Term Deposit	Maturity Face Value - Received	3,000,000.00
		Credit Union Australia	Term Deposit	Interest - Received	48,766.03
				<u>Deal Total</u>	<u>3,048,766.03</u>
				<b>Day Total</b>	<b>3,048,766.03</b>
<b>18-Nov-20</b>	533605	Bank of Queensland	Floating Rate Note	Coupon - Received	7,971.48
				<u>Deal Total</u>	<u>7,971.48</u>
	540126	Westpac Group	Term Deposit	Interest - Received	5,671.23
				<u>Deal Total</u>	<u>5,671.23</u>
				<b>Day Total</b>	<b>13,642.72</b>
<b>19-Nov-20</b>	540129	Westpac Group	Term Deposit	Interest - Received	5,671.23
				<u>Deal Total</u>	<u>5,671.23</u>
				<b>Day Total</b>	<b>5,671.23</b>
<b>23-Nov-20</b>	539454	Credit Union Australia	Floating Rate Note	Coupon - Received	4,371.52
				<u>Deal Total</u>	<u>4,371.52</u>
				<b>Day Total</b>	<b>4,371.52</b>
<b>24-Nov-20</b>	538819	Credit Union Australia	Term Deposit	Maturity Face Value - Received	2,000,000.00
		Credit Union Australia	Term Deposit	Interest - Received	32,510.68
				<u>Deal Total</u>	<u>2,032,510.68</u>
				<b>Day Total</b>	<b>2,032,510.68</b>

**Waverley Council**  
Cashflows Report - October 2020



**Next Month Cashflows**

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
<b>30-Nov-20</b>	536983	Bank Australia	Floating Rate Note	Coupon - Received	5,198.22
				<u>Deal Total</u>	<u>5,198.22</u>
	537360	Westpac Group	Floating Rate Term Deposits	Interest - Received	7,030.68
				<u>Deal Total</u>	<u>7,030.68</u>
	540170	Westpac Group	Term Deposit	Interest - Received	7,280.00
				<u>Deal Total</u>	<u>7,280.00</u>
	540171	Westpac Group	Term Deposit	Interest - Received	3,640.00
				<u>Deal Total</u>	<u>3,640.00</u>
	540172	Westpac Group	Term Deposit	Interest - Received	7,280.00
				<u>Deal Total</u>	<u>7,280.00</u>
<b>Day Total</b>					<b>30,428.90</b>
<b>Net Cash Movement for Period</b>					<b><u>13,439,439.37</u></b>

## REPORT CM/7.4/20.11



**Subject:** Schedule of Meeting Dates for Council and its Standing Committees 2021

**TRIM No:** A04/1869

**Author:** Natalie Kirkup, Governance and Internal Ombudsman Officer

**Director:** John Clark, Director, Customer Service and Organisation Improvement

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### RECOMMENDATION:

That Council adopts the Schedule of Meeting Dates for Council and its Standing Committees 2021 attached to the report.

#### 1. Executive Summary

The proposed schedule of meeting dates for Council, the Operations and Community Services Committee and the Strategic Planning and Development Committee for 2021 is attached to the report for Council's consideration.

The dates proposed in the schedule take into account public holidays, holy days, the 2021 Local Government Election and the NSW Local Government Conference.

It is recommended that the schedule attached to the report be adopted.

#### 2. Introduction/Background

Section 365 of the *Local Government Act* requires the elected council to meet at least 10 times each year, each time in a different month.

Council has a standard meeting schedule. With the exception of January, when there are no meetings, Council's Operations and Community Services Committee and the Strategic Planning and Development Committee generally meet on the first Tuesday of each month, and Council generally meets on the third Tuesday of each month.

Due to public holidays, holy days and the Local Government Conference falling on or near Council or Committee meeting days, it is proposed that changes be made to the standard meeting schedule in 2021. These changes are detailed in section 4 of this report.

#### 3. Relevant Council Resolutions

Nil.

#### 4. Discussion

The proposed changes to the standard meeting schedule in 2021 are set out below. As far as possible the dates have been set to ensure a two-week period between committee and council meetings. The proposed schedule complies with Section 365 of the *Local Government Act* referred to above.

1. The April Committee meetings are proposed to be held on Tuesday, 13 April, due to Easter Monday public holiday on 5 April.
2. The May Council meeting is proposed to be held on Tuesday, 25 May, due to Shavuot on Tuesday, 18 May.
3. As a consequence of moving the May Council meeting to 25 May, it is proposed to hold the June Committee meetings on Tuesday, 8 June, and the June Council meeting on Tuesday, 22 June. This move aligns well with the Queen's Birthday public holiday on Monday, 14 June.
4. The Local Government Election is scheduled to take place on Saturday, 4 September 2021. To allow time for the election results to be declared, it is proposed to hold the inaugural meeting of the new Council on Thursday, 23 September. The purpose of the meeting is to elect the Mayor and Deputy Mayor.
5. The October Committee meetings are proposed to be held on Tuesday, 12 October, due to Labour Day public holiday on Monday, 4 October.
6. As a consequence of moving the October Committee meetings to 12 October, it is proposed to hold the October Council meeting on 26 October and the November Committee meetings two weeks later on Tuesday, 9 November.
7. The November Council meeting is proposed to be held on Tuesday, 23 November, due to the Local Government NSW Annual Conference scheduled for 16–18 November.
8. It is proposed not to hold Committee meetings in December. The December Council meeting is proposed to be held on Tuesday, 7 December.

Meeting dates after the September 2021 election may be subject to revision by the incoming Council.

#### 5. Financial impact statement/Timeframe/Consultation

There are no unbudgeted costs to Council in holding the Council and Committee meetings proposed in this report.

#### 6. Conclusion

This report presents the proposed 2021 schedule of meeting dates for Council, the Operations and Community Services Committee and the Strategic Planning and Development Committee for Council's adoption.

#### 7. Attachments

1. Schedule of Meeting Dates for Council and its Standing Committees 2021 [↓](#)

## SCHEDULE OF MEETING DATES FOR COUNCIL AND ITS STANDING COMMITTEES 2021

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Operations and Community Services Committee</b>		2	2	13	4	8	6	3		12	9	
<b>Strategic Planning and Development Committee</b>		2	2	13	4	8	6	3		12	9	
<b>Council</b> <b>*Mayoral Election</b>		16	16	20	25	22	20	17	23*	26	23	7

## REPORT CM/7.5/20.11



**Subject:** Status of Mayoral Minutes and Notices of Motion

**TRIM No:** SF18/691

**Author:** Natalie Kirkup, Governance Officer

**Director:** John Clark, Director, Customer Service and Organisation Improvement

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### RECOMMENDATION:

That Council receives and notes this report on the status of Mayoral Minutes and Notices of Motion adopted by Council from September 2012 to September 2020.

#### 1. Executive Summary

At its meeting on 17 April 2018, Council resolved that officers provide a quarterly progress report on all Mayoral Minutes and Notices of Motion adopted by Council during the 2012–2017 Council term and the 2017–2021 Council term.

This report provides an update on the status of the Mayoral Minutes and Notices of Motion adopted by Council from September 2012 to September 2020.

Finalised Mayoral Minutes and Notices of Motion from previous terms of Council, that is, from September 2012 to September 2017, have been removed from the quarterly report, in accordance with Council's resolution of 19 March 2019. All active resolutions that are yet to be finalised from the previous term remain in this report.

#### 2. Introduction/Background

The Mayoral Minutes and Notices of Motion adopted by Council from September 2012 to September 2020 have been compiled by the Governance team, and presented to the Executive Leadership Team (ELT) for the status of each resolution to be updated.

The resolutions have been grouped into two tables: one for Mayoral Minutes and one for Notices of Motions. The director responsible for actioning each resolution has identified whether the resolution has been finalised or whether it remains active, and in some cases has provided commentary on an active resolution.

Where a resolution is shown as 'finalised', it means all actions and/or follow-up actions have been completed or no further progress can be made to execute the resolution. Where a resolution is shown as 'active', it means action has commenced and/or there are items pending for further work and/or follow-up is required to finalise the resolution.

The tables showing the updated status of the resolutions arising from Mayoral Minutes and Notices of Motions from September 2012 to September 2020 are attached to this report at Attachment 1 and Attachment 2 respectively.

### 3. Relevant Council Resolutions

Meeting and date	Minute No.	Decision
Council 18 August 2020	CM/7.5/20.08	That Council receives and notes this report on the status of mayoral minutes and notices of motion adopted by Council from September 2012 to June 2020.
Council 19 March 2019	CM/7.1/19.03	That: <ol style="list-style-type: none"> <li>1. Council receives and notes this report on the status of mayoral minutes and notices of motion adopted by Council from September 2012 to December 2018.</li> <li>2. Finalised mayoral minutes and notices of motion from September 2012 to September 2017 be removed from future quarterly reports.</li> </ol>
Council 11 December 2018	CM/7.13/18.12	That Council receives and notes this report on the status of mayoral minutes and notices of motions adopted by Council from September 2012 to October 2018.
Council 17 July 2018	CM/7.6/18.07	That Council: <ol style="list-style-type: none"> <li>1. Receives and notes this report on the status of Mayoral Minutes and Notices of Motion adopted by Council from September 2012 to May 2018.</li> <li>2. Notes that all resolutions of Council are being tracked, but only Mayoral Minutes and Notices of Motion have been requested to be reported back to Council on a quarterly basis.</li> </ol>
Council 17 April 2018	CM/8.4/18.04	That: <ol style="list-style-type: none"> <li>1. Council officers provide a quarterly progress report to Council on all Councillor Notices of Motions and Mayoral Minutes adopted by Council during the 2012-2017 and the 2017-2020 Council terms.</li> <li>2. The report provides a short summary on the progress of each resolution, and completed resolutions remain in the report for ease of reference.</li> </ol>

### 4. Discussion

Governance maintains a resolution tracking sheet, which contains all resolutions requiring action by officers. The tracking sheet is updated after each meeting of Council, where resolutions are allocated to a directorate for action. It is the responsibility of ELT members to update the status of the resolutions for their respective areas. The attachments to this report are subsets of this sheet, containing only Mayoral Minutes and Notices of Motion, as requested by Council.

The below table details the total number of Mayoral Minutes and Notices of Motion by year and the total of those finalised, from September 2012 to September 2020.

<b>Year</b>	<b>Mayoral Minutes Total</b>	<b>Mayoral Minutes Finalised</b>	<b>Notices of Motion Total</b>	<b>Notices of Motion Finalised</b>
<b>2012</b>	10	10	14	14
<b>2013</b>	14	14	35	35
<b>2014</b>	18	18	40	40
<b>2015</b>	8	8	23	23
<b>2016</b>	11	10	49	46
<b>2017</b>	17	15	56	53
<b>2018</b>	30	25	89	70
<b>2019</b>	27	16	91	55
<b>2020</b>	13	6	52	26

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

### **Financial**

There has been no additional cost to Council in preparing this report.

### **Timeframe**

This report covers the period September 2012 to September 2020.

### **Consultation**

The status of the resolutions contained in the attachments to this report have been provided by members of the Executive Leadership Team.

## **6. Conclusion**

This report provides the status of Mayoral Minutes and Notices of Motion adopted by Council from September 2012 to September 2020. It is recommended that Council receives and notes this report.

## **7. Attachments**

1. Status of Mayoral Minutes - November 2020 (under separate cover)
2. Status of Notices of Motion - November 2020 (under separate cover)

## REPORT CM/7.6/20.11



**Subject:** Annual Code of Conduct Complaints Statistics

**TRIM No:** SF17/2821

**Author:** Evan Hutchings, Executive Manager, Governance and Projects

**Director:** John Clark, Director, Customer Service and Organisation Improvement

### RECOMMENDATION:

That Council receives and notes the annual report on code of conduct complaints about Councillors and the General Manager for 2019–2020 attached to the report.

#### 1. Executive Summary

This report addresses the requirement of Council's complaints co-ordinator to report annually to Council on code of conduct complaints made about Councillors and the General Manager.

#### 2. Introduction/Background

Clause 11.1 of the Procedures for the Administration of the Code of Conduct ('Procedures') requires the complaints co-ordinator to report to Council on code of conduct complaints made about Councillors and the General Manager. This must be done within three months of the end of September of each year. The report also has to be provided to the Office of Local Government (OLG) within the same time frame (clause 11.2).

Council adopted new codes of conduct and procedures in September 2020 based on the model code and procedures issued by OLG and prescribed under the *Local Government Act 1993*. The new Procedures have the same reporting requirements as previous procedures.

#### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 15 September 2020	CM/7.4/20.09	That Council adopts the following documents attached to the report: <ol style="list-style-type: none"> <li>Code of Conduct for Councillors (Attachment 1).</li> <li>Code of Conduct for Council Staff (Attachment 2).</li> <li>Code of Conduct for Council Committee Members and other Council Officials (Attachment 3).</li> <li>Procedures for the Administration of the Code of Conduct attached to this report (Attachment 4).</li> </ol>
Council	CM/7.6/19.11	That Council receives and notes the annual report on

19 November 2019		code of conduct complaints about Councillors and the General Manager for 2018–2019 attached to this report.
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#### **4. Discussion**

The reporting period is 1 September 2019 to 31 August 2020. The statistics are attached to the report, using the collection form provided by OLG.

Within the reporting period, one complaint was received and finalised. The complaint was referred to a conduct reviewer for preliminary assessment. As part of this assessment, the conduct reviewer resolved the complaint by alternative and appropriate strategies in accordance with clause 6.13(b) of the Procedures.

The attached report will be sent to OLG within the required time frame.

#### **5. Financial impact statement/Time frame/Consultation**

The cost of dealing with the code of conduct complaint received in the reporting period was \$4,881.24 (including GST). This figure only represents invoices received from the external conduct reviewer. It does not include staff costs. While staff costs should be included, it is not possible to give an accurate figure.

#### **6. Conclusion**

This report satisfies the complaints co-coordinator's obligation to report to Council on code of conduct matters.

#### **7. Attachments**

1. Annual Code of Conduct Complaint Statistics - 1 September 2019-31 August 2020 [↓](#)

## Office of Local Government

### Model Code of Conduct Complaints Statistics

Reporting Period: 1 September 2019 - 31 August 2020

**Date Due:** 31 December 2020

*To assist with the compilation of the Time Series Data Publication it would be appreciated if councils could return this survey by 30 November 2020.*

**Survey return email address:** [codeofconduct@olg.nsw.gov.au](mailto:codeofconduct@olg.nsw.gov.au)

<b>Council Name:</b>	Waverley Council
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<b>Contact Name:</b>	Evan Hutchings
<b>Contact Phone:</b>	9083 8089
<b>Contact Position:</b>	Executive Manager, Governance and Projects
<b>Contact Email:</b>	<a href="mailto:evan.hutchings@waverley.nsw.gov.au">evan.hutchings@waverley.nsw.gov.au</a>

All responses to be numeric.

**Where there is a zero value, please enter 0.**

**Enquiries:** Performance Team  
Office of Local Government  
Phone: (02) 4428 4100  
Enquiry email: [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)

## Model Code of Conduct Complaints Statistics Waverley Council

### Number of Complaints

- |   |   |   |   |
|---|---|---|---|
| 1 | a | The total number of complaints <b>received</b> in the period about councillors and the General Manager (GM) under the code of conduct | 1 |
|   | b | The total number of complaints <b>finalised</b> in the period about councillors and the GM under the code of conduct                  | 1 |

### Overview of Complaints and Cost

- |   |   |  |       |
|---|---|--|-------|
| 2 | a | The number of complaints <b>finalised at the outset</b> by alternative means by the GM or Mayor  | 0     |
|   | b | The number of complaints <b>referred to the Office of Local Government (OLG)</b> under a special complaints management arrangement           | 0     |
|   | c | The number of code of conduct complaints <b>referred to a conduct reviewer</b>   | 1     |
|   | d | The number of code of conduct complaints <b>finalised at preliminary assessment</b> by conduct reviewer                                      | 1     |
|   | e | The number of code of conduct complaints <b>referred back to GM or Mayor</b> for resolution after preliminary assessment by conduct reviewer | 0     |
|   | f | The number of finalised code of conduct complaints <b>investigated by a conduct reviewer</b>   | 0     |
|   | g | The number of finalised complaints investigated where there was found to be <b>no breach</b>   | 0     |
|   | h | The number of finalised complaints investigated where there was found to be <b>a breach</b>  | 0     |
|   | i | The number of complaints referred by the GM or Mayor <b>to another agency</b> or body such as the ICAC, the NSW Ombudsman, OLG or the Police | 0     |
|   | j | The number of complaints being investigated that are <b>not yet finalised</b>  | 0     |
|   | k | The <b>total cost</b> of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs   | 4,881 |

### Preliminary Assessment Statistics

3 The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:

a To take no action (clause 6.13(a) of the 2018 and 2020 Procedures)	0
b To resolve the complaint by alternative and appropriate strategies (clause 6.13(b) of the 2018 and 2020 Procedures)	1
c To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies (clause 6.13(c) of the 2018 and 2020 Procedures)	0
d To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police (clause 6.13(d) of the 2018 and 2020 Procedures)	0
e To investigate the matter (clause 6.13(e) of the 2018 and 2020 Procedures)	0

### Investigation Statistics

4 The number of investigated complaints resulting in a determination that there was **no breach**, in which the following recommendations were made:

a That the council revise its policies or procedures	0
b That a person or persons undertake training or other education (clause 7.37 of the 2018 Procedures or clause 7.40 of the 2020 Procedures)	0

5 The number of investigated complaints resulting in a determination that there **was a breach** in which the following recommendations were made:

a That the council revise any of its policies or procedures (clause 7.36(a) of the 2018 Procedures or clause 7.39 of the 2020 Procedures)	0
b In the case of a breach by the GM, that action be taken under the GM's contract for the breach (clause 7.36(h) of the 2018 Procedures or clause 7.37(a) of the 2020 Procedures)	0
c In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 (clause 7.36(i) of the 2018 Procedures or clause 7.37(b) of the 2020 Procedures)	0
d In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 and that the matter be referred to OLG for further action (clause 7.36(j) of the 2018 Procedures or clause 7.37(c) of the 2020 Procedures)	0

6 Matter referred or resolved after commencement of an investigation (clause 7.20 of the 2018 or 2020 Procedures)

0

**Categories of misconduct**

7 The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:

a General conduct (Part 3)	0
b Non-pecuniary conflict of interest (Part 5)	0
c Personal benefit (Part 6)	0
d Relationship between council officials (Part 7)	0
e Access to information and resources (Part 8)	0

**Outcome of determinations**

8 The number of investigated complaints resulting in a determination that there was a breach in which the council failed to adopt the conduct reviewers recommendation	0
9 The number of investigated complaints resulting in a determination that there was a breach in which the council's decision was overturned following a review by OLG	0

**REPORT**  
**CM/7.7/20.11**

**Subject:** Audit, Risk and Improvement Committee Meeting - 21 May and 3 September 2020 - Minutes

**TRIM No:** SF20/986

**Author:** Al Johnston, Governance Officer

**Director:** John Clark, Director, Customer Service and Organisation Improvement

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**RECOMMENDATION:**

That Council notes the minutes of the Audit, Risk and Improvement Committee meetings held on 21 May and 3 September 2020 attached to the report.

**1. Executive Summary**

Council established the Audit, Risk and Improvement Committee ('the Committee') in February 2019. The Committee meets five times per year. In accordance with the Committee's Charter, once the minutes of a meeting have been confirmed by the Committee, they are reported to Council for noting.

The minutes of the meetings held on 21 May 2020 and 3 September 2020 have been confirmed by the Committee and are attached to the report for Council's information.

**2. Introduction/Background**

The Audit, Risk and Improvement Committee provides independent assistance to Council by monitoring, reviewing and providing advice on governance processes, risk management and control frameworks, and external accountability obligations.

The Committee is supported by an internal audit function and together they are one mechanism Council uses to ensure its internal controls and management approaches are effective for the management of risk across the organisation.

The Committee generally meets five times each calendar year. In accordance with section 9.6 of the Committee's Charter, after the minutes of each meeting have been confirmed by the Committee, they are reported to Council for noting.

**3. Relevant Council Resolutions**

Nil.

**4. Discussion**

Nil.

**5. Financial impact statement/Time frame/Consultation**

The minutes of the meetings held on 21 May 2020 and 3 September 2020 have been confirmed by the Committee.

**6. Conclusion**

The minutes of these meetings are attached to this report for Council's information.

It is recommended that Council notes the minutes.

**7. Attachments**

1. ARIC - 21 May 2020 - Minutes [↓](#)
2. ARIC - 3 September 2020 - Minutes [↓](#)



**MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING  
HELD BY VIDEO CONFERENCE ON THURSDAY, 21 MAY 2020**

**Voting Members Present:**

Elizabeth Gavey (Chair)	Independent Member
Kath Roach	Independent Member
Cr George Copeland	Councillor Member

**In Attendance:**

Ross McLeod	General Manager
John Clark	Director, Customer Service and Organisation Improvement
Peter Monks	Director, Planning, Environment and Regulatory Services
Emily Scott	Director, Community, Assets and Operations
Karen Mobbs	General Counsel
Darren Smith	Chief Financial Officer
Jane Worthy	Internal Ombudsman
Umayal Sivanandan	Senior Internal Auditor (SSROC)
Teena Su	Executive Manager, Finance
Kevin Trinh	Executive Manager, Information Management & Technology (for Item 5.6)
Cr Tony Kay	Waverley Council
Al Johnston	Committee Secretary

*At the commencement of proceedings at 9.03AM, those present were as listed above with the exception of Mr McLeod who joined the meeting at 9.07AM, and Ms Su who joined the meeting at 9.18AM.*

**PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE**

The Chair 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**

Apologies were received and accepted from Mr John Gordon (Independent Member), and Ms Caroline Karakatsanis and Mr Brett Hanger (Audit Office of NSW).

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

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

2.1 Elizabeth Gavey informed the meeting that she was recently appointed Chair of the Ryde ARIC.

**3. Confirmation of Minutes**

**ARIC/3.1/20.05 Confirmation of Minutes - Audit, Risk and Improvement Committee Meeting – 2 April 2020 (SF19/330)**

**MOTION / DECISION**

Mover: Cr Copeland

Seconder: Kath Roach

That the minutes of the Audit, Risk and Improvement Committee Meeting held on 2 April 2020 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

**4. Actions from Previous Meetings**

**ARIC/4.1/20.05 Actions from Previous Meetings (SF19/5449)**

**MOTION / DECISION**

Mover: Kath Roach

Seconder: Cr Copeland

That the Committee notes the status of the actions from previous meetings.

**DISCUSSION**

The following line items in the actions table were discussed:

- Item 1 - The Committee asked the Chief Financial Officer to give a brief verbal update on the budget and the financial impact of COVID 19 . The Chief Financial Officer advised that the 2020/21 budget was adopted by Council last Tuesday, and revenue is estimated to be down by \$27M due to the COVID-19 pandemic. The General Manager added that operating surplus will be less than normal and Council's funding reserves are being applied to make up the shortfall to enable council to continue its service delivery.

- Item 6 – The Committee asked for a verbal update on the development of the governance framework. The Director, Customer Service and Organisation Improvement advised that senior management and subject matter experts are using the Audit Office of NSW lighthouse model to gain an understanding of where Council's standard is at the moment and in doing so will be able to identify gaps in controls. The Committee requested a project plan and presentation on the governance framework at the next ARIC meeting in September 2020.
- Item 12 – The Committee referred to the outstanding audit recommendations between 2011 and 2017 and asked if there are any outstanding external audit recommendations for the same period. The Executive Manager Finance replied that there are no outstanding external recommendation prior to 2017.
- Item 26 – The Committee asked for an indication of when management will be able to report back to the ARIC on the waste audit. The Director, Community, Assets and Operations replied that a report will be presented to the next ARIC meeting in September 2020.

## 5. Reports

### ARIC/5.1/20.05      Audit Office of NSW - Matters to Report (SF19/5930)

#### MOTION / DECISION

Mover: Cr Copeland

Seconder: Kath Roach

That the Committee notes that the Audit Office of NSW has no matters to report.

#### DISCUSSION

The Committee asked for an update on preparations for the Financial Statements. The Chief Financial Officer replied that the interim audit is complete and he expects the remaining reporting timelines will be met.

### ARIC/5.2/20.05      General Manager's Update (SF19/330)

#### MOTION / DECISION

Mover: Cr Copeland

Seconder: Kath Roach

That the Committee notes the General Manager's verbal update provided at the meeting.

#### DISCUSSION

The General Manager advised:

- There has been a lot of time spent preparing the budget and Long Term Financial Plan as Council's revenue is down by approximately \$3.5M per month due to the pandemic.
- The pandemic crisis team is working hard to ensure staff safety and the continuation of essential services, planning for the resumption of other services and is working with the police to manage public spaces.
- There have been no staff illnesses related to the pandemic.
- Work will soon be focussed on recovery management.

**ARIC/5.3/20.05 Draft Internal Audit Charter (SF20/3005)****MOTION / DECISION**

Mover: Kath Roach  
Seconder: Cr Copeland

That the Committee:

1. Endorses the attached draft Internal Audit Charter as a formal statement of purpose, authority and responsibility for an internal auditing function within Waverley Council, subject to further amendments submitted by ARIC members.
2. Notes that the Internal Audit function at Waverley Council is managed by the person appointed from time to time by the General Manager as the Chief Audit Executive within Council. At this time and for the foreseeable future for the purposes of Waverley Council's organisational structure, the Chief Audit Executive is the General Counsel.
3. Members work with the Chief Financial Officer to finalise and determine the Internal Audit Charter as appropriate.

**DISCUSSION**

The Chief Financial Officer advised the Committee that the tender for the Internal Auditor Services closed last week and the evaluation process is underway.

The independence and reporting lines of the Chief Audit Executive and Internal Auditor were discussed and agreed as set out in principle in the draft Internal Audit Charter, however further wording to clarify reporting lines and the independence of the internal audit function were to be included.

**ARIC/5.4/20.05 Check of Fraud and Corruption Prevention Controls (A07/0944)****MOTION / DECISION**

Mover: Kath Roach  
Seconder: Cr Copeland

That the Committee endorses Council's approach to reviewing the adequacy of the Fraud and Corruption framework as outlined in the report.

**DISCUSSION**

The Chief Financial Officer said that he believes the organisation has an intermediate level of maturity of the fraud and corruption prevention controls in Waverley. He informed the Committee that it is intended that the new Internal Auditor, once appointed, will utilise the Audit Office of NSW Better Practice Guide: Fraud Control Improvement Kit to further develop the fraud control framework. The Committee agreed with this approach.

The Committee noted that the Audit Office of NSW Better Practice Guide: Fraud Control Improvement Kit focussed on fraud control and that the NSW Independent Commission Against Corruption's website contained some resources that may assist Council in developing the corruption control framework.

**ARIC/5.5/20.05      Dashboard Roll-out - Update (A19/0583)****MOTION / DECISION**

Mover:      Cr Copeland  
Seconder:   Kath Roach

That the Committee notes the progress update of the Data Analytics project and requested a further update at the September 2020 meeting.

**ARIC/5.6/20.05      Information Management and Technology - Work Program Update (A18/0665)****MOTION / DECISION**

Mover:      Kath Roach  
Seconder:   Cr Copeland

That the Committee:

1. Notes progress on the IT work program.
2. Notes the explanation on the 13 IT audit recommendations marked "N/A" in the attachment 'IT Audit Progress – May ARIC'.
3. Requests that senior management review and confirm whether or not the 13 audit recommendations marked "N/A" in the IT Audit Progress spreadsheet will be implemented.
4. Requests Management develops a program of regular audits of users with administrative privileges and reports the program to the next ARIC meeting in September 2020.

**DISCUSSION**

The Committee discussed the 13 IT audit recommendations marked "N/A" in the attachment 'IT Audit Progress – May ARIC' and the process by which it was decision not to implement the recommendations. The Committee requested that senior management review and confirm that decision.

The Committee referred to the audits of users with administrative privileges mentioned in the report and suggested that the audits need to be formally scheduled. The Committee requested a program be developed for this purpose and reported to the next ARIC meeting in September 2020.

**ARIC/5.7/20.05      Annual Internal Audit Plan Status Update – 2019/2020 (A19/0801)****MOTION / DECISION**

Mover:      Kath Roach  
Seconder:   Cr Copeland

That the Committee receives and notes the Annual Internal Audit Plan status update 2019/2020.

**ARIC/5.8/20.05      Completed Internal Audit Reports - Annual Internal Audit Plan 2019/2020 (A19/0800)****MOTION / DECISION**

Mover:      Cr Copeland  
Seconder:   Kath Roach

That the Committee notes the completed Internal Audit Report "Working with Children (Safety of Children) Review" from the Annual Internal Audit Plan 2019/2020.

**DISCUSSION**

The Committee discussed the rationale for the risk rating given to observation numbers 2 and 3 of the audit, and received an update on the status of some of the management agreed actions.

**ARIC/5.9/20.05      Audit Recommendations Report - Status Update (SF19/963)****MOTION / DECISION**

Mover: Kath Roach  
Seconder: Elizabeth Gavey

That the Committee:

1. Notes the updated implementation status of the external and internal audit recommendations contained in this report.
2. Endorses the proposal outlined in the report requiring the General Manager to approve:
  - (a). All extensions or variations to implementation due dates, and
  - (b). All proposals not to implement an audit recommendation.

**DISCUSSION**

The Committee discussed the sign-off process for extensions or variations to due dates and decisions not to implement a recommendation, and said it was important to ensure the General Manager reviewed and agreed to any changes before they are adopted.

The Committee suggested that some of the audit recommendations with a high risk rating from 2011-2017 may no longer be relevant because circumstances have overtaken them now and possibly could be removed from the implementation status spreadsheet. The Committee mentioned the property investments audit and store cards audit recommendations in particular. The Chief Financial Officer agreed to investigate whether they could be removed.

The Committee requested the revised target dates be included in the next update of the internal audit recommendations report as only 1 of the 6 delayed items has a revised date, and also requested that a column be added to the summary tables in the report showing the original implementation target date of each audit recommendation.

**ARIC/5.10/20.05      Governance Report (SF19/5934)****MOTION / DECISION**

Mover: Elizabeth Gavey  
Seconder: Cr Copeland

That the Committee:

1. Receives and notes the Governance Report.
2. Requests that the Governance Report includes a table showing the reports received from ICAC, the Audit Office of NSW and the NSW Ombudsman and what action was taken with regard to the recommendations contained within each report.
3. Receives an update at the September 2020 meeting about ways the new asset maintenance system

and tree management plan will improve the complaint management process.

## DISCUSSION

The Committee discussed the following:

- Asbestos management processes including Council's Asbestos Management Plan and Register, induction program for contractors undertaking work in Council buildings and excavation works, as well as staff training, safety and management systems and processes to manage the illegal dumping of asbestos.
- Given the increase in threatening behaviour by members of the public, the level of support the organisation provides to vulnerable staff, including the recent roll-out of conflict resolution training, dangerous dog training and, while not supported by all staff, the use of body cameras. The increase in abuse will be monitored by management.
- The lower premiums for workers compensation insurance and management's emphasis on staff returning to work.
- The process applied to GIPA applications for CCTV footage.
- Opportunities for improvements to the management of asset related complaints in MERIT due to Council's new asset maintenance system and program of asset audits, as well as the current review of the Tree Management Plan.
- The process for capturing ICAC, Audit Office of NSW and NSW Ombudsman reports received by Council and for giving consideration to the recommendations in the reports.
- The level of awareness staff have about making a PID and the PID education campaign and follow-up staff survey awaiting implementation.

**ARIC/5.11/20.05      Waverley ARIC Annual Work Program 2020 (SF19/5470)**

### MOTION / DECISION

Mover: Cr Copeland

Seconder: Kath Roach

That the Committee notes the ARIC's revised Annual Work Program 2020 attached to this report.

## 6 Other Business

There was no other business.

## 7. Meeting Closure

**THE MEETING CLOSED AT 11.35AM.**



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**SIGNED AND CONFIRMED**  
**CHAIR**  
**3 SEPTEMBER 2020**



**MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING  
HELD BY VIDEO CONFERENCE ON THURSDAY, 3 SEPTEMBER 2020**

**Voting Members Present:**

Elizabeth Gavey (Chair)	Independent Member
John Gordon	Independent Member
Kath Roach	Independent Member
Cr George Copeland	Councillor Member

**In Attendance:**

Ross McLeod	General Manager
John Clark	Director, Customer Service and Organisation Improvement
Peter Monks	Director, Planning, Environment and Regulatory Services
Emily Scott	Director, Community, Assets and Operations
Karen Mobbs	General Counsel
Darren Smith	Chief Financial Officer
Evan Hutchings	Executive Manager, Governance and Projects
Brett Hanger	External Auditor (Nexia Australia) ( for Item 5.1)
Caroline Karakatsanis	Audit Office of NSW (for Item 5.1)
Jared Lean	Internal Auditor (Engagement Partner, Grant Thornton Australia)
Mahesha Rubasinghe	Internal Auditor (Engagement Manager, Grant Thornton Australia)
Teena Su	Executive Manager, Finance
Kevin Trinh	Executive Manager, Information Management & Technology (for Item 5.5)
Cr Tony Kay	Waverley Council
Cr Dominic Wy Kanak	Waverley Council
Al Johnston	Committee Secretary

*At the commencement of proceedings at 9.00 those present were as listed above.*

**ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE**

The Chair read the following Acknowledgement of Indigenous Heritage:

*The Waverley Audit Risk and Improvement Committee respectfully acknowledges the Indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms the Waverley Local Government Area.*

**1. Apologies/Leaves of Absence**

There were no apologies.

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

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

- 2.1 John Gordon disclosed that he is now a member of the ARIC at Shoalhaven Council.
- 2.2 John Gordon disclosed that he has been appointed to the NSW Healthcare Complaints Commission as the chair.

**3. Confirmation of Minutes**

**ARIC/3.1/20.09      Confirmation of Minutes - Audit, Risk and Improvement Committee Meeting - 21 May 2020 (SF19/330)**

**MOTION / DECISION**

Mover: Cr Copeland  
Seconder: Kath Roach

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 21 May 2020 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

**4. Actions from Previous Meetings**

**ARIC/4.1/20.09      Actions from Previous Meetings (SF19/5449)**

**MOTION / DECISION**

Mover: John Gordon  
Seconder: Kath Roach

That the Committee notes the status of the actions from previous meetings as at 3 September 2020, and requests an additional column be added to the table showing which items on the list are included in the current agenda.

## 5. Reports

### ARIC/5.1/20.09      Audit Office of NSW - Matters to Report (SF19/5930)

#### MOTION / DECISION

Mover: John Gordon

Seconder: Kath Roach

That the Committee receive and note the external audit Management Letter from the Audit Office of NSW, in respect of the interim audit for the year ended 30 June 2020, as attached to the report.

#### DISCUSSION

The Committee discussed each of the four issues identified in the interim audit, which are mostly IT related, and Management's responses to the issues and the expected timeframes for implementation.

Management commented that there is a lot happening in the coming months to improve the day-to-day operations of IT systems and processes and there is also work planned over the next 6 months on the governance side of things, developing an IT Strategy and policies, so all the issues in the interim audit should be addressed by March 2021.

The NSW Audit Office representative advised the Committee about the Audit Office's recent performance audits as well as its annual work program 2020-21 and planned performance audits over the following two years. Of particular interest to the Committee was the cybersecurity performance audit planned for 2021-22 to 2022-23. The Committee were also advised that the Audit Office is gathering data on the impact of Covid-19 on the sector for the Auditor General's report to Parliament early next year.

### ARIC/5.2/20.09      General Manager's Update (SF19/330)

#### MOTION / DECISION

Mover: Cr Copeland

Seconder: John Gordon

That the Committee notes the General Manager's verbal update provided at the meeting.

#### DISCUSSION

The General Manager advised the Committee that:

- Covid-19 is still a key area of focus for the organisation including the impact on revenue and expenditure.
- Council has delayed some of the internal improvement projects to make some savings.
- There has been a significant drop in revenue from parking meters.
- Council voted to allocate almost \$3M from reserves to cover the revenue shortfall.
- A major concern is the management of the beaches and open spaces over summer.
- Council is considering continuing the business assistance package through to next year.
- There is no noticeable drop-off in productivity with people working from home and in some areas it seems to have picked up, and this has influenced Council's thinking on how it can manage Council's accommodation strategy and work force planning into the future.
- Last financial year the major projects team delivered over \$41M of capital projects and carry overs were under \$4M.
- The General Counsel has taken on the role of Chief Audit Executive and affected staff in the Governance and Risk areas are in the consultation phase on proposed changes that would see them reporting to the General Counsel. There have also been other organisation development improvements to the HR and Safety area.

**ARIC/5.3/20.09      Draft Internal Audit Charter (SF20/3005)****MOTION / DECISION**

Mover:      John Gordon  
Seconder:   Kath Roach

That the Committee endorses the Internal Audit Charter attached to the report, subject to the word 'approved' being deleted and replaced with the word 'endorsed' in the last paragraph after clause 15.3.

**ARIC/5.4/20.09      Dashboard Roll-out - Update (A19/0583)****MOTION / DECISION**

Mover:      John Gordon  
Seconder:   Cr Copeland

That the Committee receive and note the RSM's Data Analytic Q1 Root Cause Analysis as attached to the report.

**DISCUSSION**

The Committee asked how many data analytics reports the Finance section intended to do and whether there is a process for ensuring any resulting recommendations are implemented. The Chief Financial Officer advised that he is in discussions with the new Internal Auditors about adding the reporting and implementation status reviews to their work plan as a stand alone internal control system.

The Committee reaffirmed its previous request that it receive exception reporting on the data analytics testing and that the recommendations made and the actions taken be reported regularly to the ARIC.

**ARIC/5.5/20.09      Information Management and Technology - Work Program Update (A18/0665)****MOTION / DECISION**

Mover:      John Gordon  
Seconder:   Kath Roach

That the Committee notes the progress update on IT work program.

**DISCUSSION**

The Committee noted that several of the outstanding interim management letter recommendations are IT matters and that the IT work program indicates that these will soon be addressed.

The Manager, Information Technology advised the Committee that:

- With respect to the Essential 8, with the exception of system patching and multi-factor authentication, the organisation is at maturity level 1.
- A network upgrade is expected to commence shortly. Once the upgrade is complete work will resume on the IT Disaster Recovery Plan.
- Work is progressing on the ICT Strategy.
- Progress is being made with IT related audit actions, with five items completed since the previous ARIC meeting.
- In relation to the security vulnerabilities created by the working from home environment, the organisation has controls in place, such as disabling access to the network, but the organisation is still in a vulnerable position.

**ARIC/5.6/20.09 Strategic Internal Audit Program (A19/0149)****MOTION / DECISION**

Mover: Kath Roach  
Seconder: John Gordon

That the Committee:

1. Notes the draft Four-Year Strategic Internal Audit Program for the financial years 2021-2024 attached to the report.
2. Endorses the 2020-21 Internal Audit Plan attached to the report.

**DISCUSSION**

The scheduling of the Recruitment and Selection audit was discussed and agreement reached that the audit schedule will be monitored with a view to possibly moving this audit to Year 2 or Year 3 if required.

The Committee commented that there are a number of outstanding high risk audit recommendations related to the cemeteries and consideration should be given to how cemetery audits can be prioritised in the Plan.

The issue of identity theft was discussed and the Committee was satisfied that the planned cyber security, information security and privacy framework audits will provide a good understanding of where Council is situated in this space.

Committee suggested it would be useful to include a key in the Plan to identify the style of audit, for example was the audit a compliance, performance, follow-up, in-depth, a 'drive-by' or a system-based audit.

The Committee commented that it was good to see the Follow-up of Open Recommendations is scheduled in the first quarter.

**ARIC/5.7/20.09 Annual Internal Audit Plan Status Update – 2019/2020 (A19/0801)****MOTION / DECISION**

Mover: Cr Copeland  
Seconder: John Gordon

That the Committee receives and notes the Annual Internal Audit Plan status update 2019/2020.

**ARIC/5.8/20.09 Completed Internal Audit Reports - Annual Internal Audit Plan 2019/2020 (A19/0800)****MOTION / DECISION**

Mover: John Gordon  
Seconder: Kath Roach

That the Committee:

1. Notes the two completed Internal Audit Reports, the 'Complaints Management Process Review' and the 'Procurement Process Review' attached to the report.
2. Requests officers report back to the Committee on the Management Agreed Actions listed under Observation 2 and Observation 6 of the Procurement Process Review (addressing the nature of the

risk and level of compliance) and with further information regarding the cleaning contract which was the subject of an amended purchase order.

#### DISCUSSION

With respect to the Complaints Management Process Review, the Committee discussed ways of ensuring all complaints are captured and dealt with and that these should be clearly articulated in the complaints management policy and procedure. It was noted that a complaint mapping system is very important to this process. It was also noted that the organisation is implementing a new CRM application and is planning improvements to the records management system that will compliment each other to create a more efficient complaint management system.

The Committee agreed that a definition of complaint needs to distinguish between a complaint and a request for service, and that complaint categories need to be appropriate with complaints categorised correctly if data in the reports to management is going to be useful.

The Committee also discussed the benefit of having KPIs for response times to correspondence and complaint resolution, and of capturing compliments as well as complaints.

With respect to the Procurement Process Review, the Committee suggested management should consider a more in depth investigation into blanket orders and amended purchase orders as the controls in this area may need to be more rigorous. Non-compliance with procedures when raising purchase requisitions and orders was identified by the Committee as another area requiring further work. The Committee requested that officers report back to it on the management agreed actions listed under Observations 2 and 6 of the Review (addressing the nature of the risk and level of compliance) and with further information regarding the cleaning contract which was the subject of an amended purchase order.

#### ARIC/5.9/20.09      Audit Recommendations Report - Status Update (SF18/416)

#### MOTION / DECISION

Mover:      John Gordon  
Seconder:   Elizabeth Gavey

That the Committee notes the updated implementation status of the external and internal audit recommendations.

#### DISCUSSION

The Chair noted the large number of audit recommendations that have been closed since the last meeting and questioned whether they have actually been completed. The Chair suggested that the Internal Auditors could test whether audit recommendations identified as closed have been fully actioned.

The Committee noted the progress made with closing a number of the open external audit recommendations that relate to Information Technology.

Management provided the Committee with an overview of the Commercial Waste Services Review. This is the first in a series of reviews looking at Council's "quasi-commercial" activities, aimed at understanding the market in which Council is operating and considering commercial and strategic issues and risks concerning their long-term future.

**ARIC/5.10/20.09 Governance Report (SF20/1540)****MOTION / DECISION**

Mover: John Gordon  
Seconder: Kath Roach

That the Committee receives and notes the report and requests that basic data for the use of the Employee Assistance Program be added to the WHS report.

**DISCUSSION**

The Committee noted the information on the new asset management system and tree management policy and the improvements these will make to the complaints management and GIPA processes.

It was also noted that the legislative compliance database is being rolled out but there is no legislative compliance policy or framework to underpin it, so at the moment there is no way of knowing how or whether policies are being updated with the new legislative changes. The Committee recommended officers review Liverpool Council's legislative compliance database and policy for guidance.

The Committee discussed the updates to the Governance Framework and Enterprise Risk Framework and suggested officers seek a suitable software solution to manage the registers and other information.

The Committee commented that the WHS trends in the reports look good and asked for the basic data for the use of the Employee Assistance Program to be included in the report.

**ARIC/5.11/20.09 Review of Waverley ARIC Annual Work Program 2020 (SF19/5470)****MOTION / DECISION**

Mover: Elizabeth Gavey  
Seconder: Kath Roach

That the Committee notes its Annual Work Program 2020 attached to the report.

**6 Other Business****ARIC/6.1/20.09 Cash flow during Covid-19**

The Committee asked whether Council was experiencing a cash flow downturn during the Covid-19 pandemic with respect to the collection of rates. The Chief Financial Officer responded that it wasn't, but there is an increase in the outstanding rates to be collected.

**7. Meeting Closure**

**THE MEETING CLOSED AT 12.11PM.**



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**SIGNED AND CONFIRMED**  
**CHAIR**  
**15 OCTOBER 2020**

**REPORT**  
**CM/7.8/20.11**

**Subject:** Cemetery Services - Strategic Business Plan

**TRIM No:** A20/0249

**Author:** Rachel Hensman, Executive Manager, Customer, Cemetery and Lifeguard Services  
Ken Shelston, Manager, Cemetery Services

**Director:** John Clark, Director, Customer Service and Organisation Improvement

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**RECOMMENDATION:**

That Council endorses the Cemetery Services Strategic Business Plan attached to the report.

**1. Executive Summary**

Council operates two cemeteries: Waverley Cemetery at Bronte, and South Head Cemetery at Vaucluse. In early 2020, Council officers appointed a consultant to draft a Strategic Business Plan for Waverley Council's Cemetery Services. The Business Plan covers both cemeteries and the key aim of the plan is to improve financial sustainability whilst balancing the community and operational cemetery needs and celebrating their heritage.

The current operational expenditure across the two cemeteries is around \$1.5 m each year. These costs are offset by cemetery operations, however current operational revenue is around \$1.2m per annum, and without further investment or planning, the continuous decline in burial space will significantly reduce revenue, meaning there will be little capacity to address the deteriorating assets (particularly historical monuments) and enhance levels of service into the future.

The Cemetery Services Strategic Business Plan has been developed in consultation with a range of key stakeholders for the purposes of providing clear strategic direction for the future care and management of Waverley Council's cemeteries and associated services. The Plan provides an Implementation Action Plan with short, medium and long-term timeframes outlining a range of activities including increased revenue and sales opportunities, enhanced communications and marketing and the documentation of a cemetery specific infrastructure renewal plan. The Plan further identifies opportunities for funding or financial support and increased community connection through sympathetic use of existing facilities and spaces.

This report recommends that Council endorse the new Cemetery Services Strategic Business Plan.

**2. Introduction/Background**

Waverley Council operates two cemeteries - Waverley Cemetery at Bronte, and South Head Cemetery at Vaucluse. Waverley Cemetery is the main operational cemetery within the Waverley LGA and sits on Council owned community land. In 1868 Waverley Council agreed to establish a cemetery and the first purchase of land took place in 1875. The first part of the cemetery was officially opened in August 1877, and the first interment took place in the same month. Since that time around 90,000 interments have taken place in over 56,000 gravesites and memorials over the 16-hectare site. Waverley Cemetery is listed in the Waverley Local Environmental Plan 2012 as a landscape conservation area of local significance and was added to the State Heritage Register on 28 October 2016.

South Head Cemetery is comparatively smaller and is located on Old South Head Road in Vaucluse. The first land grant for the cemetery occurred in 1845 and the first interment took place in 1869. In the early 1940s the management of South Head Cemetery passed from a private trust to Council. The land remains Crown land with Council appointed as the 'Crown Land Manager'. The Cemetery has over 6,000 gravesites and memorials, spread over a total area of just under 2 hectares. South Head Cemetery is listed in the Waverley Local Environmental Plan 2014 as a landscape conservation area of local significance and was added to the State Heritage Register in August 2017.

Both of Waverley Council's cemeteries are operational, with approximately 60 burials and 50 ash interments taking place each year, however both sites are nearing capacity, particularly for coffin burials, with limited space remaining for ongoing sales. The current operational expenditure across the two cemeteries is around \$1.5 m each year. These costs are offset by cemetery operations; however, current operational revenue is around \$1.2 m per year, and without further investment or planning, the continuous decline in burial space will significantly reduce revenue, meaning there will be little capacity to address the deteriorating assets (particularly historical monuments) and enhance levels of service into the future. A cemetery operating reserve has been established and currently holds approximately \$900,000.

Following the development of the Waverley Cemetery Conservation Management Plan and Waverley Cemetery Land Use Master Plan in 2018, Council officers appointed a consultant in early 2020 to draft a Strategic Business Plan for Waverley Council's Cemetery Services. The Business Plan covers both cemeteries and the key aim of the plan is to:

- Improve financial sustainability.
- Balance the heritage, community and operational cemetery needs.
- Recognise the cemeteries as key community assets with recreational value as open spaces.
- Celebrate the heritage of the cemeteries through appropriate use of existing buildings and spaces.
- Drive alternative support including government (e.g. heritage), philanthropic and corporate opportunities.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Strategic Planning and Development Committee 7 August 2018	PD/5.1/18.08	That Council: <ol style="list-style-type: none"> <li>Adopts the Waverley Cemetery Land Use Management Plan (LMP) attached to this report for the purposes of guiding future works within the Cemetery.</li> <li>Publishes the LMP on Council's website.</li> </ol>
Operations and Community Services Committee 1 May 2018	OC/5.1/18.05	That Council: <ol style="list-style-type: none"> <li>Adopts the Waverley Cemetery Conservation Management Plan attached to this report for the purposes of guiding future works within the Cemetery and publishes it on Council's website.</li> <li>Includes a reference in the Crown Lands Act in the relevant section 4, 8.6, 'Statutory and Non statutory Authorities'.</li> <li>Submits the Waverley Cemetery Conservation Management Plan to the Office of Environment and</li> </ol>

		Heritage for endorsement.
Council 21 April 2015	CM/7.1/15.04	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receives and notes the summary of the independent financial viability assessment of the cemeteries by Deloitte consulting group.</li> <li>2. Reviews the 2008 Waverley Cemetery Plan of Management (POM) with a view to developing a revised POM and detailed business plans for the cemeteries' that will: <ol style="list-style-type: none"> <li>(a) Secure a sustainable future for the cemeteries.</li> <li>(b) Protect the cemeteries for the near and long term as a valuable heritage asset.</li> <li>(c) Ensure a continued positive contribution from the cemeteries to the amenity of the surrounding areas and coastal zones.</li> <li>(d) Continue to involve the community in planning for the cemeteries' future.</li> <li>(e) Incorporate a master landscape plan.</li> </ol> </li> <li>3. Receives and note the Cemeteries' Capital Works and maintenance backlog completed to date and forecast for the remainder of FY 14-15 and FY 15-16.</li> <li>4. Agrees not to proceed with building a pavilion or Centennial Park style perimeter fence and agrees to delete the loan funding for these proposed Capital Works from the Long-Term Financial Plan.</li> </ol>

#### 4. Discussion

##### Consultation

As part of the development of the Cemetery Services Strategic Business Plan, the consultant met with a number of key internal and external stakeholders including Councillors, staff and community groups. A summary of the key feedback received is outlined below:

- In the case of Waverley Cemetery in particular, the cemetery is a well-loved space and the focus should be on enhancing the space not changing it.
- Waverley Cemetery is a highly utilised and valued open space, regularly used by residents and visitors to the area; however, the level of maintenance can be inconsistent.
- There is recognition of the role of both sites as operational cemeteries; however, there is a perception of being 'closed for business' mainly due to the lack of available sites and closed gates.
- Significant support for greater volunteering opportunities and community input.

- Opportunities exist for better information sharing and storytelling/interpretation of the heritage of both sites.
- Poor utilisation of existing buildings, e.g. residence used as staff office, amenity and storage due to lack of other facilities.
- Both sites to remain as a space for quiet reflection and are not a place for large commercial/corporate activities or functions.
- Heritage status of both cemeteries should provide an opportunity for grant funding.

### **Key projects**

The Cemetery Services Strategic Business Plan outlines a desired future position for cemetery operations and provides recommendations for future service delivery. These recommendations are then formalised into an Implementation Action Plan with short, medium and long-term timeframes. The full Strategic Business Plan is attached to this report and a number of the key activities have been listed below.

Increased revenue and sales opportunities through:

- Continued identification of unused burial space and management of the reclamation and renewal process in line with current legislation.
- Introduction of standard product offerings for memorialisation and future planning for longer-term ash interment opportunities.

Enhanced communications and marketing material which defines and promotes the uniqueness of the two cemeteries including:

- New website and branding.
- Signage and interpretation options.
- Improved tours and access to information.

Documented cemetery specific infrastructure renewal plan covering:

- Contemplation shelters.
- Historic monuments.
- Other cemetery assets including roadways, kerbs, etc.

Identified opportunities for funding or financial support including, but not limited to:

- Foundation/Trust.
- Heritage grants for key memorial upgrades or other priority projects.
- Increased volunteer engagement.

Increased community connection and celebration of heritage through sympathetic use of existing facilities, including, but not limited to:

- Research and community meeting spaces.
- Cemetery appropriate workshops and activities.

## **5. Financial impact statement/Time frame/Consultation**

### **Financial impact statement**

Operational expenditure is expected to remain fairly consistent at approximately \$1.5 m per annum. Current operational revenue is sitting at around \$1.2 m per annum. One of the key aims of the Strategic

Business Plan is to improve the financial sustainability of Waverley Council's Cemetery Services. Over the short to medium term, the Plan identifies opportunities to drive existing and potential new revenue streams. In some areas initial capital investment is required to slowly increase revenue to approximately \$2.2 m per annum. This provides Council with the opportunity to fund further enhancements and build the Cemetery Operating Reserve.

### **Time frame**

The Implementation Plan included as part of the Strategic Business Plan outlines the timeframe for implementation of each activity across the short, medium and long-term noting that some items are a continuation of existing activities.

### **Consultation**

As part of the development of the Cemetery Services Strategic Business Plan, the consultant met with senior management, operational staff, local volunteer groups (Friends of Waverley Cemetery & Residents for Waverley Cemetery) and customers (through two Funeral Directors who regularly operate at both cemeteries). The consultant also conducted a workshop with nominated Councillors in July 2020 and an overview of the draft Plan was presented at a full Councillor Workshop in September 2020.

## **6. Conclusion**

The Cemetery Services Strategic Business Plan has been developed in consultation with a range of key stakeholders for the purposes of providing clear strategic direction for the future care and management of Waverley Council's cemeteries and associated services.

This report recommends that Council endorse the new Cemetery Services Strategic Business Plan.

## **7. Attachments**

1. Waverley Council Cemeteries - Strategic Business Plan - November 2020 [↓](#)



## Waverley Council



## Cemeteries Strategic Business Plan

November 2020

## Acknowledgment of Country

We acknowledge the Bidjigal and Gadigal people who traditionally occupied the Sydney coast and the lands on which Council's cemeteries exist. We pay our respect to all Aboriginal people of this land and to Elders past, present and future.

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## Document Control

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## EXECUTIVE SUMMARY

Waverley Council is the operator of two cemeteries - Waverley Cemetery at Bronte, and South Head Cemetery at Vaucluse. Both cemeteries are operational, with burial of bodily remains and interment of cremated ashes being exercised within each. However, the cemeteries are also nearing capacity, particularly for ongoing bodily burial, with limited space remaining for ongoing sales - traditionally being the primary driver of revenue.

In the case of Waverley Cemetery, and to a lesser extent South Head, the space is also valued open space. It is regularly traversed by residents and visitors to the area, appreciating its spectacular outlooks, heritage values and historical connection to the area and Sydney more broadly.

Whilst both the cemetery and public use elements of the site are valued, they also come at a significant cost of up to \$1.5 million each year. These costs are largely recouped through cemetery operations, though the capacity to maintain this position in the face of declining burial site availability is, and will continue to be, increasingly difficult.

The future position of Council with respect to the delivery of cemetery services must therefore address ways to fund, and preferably lift, the current 'basic' level of service, whilst maintaining a realistic financial position moving forward. To enable this to occur, there are two key aspects that need to be considered:

- **Maximising the cemeteries** - improving the balance between income generation and the ongoing costs of maintenance to meet an appropriate level of service for the community
- **Looking beyond cemeteries** - Recognising the extent to which the cemetery sites are part of a broader community space network and/or important heritage assets and facilitating supplementary funding to support those attributes

This Strategic Business Plan sets out the key directions required to address these considerations, providing a range of opportunities to be pursued which are consistent and sympathetic to the current situation and need to provide ongoing cemetery services. Over the short to medium term, consideration will need to be given to identifying and establishing opportunities to drive existing and potential new revenue streams. This can be pursued in four main directions:

- Maintaining the current pricing and product offering with respect to burial practices - including the detailed consideration of continuation of renewable rights arrangements and ongoing identification of unused burial space opportunities
- Establishing high-quality memorialisation opportunities in the form of ash interment gardens, niche walls and memorial walls that are able to be repeated and expanded to meet demand over the long-term
- Exploring opportunities for alternative uses of on-site heritage buildings to enable increased community interaction, value-adding to cemetery services and minor new income streams to assist in maintenance and upkeep of those buildings

- Identifying how to better leverage internal allocations, grants, philanthropic and/or corporate support for the cemeteries to assist in delivering the services, opportunities and directions as outlined above, including the potential for a foundation or similar to be formed.

With more substantial income streams available, there are numerous opportunities to then deliver a range of improvements to the cemetery sites to enable these to be better celebrated and integrated into the everyday lives of residents of the Waverley area. These projects range from improvements to signage and interpretive information, increased safety processes and repairs to significant monuments, through to increased levels of general maintenance that improve the visual appeal of the cemetery.

Without sustained revenue generation, there are few alternatives that are available to reduce the overall cost to Council given that the main costs are associated with the basic maintenance activities that will continue to be required. The ongoing use as operational cemeteries, complex nature of historic cemeteries generally, current State heritage listings, prominent locations and high levels of public use, all mean that maintenance tasks are complex and expensive, with the current maintenance standard as an open space or cemetery only being at a basic level.

The desired future position will therefore see more diverse use of Waverley Cemetery through complementary activities, enlivened spaces and ongoing delivery of burial and memorialisation opportunities. The care and maintenance of South Head Cemetery is comparatively less complex due to its smaller size, location and lower levels of public access, but smaller scale opportunities also remain.

External considerations will also need to be taken into account. Most notable is the ongoing changes to the industry as a result of the introduction of the *Cemeteries & Crematoria Act 2013*. The Act is currently going through a process of review and an IPART 'Review of costs and pricing of interment' is also being undertaken. Whilst the Act review is in its infancy, the IPART review has issued interim findings and recommendations<sup>1</sup> which highlight the issues of long-term sustainability and the need for a perpetual maintenance fund. Whilst Waverley has a cemetery fund, the level of this fund is far below a sustainable level. Conversely, the costs of burial rights for Waverley cemeteries are the highest of any in NSW, suggesting that any change in pricing regulation may adversely impact on this revenue stream.

With careful and methodical management, including a focus on long-term changes that benefit the connection of the cemeteries to the community, the unique character and spectacular location of the cemeteries presents significant opportunities. There is little competition for Waverley's cemeteries and with a proactive position, these assets can continue to provide valuable services to the Waverley community for a long time to come.

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<sup>1</sup> See Interim Report - December 2019 at <https://www.ipart.nsw.gov.au/files/sharedassets/website/shared-files/investigation-administrative-publications-interment-costs-and-pricing-in-the-funeral-industry/interim-report-review-of-interment-costs-and-pricing-december-2019.pdf>

# 1. INTRODUCTION

## 1.1 Purpose

The purpose of this Strategic Business Plan is to provide clear strategic direction for the future care and management of Waverley Council's (**Council**) cemeteries and associated services.

## 1.2 Need for a Review

There is no statutory requirement for a cemeteries review or business plan to be developed by Council. However, the NSW State Government's cemeteries agency, Cemeteries and Crematoria NSW (**CCNSW**), encourages forward planning for the sector and have established reforms to create greater consistency across the industry into the future.

Given concerns over the capacity and long-term maintenance costs of Council's cemeteries - the development of this Strategic Business Plan is important. It has therefore been approached in a way that establishes a balance between meeting the financial needs of Council, ongoing demand for interment, the site's important heritage context and being an important community facility.

## 1.3 Review Development

The development of this Strategic Business Plan has been staged. It builds up from a base of research and site-specific information to ensure that outcomes can be effectively implemented over time. We have reviewed the following key documents in preparing the Plan:

- *Conservation Management Plan* by City Plan Services - 2018
- *Waverley Cemetery Master Plan* by Group GSA - 2018
- *Waverley Cemetery Plan of Management* by Council - 2008

Project research, review and consultation was also undertaken to establish a clear understanding of the current situation both locally, as well as within the broader context of the metropolitan Sydney area. Key inputs have been sourced from discussions with:

- Councillors
- Council staff, including office and field staff associated with the cemeteries and senior management
- Funeral directors from two prominent users of the facility
- Community groups including Friends of Waverley Cemetery and Residents for Waverley Cemetery

As well as through key industry information sourced from:

- Cemeteries & Crematoria NSW - the lead NSW Government agency for the industry
- IPART - who are currently undertaking a review of interment costs and pricing
- Other council and Crown cemetery operators.

## 1.4 Strategic Business Plan Overview

This Strategic Business Plan is set out with the following sections:



### SECTION 1: INTRODUCTION

Provides an overview of the need and content of the Strategic Business Plan (this section).



### SECTION 2: EXISTING FACILITIES, SERVICES & PERFORMANCE

Highlights the extent and operations of the existing facilities, the associated services that are performed by Council and how these are currently tracking.



### SECTION 3: DESIRED FUTURE POSITION

Identifies, in high level terms, the long-term position that Council is striving to achieve, including the rationale and key future directions needed to get there.



### SECTION 4: SERVICE DELIVERY DIRECTIONS

Identifies the key service delivery issues and proposed directions that are suggested to overcome those issues and the long-term desired outcomes can be achieved.



### SECTION 5: IMPLEMENTATION ACTION PLAN

Which then brings together the previous section into a consolidated plan for use by staff to enact implementation of directions that have been identified.

## 2. EXISTING FACILITIES, SERVICES & PERFORMANCE

### 2.1 Council’s Existing Cemetery Facilities

There are two cemeteries that are operated and maintained by Council’s Cemeteries Business Unit within the Waverley local government area (LGA) being the Waverley and South Head cemeteries. The location of the cemeteries is provided in Figure 1 and further details of these sites are outlined in Table 1. Further details of each of the cemeteries are provided in the following sections.

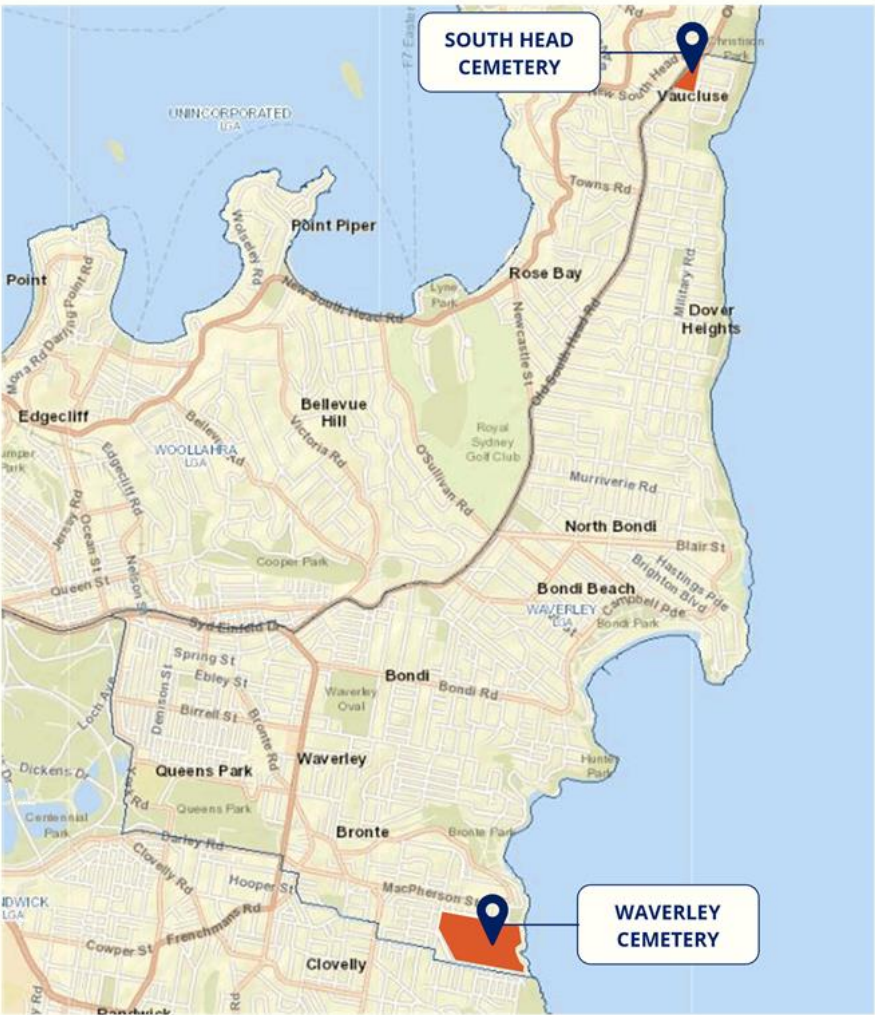


Figure 1: Location of Council’s cemeteries

**Table 1: Cemeteries Managed by Waverley Council**

Cemetery	Address	Lot Description	Land Owner	Size
Waverley Cemetery	St Thomas Street, Bronte	Lot 1877 DP 1173589	Council	Approx. 16 ha
South Head Cemetery	Old South Head Road, Vaucluse	Lot 7006 DP1023201 and Lots 501 and 113 DP752011,	Crown	Approx. 1.9 ha

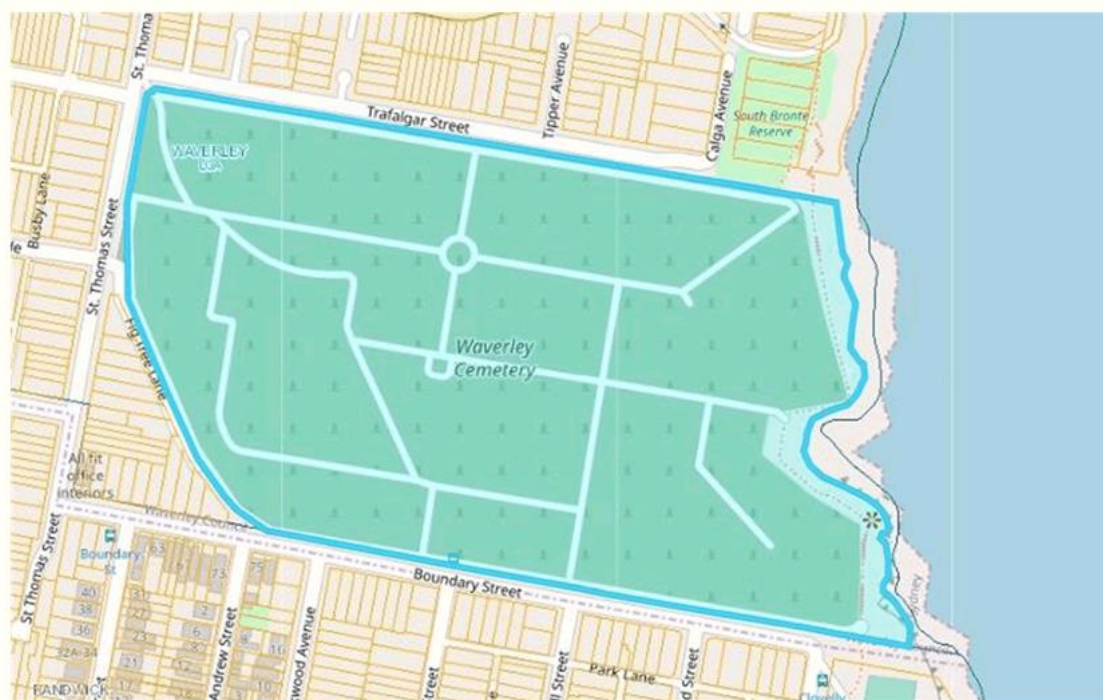
### 2.1.1 Waverley Cemetery

Waverley Cemetery is the main operational cemetery within the Waverley LGA. In 1868 Waverley Council agreed to establish a cemetery and the first purchase of land to start the Cemetery took place in 1875. The first part of the cemetery was officially finished and opened in August 1877, and the first interment took place in the same month. Since that time around 90,000 interments have taken place in over 56,000 gravesites and memorials over the 16 hectare site.

The site was listed on the State Heritage Register on 28 October 2016, as well as being listed in the *Waverley Local Environmental Plan 2014* as a landscape conservation area of local significance. The site is bound by:

- Trafalgar Street to the north
- St Thomas Street and Fig Tree Lane to the west
- Boundary Street (East) to the south, and
- the Coastal Walk and Pacific Ocean to the east.

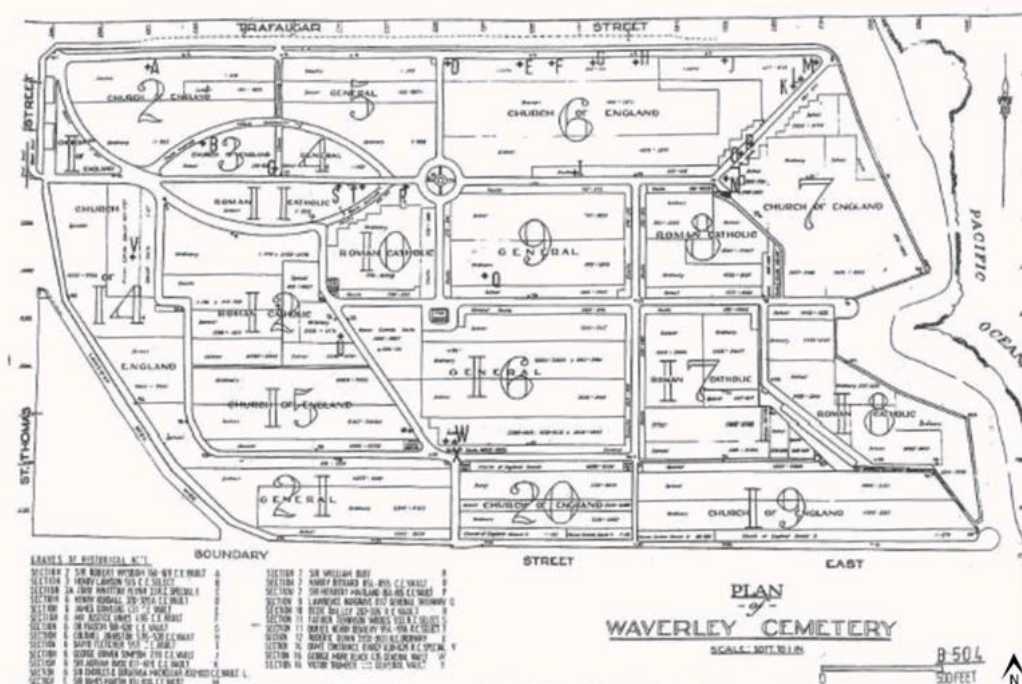
The site is a single allotment as shown in the plan at Figure 2. The aerial photo at Figure 3 provides visual confirmation of the surrounding urban context and walkway locations.

**Figure 2: Waverley Cemetery - Site context**



**Figure 3: Waverley Cemetery - aerial photo context**

The Cemetery is divided into sections up to the number 21 (though, noting that there is no Section 13 and some plans contain section 22 on the eastern boundary), each being originally designated for use by specific religions or otherwise for general purposes. The boundaries of each section are generally defined by the internal road network and identified by number on the historic plan at Figure 4 and overlay on aerial at Figure 5 (note section 22 also indicated).



**Figure 4: Waverley Cemetery - Site sections**



**Figure 5: Waverley Cemetery - Site sections on aerial plan**

Of the various sections within the cemetery, a total of 10 are allocated for Church of England, six for Roman Catholic and five for general burials. The grounds were originally laid out in 1878 based on a traditional grid layout focusing on symmetrical roads and the topographical form of the site.

The Cemetery contains a total of seven formal access points, primarily for pedestrian access, with the only vehicle access being located in the north-western corner at the intersection of Trafalgar and St Thomas Streets. Vehicles within the site, including hearses and maintenance vehicles, park on the internal road network.

Key building infrastructure improvements include:

- two main sandstone buildings comprising the Cemetery office building (single storey), and a former residence (two storey), both located on the western / St Thomas Street boundary
- a two-storey sandstone storage and adjoining amenities building located on the northern / Trafalgar Street boundary
- five sandstone contemplation shelters located around the site
- sandstone entry gates and associated fencing, being particularly prominent at the site entry

In addition to the network of access roads and pathways, a range of fencing, signage, refuse bins, seats and other minor improvements are also present on the site. A basic covered storage area is located to the south of the former residence, with a further heritage structure also used as storage along the northern boundary.

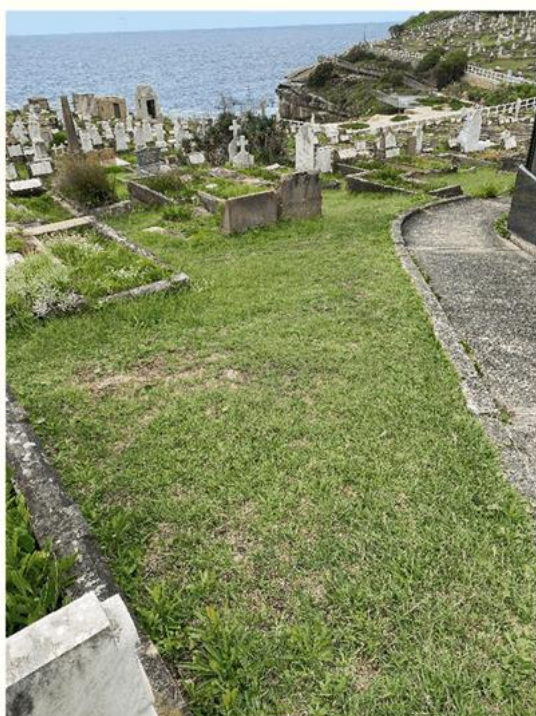
Photographs of the cemetery including some key site features are provided below.



Circular garden including memorials



Recently reconstructed coastal walkway



Potential infill interment garden areas



Rest shelter, one of five, with some in poor condition

### Figure 6: Waverley Cemetery - Photographs

Within the cemetery there are a number of burial and memorialisation areas. These range from larger family vaults and extensive monuments for individuals and sectors of the community, through to more regular monumental graves and memorial gardens. The extent of these is briefly outlined in Table 2.

**Table 2: Waverley Cemetery Burial and Memorialisation Options**

Name	Description
Monumental burial areas	Monumental burial portions occupy much of the cemetery, being the predominant burial form from the inception of the cemetery
Lawn burial areas	Located in a small proportion of the site, often associated with variation in the use of the site over time - for example in areas where roads and walkways have been converted to burial space
Vaults / crypts	Including grouped in areas adjoining Trafalgar Street on the northern boundary and in the south-eastern portion of the site (Section 18), as well as single vaults located in areas around the site
Memorial gardens	Including the central, raised Circle Mound memorial area and two small Memorial Garden areas to the north-western near the staff rooms / equipment storage building on Trafalgar Street
Ash interment walls	Including older and more recent niche style walls located near the Memorial Garden area identified above
Memorial plaque wall	An area that does not include the interment of cremated remains, but can be used for on-site memorialisation where remains are either scattered or retained elsewhere

**Current utilisation and capacity**

A key concern for the long-term future of the cemetery is the availability of burial space. Recognition of this issue is likely to have been central to the decision in the early 1990's to limit the tenure of all burial rights - typically to 25, but up to 99 years. Establishing the number and likely future availability of burial space is extremely difficult when compared to more typical cemetery operations. This is because:

- Waverley Council is identified<sup>2</sup> as one of only two operators that utilise 'renewable tenure' in NSW (the other being a natural burial area at the Kemps Creek Cemetery / Sydney Natural Burial Park operated by the Catholic Cemeteries Crown land manager)
- Waverley's model of 'renewable tenure' differs from that introduced by the NSW Government via the *Cemeteries & Crematoria Act 2013* in that there is no apparent intention to reuse previously occupied graves - therefore, the right is renewable, but the site, unless unused, is not.

What is known is that there are provisions under the *Cemeteries & Crematoria Act* for the revocation of unused burial rights after a period of 50 years (Section 52). What this means is that any unused burial plot that is more than 50 years old, and where a statutory process has been undertaken to identify an owner and no owner can be identified, the right of burial can then be reused (resold) by Council.

When combined with the more clear intent of introducing renewable tenure in 1992 (which is now beyond the 25 year period and renewals are becoming available), there is opportunity for the renewal of burial rights (either to the same rights holder, or where the site remains

<sup>2</sup> IPART Review of the costs and pricing of interment in NSW - Interim report, December 2019

unused and unclaimed, to a new rights holder). Together these provide some, albeit still limited, opportunity for 'coffin' burial at the site into the future.

In comparison, it is known that there is continued demand for burial space within the cemetery - particularly given its unique coastal setting. Table 3 shows the number of interments that have been made in recent years. Given that Council's policy is not to reuse grave sites (e.g. lift and deepen) the overall availability of burial space will only continue to diminish into the future.

**Table 3: Waverley Cemetery Burial and Ash Interment Trends**

Burial Type	2014/15	2015/16	2016/17	2017/18*	2018/19	2019/20
Coffin Interment	53	60	Data not available	60	60	43
Mausoleum	2	7				
Ashes interment	32	25		80	56	51
Ash garden	27	29				

\* Approx. based on historic split between South Head and Waverley Cemetery

### 2.1.2 South Head Cemetery

South Head Cemetery is the second and comparatively smaller operational cemetery located within the Waverley LGA and operated by Council. The Cemetery is located on Old South Head Road in Vaucluse, and was first opened around 1845, with the first interment undertaken in 1869. In the early 1940s the management of South Head Cemetery passed from a private trust to Council. The land remains Crown land (Reserve 97612) with Council appointed as 'council Crown land manager'.

The Cemetery has over 6,000 gravesites and memorials, spread over three allotments with a total area of just under 2 hectares. A number of notable people have been laid to rest in the Cemetery, most notably including Australia's first Prime Minister, Sir Edmund Barton and several members of the prominent Packer and Fairfax families.

The site is listed in the *Waverley Local Environmental Plan 2014* as a landscape conservation area of local significance, as well as being added to the State Heritage Register in August 2017. The triangular site is bounded by:

- Old South Head Road to the west / north
- Young Street to the north / east, and
- Burge Street to the south.

The site's three allotments are shown in the plan at Figure 7. The aerial photo at Figure 8 provides visual confirmation of the surrounding urban context.



Figure 7: South Head Cemetery - Site context



Figure 8: South Head Cemetery - aerial photo context

The Cemetery was expanded in three parts corresponding to the allotment patterns. The original portion (1872) was one acre in size, being the south-eastern part of the present cemetery on the corner of Burge and Young Streets. The second was granted in 1890 and sits to the west of the original portion. The northern portion was granted in 1902 and the three portions remain the extent of the current cemetery despite efforts to expand the site in the 1920's. Site photographs of the current facility are provided in Figure 9.



View along Old South Head Road



Lawn cemetery area within site



Existing amenities facilities and storage building



Main site entry with two parking spaces

**Figure 9: South Head Cemetery - Photographs**

Within the cemetery there are a limited number of burial and memorialisation options. These are outlined in Table 4.

**Table 4: South Head Cemetery Burial and Memorialisation Options**

Name	Description
Monumental burial areas	Monumental burial portions occupy much of the cemetery, being the predominant burial form from the inception of the cemetery
Lawn burial areas	Located in a comparatively small proportion of the site, with a larger space north of the amenities and storage buildings on Young Street and along the central avenue in the northern portion of the site
Vaults	A relatively small number of individual vaults located in areas around the site
Ash interment wall	A basic interment older style brick wall area is embedded into the western sandstone boundary wall of the site in a location that has poor access and visual setting

### Current Utilisation and Capacity

As with Waverley Cemetery, a key concern for the long-term future of the cemetery is the availability of burial space. Similar issues are apparent for South Head as were discussed for Waverley Cemetery in terms of the difficulties of predicting the availability of burial space at the site into the future (see discussion under 'current utilisation and capacity' in Section 2.1.1).

The revocation of unused burial space that is more than 50 years old, combined with renewal of tenures purchased after 1992 (where available), provides some limited opportunity for 'coffin' burial at the site into the future.

Given the history and location of the cemetery (which is the only operational cemetery in the area), some level of continued demand for burial space within the cemetery can be reasonably expected. Table 5 shows the number of interments that have been made in recent years. As with Waverley Cemetery, given that Council's policy is not to reuse grave sites (e.g. lift and deepen) the overall availability of burial space will only continue to diminish into the future.

**Table 5: South Head Cemetery Burial and Ash Interment Trends**

Burial Type	2014/15	2015/16	2016/17	2017/18*	2018/19	2019/20
Coffin Interment	10	7	Data not available	10	12	9
Mausoleum	1	0		0	0	0
Ashes interment	10	8		10	7	8

\* Approx. based on historic split between South Head and Waverley Cemetery

### 2.1.3 Summary of Facility Use

When aggregated across the two operational cemeteries, Council provides for around 70 burials per annum, though records do not clearly indicate if these are first or subsequent interments - most likely, a large proportion are utilising a grave that has previously been utilised (i.e. a second or sometimes third interment). What is clear is that the number of available burial sites is, and will increasingly become, a major determining factor in the

number of sales, and therefore revenue, unless the proportion of fees from this diminishing supply can be modified.

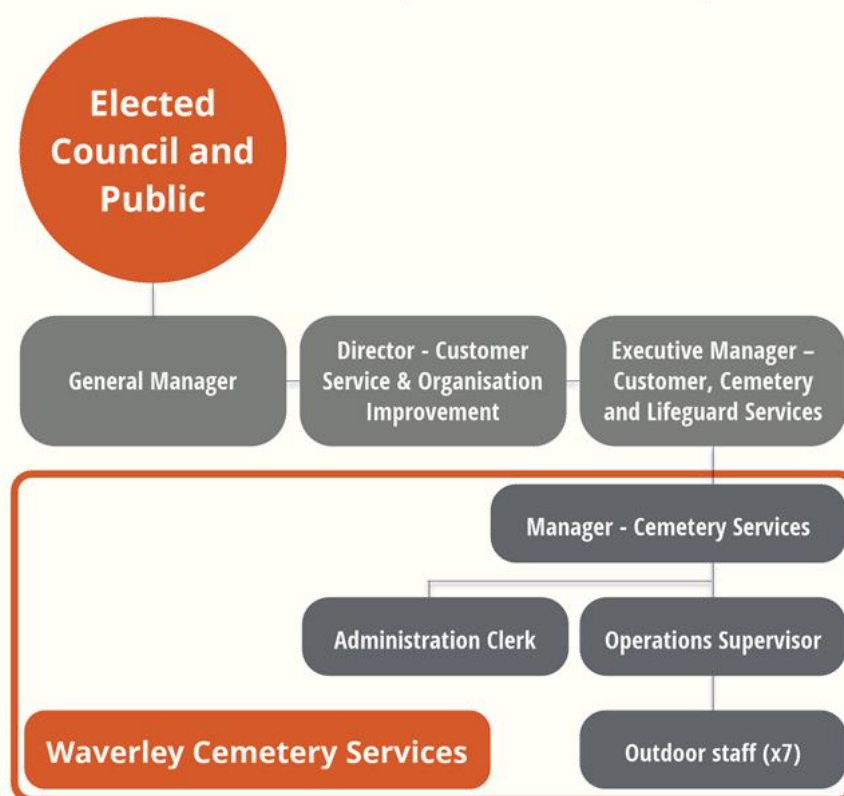
Relative to this will be a need to supplement income streams from the current heavy reliance on licence renewal. As a burial right is 'taken up' and bodily remains are interred into the site, the grave in effect becomes perpetual. Whilst renewals may still fall due for subsequent burials, the demand for this will also diminish into the future and as such there is an ever-decreasing supply of licences to renew (on average, only 37% of graves are being used for a second interment in Metropolitan Sydney according to the Annual Operator Activity Survey - 2018/19).

At the same time, much of the current costs will remain, if not substantially increase - largely related to maintenance and upkeep of the facilities in accordance with community expectations and heritage status. With both facilities now being State heritage listed, there is also an onus on Council to maintain and repair the items in accordance with minimum standards established under Section 119 of the *Heritage Act 1977* and the recommendations / policies set out under the adopted *Conservation Management Plan* for Waverley Cemetery - noting that no such plan currently exists for South Head Cemetery.

Establishing a more sustainable range of revenue streams based on supply of interment space or alternatives is therefore important.

## 2.2 Council's Service Provision

The Cemetery Services unit comprises of nine full time and one fixed term staff member. The structure of the unit in relationship to broader Council is depicted below.



In considering the services provided by Council, a high-level process of review has been undertaken. This aims to look at the service from a range of perspectives, but in a simple and effective way. In summary, this process considers the following perspectives in relation to best practice and are used to identify opportunities for improvement:

- the **reason** the service is delivered
- the **resources** that go into delivering it
- the **results** achieved

Ultimately the review seeks to ensure that the services are delivered at an optimum value for money whilst achieving the desired level of service to whom those services are delivered (and in this case, the heritage imperatives of the respective facilities). In undertaking the review, consultations were held with Councillors, Council's cemetery management staff, senior management within Council (relevant Manager and Director), cemetery field / maintenance staff, funeral directors that regularly utilise the site, and community groups including Friends of Waverley Cemetery and Residents for Waverley Cemetery.

To best understand these issues, we first identified the extent of the services provided and grouped these as follows:

- Administration and information management including liaison with the bereaved, funeral directors and the public including:
  - To facilitate the sale of plots, issuing of burial permits etc.
  - Provision of information and discussion of options for interment
  - To assist the general public in the location of a grave site / other genealogical enquiries
  - Management of contractors including stone masons and the like
- Maintenance of cemetery grounds including:
  - Mowing, weeding and general grounds maintenance
  - Maintenance of individual plots - e.g. where grave tops contain grass or minor vegetation
  - Minor infrastructure maintenance and improvements to facilities such as seating, fencing and the like
- Management of interment and related activities including:
  - Grave digging and other site preparation works
  - Concierge and burial management (e.g. graveside services)
- Management and maintenance of interment infrastructure to enable supply of burial plots and ash placements including:
  - Gardens and walls associated with ash placements
  - Identification and preparation of sites to enable burial

A review of each of these service areas is provided below.

### **2.2.1 Administration and information management**

*Existing activities:* Council undertakes a range of activities associated with information management and administration of the cemetery. The key information management tool is the 'Stone Orchard' cemetery software package that is utilised to record and store

information related to the facility. This software is relatively common within the industry, including use by Penrith City and Northern Beaches council cemetery operators, with feedback from these users and Council's current Cemetery Manager suggesting that it is fit for purpose and an appropriate platform from which to operate.

The activities that are regularly undertaken in terms of administration and information management include:

- Funeral and commemorative service arrangements (typically with Funeral Directors)
- Burial register searches (typically with the public)
- Facilitation of the use of grounds (for education and interest groups including the Friends of the Cemetery group)
- Information on the construction or placement of monuments, including restoration and modification or the sourcing of memorial plaques
- Provision of right of burial certificates or 'burial Licences', including the extension, renewal or transfer thereof
- Other services including approval and management of filming, photography and open space permit use.

The office administration also assists with historical research requests and advice regarding genealogy and general cemetery history and enquiries - sometimes taking up as much as 30% or more of a typical working day. Whilst a service of value to those making enquiries, these can also be time consuming and usually performed free of charge.

*Reason:* Over and above the general use of the site as a source of public open space, there is a critical need for accurate information management. Cemeteries are a facility where long-term information management is critical - as highlighted by the potential for renewal or revocation of burial sites over 25 or 50 years. Ultimately, there should be clear and consistent records available for all sites to ensure that current and future liabilities and opportunities are fully understood.

*Resourcing:* The administrative and information management functions of the unit are generally undertaken by the office-based staff members. This is led by the Cemetery Services Manager to whom the Administration Clerk and Operations Officer all report. As with many long-term / historic operations, information management has been undertaken with varying degrees of quality over the years, meaning that there is significant work required to bring the current system up to date.

*Results:* Current information relating to the historic and current delivery of services could be improved. This would initially be best addressed through the completion of a section by section review of all sites to enable the easy identification of available / vacant sites and those that are available for renewal or revocation (both now and in the near future), as well as the necessary information to enable statutory processes for this to be completed.

It is recognised that this is a time intensive task, but remains critical to establishing the availability of burial plots both now and in the future (renewals). Without this information, the main revenue stream of the service ceases to operate. The current system for capturing this information (Stone Orchard) is in place to enable this to occur, and the resource intensive process of transfer of paper records has commenced.

Key future considerations include:

- Continue to prioritise a review of all interment sites, suggested as being on a section by section basis, to gather information and to establish interment details that enables planning for sales and renewals to occur over coming years
- Inclusive within the process above, ensure that there are clear procedures and directions to identify renewal notifications as they become available (noting that Rights sold under 25 year renewable tenure arrangement in 1992 have already expired).

### **2.2.2 Maintenance of cemetery grounds**

*Existing activities:* An inhouse team undertake a range of general tasks associated with the maintenance of cemetery grounds. These include a range of activities that are both intricate and require careful application to ensure that customer needs are being considered at a time of often acute emotional stress and to ensure that heritage values are not impacted. These activities extend beyond basic mowing and snipping, to include a range of care practices that must be undertaken to protect monuments and ensure public safety.

As a consequence of the form of the cemeteries, there are limited external contractors that undertake works at the sites (noting that monumental work is not the responsibility of Council and private contractors undertake monumental construction on behalf of the burial rights holder).

*Reason:* Grounds maintenance is a key factor in how a cemetery site is appreciated by its users, particularly as a consequence of the personal importance and emotional attachment to a site for those grieving more recent interments. High quality facilities, particularly when coupled with outstanding natural vistas or assets as is the case with Waverley Cemetery, are able to attract commensurately high fees for associated services. Where maintenance quality is reduced, potential rises for public dissatisfaction with the service and a deterioration in demand, and negative publicity. Poor levels of maintenance can also lead to increased risk of public safety, as well as potential for issues to arise with respect to the required maintenance obligations associated with State heritage listed assets.

*Resourcing:* A team of seven-eight staff are currently utilised to undertake maintenance tasks that are associated with the general care of the cemetery sites. In past years, Council has also engaged casual employees to assist in maintenance during the peak growing season (summer), though this has reduced in more recent times. There has also been some use of other resources (e.g. community service orders), though the effort and costs associated with these were subsequently assessed by staff as not being worthwhile to continue. The maintenance crew have historically worked and been managed in relative isolation from the broader operational workforce within Council, and as a consequence, there is potential for inconsistencies in the way they operate.

Staff maintenance is generally undertaken on a rotating basis over an approximate eight-week period - albeit there are currently varying documents that identify applicable schedules and meeting these targets varies between seasons. Whilst this is not the only activity that is undertaken by the field staff (who also provide concierge / traffic management at burial

services, and undertake grave digging for example), it is their primary role on a day to day basis.

*Results:* The care of the site is generally acknowledged as being of a basic standard. Staff highlight that the task is 'never-ending' with rotations recommencing immediately. The smaller South Head Cemetery is generally seen to be more carefully maintained. It also has lower foot traffic and few adverse comments have been received compared with the occasional complaints received through the 'Merit' customer relationship management system regarding Waverley Cemetery. This view is also apparent from anecdotal comments during consultation with local funeral directors that highlight complaints from their customers on maintenance standards at Waverley Cemetery.

Conversely, field and management staff highlight the vast extent of work that is required, and that substantial increases in staffing would be required to meet strict heritage conservation and higher levels of community expectation. Perhaps the most significant issue hampering maintenance activities is the narrow aisles between interment rows. This means that only small domestic-scale mowers can be used, rather than a wider commercial mower typically associated with public open spaces / parks. The narrow aisles also limit access for grave digging, although Council more recently purchased a small excavator suitable for confined access and is now able to dig around two thirds of graves and reducing digging times from three days (typically by hand) to one day.

Whilst maintenance standards could always be improved, the current level of resourcing would need to be commensurately increased to enable any substantive changes based on current practices. This may need to be considered as the roll-out of new and higher quality memorial offerings is undertaken into the future.

Key future considerations include:

- Review maintenance activities to establish a greater understanding of the current effort and subsequent outcomes. This will provide a more detailed understanding of the current situation from which to make meaningful comparison or benchmarking.
- Create a more targeted approach to maintenance that differentiates between higher and lower use locations and identifies new opportunities to improve maintenance outcomes in key locations (e.g. memorial facilities).

### **2.2.3 Management of interment and related activities**

*Existing activities:* With field and office staff available on-site, there is a range of skill-sets that have been developed within the existing teams - particularly the field teams that have longer-term experience in the sector. These include:

- Site preparation, which includes preparing sites for bodily interment through a series of checks and confirmations that are required to ensure that records and site availability is accurate
- Grave digging services, now utilising specialised machinery that assists in this previous manually intensive task (largely due to the heritage layout and tight spaces that are present across much of the cemeteries - albeit some sites still require hand digging though this is reducing over time as staff become more familiar with the use

of the machinery. It is estimated that around 20% of interments require some or all of the grave to be hand dug)

- Graveside concierge services, as well as the availability of 'buggies' to transport visitors /mourners around the cemetery (particularly since the closure of the site to traffic during reconstruction of the coastal walkway)
- General customer and public interactions, generally regarding location assistance and general information regarding the site.

*Reason:* The relatively unique situation of the cemeteries, being operational cemeteries, high quality heritage assets and high use public spaces, means that an internalised operation has been favoured by Council for an extended period. Many of these processes require an in-depth understanding of the site and records management systems and are integral to effective operations. Many of these services are also important to the overall functionality of the cemetery - for example in facilitating safe movement around the cemetery during burials.

*Resourcing:* Resourcing for the management of interment and related activities is integrated to the responsibilities of both field and office staff. Because of their presence on site, and their role in grave digging, field staff are regularly called upon to assist in the delivery of these services. Over time there is likely to be a reduction in coffin interment activity at the sites, meaning that there may be opportunities to create a greater focus on other maintenance activities within existing resources.

*Results:* The delivery of interment and related activities is generally undertaken in an effective and consistent way. The existing field staff are well experienced in the required practices, and whilst efficiency gains through improvement, refinement and innovation is always welcomed, these activities are generally well catered for and appear to operate effectively.

Key future considerations include:

- Retention of on-site field and office staff in undertaking roles associated with site preparation, digging and service delivery

#### **2.2.4 Management and maintenance of interment infrastructure**

*Existing activities:* The preparation of infrastructure within the cemetery for interment includes the provision of facilities to accommodate both ash interment and bodily interment. In particular this includes provision of ash interment walls and gardens, as well as sites for the interment of coffins that contain bodily remains (the process for which is further discussed under 'management of interment and related activities'). Customers are also able to purchase maintenance plans and other services for the ongoing care of the individual plots (including the "Peace of Mind" care package via an annual fee).

It should be noted that it is the responsibility of the interment rights holder to maintain all monumental works, albeit it is also recognised that many of the historic rights holders have passed away or are unknown. Council also still plays a role in the identification and rectification of safety issues whether or not the rights holder is known.

*Reason:* Interment is a key process / purpose of the cemetery. As outlined above, interment is undertaken through burial of bodily remains or the burial / placement of cremated remains

('ash interment'). Without appropriate provision of infrastructure, these activities are unable to be offered or undertaken.

*Resourcing:* In the context of both Waverley and South Head cemeteries, there is limited fixed infrastructure that is provided for these purposes. Whilst there are some areas of ash interment (walls and gardens), these are a relatively small portion of the overall sites. Unlike modern lawn cemeteries (where concrete beams are often provided in advance of burials), there is also a relatively limited need for forward planning of burial infrastructure.

Resources for the delivery of interment infrastructure is therefore generally met by the existing field staff or specialised contractors - for example where new ash interment walls are installed.

*Results:* The presence of burial plots is limited by availability of space for this purpose. These spaces generally do not require additional infrastructure as this is installed / provided by the licence holder and their appointed stone mason (i.e. the memorial and associated surrounds). Recognising the decreasing availability of plots is key to a focus on other infrastructure provision.

Conversely, the extent to which ash interment infrastructure is available and attractive to the community does not appear to be a focus of current operations. There are numerous opportunities for high quality ash interment areas, and in particular as infill to smaller areas that may not otherwise be suitable for burial purposes. These locations are both extensive and readily available throughout the site, meaning that very long-term supply can be assured. Where these have been attempted and/or installed, these have been as one-off installations or undertaken in inconsistent ways. The overarching result is a focus on diminishing burial opportunities rather than other interment opportunities.

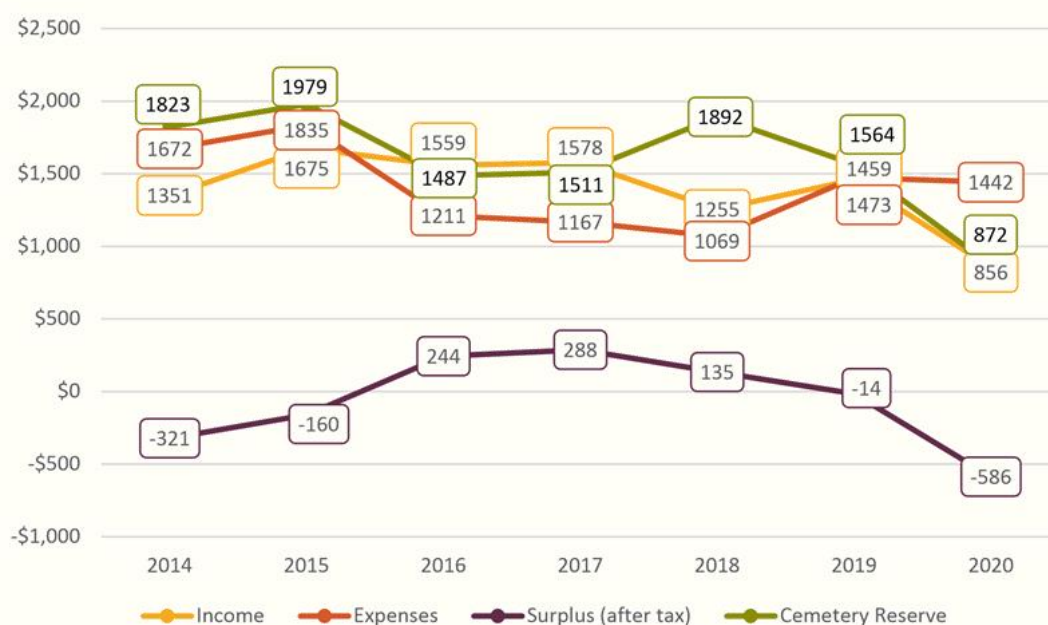
Key future considerations include:

- Implementation of greater infrastructure provision for ash interment opportunities, including consistent and repeatable designs for a staged approach over the long-term
- Existing process for the preparation of burial interment sites be retained (refer also to Section 2.2.3)

## **2.3 Financial Performance**

### **2.3.1 Summary of Financial Performance**

A review of revenue, expenses, overall operating results and Council's cemetery reserve fund movements are summarised in the graph below and further discussed in the following sections.



**Figure 10: Summary of financial performance - 2013/2014 to 2019/2020**

### Income generation

There has been variable income to the cemetery services unit over the last six years. During this period the average income was just under \$1.5 million prior to 2020. The vast majority of income is generally associated with user fees, though some interest from perpetual maintenance funds and occasional grants also contribute.

Of the user fees and charges that are collected, the majority is sourced from burial licences, either purchased new (53% of total income in 2018/2019) or renewed under the renewal tenure arrangements (16%). The low number of available sites has significant ramifications for this into the future should new sites not be found or if a more complete renewal system be established - i.e. plot renewal through lift and deepen or similar method where plots have been previously utilised, though this approach is not favoured for heritage reasons and is understood by current cemetery management not to have been the policy of Council at any time. The current financial year provides an indication of the impacts of reduced 'coffin' burial capacity, with income in a similar period to that mentioned above for 2018/2019 being substantially reduced in the 2019/2020 period (refer Table 6 for further details).

Other key income streams include the burial or interment process (as distinct from the purchase of the burial licence or burial right) and ash interment licences and interment. Whilst the cost of burial is comparatively lower than the burial licence fees, ash interment licences have greater potential for growth as a longer-term income stream.

A breakdown of income streams as per published results is provided in Table 6, whilst a breakdown of income by user fees and charges is provided in Table 7.

**Table 6: Income as per published results (\$'000)**

Income type	2014	2015	2016	2017	2018	2019	2020
User charges	1,280	1,574	1,487	1,511	1,189	1,383	833
Interest	69	98	67	63	14	59	23
Grants & Contributions	-	-	-	3	49	17	-
Other	2	3	5	1	3	-	-
TOTAL	1,351	1,675	1,559	1,578	1,255	1,459	856

**Table 7: Income based on type of user fees and charges**

	Sep 18 – Jun 19		Jul 19 – Jun 20	
	Waverley	South Head	Waverley	South Head
Grave care maintenance	19,500	1,500	9,500	1,000
Interments - ash	44,000	10,000	63,000	14,000
Interments - coffin	172,500	42,500	135,000	25,500
Monumental works	24,000	7,000	27,000	8,000
ROB extension	28,000	18,500	142,500	-
ROB renewal	68,000	93,500	113,000	21,500
ROB transfer	17,000	2,500	22,500	4,000
ROB purchase - ash	83,500	-	165,000	-
ROB purchase - coffin	333,500	260,000	48,000	-
Exhumation	11,000	-	24,000	-
Investigation / Film	2,500	-	1,500	-
Slopers / plaques	31,000	-	34,000	-
Other (one offs)	-	-	2,000	-
TOTAL	834,500	435,500	787,000	74,000

\*Note: 18/19 is not a full year. Figures are rounded to nearest \$500 and should be considered indicative

What is immediately apparent is the high reliance on the issuing of rights of burial which comprised almost two thirds of revenue in 2018/2019. Whilst the revenue based on right of burial purchases for coffin burial has decreased between the years for other reasons (coffin burial site availability), the corresponding availability of ash memorialisation opportunities is highlighted by the approximate doubling of right of burial purchases that are related to ash memorialisation - the circular mound allotments that have not been depleted.

## Expenses

With respect to the expenses that are reported in Council's financial reports, it is immediately apparent that employee costs are a major driver of overall expenses - particularly in the more recent periods. Together with material and contract costs (likely to have previously included some supplementary staffing which is highlighted by the increase in staff cost and decrease in contract costs), have had a combined total cost has been relatively constant across the last six years. Together, and excluding anomalies in one off depreciation and other costs, employee costs and materials & contracts typically represents around 90% of total costs.

**Table 8: Expenses as per published results (\$'000)**

Expense type	2014	2015	2016	2017	2018	2019	2020
Employee costs	640	693	635	598	657	819	892
Materials & contracts	448	570	441	450	311	279	184
Depreciation (etc.)	486	477	45	39	42	43	44
Other	98	95	90	80	59	332	322
TOTAL	1,672	1,835	1,211	1,167	1,069	1,473	1,442

## Net operating results

The net operating results of the unit have typically been positive in recent years, albeit impacted by one-off impairments and other costs at times. Whilst operating costs are able to be reasonably predicted (the ongoing need for maintenance is a key driver of staffing and associated costs), there is significant risk with respect to predicting ongoing revenue.

This is particularly apparent with respect to the continued reliance on the delivery of coffin interment spaces that enable the turnover of new rights of burial and subsequent renewals. These are likely to become more highly variable over time, though remain an important component of the overall service delivery. Pricing of interment is also being reviewed by IPART and the unique pricing and hybrid renewal system also faces some risks from that process.

Diversifying income and growing alternative incomes sources whilst maintaining costs as far as practical is the most likely process to securing a more sustainable operating outcome. This outcome will also need to be cognisant of Waverley Cemetery's high level of use by the public as a form of open recreation space, and the ongoing costs of both cemetery sites as State heritage listed assets.

## Cemeteries Reserve Funds

A restricted fund for cemeteries is reported by Council in their annual financial statements each year. For the 2019/2020 period the funds held were \$872,000. In the 2018/2019 period, the restricted fund held \$1.56 million, a reduction from the previous year which identified a fund of \$1.89 million. It is understood that funding of just over \$700,000 was utilised towards coastal walk repairs during the 2017/2018 and 2018/2019 years<sup>3</sup>. Prior to this, the fund had

<sup>3</sup> Close to \$1 million was also allocated to the project from the SAMP Cemetery Reserve.

an increasing trajectory over the 2008/2009 to 2017/2018 period when it increased from around \$870,000 to a high of \$2.37 million. These historical levels are presented below.



**Figure 11: Cemetery reserved fund - 2005/2006 to 2018/2019 (\$' million)**

What is apparent is that this reserve funding, often referred to as a perpetual maintenance fund, is not of a level that can realistically assist the cemetery over the long term and is rapidly diminishing. For example, at a return of say 3% at \$1.5 million, the returns are \$45,000, or just 3% of total costs. For comparison, Catholic Metropolitan Cemeteries and the Rookwood General Cemeteries had a combined amount of almost \$300 million as at 30 June 2018<sup>4</sup> and investment returns of more than \$5 million (averaged over the last two financial years) reported by the Southern Metropolitan Cemeteries Land Manager<sup>5</sup> (all Crown operators).

Whilst the provision of a reserve fund is typically supported for the purposes of building a perpetual maintenance fund that can care for the cemeteries in perpetuity, it is clear that increasing the Waverley cemeteries fund to a sustainable level is highly unlikely based on the land available and current operating performance. This is also particularly the case given that the cemetery funds (infrastructure and general), have in recent years been utilised to undertake works that largely contribute to the recreational values of the area (i.e. the Coastal Walk). Creating greater restrictions on what funding is directed to the funds (e.g. all profits or a set figure per sales or interment), as well as how and when these funds are used (e.g. for infrastructure that is directly related to cemetery activities), would be beneficial into the future.

<sup>4</sup> According to the IPART - Interim Report Review of Interment Costs and Pricing - December 2019

<sup>5</sup> Southern Metropolitan Land Manager Financial Report for the year ended 30 June 2019 - accessed via <https://www.acnc.gov.au/> on 17 June 2020.

### 2.3.2 Long term asset funding

Council's *Strategic Asset Management Plan 5* (SAMP5) and *Long Term Financial Plan* (LTFP 5.2) both identify a level of ongoing commitment to improvement and renewal of cemetery assets / infrastructure.

SAMP5 identifies specific cemetery assets under the 'Recreational and Open Space' category, including heritage significant elements and contemplation shelters. Some of these assets are identified as being in very poor condition, with the remainder in condition 1 - 3 (still serviceable). On-site inspections conclude that the condition of a number of shelters and other structures (non-buildings) are indeed in need of repair and renewal. A total of \$1.6 million has been allocated to the repair of these (a total of eight structures overall) as part of SAMP5 renewals for 2020/2021 (albeit this timing has since been updated in the LTFP 5.2 for 2024/2025 and 2029/2030).

Cemetery related buildings are also specifically identified in SAMP5, with five buildings nominated with a gross replacement value of \$3.8 million. The majority of these are rated as being in condition 4 (poor). It is notable that the cemetery building subcategory fails to meet a number of the asset service levels for buildings generally - for example:

- quality/condition: target 100% of assets in condition 3 or better (< 20%)
- consumption ratio: target 50-75% (28%)
- backlog ratio: target < 2% (actual amount not able to be determined with available information, but likely to be far higher)

However, a focus on the renewal ratio can be misleading. The real amount required to be spent varies significantly from depreciation depending on asset condition e.g. annual depreciation for cemetery buildings is \$49,000 but the actual capital renewal requirement recommended in a recent property condition report over the next 10 years was more than \$1 million<sup>6</sup>. SAMP5 does allocate further funds in 2019/2020 (\$100,000), 2026/2027 (\$300,000) and 2027/2028 (\$300,000) for further renewal works, though the intent of these projects are unclear, but have been assumed to include building works (Waverley) and repairs to retaining walls (South Head). Total funding under SAMP5 is \$2.3 million.

It appears from the information available that Council has sufficient funding to meet its asset renewal needs overall. Following more detailed assessments of renewal needs (including shelters, retaining walls and other structures), the SAMP funding allocations may need to be reviewed and adjusted accordingly. It is also noted that given the funding that was allocated from the Cemetery Reserve and Cemetery Infrastructure Reserve (SAMP) towards the Coastal Walk in 2017/2018 and 2018/2019, it is possible that funding for other internal cemetery works has been deferred as a consequence.

Council's LTFP 5.2 shows the following funding commitments towards other new capital renewal and enhancement at the cemeteries, suggesting an ongoing commitment to capital upgrades at both cemeteries, the nature of the projects that are subject to this funding is unclear based on available information (with the exception of building options allocations to the total of \$150,000):

<sup>6</sup> See Property Condition Assessments & Ten Year Program of Expenditure - Asset Technologies Pacific - April 2018

- Waverley Cemetery:
  - 2022/2023 - \$225,000
  - 2023/2024 - \$275,000
  - 2026/2027 - \$500,000
  - 2027/2028 - \$500,000
- South Head Cemetery:
  - 2022/2023 - \$200,000
  - 2024/2025 - \$200,000
  - 2026/2027 - \$200,000
  - 2028/2029 - \$200,000

The total funding available under the LTFP (\$2.3 million) is broadly in line with initial identified project needs under this Strategic Business Plan, though subject to ongoing consultation and detailed design processes. As with future SAMP updates, the LTFP may need to be updated following more detailed assessments of capital works needs (including building upgrades, memorialisation infrastructure and signage).

### 2.3.3 Future financial performance

Based on current information there are a number of concurrent circumstances that impact on the likely future financial performance of Cemetery Services. These include:

- Declining availability of vacant burial space which, with identification of opportunities for reclamation, may number in the hundreds but will decline over the longer term
- Low levels of existing memorialisation income, though the level of this is likely to reflect availability and not demand
- The need to increase memorialisation availability now to assist in sustainable revenue generation into the future will take time and needs to be actioned well before coffin burial opportunities are extinguished to enable a transition of revenue streams
- Fees and charges are commensurate with the unique setting of the cemeteries and are generally able to be retained in-line with CPI
- Minor contributions to costs or revenues are received from grants, philanthropic contributions, open space / recreational value and future use of existing buildings.

Based on the directions of this Strategic Business Plan, it is considered that results of the business over time can continue to contribute to the accumulation of a cemetery reserve whilst income from the sales of burial rights can be sustained. At this time, and with increasing proportional contributions from memorialisation, a near balancing of revenues and costs can be achieved.

## 2.4 Cemetery Trends and Implications

The delivery of cemetery facilities and services is undertaken in NSW by several industry participants including State Government (via Crown Cemetery Land Managers - previously known as Trusts), religious organisations (church cemeteries), local government and the private sector. Over the last 15-20 years, the private sector has become much more involved within the cemetery industry in NSW, particularly through the Australian Stock Exchange

listed company InvoCare, and more recently the Propel Funeral Partners group. An overview of the involvement of these sectors in cemetery services is provided below.

### 2.4.1 Local Government Cemeteries

Apart from the Waverley Council's own cemeteries, there are few other local government operated cemeteries in the central / eastern Sydney area. As identified by Cemeteries & Crematoria NSW cemetery register<sup>7</sup>, the only other operational cemetery in the Central planning district is Randwick Cemetery at South Coogee. The Randwick Cemetery is nearing capacity, with no available burial spaces available for sale. It does however remain operational for unused burial rights, second interments and ash placements.

Many other local government entities in the greater Sydney area do not operate cemeteries, and there is no legal obligation on them to do so.

### 2.4.2 Crown Cemetery Operators

Over recent years, the number of Crown cemetery land managers (previously 'trusts') has been reduced from 16 to five. These organisations operate a number of cemeteries primarily within the greater Sydney area. The five current land managers and the cemeteries that they operate are identified below:

- Catholic Metropolitan Cemeteries: manages all, or portions of, Rookwood Necropolis, Liverpool Cemetery, Kemps Creek Cemetery (including the Sydney Natural Burial Park), Greendale Cemetery and North Rocks Cemetery
- Rookwood General Cemeteries: manages the Anglican, General, Jewish, Muslim and Independent portions of the Rookwood Necropolis
- Northern Metropolitan Cemeteries: manages the Gore Hill Memorial Cemetery, Macquarie Park Cemetery, the non-Catholic components of the Field of Mars Cemetery and the Frenchs Forest Bushland Cemetery
- Southern Metropolitan Cemeteries: manages the Botany Cemetery and Crematorium, known as the Eastern Suburbs Memorial Park, and the Woronora Memorial Park
- Rookwood Necropolis Trust: manages the common areas of the Rookwood Necropolis (e.g. roads), but has no interment functions.

Of these, the Southern Metropolitan Cemeteries is the most relevant to Waverley in terms of geographical context, operating the large Eastern Suburbs Memorial Park (ESMP) some 10km to the south. According to a 2017 study<sup>8</sup>, ESMP had a capacity of around 7,500 plots (though noting their desire to expand with an additional 3,000 plots). According to the study, capacity of the site (for new burial plots) is expected to be reached in 2043 (or 2052 with additional plots). Waverley Cemetery staff have liaised with staff from ESMP more so than others.

<sup>7</sup> See <https://www.industry.nsw.gov.au/cemeteries-crematoria/locations/find-a-cemetery> - accessed 18 June 2020

<sup>8</sup> *Inner Sydney Cemetery Demand Report - Urbis 2017*  
[https://www.randwick.nsw.gov.au/\\_\\_data/assets/pdf\\_file/0016/254230/Appendix-C-Inner-Sydney-Cemetery-Demand-Report-Amended-71R-Military-Road-Port-Botany-Bumbarah-Point-Planning-Proposal.pdf](https://www.randwick.nsw.gov.au/__data/assets/pdf_file/0016/254230/Appendix-C-Inner-Sydney-Cemetery-Demand-Report-Amended-71R-Military-Road-Port-Botany-Bumbarah-Point-Planning-Proposal.pdf) - accessed 18 June 2020

### 2.4.3 Private Sector Cemeteries

The third operator of cemeteries within the Sydney area are private entities. The most significant of these is the Australian Stock Exchange listed company, InvoCare group. InvoCare owns a number of large-scale cemeteries in the greater Sydney area. The model of operations is often that of a complete service with transport, chapels, crematorium, cemetery and other services that create vertical integration (InvoCare also being the owner of many well-known funeral director brands including Guardian, White Lady and Simplicity). Their cemeteries in Sydney are located in the north-west (Castlebrook), west (Pinegrove) and south-west (Forest Lawn).

Whilst InvoCare (or other private providers) are unlikely to directly compete with Waverley in the provision of interment services in any significant way, their interests in crematoria and as funeral directors means that the death-care industry is now highly competitive. For this reason, a number of local government providers have exited the crematorium industry, whilst a local community's connection to cemeteries means that the emergence of the private sector has had a lesser impact on these services.

### 2.4.4 Broader Cemetery Demand and Supply

Whilst there are a number of competitors in the industry, there has been a declining supply of burial space within Sydney for many years. The release of the *Cemeteries & Crematoria NSW Metropolitan Sydney Cemetery Capacity Report* in 2017 established a detailed assessment of the supply and demand situation throughout the area for the first time. Key outcomes of the report included:

- At current rates, supply across Sydney would be exhausted between 2051 and 2056, though availability of “at-need” burial space would be exhausted well in advance of that time
- As of 2056, around 11,800 plots would be required per annum, being around 4 hectares of land each year
- That there were just four operational cemeteries in the Central district of the Sydney district, two of which are Waverley Council cemeteries
- Cremation rates could increase substantially depending on the availability of burial space and changing consumer practices

Of particular concern from a local perspective is that the central planning district is expected to be exhausted much earlier than the total, with a lack of suitable and affordable land to meet future cemetery needs (i.e. opportunity for new cemetery land is very limited). This situation has already resulted in increased interment prices in the Sydney area and ongoing pressure to deliver additional cemetery capacity (which is now being achieved through new cemeteries in the south and west of Sydney).

## 2.5 Summary of Key Issues

The existing situation of Council's role in cemetery provision is at a crossroads. On the one hand, whilst available burial space in the Waverley LGA is ever decreasing, the lack of competition means that there will be ongoing demand for available products and services. On the other hand, there are substantial ongoing costs associated with the provision of an operational cemetery service, but in particular, on the upkeep of the cemetery given its age and heritage status.

The issue for Council is to find a financially viable approach which will allow the cemetery to continue operating while serving the needs of the community. This will mean ensuring that the remaining space within the cemeteries are well utilised, productive and continue to meet long-term interment needs. But it also means that other revenues can also be found to assist in meeting the substantial ongoing costs.

Alternative income streams will particularly need to be found from the finite burial supply that is available. This should include:

- Creating a greater quantity, spread and promotion of memorialisation / ash interment options that respond to increasing cremation demand, but which minimises land take
- Continuing to identify and reclaim unused sites and to promote these for sale to ensure maximum capacity of the cemetery is reached
- Considering alternative uses for on-site heritage buildings, which require expensive improvements and upkeep, but which are only used by Council staff either for office-based activities or for accommodating the needs of field staff
- Exploring options for funding allocations and seeking of grants for improvements - particularly those that relate to the improvement of heritage items or are for broader public benefit - recognising that Waverley Cemetery in particular, is a form of public open space that has recreational and cultural values

## 2.7 SWOT Analysis

Based on the range of existing facilities, services and performance outlined throughout this section, the following strengths, weaknesses, opportunities and threats (SWOT) analysis has been established and which provides a summary of key outcomes of this review.

<p><b>S Strengths</b></p> <ul style="list-style-type: none"> <li>High profile locations, with Waverley Cemetery arguably being one of the most iconic cemeteries in NSW</li> <li>Significant foreshore location and associated appeal / value for customers</li> <li>Significant open space / recreational values for local community and visitors</li> <li>Heritage / historical appeal - including State heritage listing with high profile individuals and monuments at both cemeteries</li> <li>Active Friends of the Cemetery group providing connected services (including tours and promotion)</li> </ul>	<p><b>W Weaknesses</b></p> <ul style="list-style-type: none"> <li>Ageing heritage elements with high maintenance and restoration costs</li> <li>Limited space for new burials, with complicated systems for establishing site availability</li> <li>Ongoing complexities of site maintenance and meeting appropriate levels of service</li> <li>Complex pricing and contractual arrangements for rights holders</li> <li>Record keeping - particularly older records and application of renewal policies</li> <li>Inconsistent approach to the use of reserves for Cemetery purposes</li> </ul>
<p><b>O Opportunities</b></p> <ul style="list-style-type: none"> <li>Intricate spaces available that may suit unique memorialisation / ash interment offerings</li> <li>Cemetery residence and other heritage buildings as venues / alternate uses</li> <li>Historic connection to the area and opportunity for facilitating strong community support</li> <li>Long-term trends towards cremation and associated memorialisation / ash interments (including cost factors)</li> <li>Mechanisms in place for identifying and utilising underutilised burial plots to create some ongoing revenue from burial</li> </ul>	<p><b>T Threats</b></p> <ul style="list-style-type: none"> <li>Perception that the cemetery is closed for burials / misinformation</li> <li>IPART outcomes associated with pricing of hybrid-renewal policy or other policies resulting from pricing review</li> <li>Outcomes of cemetery legislation review</li> <li>Non-compliance with heritage requirements / State listing responsibilities due to onerous processes / costs</li> <li>Risk and liability associated with ageing monuments / public safety</li> <li>Increased frequency of severe weather events</li> </ul>

**Figure 12: Cemetery services SWOT analysis outcomes**

## 3. DESIRED FUTURE POSITION

### 3.1 Rationale

The future position of Council with respect to the delivery of cemetery services is connected to its ability to address ways to fund, and preferably lift, the current 'basic' level of service, whilst maintaining a realistic financial position moving forward. To enable this to occur, there are two key aspects that need to be considered:

- **Maximising the cemeteries** - Minimising the gap between income generation and the ongoing costs of maintenance to meet an appropriate level of service for the community
- **Looking beyond cemeteries** - Recognising the extent to which the cemetery sites are part of a broader public space network and/or important heritage assets and facilitating supplementary funding to support those attributes

This section sets out the key directions required to address these considerations, providing a range of opportunities to be pursued which are consistent and sympathetic to the current situation and need to provide ongoing cemetery services.

### 3.2 Key future directions

There are also a number of challenges that need to be considered in the ongoing delivery of services and in meeting community expectations - particularly with respect to financial sustainability and diminishing burial capacity.

Over the short to medium term, alternative revenue streams can be pursued in four main directions:

- Maintaining the current pricing and product offering with respect to burial practices - including the detailed consideration of continuation of renewable rights arrangements and ongoing identification of unused burial space opportunities
- Establishing high-quality memorialisation opportunities in the form of ash interment gardens, niche walls and memorial walls that are able to be repeated and expanded to meet demand over the long-term
- Exploring opportunities for alternative uses of on-site heritage buildings to enable increased community interaction, value-adding to cemetery services and new income streams to assist in maintenance and upkeep of those buildings
- Identifying how to better leverage internal allocations, grants, philanthropic and/or corporate support for the cemeteries to assist in delivering the services, opportunities and directions as outlined above, including the potential for a foundation or similar to be formed.

With more substantial income streams available, there are numerous opportunities to then deliver a range of improvements to the cemetery sites to enable these to be better celebrated and integrated into the everyday lives of residents of the Waverley area. These projects range

from improvements to signage and interpretive information, increased safety processes and repairs to significant monuments, through to increased levels of general maintenance that improve the visual appeal of the cemetery.

Without sustained revenue generation, there are few alternatives that are available to reduce the overall cost to Council given that the main costs are associated with basic maintenance activities that will continue to be required. The ongoing use as operational cemeteries, complex nature of historic cemeteries generally, current State heritage listings, prominent locations and high levels of public use, all mean that it is unrealistic to expect any significant reduction in current maintenance costs.

The desired future position will therefore see more diverse use of Waverley Cemetery through complementary activities, enlivened spaces and ongoing delivery of burial and memorialisation opportunities. The care and maintenance of South Head Cemetery is comparatively less complex due to its smaller size, location and lower levels of public access, but smaller scale opportunities also remain.

External considerations will also need to be taken into account. Most notable is the ongoing changes to the industry as a result of the introduction of the *Cemeteries & Crematoria Act 2013*. The Act is currently going through a process of review and an IPART 'Review of costs and pricing of interment' is also being undertaken. Whilst the Act review is in its infancy, the IPART review has issued interim findings and recommendations<sup>9</sup> which highlight the issues of long-term sustainability and the need for a perpetual maintenance fund. Whilst Waverley has a cemetery fund, the level of this fund is far below a sustainable level, and its intended use needs to be better defined by Council. Conversely, the costs of burial rights for Waverley cemeteries are the highest of any in NSW, suggesting that any change in pricing regulation may adversely impact on this revenue stream.

How the cemeteries will be operated by Council through the Plan period is intended to be guided by the service delivery directions set out in Section 4, recommendations from which are further extrapolated in Section 5. The outcomes of applying these directions on Council's existing cemeteries are also further identified in the attached *Existing Site & Opportunities Plan* that has been developed for each site (see Appendix A).

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<sup>9</sup> See Interim Report - December 2019 at <https://www.ipart.nsw.gov.au/files/sharedassets/website/shared-files/investigation-administrative-publications-interment-costs-and-pricing-in-the-funeral-industry/interim-report-review-of-interment-costs-and-pricing-december-2019.pdf>

## 4. SERVICE DELIVERY DIRECTIONS

This section provides for the identification and assessment of key directions from a service delivery perspective that will impact on the cemetery service through the Strategic Business Plan period (i.e. the next 5 years).

The section is divided into four areas as follows:

- **Governance and management:** relating to how the service is structured and manages its affairs
- **Infrastructure, maintenance and facility provision:** relating to the physical on-the-ground infrastructure and facilities, and how these are to be used and maintained
- **Business development:** relating to opportunities for developing the service into a more financially sustainable model
- **External trends:** relating to the external issues and trends that may have an impact on, but are not in the control of, Council's cemetery services

The recommendations that are made through this section are further considered and extrapolated upon in the Implementation Action Plan in Section 5. Where issues are applicable to a geographic site situation, these are also noted on the *Existing Site & Opportunities Plan* that has been developed for each site (see Appendix A).

### 4.1 Governance and Management

The governance and management relates largely to Council's operating policies and directions, as well as the capacity, heritage nature and staffing situations. These issues are largely related to Council's process and issues are generally within Council's control. Many of these issues are however a legacy of past decisions and processes that date from the opening of the cemeteries, making them both complex and difficult to resolve in definitive ways.

#### 4.1.1 Fee Structures and Pricing

The current fee structure and pricing of interment rights in Waverley Council's cemeteries differs significantly from any other cemetery operator in NSW. The current structure has operated since 1992 when the concept of 'renewable burial rights' was first introduced at the cemeteries. This structure established interment rights for a limited time period, starting from 25 years in subsequent 25 year increments to 99 years. Whilst this tenure period exists over the burial right, it is Council's policy that utilised burial plots remain undisturbed, and as such, Council does not intend to re-use plots under Section 55 of the *Cemeteries and Crematoria Act*.

With respect to pricing, and recognising the unique location and character of the cemeteries, there is a market opportunity for higher than average fees. What is notable however, is that the current fee levels are very high, even though they are time limited. This was previously

reflected in the IPART process which is investigating cemetery pricing<sup>10</sup>. Despite this pricing, it is noted that current supply is not meeting demand both for both ash and coffin interment sites.

Of note is IPART's interim recommendations that land value should be set or the initial purchase price or zero where the land has been gifted (e.g. devolved Crown land). Should some form of pricing policy be enforced on cemetery operators, Waverley Council's funding model is likely to be under further pressure.

A similar market-based arrangement can be seen with respect to memorialisation fees and charges. For example, Waverley has a three-tier approach to memorial pricing:

- \$1,500 for a memorial plaque, no interment (ashes scattered or placed elsewhere)
- \$5,125 for a niche wall / memorial garden (plus interment)
- \$8,200 for garden segments (plus interment)

This three-tier approach is supported, and the pricing of these appears to be attractive to the market with many of the existing products now being exhausted - despite being relatively high when compared with other facilities. What can be further explored with respect to memorialisation (see further details in Section 4.3.1) is the extent, style and consistency of these products with market value to further drive how these may become a more significant revenue source over an extended period. It is also noted that special 'limited edition' offerings can also be developed and sold at a higher premium price.

Comparatively, fees for other services such as the cost of interment, are generally more in-line with cost recovery. IPART identify a much more narrow range of fees for interment, with Waverley being at the higher end of this range. Given the age of the cemeteries and the specialised equipment to access plots, being at the higher end of this spectrum is unsurprising and considered to be realistic.

Despite the relatively high pricing and use of a hybrid model of renewable rights, the key issue remains as to how the cemetery is able to meet its ongoing operational costs (which is further explored at Section 4.2.1). Retention of fees as generally existing (and updated annually through fees and charges reviews) is therefore supported, though a focus on new and varied sources of revenue is recommended to ensure that any impacts resulting from the IPART review can be appropriately considered. At this time, a more detailed analysis of the fee structure, including the value of the current hybrid renewable tenure system is recommended.

#### **Recommendations:**

1. Retain the current pricing structure with a view to maintaining, and where possible increasing, product quality, whilst diversifying revenue to ensure that any changes to fees and charges that may be required following the IPART review can be adequately considered.

<sup>10</sup> See IPART Review of the costs and pricing of interment in NSW - Interim Report December 2019 - Page 57

#### 4.1.2 Cemetery Capacity

The capacity of both South Head Cemetery and Waverley Cemetery is highly constrained in respect of burial space. Whilst the availability of burial space can be identified, a potentially intensive process of plot specific review is often required prior to being offered for sale to ensure:

- that no current burial right exists
- the plot has not been previously utilised despite written records
- the plot is suitable for future use - e.g. adjoining sites are stable

Available burial plots are then able to be offered for sale, and despite high pricing and renewable rights, are regularly purchased given the unique nature of the offering.

However, there are also a number of key considerations in determining what plots are available. This can be done in three main ways:

- Where no rights have been issued over the site and the site is unused
- Where rights were purchased prior to 1992, and revocation of perpetual interment rights not exercised after a 50 year period has been undertaken in accordance with Section 52 of the *Cemeteries and Crematoria Act*, or
- Where rights purchased after 1992 (i.e. under Council's renewable tenure policy), have not been exercised and are not renewed at the end of the tenure period (typically 25 years, but sometimes longer) in accordance with Section 54 of the *Cemeteries and Crematoria Act*.

To establish the availability of burial plots in a co-ordinated way, and given the scale of the task at Waverley Cemetery in particular, it is suggested that a methodical process of identification and testing of sites be undertaken on a section by section basis. This would focus on the reclamation of burial plots purchased over 50 years ago, and on a year by year process for renewals. This would need to initially identify sites that are unused, retrace the ownership of each site and ensure the correct processes are utilised to address Section 52 or 54 of the *Cemeteries and Crematoria Act* as applicable. Once these processes are complete, the available burial plots can be made available for purchase. According to earlier reports<sup>11</sup>, there may be up to 1,500 of such plots. At current plot purchase price of \$26,000 (25 year renewable price), these 1,500 sites would be valued at \$39 million and the effort to identify these sites is likely to be well worthwhile (albeit the full 1,500 sites is not likely to be reached due to the presence of other monuments, claims for sites through the evocation process and other reasons such as site suitability).

It is noted that those unused burial rights that were issued between 1970 and 1992 will not become available until they reach the 50-year period. Those sites should be marked accordingly on Council's systems to ensure that the process for revocation can be undertaken as soon as possible thereafter. Council has already commenced this process and it is recommended to continue.

<sup>11</sup> See Sydney Morning Herald - *Tomb with a view: Sydney cemetery's review uncovers unused burial sites*, By Julie Power, August 18, 2019 (accessed online 15 June 2020).

**Recommendations:**

2. Continue with the methodical process of unused burial plot identification and where appropriate, re-sale under current pricing policies, to ensure that the use of burial space is maximised into the future.

**4.1.3 Heritage Planning and Management**

As an overarching position, and consistent with the Waverley Cemetery Conservation Management Plan (CMP), all future actions or works are to be guided by the principles of *The Burra Charter: The Australian ICOMOS Charter for Places of Cultural Significance 2013*. This means doing as much as is necessary to care for the cemetery and to make it useable for its core purpose as a cemetery, but otherwise change it as little as possible so that its cultural significance is retained. Importantly the CMP also highlights the policy direction to *Facilitate the adaptation of the site for appropriate uses so as to ensure its continued viability*.

Some key directions that that can assist in ensuring that the ongoing operation of the cemetery can help to enhance the heritage nature of the cemeteries include:

- Identifying key projects and heritage enhancements that can be detailed to assist in forming grant submissions to assist in funding these needs
- Focusing on the use of key materials and techniques that enhance the visual consistency of the site - in particular the use of sandstone and appropriately coloured marble, whilst discouraging rose and black granite that are later addition to the materiality of the site
- Encouraging the public and visitors to the site with to engage with its history and heritage, including through tours and interpretation opportunities that highlight significant features, notable graves and tell the story of the evolution of the facility.

Several of the projects and directions identified by this Strategic Business Plan could be positioned to facilitate external grant funding. Individual buildings and heritage assets could be grouped or recognised for specific uses and funding sought to support these directions. Important to this process will be considered and detailed heritage architect advice to test and articulate the outcomes in ways that match the heritage importance, and which can meet *Heritage Act* requirements and approvals.

To ensure the ongoing use of consistent materials and construction techniques as applicable, the development and application of a standardised memorials policy and standard is recommended. This should be based on detailed review and application of relevant CMP policies (for Waverley Cemetery) and in consultation with stone masons and funeral directors as required.

To assist in understanding and exploring the history of the site and to create further understanding of its heritage importance, a signage and interpretation plan is also recommended. At present, signage is minimal in general, with the exception of regulatory signage such as permitted activities, speed limits and dog restrictions. Conversely, no signage is available to identify the different cemetery segments, rows or religious information. Examples of signage is highlighted in the images at Figure 13.



**Figure 13: Signage at pedestrian entry and at aisle of Henry Lawson's grave**

For comparison, high quality and consistent directional and education signage, combined with a reduction in the extent of regulatory signage (which in the case of dog access for example, is not followed anyway), can enhance the heritage character. See for example signage at the Berry General Cemetery in Figure 14.



**Figure 14: Signage at Berry General Cemetery**

Acknowledging the State heritage listing of both Waverley and South Head cemeteries, it is noted that a CMP is only available for the Waverley site and this form of management document should also be developed for South Head.

**Recommendations:**

3. Establish a range of separable project opportunities, including heritage architect advice / plans and approvals where necessary, to assist in sourcing external grants or other funding opportunities.
4. Prepare and implement a 'signage and interpretation strategy' (in stages or as a heritage grant funded project) to highlight key locations through interpretation elements and to enhance visitor interaction with site heritage.
5. Prepare a 'conservation management plan' and Plan of Management for South Head Cemetery.

**4.1.4 Onsite staff facilities and management**

Both office-based and field-based staff operate from Waverley Cemetery. Office staff utilise the 'cemetery office' building, which contains records as well as the Cemetery Manager's office and public reception facilities. The adjoining 'cemetery residence' is currently utilised as staff rooms (field staff predominantly), as well as meetings and storage.

Field staff utilise the 'cemetery residence' building as staff rooms, they also utilise the 'storage building' on Trafalgar Street for storage and additional staff rooms. A second materials and equipment storage structure is also located in a small shelter to the east along Trafalgar Street while a third area for materials and equipment storage is also provided to the south of the cemetery residence building.

These arrangements highlight two aspects:

- Field staff are working with sub-optimal facilities, and 'making do' with existing arrangements. Establishing a more modern and fit for purpose storage facility (and potentially associated staff rooms) would resolve many of these issues.
- Office staff are operating from a public office, with enquiries often being unrelated to core cemetery activities - e.g. general questions about the cemetery or requests for directions or general genealogical grave information. Opportunities exist for cemetery staff to remain on-site, but not necessarily operating as a public 'drop-in' style service and instead being on-call for service enquiries.

This situation suggests that a comprehensive review of the use of on-site buildings could be undertaken to better allocate space and facilities to more appropriately service the needs of the cemetery and its role as a public space.

An issue that potentially warrants further consideration is whether it may be better to have the operational team starting and finishing off-site, for example at Bronte (where there are existing staff amenities). Any such decisions should be considered in the context of possible changes to use of existing heritage buildings and construction of a purpose built maintenance area. Provision of purpose-built storage and equipment facilities would enhance productivity and remove the detracting temporary storage elements that currently exist.

Other maintenance and operational staff considerations are also identified in Section 4.2.3.

**Recommendations:**

6. Undertake a comprehensive review of existing building use to address the need for effective and efficient material and equipment storage, site-staff needs, as well as potential for alternative opportunities for general interaction / public enquiries.

**4.1.5 Record Keeping****Financial Records**

Accurate financial record keeping is important to ensure that the goal of becoming more financially sustainable over time and into perpetuity can be realised. In particular, recording and monitoring financial outcomes will be needed so that ancillary funding streams or opportunities can be recognised in advance. It is also important that revenue records are being kept in a way that corresponds to the published fees and charges and that these can subsequently be used to track the diversification of revenue. Recording of operational costs is also important, particularly being able to allocate time and costs of field staff between general maintenance activities, grave digging and other work such as grave service concierge.

Overall, it is the financial performance over time and the ability to respond to trends in financial outcomes that will determine whether the service is able to be sustainable over the longer-term. As such, it is important that progress of the service be monitored as part of a standardised reporting process that integrates financial results with interment income, burials plot purchase / renewal and memorisation purchase / renewal.

**Burial Records**

As part of the process of improving an understanding of capacity constraints within Council's cemeteries, it is acknowledged that accurate record keeping is required which can be readily used to make accurate assessments. Council is in the process of updating and utilising the Stone Orchard cemetery software to manage burial / plot records. However, it is also recognised that the age of the cemeteries means that this is a complex and timely task.

The quality of burial / reservation records is also variable over time - and often closely associated with the management of the cemetery or movement of the administration function to Council Chambers for periods of time in the past. This has caused significant difficulties in the implementation of the renewal system, with some rights holders arguing that their purchase was perpetual (as is the normal situation throughout NSW). This situation places a greater onus on Council's records, with a number of situations arising in which sufficient evidence of the agreed arrangements at the time not being traceable / available.

Once information is suitably entered into the Stone Orchard system, cemetery mapping can then be used to accurately identify availability of sites, as well as enabling external access for family genealogy searches, funeral directors, and integration with geographic information systems to establish referencing to specific grave sites (noting that this is already in place through the *iCemetery* app, but not available through Council's website).

The benefits of an effective IT management system are clear. It will assist in ensuring that pre-purchased or historical allocations are kept up-to-date (particularly where renewals are due), and enables effective capacity management when considering unused burial rights.

Ultimately this system may also be used to reduce administration through online purchase and bookings by funeral directors, with automated confirmations.

Integration of this system to include external searches will also reduce manual requests, which (inclusive of counter enquiries) are estimated by Cemetery Management to be around 1/3 of administration staff time. If an online search is available, there is also potential for enforcement of the administrative fee to be levied for staff assisted searches - i.e. a nominal fee to encourage take-up of the automated system.

#### **Recommendations:**

7. Continue to review and update cemetery software in conjunction with confirmation of burial plot availability, including review and digitisation of past records to ensure sufficient information is available to satisfy legal requirements.
8. Within an annual or bi-annual management reporting cycle, include a range of financial indicators (including trends) relating to revenues and costs incurred by the service so that these can be aligned to extent of cemetery use and/or community expectation over repeat periods.
9. Where sufficient and accurate information is available, utilise existing cemetery management software to provide online cemetery mapping / public access and online purchase / bookings.

## **4.2 Infrastructure, Maintenance and Facility Provision**

There are several considerations with respect to the physical infrastructure required to operate the cemeteries service, as well as a public area (in the form of Waverley Cemetery in particular) that is a well utilised recreational space. Many of these relate to ongoing maintenance and infrastructure provision to suit burial and memorialisation demands, whilst others relate to value adding to basic levels of service for customers or to meet other access and safety standards.

### **4.2.1 Perpetual Maintenance**

One of the key issues being faced by the cemetery service is declining burial space availability, whilst facing continued and increasing expenses associated with ongoing grounds maintenance and repair of public facilities (i.e. not monuments that are to be maintained by the rights holder) - particularly given the prominent location and heritage values. In an ideal scenario, the cemeteries would be sustained through the gradual building up of a perpetual maintenance fund that enables returns from these funds to be used to supplement declining income streams.

Unfortunately, there are limited funds set aside in Council's reserved cemetery fund and this is not sufficient to act in this way. When combined with the likely increase in operating losses and low levels of return at the current time, there is little opportunity for this fund to meet the grounds maintenance needs of the cemeteries into the future.

It is also noted that IPART have identified within their Interim Report<sup>12</sup> that reserved funds may be regulated into the future and the outcome of those reforms may need to be further considered before moving forward (noting that the IPART report does not make comment on how this would operate in reality under the *Local Government Act 1993* requirements). Of note, interim recommendation 7 says:

*Cemetery operators that conduct more than 50 bodily interments in new perpetual interment sites per year at a cemetery must contribute to an independently managed perpetual maintenance reserve fund to provide for long-term cemetery maintenance.*

As Council do not renew interment sites once used (i.e. they become perpetual), and have undertaken around 50 to 60 bodily interments per annum over recent years, this recommendation, if adopted in the final IPART report and endorsed by Government, may then apply. IPART's Interim Report also recognises 'legacy costs' from the underfunding of perpetual maintenance and their full draft report due later in 2020 will provide further guidance on this issue.

It is clear that there is a need and willingness to identify long-term cemetery care funding. This will be assisted by any one or more of the following:

- Imposition of requirements for cemetery maintenance funds following the IPART process
- Formation of a foundation aimed at assisting in the maintenance of the cemeteries
- Strengthening the existing cemetery reserve fund through clear policy parameters relating to the allocation and use of funds

Whilst a mandated process may be 'required' in the future, and a foundation may assist in delivering additional funding and benefits, the minimal and immediate need is to establish clear parameters around the existing cemetery reserve fund to ensure its ongoing growth and appropriate use.

#### **Recommendations:**

10. Upon confirmation of IPART findings and subsequent directions of the NSW Government, further consider the establishment of a standalone foundation or similar to assist in creating new external funding sources to support cemetery maintenance, renewal and improvement.
11. In the interim, and as an ongoing process as a minimum (if a compulsory process is not required), establish clear policy parameters that identify the allocation of funds to the existing cemetery reserve fund, and how this funding may be used into the future with a clear focus on long-term cemetery care.

#### **4.2.2 Capital works implementation and renewal**

In recognising that cemeteries will exist within our cultural and recreational landscape in perpetuity, it is important that provision is made for renewal of existing assets as well as long-term capital improvements. As identified in Section 2.3.2, there are a number of identified assets and funding streams that are available. What is less clear is the extent of renewal and

<sup>12</sup> Review of the costs and pricing of interment in NSW - December 2019

improvement that may be needed to meet appropriate customer service levels / expectations and how these can be formulated into a long-term, more sustainable financial position.

As part of the implementation of this Strategic Business Plan, it is recommended that a detailed review of the allocated funds in Council's long-term financial plan and capital works programs be undertaken. This should ensure that funding is being allocated to projects of greatest need, and where possible, that existing funds allocated by Council (e.g. those within the long-term financial plan) are being leveraged to support additional funding through State heritage or other grant opportunities where possible.

Notable to this process is the recognition that a number of buildings and other assets require significant repair and renewal. Prior to these works being undertaken, the future use of associated buildings / assets needs to be well-defined with plans in place to ensure any works undertaken are consistent with this future direction. Key identified projects below are identified as either 'enhancements', being new or substantially improved works that require a long-term funding sources, or 'renewal', being replacement of like for like which are funded through existing sources as identified through the SAMP:

- Storage facility / building south of former residence (enhancement)
- Retaining wall repairs at South Head (renewal)
- Building conversion to meet future use opportunities (enhancement and renewal)
- Contemplation shelters (renewal)
- Toilet block (renewal)
- Signage and interpretation (enhancement)
- New memorialisation infrastructure e.g. walls and gardens (enhancement)

As stated in Section 2.3.2, it appears from the information available that Council has sufficient funding to meet renewal needs across Council's asset portfolio overall. Ensuring that sufficient funding has or is being allocated to assets in Council's cemeteries remains to be confirmed through future detailed reviews. In this regard, any projects that are not currently included (or are included with respect to asset renewal but not upgrades and/or modifications that may be necessary to adapt to future uses) need to be identified and submitted in accordance with Council's associated process for developing its capital works program. In this way, the above projects can drive the future review of funding needs for the next revision of the long term financial plan and SAMP.

To ensure this is undertaken in a co-ordinated way, a capital works program specifically for Council's cemeteries should be developed to identify necessary and specific renewal and enhancement projects, including priorities and proposed timing. This will need to be informed by:

- asset condition data (including the 10-year program for works prepared for buildings at Waverley Cemetery in 2018)
- more detailed plans for proposed future use of buildings and memorialisation opportunities
- a detailed signage and interpretation plan for both sites.

It is again reiterated that this capital works program will need to differentiate between the renewal of existing infrastructure (under the SAMP funding process), and new or improved infrastructure (with funding to be identified through the long-term financial plan).

#### **Recommendations:**

12. Prepare a comprehensive 'capital works program' specifically for cemeteries to integrate short, medium and long-term asset works and improvements based on known building condition and other asset needs, potential future use projects, and proposed interment offerings (e.g. memorialisation spaces)

### **4.2.3 Grounds Maintenance**

#### **Maintenance generally**

Facility maintenance is undertaken predominantly by internal cemetery staff, with only occasional need for additional assistance from other Council areas or contractors (e.g. casual staff over busy summer periods). This generally occurs through a cyclical maintenance schedule that appears to be between 8 and 10 weeks depending on the season and staffing availability. Discussion with internal staff identified that this process is an 'endless task', with the Waverley site in particular (owing to its size relative to South Head) being in a constant state of maintenance being required.

This current cyclical process of maintenance allows for no hierarchy of spaces to be defined within the cemeteries. The maintenance process provides for the consistent application of effort across the entire sites. What is apparent however, is that some areas (of the Waverley Cemetery in particular) have greater use and exposure to users than others. Whilst this use is difficult to establish based on burial patterns (as high use areas would be in new cemeteries), there are opportunities to have a greater focus on some higher exposure areas than others. This could be based on a range of factors including:

- High use pedestrian routes - noting that the vast majority of users of Waverley Cemetery are utilising the space for recreation (walking), not for cemetery related purposes
- Areas of higher interment activity - such as those that have new memorialisation sections, or where burial spaces have been identified and are being offered for sale
- Areas of particular heritage or historical significance which creates greater access and desire points through the cemetery - e.g. Henry Lawson's grave or a fixed self-guided tour route

Where possible, higher use areas would receive a greater level of maintenance attention, and conversely, some low use areas could be maintained at a lower frequency. Importantly, all access aisles will need to be maintained at a frequency that retains access to all graves and that lower visitation areas of Waverley, and also South Head Cemetery generally, will still require a 'reasonable' level of maintenance, but the service standards might be slightly less than they are now. Whilst it is beyond the scope of this review to define such standards, as an example, it might be that Council aims to:

- maintain all aisles on an 8-week cycle (the current 'basic' cemetery service level)

- maintain the areas further up the hierarchy (higher visitation areas/routes) on the same 8-week cycle (e.g. cut the tops of graves within 20m of main thoroughfares)
- maintain grave tops in areas with lower visitation on a 16-week cycle (every second time the aisles are done) or less, depending on the available resources and other priorities such as faster growth during warmer months
- utilise additional saved time to maintain gardens and areas immediately adjoining key routes on a more regular basis

To assist this variable approach, consideration may also need to be given to varying work schedules based on the growing season e.g. reducing / increasing cycles in response to summer and winter periods.

Over time, and with recording of time spent and building up of baseline information, there is an opportunity to create a more comprehensive and documented 'annual maintenance plan' - see for example the table of contents for such a plan used by Shoalhaven City Council at Appendix B. This should include a record of time taken for a range of tasks, such as grave topping, repairs/safety and other regular or irregular tasks. Over time a more accurate picture of work being accomplished can be developed. Once this baseline is established, progress / processes can be reviewed, and changes considered (including comparison to market if desired).

As part of this process, options may also need to be considered for replacement or exemption from the Council policy to cease the use of glyphosate. Removal of weeds in the context of monuments and heritage spaces is a time-consuming task and hand pulling weeds can also cause damage, making this an important aspect to be resolved.

Similarly, grave top maintenance is a significant burden for maintenance staff. Investigations into 'planting out' or a 'hard top' approach identifies that there are high upfront costs under either option (costed as around \$375 or \$150 per allotment by the Operations Supervisor) though ongoing maintenance costs are estimated to be around \$10 per site per annum. The potentially greater benefit to the application of these options is the improved visual appearance of these sites (as shown in images below), as well as environmental benefits such as bird and reptile refuge<sup>13</sup> and working in with Council's 'Living Connections' program. On this basis, application of these options should be considered in conjunction with the ongoing maintenance plan development and particularly within or surrounding those areas of greatest use - e.g. in the areas surrounding new memorialisation options (where initial capital works costs could also include the upgrade of surrounding grave tops / landscape improvements).

<sup>13</sup> See for example - <https://www.smh.com.au/national/nsw/how-life-is-thriving-among-the-82-000-dead-and-buried-at-waverley-cemetery-20200819-p55n49.html>



**Figure 15: Planting to promote visual amenity**

### **Efficiency, productivity and benchmarking**

In seeking to review efficiency, productivity and benchmarking, it is important that a recognised service level is able to be monitored to measure what cemetery staff are actually able to achieve. A simple approach would be to keep a diary record of when particular sections were maintained, and to what standard e.g. aisles only or grave tops also. As outlined in the previous 'general maintenance' discussion, this could be a map of each site with dates recorded weekly of when a section was last maintained.

It would be important to also keep basic records of the resources actually utilised on such activities e.g. team members on extended leave, use of casuals, amount of time devoted to grave digging, funeral processes and vegetation maintenance. A detailed analysis of the efficiency of the maintenance team is beyond the scope of this review, however the following comments are provided as an overview.

A key driver of efficiencies is having the right tools and equipment. Council's investment in the mini excavator is a good example: staff report it has decreased the time to dig a grave from 3 days to 1 day. Another key item is the ride-on mower that is modified domestic-standard mower as no commercial machines fit within the aisles. There were no other items identified as opportunities for improvement at the current time, though visits to other cemeteries as well as attendance at industry conferences / trade shows would ensure that future opportunities can be identified.

Benchmarking of the current costs of maintaining Council's cemeteries is problematic due to the complexities of the site and establishing genuine comparisons. For example, a presentation at the Cemeteries & Crematoria Association NSW state conference in May 2019<sup>14</sup> identified cemetery maintenance costs as being between \$25 and \$180 per grave per annum - highlighting the variability across the industry. It may also be possible to obtain information from other cemeteries with similar layouts (e.g. ESMP, Randwick) and to make comparisons (e.g. on a \$ / hectare basis) although it would be important to ensure any differences are quantified (e.g. aisle widths are apparently greater at Botany permitting use of a commercial size ride-on mower, service levels may differ significantly). IPART is also developing a pricing tool that will include maintenance as a pricing component.

Engaging with other cemetery providers may also identify opportunities to change work practices to improve efficiency and productivity.

### **Resourcing support from other sections in Council**

It is understood that some activities (e.g. building and roads maintenance) are assisted through other sections of Council. However, there are potential opportunities to draw on more of the resources and expertise of other sections of Council to assist in cemetery maintenance and to recognise the cemeteries broader role as public recreational spaces (particularly Waverley). A good example is street sweeping: currently, cemetery operations staff clear debris from roadways – particularly after storms – by hand or using blowers. It would be more efficient if this work could be undertaken using Council's mechanical street sweeper. Similarly, it may be appropriate over time for open space staff to undertake mowing or weeding tasks with on-site staff being maintained to undertake more intricate cemetery related maintenance.

There are likely to be other opportunities, and this is something to consider and pursue in consultation with other sections of Council. As an initial process, activities where assistance from other sections would be beneficial need to be identified, with service level agreements or basic arrangements to access these resources then being established. Alternatively, a financial contribution to the cemetery maintenance budget reflecting this role could be considered.

A further consideration is the identification of projects / actions that are required for works to asset classes that are maintained by others in Council - e.g. retaining wall at South Head, contemplation shelters, toilets, road and footpath improvements, drainage works and the like. Under Council's asset maintenance arrangements, these maintenance and repair activities are to be undertaken and costed to others and should not be allocated to cemetery costs.

### **Recommendations:**

13. Undertake a detailed review to establish a variable maintenance schedule based on high, medium and low use areas. These schedules should identify the frequency of maintenance activities and be monitored closely to ensure community expectations are able to be satisfactorily met and adjustments made accordingly.

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<sup>14</sup> Cemetery Cost of Services - Shawn La Fou, - BDO Australia - May 2019

14. Establish a process to capture details on the productivity and efficiency of grounds maintenance, including identification of comparative sources and use of pricing tools as they become available through the IPART 'Review of interment costs and pricing'.
15. In preparing the long-term capital works and annual maintenance plans, review current practices and identify opportunities for assistance from other areas of Council to reduce on-site staff undertaking additional manual tasks (e.g. street sweeping) and renewal project costs being borne by the cemetery business.

#### 4.2.4 Monument Safety

Whilst the maintenance of monuments is generally the responsibility of the rights holder and not cemetery operators (albeit some are under maintenance contracts in the case of Waverley Council), the general safety of the grounds for users is of public concern and a risk to the operator.

The recent update to *AS4204:2019 - Headstones and Cemetery Monuments*, provides a significant step in the long-term safety of monuments from the previous 1994 version. However, monuments that do not comply with current standards, and particularly those prior to 1994, present a significant challenge for many operators. Given the scale of the potential issue, a risk-based approach to the process of testing is therefore recommended.

It is suggested that this initially be based on those monuments that are most likely to be exposed to public interactions - for example those along public access roads and walkways - followed by staged review of others. For example, the Rookwood General Cemetery Land Manager undertakes testing on 20% of monuments each year, via a five-year rolling program.

In general terms<sup>15</sup>, and subject to an agreed detailed policy by Council, testing may initially be done by hand, and where movement is noted, topple testing by machine can then be employed. Records for each monument should be taken, including where such machine tests have been employed, so as to compare with future tests over time. Where unstable, and there is an immediate safety concern, remedial actions should be undertaken in a timely manner, including attempts to contact the site owner. When and how remedial actions are to be undertaken should be clearly documented and based on consultation with *Cemeteries & Crematoria NSW* and utilising appropriate heritage advice (e.g. the National Heritage Trust (NSW) has 'Guidelines for Cemetery Conservation')

Where remedial action is required in the future, efforts to contact the owner should be made as the responsible entity for the monument. Use of video recording of tests that show movement can also provide evidence over time and where maintenance requests are made to known owners / stone masons. Visual records will also assist in identifying if conditions at each site have changed over intervening periods, for example if headstone angles have changed. These records would best be stored within comprehensive cemetery management software - i.e. linked to specific sites within the Stone Orchard package.

#### Recommendations:

16. Consider the development of a cemetery safety policy and procedures to establish steps for the identification and treatment of monuments that may pose risks to the public.

<sup>15</sup> As suggested by the Rookwood Maintenance Team during industry displays associated with the Cemeteries & Crematoria NSW conference on May 2019

#### 4.2.5 Vehicle access and movement

The accessibility of the site by private vehicle has both strong positives and negatives at Waverley Cemetery (no vehicle access is possible at South Head). On the one hand, limiting private vehicle access means that there is limited risk of conflict between vehicles and pedestrians. Roads are typically very narrow, with no on-site parking areas meaning that vehicles can easily block others when parked, or risk damage to monuments and heritage curbs when seeking to 'park to the side' of the road. On the other hand, the cemetery's scale and undulating topography means that pedestrian access is not easy for the elderly or those with mobility concerns.

At the present time, and since the commencement of construction of the Coastal Walk, public vehicle access to the site has been removed. The gates on the intersection of Trafalgar and St Thomas Street have been closed (but with the pedestrian gate open). When a burial occurs, the gates are opened to enable access for the hearse and mourners. To accommodate those with limited mobility, buggies are used to drive visitors to the relevant part of the cemetery.

Whilst this has generally been accepted and operationally possible, there are some drawbacks. For example, anecdotal feedback from field staff is that the gates being closed, signifies that the cemetery is 'closed'. Combined with burial plots not being available, a sense that the cemetery is starting to 'close down' is even more apparent. The availability of buggies whilst effective, also requires staff time and limits the flexibility of the mourner due to staff needing to arrange a pick-up / return time.

Staff generally agreed during consultation that re-opening of the gates at certain times, and with new access arrangements (i.e. one-way loop), may be an appropriate compromise. For example, the gates may be opened outside of peak traffic periods each day - say 10am to 2pm, noting that the elderly with access concerns were not typically working. Opening of the gates at a broader time may also be possible with an alternative arrangement.

Whether generally open to the public or not, the provision of a one-way arrangement would be suggested given the narrow road and difficulty in parking and passing other vehicles. This could be modelled on the recommendations of the Master Plan. Similarly, the retention of the buggy system is also supported, though with potential to further engage volunteers or groups associated with the cemetery to assist in these activities where they may also be able to discuss the history and impart their knowledge of the site to visitors. This may be coupled with public information enquiries and the provision of an on-site research space for example.

#### Recommendations:

17. Establish an agreed cemetery access policy, including gate opening times, provision of buggy system, one-way road system and potential for assistance from cemetery related groups.

### 4.3 Business Development

To ensure appropriate and sustainable provision of the service that meets the goals of this Strategic Business Plan, a number of business development opportunities are recommended to be pursued. These are presented in this section, including their relationship to the broader operation of the cemeteries and their role as public spaces.

### 4.3.1 Memorialisation

With limited land space available within Council's cemeteries, but with unique attributes and long-term localised relationships with surrounding communities, there are substantial opportunities to drive revenue through memorialisation - i.e. ashes interment. In the more recent history of the Waverley Cemetery there has been efforts to cater for the memorialisation market, including the installation of niche walls and new memorials associated with the circle gardens (images below).



**Figure 16: Recent memorialisation facilities - walls and garden edging**

As identified at Section 4.1.1, the pricing of these is comparatively high in comparison to other cemeteries, yet the supply of these have been largely exhausted and demand remains, highlighting the potential of this form of interment in the future. In general terms, there are typically three levels of memorialisation that would be recommended:

- A more basic, but affordable memorialisation option where no interment of ashes occurs (e.g. where ashes are scattered elsewhere), but a memorial is recorded at the site
- A more substantial niche wall type offering, that includes the interment of ashes and associated memorial plaque. These are typically a mid-price offering as whilst there is some substantial upfront cost of installation, ongoing maintenance is low
- A higher quality garden memorial offering, typically including interment of one of two ash canisters, markers and memorial plaque. Inclusive of on-going maintenance costs, these are typically a more expensive option.

Within the context of Waverley Cemetery, there are a number of options for how these arrangements may be pursued. Some of these are outlined in the Waverley Cemetery Master Plan<sup>16</sup>, with images of particular areas identified through photo-montages as shown below.

<sup>16</sup> Group GSA Waverley Cemetery Master Plan - August 2018



Quinn Road retaining wall area



Northern boundary along Trafalgar Street



Corner pocket garden arrangements

**Figure 17: Example memorialisation areas from Waverley Cemetery Master Plan**

In addition, a family stone or garden option can also be popular, often purchased at a premium up front, but providing for 4, 6 or more ash placements to be made into the future (noting that the interment cost is much lower than the right to the space). Given the corner garden areas that could be utilised, this form of interment for smaller spaces would also be possible (and could be integrated as a feature of high use locations - a maintenance benefit).

Whilst specialist advice and design would be required to move from concept to implementation, there are a number of areas that may be suited to initial memorialisation opportunities. These have the potential to be rolled out over several years, but will require some upfront funding that would be re-couped with uptake over time. These include:

- Quinn Road retaining wall area - suitable for softening with vegetation (no view loss due to adjoining retaining wall) and installation of niche walls generally in accordance with Master Plan intent. Low use road with opportunity to pedestrianise. 100m of retaining wall, with one wall containing 50 niches, say every 10m initially, and infilled to 5m over time. Around 1,000 memorials would be accommodated at a current value of around \$6.2 million against staged installation costs of around \$1,000,000 (over a 15-20 year period).
- Marin Avenue / northern boundary (along Trafalgar Street) - suitable for a range of niche walls and garden beds. Remains as part of the core road network and requires careful planning around existing Norfolk Pines. Around 350m of frontage with a range of potential options to be included (interment gardens, walls and memorials only). Assuming up to 20 walls, 20 interment gardens, and 5 memorial-only gardens over the long term, the area could sustain more than 2,000 memorials at a current value of around \$15.5 million against a staged installation costs of around \$1.8 million (all over a 20+ year period).
- Daley Close retaining wall area to north of vaults and crypts - substantial existing garden area in prime waterfront location. Existing vegetation is in relatively poor condition and area would be well suited to a higher specification outcome in a prime location. Costs and revenues from this would be subject to more detailed investigation, but has the potential to attract higher prices given the significant views and high exposure of this area.

Critical to the success of these areas will be ensuring that a consistent and high-quality outcome can be achieved over the longer-term. What makes the current cemetery special is the consistency of the materiality set against the green / blue backdrop. Recreating this sense of place is critical to the success of these directions. Whilst the extent of the market for these products is relatively untested, with more than 50 interments already occurring on average each year, the potential for growth in this area is highly likely. Even at a doubling of this figure, the above examples would provide a 20+ year supply, and thus ensuring long-term consistency is important.

Another immediate and bespoke option may include the Duff Garden area, where a consistent memorial product, identified through a heritage architect or similar (including approvals if required) would be recommended to reinforce the prominence of this location. Similarly, the area known as Section 22 could be investigated for memorialisation, landscape improvement and to facilitate a more formalised 'entry' to the cemetery from the east (i.e. from the Coastal Walk). Other suggestions for alternatives use such as an activation space for cemetery-related events are also referred to in Section 4.3.2 of this Plan. The area contains a large grassed area that is part of the cemetery land (as is the Coastal Walk), but is understood not to have been previously used for cemetery purposes due to concern over land stability - an issue now resolved with the recent works. Given the contribution of more than \$1.6 million

towards the Coastal Walk project from reserved cemetery funds, it could be argued that a return from this investment from this space is appropriate.

At South Head Cemetery, there are also some more limited options. These are recommended to be centred around the (relatively compared with other parts of the cemetery) easily accessible lawn cemetery area that adjoins the public amenities and storage building. As shown in Figure 18 below, this could comprise some niche walls and seating areas adjoining the existing building and memorial gardens that could be associated with a new formalised pathway between main entry area and the building.



Potential niche walls adjoining building

Potential gardens adjoining access pathway

**Figure 18: Potential memorialisations spaces within South Head Cemetery**

This may create around 300 interment opportunities (200 wall and 100 garden) at an approximate value of \$600,000, though would need to be subject to more detailed design to ascertain the ultimate potential. Like Waverley Cemetery, similar design concepts may then be repeated around other parts of the cemetery to be identified through a landscape master planning process.

#### **Recommendations:**

18. Establish standardised, but high-quality, memorial offerings that can be replicated over time. Initial use of these should be considered along the northern boundary and at Quinn Road, generally in accordance with the adopted Master Plan and subject to detailed design advice.
19. Consider options for memorialisation at Daley Close and Duff Garden which can provide a higher quality outcome (and associated fees), including ongoing allowance for higher quality maintenance regime given their prominent locations. Seek heritage architect design advice and approvals as required.
20. Identify locations and options for smaller family garden areas within corner pocket locations, ensuring consistency and cost allocations that allow for ongoing maintenance of gardens over time.
21. At South Head Cemetery, undertake a detailed landscape master plan of the area from the amenities building to the entry gates to identify potential spaces for memorialisation and business case potential thereof.

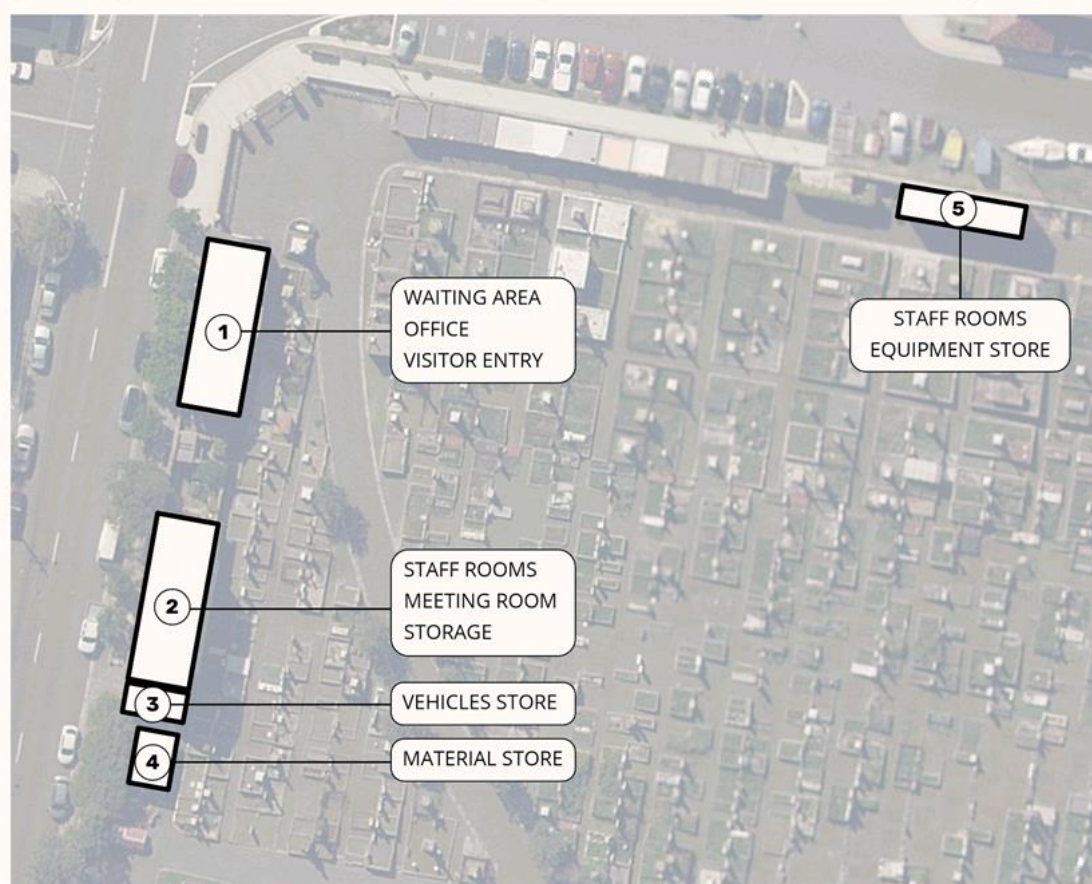
### 4.3.2 Alternative Income Streams

As a core long-term process of cemetery sustainability, and given the high ongoing maintenance cost and reducing availability of burial space, it is important that alternative income opportunities be identified and progressed. There are three main areas through which this could be pursued:

- Reallocation of use of existing buildings at Waverley Cemetery to increase activation of the space and to create an increased association and appreciation for the cemetery by local residents and visitors.
- Provision of a pop-up café / coffee van or similar that adjoins the Coastal Walk or entry area through which funds are generated for the cemetery (and information about the cemetery disseminated to the public).
- Seeking benefactor, corporate or crowdfunding support for the cemetery through a dedicated vehicle, such as the foundation discussed in Section 4.2.1.

### Historic building arrangements

With respect to the existing buildings located at Waverley Cemetery, there are a range of potential opportunities that can be considered in conjunction with staffing arrangements previously discussed in Section 4.1.4. The diagram below shows the current arrangements.



**Figure 19: Existing historic building arrangements**

With the reuse of the residence for office space on the upper level, and the provision of external staff facilities at the nearby Bronte Depot and/or in a purpose constructed maintenance facility, there becomes a number of new opportunities. These may include:

- Opportunity for reuse of ① to engage with those entering the cemetery and enliven the entry forecourt area. This may include retaining an office for Council staff and only having a 'pop-up' style facilities (e.g. coffee or florist cart), or modification to enable the office space to be utilised for another use. This may even include assisting with public enquiries and establishing funded research projects. This could also include the opportunity to activate part of the entry space and waiting portico area to the north.
- Opportunity for reuse of ② as a small cemetery related reception centre for post interment functions, small functions related to the history of the site (e.g. poetry readings), cemetery related events (e.g. dying to talk/death cafes) and space for other community activities (e.g. Friends of Waverley Cemetery tours etc). Also includes the potential to activate the small courtyard space to the north of the building.
- Opportunity for reuse of ④ to accommodate storage and/or facilitate on-site research interests and volunteer activities.

Whilst the income streams from these activities are unlikely to be substantial in comparison to the overall costs of maintaining and operating the cemetery, they have direct benefits of:

- Engaging the community with the cemetery, increasing the importance of this space to them, and creating a strong connection to enable the cemetery to respond to their future interment needs
- Activating the use of existing historic buildings that with an accompanying income stream, provide increased potential for incremental maintenance to be undertaken whilst retaining ongoing relevance to the cemetery
- Creating a long-term plan from which costing and grant submissions can be based to create a fully integrated outcome.

There would be a number of stages, checkpoints and engagement processes to be completed, including market testing (if required) and engagement of a heritage architect to provide advice on future layout. Spatial consideration would also need to be given to vehicle access, buggy parking and pick-up, as well as the location and accessibility of public amenities. Whilst some of these will be challenging, the repositioning of the use of the buildings will address a number of issues and create income streams that can then support future activities.

### **Eastern entry / Coastal Walk**

In addition to the potential to enliven the cemetery at the main site entry, the Coastal Walk is also located at the eastern boundary of the cemetery - effectively highlighting the link between public recreation and cemetery use (and sometimes referred to as being 'Section 22' of the cemetery). The design of the new section of the Coastal Walk immediately adjoining the main central spine road within the cemetery also creates an effective space for rest, reflection and relaxation.

There is therefore an opportunity for users of the Coastal Walk to stop and enjoy the cemetery and the public space that has now been created. An opportunity to encourage this would be to provide a pop-up coffee van style licence at the end of the cemetery road and adjoining this public space, and potentially for additional landscaping and a more formalised 'eastern entry' point as highlighted in Figure 20. The adjoining grassed area (area shaded = approx. 250m<sup>2</sup>) would provide a space where Coastal Walk users could easily stop and enjoy the area or to be a more integrated cemetery use.

Consideration could also be given to the further use of this space as an area for additional memorialisation as the land highlighted in Figure 20 remains part of the Cemetery. Alternatively, a more creative use for the site could be identified, such as use for cemetery-related activations, e.g. events or talks related to famous people interred within the cemetery.



**Figure 20: Coastal walk and cemetery interface**

The benefits of this opportunity would again (and most importantly) include engagement of the public with the cemetery, whilst either creating potential licence or memorialisation income or through celebration and activation of the cemetery and its inhabitants which would benefit the cemetery more broadly. This would also have the benefit of activation of the existing public space associated with the Coastal Walk.

In conjunction with the potential operation of a coffee van, the licence agreement could include provisions for the promotion of the cemetery. For example, the operator may be required to place information boards out each day, have brochures available on cemetery products, as well as information on tours / volunteer groups etc. In this way the purpose of this is not only related to income generation, but to the re-positioning of the cemetery as an integral part of the community. This drives increased understanding, appreciation and likely use of the cemetery (for cemetery purposes) in the future.

In considering options for the future use of the site by external providers, the existing *Waverley Cemetery Plan of Management* (2008) is likely to require amendment to enable leases and/or licences to be issued. As South Head Cemetery is located on council managed Crown land<sup>17</sup>, a plan of management will now also likely be required for this site under the *Crown Land Management Act 2016* reforms, and the provision of a consistent plan or plans across both sites could be undertaken.

#### **Recommendations:**

22. In conjunction with the undertaking of a comprehensive review of existing building use, consider alternative uses of existing buildings - for example to accommodate a pop-up café / florist, reception centre for cemetery related activities, and potential for community-based research space.
23. Consider options for the eastern entry and area adjoining the Coastal Walk (Section 22). Ensure the context of the activity also relates to cemetery needs and purposes, such as information dissemination and education opportunities.
24. Consider the need for review or new plan of management to accommodate new arrangements, potentially associated with the need for a plan of management at the South Head Cemetery as Council is the council Crown land manager for this reserve.

### **4.3.3 Marketing and Technology**

#### **Marketing and branding**

Waverley Cemetery is a very well recognised 'brand' and imagery of the cemetery is frequently used (e.g. every image except one in the *Cemeteries & Crematoria NSW Metropolitan Sydney Cemetery Capacity Report* was of Waverley Cemetery). Opportunities exist to build on this known quality and the iconic location to ensure that Council's cemeteries continue to be widely recognised. Up to date and effective marketing and branding material is important to maintain this position. Potentially in conjunction with the introduction of a foundation or similar (see Section 4.2.1), a comprehensive rebranding and update could occur, noting that current website material is currently under review.

Effective marketing is also critical should an increased onus on memorialisation be pursued given the likely low (and diminishing) number of available burial spaces. There were almost 1,200 cremations within the region in the 2018/2019 which remains a large market that currently have relatively limited options within the region. Waverley Cemetery has the long-term capacity and ability to be highly attractive to this market (and South Head as a more localised opportunity).

With appropriate marketing and promotion, combined with suitably high-quality offerings, the current 50 ash interments could be significantly increased. The extent of this growth is difficult to predict, however the benefit of memorialisation is that implementation can be designed to be staged to respond to need, ensuring that excessive costs are not mis-guided and able to be modified if particular products are not as popular as expected.

In the short-term, the business development focus should be on ensuring that suitable a stock of memorialisation options are designed and implemented. This then needs to be well

<sup>17</sup> According to Crown Land Manager Reserves Portal - Accessed 15 June 2020

represented on Council's website and through fixed marketing collateral such as brochures. This requires professional photography and brochure production that includes details of the facilities and associated pricing. Brochures can assist funeral directors to run clients through Council's available options at the time of need. A separate brochure and website content for Council's burial options could also be developed as discussed below, though with such limited availability, the supply and demand imbalance would suggest that promotion is not as critical.

### **Using technology to benefit customers and reduce general enquiries**

In addition to the use of fixed and web-based information for the purposes of promoting memorialisation, there is also significant opportunities to reduce the onus on face to face site meetings and counter enquiries with customers through the provision of more accessible information. Primarily, this relates to web-based access to clear, attractive and easily understood information. Council already offers the use of the 'iCemetery' app that provides an effective tool for mobile devices, though the system is not available on Council's website and there is little option for other forms of grave searches.

By providing potential customers with the necessary information to research options, the sales process and need for assisting with enquires is reduced without detracting from the service. Increasing online and alternative sources of information (including onsite signage, brochures and the like) reduces both the number and time taken for face-to-face interactions. Whilst staff may still remain on site and be available where needed, this may also reduce the need for a 'front-counter' style service. In turn, this opens the potential for a more productive use of the existing office space as outlined in Section 4.3.2.

Whilst it is recognised that the online information will not replace the need for face to face services to some customers, it is a relatively low cost, measurable and effective way to reach those that may not have time to meet with Council during business hours. For example, Council can monitor the number of users of various pages and the options associated with those, and how this aligns with actual sales. Opportunities may also exist for online purchase, particularly for pre-need offerings and when 'limited edition' opportunities become available (for example, Duff Garden memorials would be limited compared with others). This information may then provide a better understanding of where people may be interested in products but are hesitant about price.

General visitor and genealogical enquiries would still be welcomed, though options may then exist for these to be undertaken with a more deliberate process or systems approach. For example, an online portal for genealogical enquiries may be established. Should a research style facility or permanent space be established, there may also be opportunities to increase on-site enquiries to be made through local volunteer groups.

Importantly, these changes are recommended to provide a more responsive and community focused approach. Service provision should not be reduced, but instead be provided in a more efficient and effective way that meets the needs of a broader spectrum of customers. Under all these scenarios, Council's cemetery office staff would still be located on site and be contactable for face-to-face needs.

### **Recommendations:**

25. Review current branding and marketing, with a view to better ensuring that the offerings of the cemetery are well known and available to potential customers and residents of the local area. This may include a range of online and site improvements.

26. Consider improvements to online information provision such as grave search capability, automation of enquiries and integration of community-based assistance via volunteers or associated groups.

#### 4.4 External Trends

External trends identified in this section are provided in order to better understand the risks to the future of service provision by Council. While external trends cannot be directly controlled, actions can be put in place to guard against potential future impacts. The purpose of this section is to identify risks and to outline appropriate actions that can be utilised to assist in 'future proofing' Council's services where possible. This section examines these potential external trends and identifies opportunities for Council to account for these moving forward.

##### 4.4.1 Legislative and IPART review implications

As outlined throughout this Strategic Business Plan, there are potential implications for Council's services in respect of both the implementation and now review of the *Cemeteries and Crematoria Act*, as well as the current IPART interment cost and pricing review. These have both operational and revenue risks, particularly given the unique policy setting and pricing that is current in place.

With respect to the *Cemeteries and Crematoria Act*, the scope of that review, as applicable to Council's cemeteries (as opposed to the scope associated with the Crown cemetery sector), includes:

- *The implications, benefits and effectiveness of imposing requirements for an operator of a cemetery to ensure adequate provision is made for perpetual care of interment sites and the cemetery;*
- *The appropriateness of the existing legislative and regulatory framework to meet future requirements of the cemetery and crematoria industry, and*
- *Land use issues facing cemeteries and crematoria and options that could assist ensure new cemeteries and crematoria can be provided.*

This review agenda is likely to include review of the 'renewable tenure' provisions of the Act, of which Council partially operates within, albeit in a hybrid way. When combined with the review of perpetual care funding and IPART's review of interment cost and pricing, there is potential that Council's current high pricing and renewable tenure arrangements may be under scrutiny. As noted earlier, IPART's interim position that land cost / value should be excluded from perpetual care pricing (it would already be assumed to be removed from renewable tenure) is particularly notable.

Whilst the outcome of our review of fee structures and pricing suggest retention of the current model, the move in strategic direction of the business to a more diversified revenue stream is recommended to counter-act the risks of these reviews. This can be achieved by an increased focus on memorialisation and a greater connection to community via new uses that integrate both community and cemetery needs (e.g. café / florist, reception facility, research and coffee van interventions). Should these be successful, the need for a renewal policy may

not be as great, particularly given the capacity for developing memorialisation opportunities well into the future.

**Recommendations:**

27. Establish business directions that seek to diversify revenue streams given the external risks associated with legislative changes, particularly with respect to the provision of the hybrid renewable tenure policy and associated pricing.

#### **4.5 Ongoing contribution to financial sustainability**

Based on the implementation of the directions set out in this Strategic Business Plan, there are opportunities for Council's Cemetery Services to become financially sustainable. This will require a gradual process of change from reliance on bodily burial income to a greater emphasis on memorialisation.

This strategic direction and the resulting outcomes will however be dependent on a number of variables that have a degree of "unknowns" and will need to be identified and closely monitored over time. These include:

- availability of vacant burial spaces which (through both identification of used and reclamation of vacant sites) may number in the hundreds but will ultimately decline over the longer term
- availability of memorialisation opportunities that best match demand from the market, noting that even with the current comparatively lower quality memorialisation products that are available, demand remains high
- need to increase memorialisation quality, diversity and scale now to assist in a gradual increase in this revenue stream into the future from its current comparatively low base
- retention of fees and charges that are commensurate with the unique setting of the cemeteries and are generally able to be retained in-line with CPI
- opportunities for grants, philanthropic contributions and the like.

Whilst a positive operating result may again be achieved as soon as a steady supply of burial plots becomes available, this Strategic Business Plan identifies that revenue from this cannot be maintained over the long-term as available plot numbers are exhausted. As outlined further below, the recommendations of this Strategic Business Plan highlight that it is therefore essential that a transition to increased levels of memorialisation start to take place immediately so that the financial results of the business can be sustained after the availability of burial plots has been exhausted. If the recommendations of this Strategic Business Plan are implemented, monitored and adjustments made as required, it is possible that a long-term sustainable financial situation may be reached.

The assumptions used in reaching this view have included the availability of up to 450 vacant plots that would be made available for purchase consistently over the next 25 years, in addition to the uptake of existing plots for first and second interments. During this 25 year period, effort to increase memorialisation interments is assumed to see an increase from around 50 at the current time, to around 175 per annum at the end of this period.

Given the long-term nature of these assessment, ongoing prudent financial, workforce and cemetery management and monitoring will be required throughout this period. It has also

been assumed that allocations are being made and retained within the Cemetery Reserve Fund (contributions to which are assumed to be all positive operating results). The provision of some level of grant funding / philanthropic allocations - such as grants, philanthropic donations and minor building / rental income has also been assumed throughout the period (though this is subject to further detailed planning).

This direction also includes approx. \$2.3 million in new capital, and \$2.3 million in renewal work under Council's Long Term Financial Plan and SAMP5 respectively. This will include works to buildings, shelters, signage, retaining walls and installation of memorialisation infrastructure.

Without all of these elements, it is likely that some form of ongoing internal financial assistance of Council will be required over time.

## 5. IMPLEMENTATION ACTION PLAN

This section provides an “Action Plan” for the implementation of the recommendations that have resulted from the identified of the service delivery directions of this Strategic Business Plan - refer full details throughout Section 4.

Recommendations are given timeframes as follows:

- Short-term - to be completed in the 2020-2021 period (i.e. next one year)
- Medium-term - to be completed in the 2020-2023 period (i.e. next three years)
- Long-term - to be completed beyond 2023.

Timeframes may also be indicated as:

- On-going - where there is no set commencement or completion date and the action recommended forms part of the on-going activities of the service
- As required - where the commencement or need for an action is subject to other matters.

It should be noted that the long-term nature of some actions mean that these may need to change depending on intervening trends in terms of demand, the financial performance of the service and other Council policies and directions.

## WAVERLEY COUNCIL CEMETERIES - STRATEGIC BUSINESS PLAN | IMPLEMENTATION PLAN

#	Recommendation	Actions	Timeframe	Owner/ Partner
GOVERNANCE AND MANAGEMENT				
Fee Structures and Pricing				
1	Retain the current pricing structure with a view to maintaining, and where possible increasing, product quality, whilst diversifying revenue to ensure that any changes to fees and charges that may be required following the IPART review can be adequately considered.	1.1 - Review outcomes of IPART review, <i>Cemeteries and Crematoria Act</i> review and subsequent government responses.	Short-term	Cemetery management
		1.2 - Identify <u>required</u> changes to pricing and impact on overall revenue.	Short-term	Cemetery management
		1.3 - Establish revised pricing considering above and: <ul style="list-style-type: none"><li>o Potential to remove renewable tenure from memorialisation so as to avoid confusion from the market given the scale of availability of these products</li><li>o Potential to remove renewable tenure from burial so as to avoid confusion from the market and recognise formally that grave re-use is not a policy position of Council pending detailed examination of financial impact</li></ul>	Medium-term	Cemetery management
Cemetery Capacity				
2	Continue with the process of unused burial plot identification and where appropriate, re-sale under current pricing policies, to ensure that the use of burial space is maximised into the future.	2.1 - Establish clear policy and process through the identification and documentation of: <ul style="list-style-type: none"><li>o Identifying whether a burial plot has been used in a physical sense - e.g. monumentation on site, probe and visual inspection for accessibility</li><li>o Identifying whether burial records indicate an unused plot</li><li>o How the rights holder is to be contacted to encourage use of the plot, or where not contactable, the site may be re-sold (following requirements of the <i>Cemeteries &amp; Crematoria Act</i>)</li></ul> Consider developing checklists of each stage to document each unused plot, and an automated system to advise when such plots may become available (i.e. at the end of a current renewal period or 50 years from original purchase)	Short-term	Cemetery management / Cemetery field staff
		2.2 - Identify an orderly process of plot identification, based on section or other geographic area, to enable the process to be staged and enable burial plots to be identified and made available as section reviews and associated identification processes are progressively completed e.g. one section per month would result in an approximate two year process.	Short - medium-term	Cemetery management / Cemetery field staff

#	Recommendation	Actions	Timeframe	Owner/ Partner
<b>Heritage Planning and Management</b>				
3	Establish a range of separable project opportunities, including heritage architect advice / plans and approvals where necessary, to assist in sourcing external grants or other funding opportunities.	<p>3.1 - Establish a prioritised list of projects (large and small) that are required to improve the cemeteries, and which have an aspect of heritage value that would be suited to grant submissions. Examples may include:</p> <ul style="list-style-type: none"> <li>○ Small: <ul style="list-style-type: none"> <li>- Specific monument renewal (e.g. all poets or all those on a cemetery tour)</li> <li>- Signage and interpretation strategy and implementation</li> <li>- Preparation of plans for cemetery building re-use</li> <li>- Preparation of a Conservation Management Plan for South Head Cemetery</li> <li>- Preparation of new or revised Plans of Management for each cemetery</li> </ul> </li> <li>○ Large: <ul style="list-style-type: none"> <li>- Renewal of heritage contemplation shelters (x5) and other heritage structures (e.g. storage shed)</li> <li>- Undertaking of work for cemetery building re-use</li> </ul> </li> </ul>	Ongoing	Cemetery management
4	Prepare and implement a 'signage and interpretation strategy' (in stages or as a heritage grant funded project) to highlight key locations through interpretation elements and to enhance visitor interaction with site heritage.	4.1 - In consultation with local volunteer groups, establish a range of potential interpretation opportunities (by location within each cemetery) as well as examples from other locations that may be suited to Waverley cemeteries (i.e. style and content), from which to establish priorities for a 'signage and interpretation strategy' or similar.	Short-term	Cemetery management / Local volunteer groups
		<p>4.2 - Establish a detailed 'signage and interpretation strategy' for each cemetery, including:</p> <ul style="list-style-type: none"> <li>○ Interpretation elements such as notable graves, cemetery development information, examples of monuments and their meaning etc.</li> <li>○ Style and materiality of the proposed signage, to include directional, section and row signage.</li> <li>○ Consideration of regulatory signage</li> </ul>	Medium-term	Cemetery management / Professional assistance
		4.3 - Implement strategy as a staged process, or in entirety pending funding allocation / grant.	Medium - Long-term	Cemetery management / Contractor

#	Recommendation	Actions	Timeframe	Owner/ Partner
5	Prepare a 'conservation management plan' and 'plan of management' for South Head Cemetery.	5.1 - Develop a 'conservation management plan' and 'plan of management' to assist in guiding the future maintenance and use of South Head Cemetery.	Long-term	Cemetery management / Professional assistance
<b>Onsite staff facilities and management</b>				
6	Undertake a comprehensive review of existing building use to address the need for effective and efficient material and equipment storage, site-staff needs, as well as potential for alternative opportunities for general interaction / public enquiries.	<p>6.1 - Establish the space and accessibility requirements of staff (office and field) considering:</p> <ul style="list-style-type: none"> <li>o Extent and size of facilities required for materials storage, maintenance equipment and like facilities</li> <li>o Potential size of any new custom design cemetery maintenance building to the south of the cemetery residence (including need and acceptability of a second storey - heritage implications and assessment)</li> <li>o Extent of need for a traditional 'office front' and potential for office staff to be located in an alternative on-site location</li> <li>o Potential for cemetery field staff to be located at the parks staff facilities at Bronte</li> </ul> <p>6.2 - In conjunction with Recommendation 22, establish concept plans for future works to accommodate on-site staff needs, including costs and justification to ensure effective grant submissions and/or inclusion in Council's long-term financial plans</p>	<p>Short-term</p> <p>Medium-term</p>	<p>Cemetery management / Cemetery field staff / Professional assistance</p> <p>Cemetery management / Professional assistance</p>
<b>Record keeping</b>				
7	Continue to review and update cemetery software in conjunction with confirmation of burial plot availability, including review and digitisation of past records to ensure sufficient information is available to satisfy legal requirements.	7.1 - In conjunction with Recommendation 2, continue to update all cemetery records within the Stone Orchard software, seeking to capture all relevant records electronically, particularly those associated with tenure renewal (i.e. agreements etc required to demonstrate renewal is required).	Ongoing	Cemetery management

#	Recommendation	Actions	Timeframe	Owner/ Partner
8	Within an annual or bi-annual management reporting cycle, include a range of financial indicators (including trends) relating to revenues and costs incurred by the service so that these can be aligned to extent of cemetery use and/or community expectation over repeat periods.	<p>8.1 - Establish a standardised reporting process that establishes baseline positions, current results and trends for a range of indicators suggested to include:</p> <ul style="list-style-type: none"> <li>○ Number of 1<sup>st</sup> bodily interments</li> <li>○ Number of subsequent bodily interments</li> <li>○ Number of ash interments within memorialisation areas (by area type - e.g. wall / garden / memorial only)</li> <li>○ Number of ash interments within grave plots</li> <li>○ Revenue results: <ul style="list-style-type: none"> <li>- Interment fees by bodily burial / ash interment</li> <li>- Burial plot fees by reservation / at-need</li> <li>- Memorial space fees by reservation / at -need (by type)</li> <li>- Other minor fees and charges (by type)</li> <li>- Other revenue - e.g. licences / leases etc.</li> </ul> </li> <li>○ Expenses: <ul style="list-style-type: none"> <li>- Employment costs</li> <li>- Materials / equipment (maintenance / minor works)</li> <li>- External contracts</li> <li>- Council overheads</li> </ul> </li> <li>○ Capital works to be undertaken in next period including expected costs</li> <li>○ Capital works undertaken in previous period including actual costs compared with expected costs</li> </ul>	Short-term	Cemetery management / Council management
		8.2 - Commence a regular reporting process to enable cemetery financial performance to be more closely tracked, including overarching performance, but also the up-take of new products to enable review of future work options prior to further investment.	Ongoing	Cemetery management
9	Where sufficient and accurate information is available, utilise existing cemetery management software to provide online cemetery mapping / public access and online purchase / bookings.	<p>9.1 - Review existing cemetery records (for example those records used for the iCemetery app) to determine appropriateness for online cemetery search and mapping to be provided on Council's website.</p> <p>9.2 - In conjunction with service provider (Stone Orchard) as required, identify process and requirements for the provision of online access, potentially being based on the existing publicly available information associated with the iCemetery app pending review as above.</p>	Medium-term	Cemetery management
			Medium-term	Cemetery management / IT service provider

#	Recommendation	Actions	Timeframe	Owner/ Partner
		9.3 - In conjunction with service providers (Stone Orchard and TechnologyOne) as required, identify process and requirements for provision of burial plot / memorial products to be identified and purchased online, potentially through a registered user portal for funeral directors or the like.	Long-term	Cemetery management / IT and finance system service providers
<b>INFRASTRUCTURE, MAINTENANCE AND FACILITY PROVISION</b>				
<b>Perpetual Maintenance</b>				
10	Upon confirmation of IPART findings and subsequent directions of the NSW Government, further consider the establishment of a standalone foundation or similar to assist in creating new external funding sources to support cemetery maintenance, renewal and improvement.	10.1 - Pending any detailed legislative requirements for establishment of a perpetual maintenance fund or similar, investigate the establishment of a foundation or similar which can provide a semi-autonomous mechanism for attraction of external funding to assist in cemetery maintenance and associated projects.	Short-term	Council management / Cemetery management / Specialist advice
		10.2 - In conjunction with establishment of the foundation, undertake promotional activities that highlight the positive outcomes that additional funding could achieve and why this funding is required and applicable to the cemeteries (i.e. explain why the funding is not internally available and that the cemetery has extensive legacy costs that now need to be met).	Medium-term	Council management / Cemetery management / Specialist advice
		10.3 - In lieu of the establishment of a foundation, review and incorporate outcomes of IPART findings to the current restrict fund approach, seeking to increase this as a perpetual maintenance fund that assists in long-term maintenance, whilst subsidising other cemetery facility operations and renewals through alternative sources.	As required	Council management / Cemetery management

#	Recommendation	Actions	Timeframe	Owner/ Partner
11	In the interim, and as an ongoing process as a minimum (if a compulsory process is not required), establish clear policy parameters that identify the allocation of funds to the existing cemetery reserve fund, and how this funding may be used into the future with a clear focus on long-term cemetery care.	11.1 - Establish current internal processes for the allocation and use of cemetery reserve funds, including if these processes are being consistently applied.	Short-term	Council management / Cemetery management
		11.2 - Review the process of allocations, making any necessary adjustments to establish a long-term aim of increasing the availability of the perpetual maintenance funding during the current period of available burial, and from which subsequent returns can assist in providing supplementary revenue for ongoing maintenance.	Medium-term	Council management / Cemetery management
Capital works implementation and renewal				
12	Prepare a comprehensive 'capital works program' specifically for cemeteries to integrate short, medium and long-term asset works and improvements based on known building condition and other asset needs, potential future use projects, and proposed interment offerings (e.g. memorialisation spaces).	12.1 - In conjunction with other recommendations associated with capital works (in particular Recommendations 6 and 22 associated with potential re-use of existing buildings), establish a comprehensive capital works program that clearly co-ordinates existing asset information and proposed works (over time) with consequential long-term renewal and enhancement needs and associated costs.	Medium-term	Cemetery management / Professional assistance
		12.2 - Utilise asset information established through the above process to model potential revenues and costs over the long-term (including information prepared under Recommendation 8), including estimations of reducing availability of burial plots and prediction of alternative income streams.	Medium-term	Cemetery management
		12.3 - Regularly update modelling above in conjunction with management reporting cycles (refer Recommendation 8).	Ongoing	Cemetery management

#	Recommendation	Actions	Timeframe	Owner/ Partner
<b>Grounds maintenance</b>				
13	Undertake a detailed review to establish a variable maintenance schedule based on high, medium and low use areas. These schedules should identify the frequency of maintenance activities and be monitored closely to ensure community expectations are able to be satisfactorily met and adjustments made accordingly.	13.1 - Review Waverley Cemetery use and activity to establish a plan of low, medium and high-level utilisation areas. This assessment should be based on any known burial patterns (e.g. known areas where a number of recent burials have occurred - burial hotspots), public access and use patterns, and proposed new works (e.g. memorialisations areas).	Short-term	Cemetery management
		13.2 - Utilising the cemetery utilisation plan, identify opportunities to increase effort and quality of areas of 'high' use, whilst offsetting these improvements through reductions in effort in lower use areas. Engage with field staff through this process where possible to ensure a common understanding and agreed approach.	Medium-term	Cemetery management / Cemetery field staff
		13.3 - Document processes through a formalised 'cemetery maintenance plan', including ongoing review and establishment of measures of community satisfaction to assist in monitoring effectiveness and adjust plans accordingly.	Medium-term and then ongoing	Cemetery management / Cemetery field staff
		13.4 - Consider and integrate opportunities for environmental improvement and programs (and associated grant funding where applicable) to facilitate the use of the sites as wildlife refuges or similar.	Ongoing	Council Sustainability Manager / Cemetery Manager
14	Establish a process to capture details on the productivity and efficiency of grounds maintenance, including identification of comparative sources and use of pricing tools as they become available through the IPART 'Review of interment costs and pricing'.	14.1 - Establish a process to capture the productivity of grounds maintenance staff, potentially based on other systems already utilised within Council - refer parks and gardens staff processes for example, establishing evidence-based data from which to explore opportunities for improvement. Consider mapping each cemetery according to work completed over a one week period, whilst also recording the number of staff hours worked (by total team, not by individual to acknowledge leave / illness etc). Also record non-maintenance activities, such as burials undertaken.	Short-term	Cemetery management / Cemetery field staff
		14.2 - Undertake a comparative assessment, and report the assessment to senior staff, regarding the maintenance costs of other like cemeteries, e.g. Randwick, Eastern Suburbs Memorial Park and/or others, seeking to establish process improvements, tools or equipment needs and general performance comparisons / benchmarks. Utilise any IPART pricing calculators that may become available through the current pricing review to assist where applicable.	Medium-term	Cemetery management

#	Recommendation	Actions	Timeframe	Owner/ Partner
15	In preparing the long-term capital works and annual maintenance plans, review current practices and identify opportunities for assistance from other areas of Council to reduce on-site staff undertaking additional manual tasks (e.g. street sweeping) and renewal project costs being borne by the cemetery business.	15.1 - In conjunction with cemetery field staff and management of other Council works areas associated with public area maintenance, undertake a workshop/s to establish potential areas of overlap between work activities where assistance may be beneficial.	Short-term	Cemetery management / Cemetery field staff / Council management
		15.2 - Based on workshop/s outcomes, establish service level agreements, commitments to project progression and timing (for renewals projects) or other processes to assist in implementing identified assistance measures. Review as required over time.	Medium-term and then ongoing	Cemetery management / Council management
Monument safety				
16	Consider the development of a cemetery safety policy and procedures to establish steps for the identification and treatment of monuments that may pose risks to the public.	16.1 - Council consider the need for, and resourcing of, cemetery safety assessment processes (for example, whether these may be undertaken as a non-cemetery related public safety process), utilising a risk-based approach and in conjunction with appropriate insurance advisors.	Short-term	Council management / Cemetery management
		16.2 - Pending outcomes of 16.1, contact be made with Rookwood General Cemetery Land Manager or other large scale Crown operator to identified current standards and recommended approaches to safety works. Requests for demonstrations of processes would be advised.	Medium-term	Cemetery management
Vehicle access and movement				
17	Establish an agreed cemetery access policy, including gate opening times, provision of buggy system, one-way road system and potential for assistance from cemetery related groups.	17.1 - Establish an agreed policy position on vehicle access to Waverley Cemetery, recommended to include: <ul style="list-style-type: none"><li>○ Limited vehicle access times between 10am and 2pm or similar</li><li>○ Provision of a bollard style system of entry between sunrise to sunset beyond these times (subject to cost assessment)</li><li>○ Provision of a buggy service outside of these times</li><li>○ Introduction of a one-way system in accordance with the Waverley Cemetery Master Plan</li></ul>	Short-term	Cemetery management

#	Recommendation	Actions	Timeframe	Owner/ Partner
		17.2 - As required, review this policy and associated arrangements to: <ul style="list-style-type: none"> <li>o encourage community interactions to be increasingly connected to the presence of local volunteer groups or relevant staff should on-site research and meeting space be provided in the future.</li> <li>o Account for increased levels of public activity (e.g. external café space) occur at the site entry (for example - gates may remain closed on weekends and public holidays).</li> </ul>	As required	Cemetery management

## BUSINESS DEVELOPMENT

### Memorialisation

18	Establish standardised, but high-quality, memorial offerings that can be replicated over time. Initial use of these should be considered along the northern boundary and at Quinn Road, generally in accordance with the adopted Master Plan and subject to detailed design advice.	18.1 - Identify agreed locations for proposed long-term memorialisation opportunities, recognising the staged nature of implementation and opportunities to create long-term income streams through diversified offerings.	Short-term	Cemetery management
		18.2 - Based on agreed locations and an approach that established three core memorialisation offerings (good, better, best), engage a landscape architect to establish standardised designs with a clear brief to: <ul style="list-style-type: none"> <li>o Respect the materiality and setting of the existing cemetery</li> <li>o Ensure the repeatability of the offering over the long-term through a quality, readily available product / design</li> <li>o Provides for standard details, including detailed design drawings for the initial stage of implementation</li> </ul>	Short-term	Cemetery management / Professional assistance
		18.3 - Commence implementation with initial stage to include sufficient scale to engage with the community, including associated landscape works and other improvements (e.g. contemplation seating). Ensure appropriate promotion to funeral directors and the general public to ensure effective awareness and to engage with those that may not have previously interred ashes (which is relatively common occurrence) - also refer Recommendation 23.	Medium-term and then ongoing	Cemetery management / Contractor

#	Recommendation	Actions	Timeframe	Owner/ Partner
19	Consider options for memorialisation at Daley Close and Duff Garden which can provide a higher quality outcome (and associated fees), including ongoing allowance for higher quality maintenance regime given their prominent locations. Seek heritage architect design advice and approvals as required.	19.1 - In addition to the 'good, better, best' options that can become staples to the cemetery offering, also develop more time limited offerings. Identify preferred initial location or locations, most logically Duff Gardens if possible.	Short-term	Cemetery management
		19.2 - Based on agreed location/s, engage a landscape architect and/or heritage advisor to establish appropriate context of the use of the area (e.g. a standard high quality memorial marker at Duff Garden to match the existing materials) and ensure that appropriate approvals are in place prior to establishing the offering.	Short-term	Cemetery management / Professional assistance
		19.3 - Potentially in conjunction with Recommendation 17, commence implementation ensuring appropriate promotion to funeral directors and the general public to ensure effective awareness - also refer Recommendation 24.	Medium-term (short-term if possible)	Cemetery management
20	Identify locations and options for smaller family garden areas within corner pocket locations, ensuring consistency and cost allocations that allow for ongoing maintenance of gardens over time.	20.1 - Based on the angled layout of roads / access points through the cemetery (which results in a relatively large number of triangular 'corner' spaces at the end of rows), establish design options for attractive, low-maintenance garden arrangements that could include family boulders or other family garden markers for multiple ash interments. These areas should be identified and offered in selected locations that assist in creating attractive avenues and considered in the context of the proposed variable maintenance schedule (see Recommendation 13).	Short or medium-term	Cemetery management
		20.2 - Based on agreed locations, engage a landscape architect to establish standardised design with a clear brief to: <ul style="list-style-type: none"> <li>o Respect the materiality and setting of the existing cemetery</li> <li>o Ensure the repeatability of the offering over the long-term through a quality, readily available product / design</li> <li>o Provides for standard details, including for an initial stage of implementation</li> </ul>	Short or medium-term	Cemetery management / Professional assistance
		20.3 - Commence implementation with initial stage to include sufficient scale to engage with the community, including associated landscape works and other improvements (e.g. contemplation seating). Ensure appropriate promotion to funeral directors and the general public to ensure effective awareness - also refer Recommendation 24.	Medium or long-term, then ongoing	Cemetery management / Contractor

#	Recommendation	Actions	Timeframe	Owner/ Partner
21	At South Head Cemetery, undertake a detailed landscape master plan of the area from the amenities building to the entry gates to identify potential spaces for memorialisation and business case potential thereof.	<p>21.1 - Given the more limited space / opportunities for memorialisation at South Head, establish the extents of proposed works (suggested to be the main entry gate through to the amenities area) and establish a detailed master plan for the space to include a range of memorialisation options and opportunities as possible. This is suggested to include:</p> <ul style="list-style-type: none"> <li>Memorial gardens at the end of rows to take advantage of triangular spaces available</li> <li>Provision of niche walls adjoining the existing storage building</li> <li>Other opportunities to be identified and based on design advice</li> </ul> <p>21.2 - Based on the master plan outcomes, identify an agreed implementation approach based on potential returns, maintenance requirements and timing of offerings (a staged release of new offerings across both cemeteries is preferred, with Waverley have the greater short-term potential suggesting that South Head arrangements may be a later addition).</p>	<p>Medium-term</p> <p>Medium-term then ongoing</p>	<p>Cemetery management / Professional assistance</p> <p>Cemetery management / contractor</p>
<b>Alternative income streams</b>				
22	In conjunction with the undertaking of a comprehensive review of existing building use, consider alternative uses of existing buildings - for example to accommodate a pop-up café / florist, reception centre for cemetery related activities, and potential for community-based research space.	<p>22.1 - Following or in conjunction with a review of staff building use needs (see Recommendation 7), consider options for the use of remaining building areas at Waverley Cemetery and how these may:</p> <ul style="list-style-type: none"> <li>benefit the cemetery in creating a stronger connection between the cemetery and the community</li> <li>benefit the users of the cemetery for related purposes - e.g. cemetery education, service provision</li> <li>provide additional income streams to assist in meeting the ongoing costs of ongoing maintenance.</li> </ul> <p>Options for consideration include, but may not be limited to:</p> <ul style="list-style-type: none"> <li>pop-up café / florist within the current cemetery office</li> <li>small scale reception style facility within the residence (ground floor including connection to courtyard space)</li> <li>community meeting space / cemetery research space.</li> </ul>	Short-term	Cemetery management / Council management

#	Recommendation	Actions	Timeframe	Owner/ Partner
		22.2 - Document proposed use, including associated plans (prepared with consideration of heritage requirements), business case and costings. Ensure appropriate returns / risks are acknowledged and if acceptable, establish approvals and funding sources (including potential grant funding for some or all components).	Medium-term	Cemetery management / Council management
		22.3 - Implement in stages or as a co-ordinated single project to meet ongoing staffing needs and future use potential.	Medium to long-term	Cemetery management / Contractor
23	Consider options for the eastern entry and area adjoining the Coastal Walk (Section 22). Ensure the context of the activity also relates to cemetery needs and purposes, such as information dissemination and education opportunities.	<p>23.1 - Review the physical arrangement between the constructed Coastal Walk pathway and cemetery fencing and access to establish a plan that considers options and potential use for more a formalised entry arrangement. Options could include a pop-up coffee cart or similar, memorialisation, landscape improvements or cemetery-related activation space and how this may relate to ongoing cemetery use.</p> <p>23.2 - If applicable, consider required approvals and any works that may be associated with the delivery of a coffee van or similar adjoining the Coastal Walk. Note that any site user agreement (e.g. licence) may require alteration of the existing Plan of Management.</p> <p>23.3 - If the option of a pop-up coffee van is progressed, consider requirements of the terms of the licence to ensure a clear connection between the offering and the cemetery. Suggested inclusions would be:</p> <ul style="list-style-type: none"> <li>Requirement for cemetery brochures to be readily available from the van including ways to engage with the cemetery, product offerings and historical information (e.g. self-guided heritage walk).</li> <li>Signage boards highlighting cemetery product advertising, heritage information or the like are to be placed in the area (i.e. unpacked and packed away by the vendor)</li> <li>Other options to promote the cemetery (e.g. coffee van naming, visual requirements etc.)</li> </ul> <p>Implement, monitor and review to ensure effectiveness.</p>	<p>Short-term</p> <p>Short-term</p> <p>Short-term</p>	<p>Cemetery management / Council management</p> <p>Cemetery management / Council management</p> <p>Cemetery management / Council management</p>

#	Recommendation	Actions	Timeframe	Owner/ Partner
24	Consider the need for review or new plan of management to accommodate new arrangements, potentially associated with the need for a plan of management at the South Head Cemetery as Council is the council Crown land manager for this reserve.	24.1 - In conjunction with the review of building use and opportunity for a coffee van or similar, consider the need for modification or preparation of a new plans of management for both Waverley and South Head Cemetery. Note that the statutory process for modification of existing plans of management are similar to the preparation of new plans, and that plans of management to now required for Crown reserves for which Council is the land manager (under the <i>Crown Land Management Act</i> ). As such, preparation of a new combined cemetery plan of management, two site specific plans across both sites, or inclusion of the sites within a generic plan of management may be possible.	Short-term	Cemetery management / Council
<b>Marketing and technology</b>				
25	Review current branding and marketing, with a view to better ensuring that the offerings of the cemetery are well known and available to potential customers and residents of the local area. This may include a range of online and site improvements.	25.1 - In conjunction with progression of new product offerings (particularly memorialisation), establish a new branding and marketing strategy to assist in positioning Waverley Cemeteries. This should, subject to review and confirmation, highlight the service as an entity that is engaged with its community and provided progressive offerings within the context of its history and heritage.	Medium-term	Cemetery management
		25.2 - Based on the branding and an associated style guide, establish new on-line and hard copy materials that are professionally photographed and graphically designed that can be distributed via on-site vendors / office, funeral directors and in association with special events.	Medium-term	Cemetery management
		25.3 - Utilise branding to establish a greater onsite presence and consistency, for example through signage and information boards, uniforms and events, to assist in reinforcing the visual recognition of the cemeteries and their connection to the Waverley community.	Medium-term	Cemetery management

#	Recommendation	Actions	Timeframe	Owner/ Partner
26	Consider improvements to online information provision such as grave search capability, automation of enquiries and integration of community-based assistance via volunteers or associated groups.	26.1 - In conjunction with Recommendation 9, review existing online information and search capabilities and improve where possible and cost effective.	Medium-term	Cemetery management
		26.2 - In conjunction with Recommendation 17 and the potential for on-site presence of research or meeting rooms for volunteer groups, consider options for increasing their role to assist in genealogical enquires, cemetery information and continuation / expansion of tours and the like. This opportunity could increase the connection between the cemetery and the community, assist volunteer groups in raising money for their activities through donations, and decrease the occasional need for a formal public front-office. Options would be discussed with volunteers / groups with a view to formalising arrangements via a memorandum of understanding or similar.	Medium-term or as required	Cemetery management / Volunteers and associated groups

#### EXTERNAL TRENDS

##### Legislative and IPART review implications

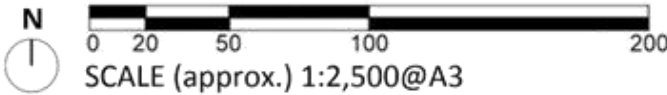
27	Establish business directions that seek to diversify revenue streams given the external risks associated with legislative changes, particularly with respect to the provision of the hybrid renewable tenure policy and associated pricing.	27.1 - Continue to review and analyse the potential or real impacts of outcomes associated with IPART or legislation review processes. Report significant changes and integrate outcomes with other recommendations of this Strategic Business Plan.	As required	Cemetery management
		27.2 - Through the implementation of this Strategic Business Plan, implement change to the business / service provision to assist in diversifying revenues away from burial activities (availability of which will continue to decline but remain in demand), and from renewal tenure arrangements (given risk to this model from IPART reviews).	Ongoing	Cemetery management

## Appendix A – Existing Use and Future Opportunity Plans



- CEMETERY BOUNDARY (Note: actual lot boundary extends over coastal walk)
- EXISTING BUILDINGS / STRUCTURES
- EXISTING COASTAL WALK
- EXISTING VEHICLE ACCESS
- LARGE TREE (PINE OR PALM) RETAINED
- PUBLIC TOILET
- POTENTIAL MEMORIALISATION AVENUES / AREAS
- ACTIVATION OPPORTUNITY

WAVERLEY CEMETERY  
JUNE 2020



MAIN BUILDINGS AND ENTRY AREA

- 1. Main entrance** - Primary vehicle entrance and formal cemetery entrance area. High exposure to intersection of St Thomas and Trafalgar Streets. Adjoining parking formalised on Trafalgar Street. Relatively large paved open area with little engagement with those entering. Opportunity to enliven space.
- 2. Cemetery office** - Main office / front counter space for enquiries. Office accommodates two-three staff and is open to the public. Potential for building to be more well utilised given the relatively low number of burials and interments. Consider future use options.
- 3. Former residence** - Two story, high quality heritage building current utilised by on-site field staff for breaks and storage. Apparent potential for more substantive use into the future. Options may include staff office space and cemetery related reception centre for wakes, cemetery meetings, heritage events and others such as poetry readings and tour receptions.
- 4. Material store / maintenance facility** - Existing temporary material storage area including large skip bin and basic timber pergola. Potential future location for more substantial storage building, potentially including 'lunch room', bulk supply bins and customised storage for equipment and machinery etc.
- 5. Crypts and vaults** - Prominent areas of crypt / vaults located within distinct precinct of the cemetery adjoining the main entry.
- 6. Storage building and amenities** - Two storey heritage building used by maintenance team for storage, with adjoining public toilet currently closed due to poor condition. Consider potential future use options to include continued use for amenities and storage, as well as archive or research space for volunteers, or office space for staff.

MEMORIAL OFFERINGS

- 7. Northern boundary setback** - Existing grassed areas with opportunity to provide memorial gardens, niche walls and scatter memorials along Trafalgar Street boundary (including extension of gardens and niche walls next to storage building)
- 8. Infill memorial gardens** - Opportunity for infill memorial gardens, interment or scatter, on angled road edges, circular garden and pathways
- 9. Duff Garden** - Significant monument at end of road. Recently improved with new landscape. Potential opportunity for high-level interment garden offering.
- 10. Daley Close gardens** - Large area of underutilised garden with extensive impressive view to east over Coastal Walk. Potential for future use as a high-level interment garden offering.
- 11. Crypts and vaults / Raised memorial walk** - Potential for memorial walk to west / above existing crypt / vault area. Harnesses extensive views to north-east, though would be a high cost element to establish and maintain. Potential longer-term opportunity.
- 12. Quinn Road niche walls** - Opportunity for niche walls, landscape and contemplative space along Quinn Road, where the existing retaining wall provides an opportunity for a relatively enclosed and engaging space.

OTHER

- 13. Significant monuments** - Existing significant monuments / central points of the cemetery. Potential to continue memorialisation opportunities at Circle Mound.
- 14. Famous poet's graves** - Henry Lawson / Dorothea Mackellar / Henry Kendall. Popular historical attractions of the cemetery and potential for establishing associated events such as poetry readings and the like
- 15. Temporary access** - Temporary access point utilised during construction of the Coastal Walk. Retained at present.
- 16. Connection to Coastal Walk** - Primary location for interaction between cemetery and Coastal Walk users. Opportunity for engagement between public and cemetery interface to take advantage of public works and to promote cemetery activities.

EXISTING SITE & OPPORTUNITIES PLAN

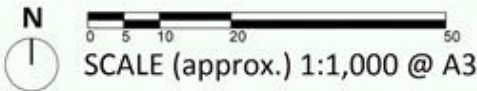




- NOTES**
- 1. Main entrance** - Existing main pedestrian entry with opportunity to provide improved entry experience
  - 2. Storage building and amenities** - Existing building utilised for on-site storage and maintenance needs. Adjoining separate small amenities building with sub-standard access arrangements
  - 3. Central monument** - Large central monument, with views on approach from north or south via lawn burial plots that have been used to infill what appears to be a former access avenue. Some potential for memorialisation around the area subject to future investigation
  - 4. Lawn burial areas** - Three areas of lawn burials that have been used to infill visual approaches to the central monument and in the area adjoining the storage building / toilets. Minimal monumentation used with concrete beam and plinths generally used to accommodate plaques.
  - 5. Potential memorial walls** - Opportunity for memorial gardens and/or niche walls to be established in and around the storage building and approach from main entry area to create an additional income stream. Potential for additional walls and/or gardens around other areas near main entry or central monument may also exist, but subject to further investigations to establish the presence of previous burials.
  - 6. Key walkway areas** - Core network of walkways to be retained and improved to encourage public interaction with the cemetery. Includes occasional opportunities to install information and interpretive signage, as well as memorial infrastructure or gardens along walkways, including those identified in 5 above
  - 7. Improve/ repair niche walls** - Opportunity to make improvements to Old South Head Road boundary wall niches to increase appeal and potentially extend for future revenue - albeit being in a relatively poor location in terms of access and visual connection
  - 8. Prominent vault** - Prominent burial vault at end of vista being owned by the Packer family
  - 9. Retaining wall collapse** - Existing retaining wall requiring significant repair due to collapse

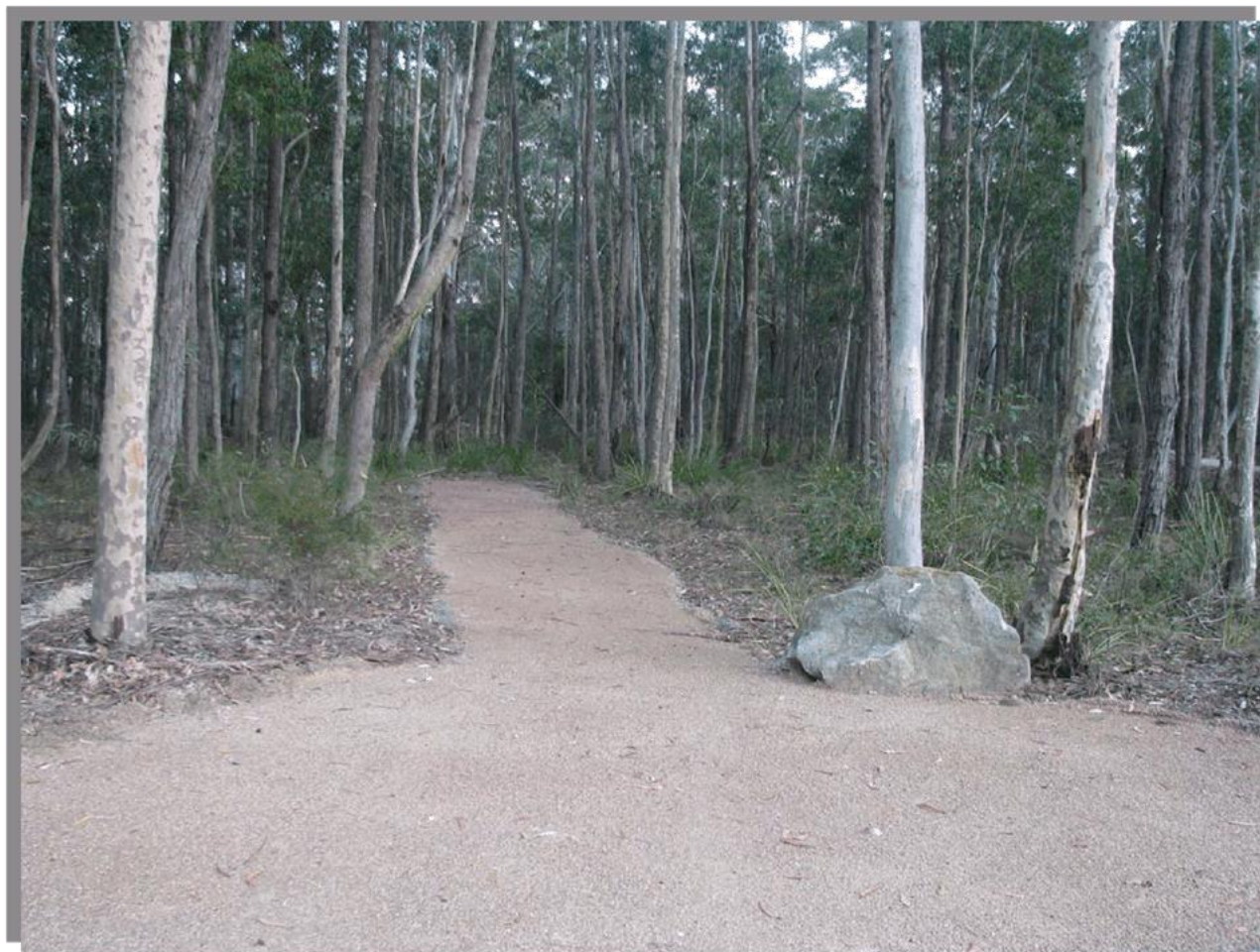
- CEMETERY BOUNDARY
- EXISTING BUILDINGS / STRUCTURES
- EXISTING PEDESTRIAN ACCESS POINT
- TREE (LARGER SPECIES TYPICALLY PINE OR PALM)
- PUBLIC TOILET
- CORE THOROUGHFARES / WALKS THROUGH CEMETERY
- LAWN BURIAL AREAS

**SOUTH HEAD CEMETERY**  
JUNE 2020



## Appendix B – Sample contents of an annual maintenance plan

# Shoalhaven Bereavement Services Performance Standards Grounds Maintenance and Related Horticultural Work Plan



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**REPORT**  
**CM/7.9/20.11**

**Subject:** North Bondi Mosaic - Deaccession Methodology for Salvaged Artwork Pieces

**TRIM No:** A18/0752

**Author:** Elizabeth Reidy, Co-ordinator, Curator and Visual Arts

**Director:** John Clark, Director, Customer Service and Organisation Improvement

---

**RECOMMENDATION:**

That Council, in relation to the North Bondi Mosaic Artwork:

1. Retains in the Waverley Local History Collection the Dinosaur skeleton cast by Lloyd Keleman from the bones of a dinosaur provided by the Australian Museum.
2. Retains in the Waverley Local History Collection the plaques that outline the artists' names, history of the artwork, funding bodies who contributed to the development of the work and outline the Indigenous narrative embedded in the linking mosaic tiles.
3. Deaccessions of all other pieces currently in storage by offering back the artworks to the artist of their making with any shipping costs related to the return of the artworks to be borne by Council
4. Disposes of any unwanted or unidentified artworks, with any disposal costs to be borne by Council

**1. Executive Summary**

This report recommends the methodology for deaccessioning the remaining 112 salvaged artwork pieces from the North Bondi Mosaic Artwork. The recommended process includes the return of most of the works to the original artists and in the event any of the salvaged pieces are not wanted, dispose of any remaining unclaimed pieces.

**2. Introduction/Background**

In the late 1980s, several Council officers and local artists installed a community made mosaic artwork on the western face of the stormwater culvert at North Bondi Beach. The mosaic survived several decades relatively intact with minimal loss. It was evident by 2018, however, that large sections of the mosaic were beginning to fail due to underlying concrete cancer in the culvert wall.

In 2018, Council commissioned Cardon Engineers to assess the impact of the concrete cancer. Cardon determined the stormwater culvert and surrounding elements had reached the end of their structural lifespan and would require removal and reconstruction.

The prospect of recommissioning the North Bondi Mosaic Artwork was investigated through the following process:

- Condition and significance assessment by International Conservation Services (see Attachment 1).
- Design Workshop with the original artists.

- Artists nomination of a preferred contractor.
- Visual inspection of the salvaged pieces by original artist Jenny Orchard with Council officers, resulting in the recommendation to remake the entire artwork, including individual salvaged pieces.
- Engagement of a preferred contractor to propose a construction program and budget.
- Review of proposed program and budget in the market, which revealed an 18 month projected project timeline including an 11 month delivery and installation period with additional projected costs in the range of \$560,000–\$708,000.

Based on this information Council decided not to proceed with the recommission of the mosaic artwork and an EOI for a new artwork over the kids Pool at North Bondi was released to the open market in October 2020. Council officers have assessed the remaining salvaged art pieces and after consultation with the Waverley Public Art Committee are fulfilling the requirements of the Waverley Council Acquisition and Deaccessioning Guidelines in presenting the options for deaccessioning the remaining art pieces for Council's consideration.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Operations Committee 1 September 2020	OC/5.3/20.09	That Council: <ol style="list-style-type: none"> <li>1. Endorses the open market 'submission of interest' process for the commissioning of the North Bondi Kids Pool Wall Artwork, as detailed in this report.</li> <li>2. Includes in this process a call to the First Nations community who have a current connection to Country to propose artwork for the North Bondi Kids Pool Wall symbolic of this contemporary connection.</li> <li>3. Notes the budget for this public artwork is \$300,000.</li> </ol>
Council 21 July 2020	CM/7.12/20.07	That: <ol style="list-style-type: none"> <li>1. In consideration of the estimated and market-tested budget projection, Council does not progress the recommission of the North Bondi Mosaic Artwork.</li> <li>2. Council initiates an open market request for quotation process for a new artwork to be installed on the site, as outlined in this report.</li> <li>3. Council officers prepare and submit a report to Council on the outcomes of the request for quotation process referred to in clause 2.</li> <li>4. Council officers submit a report to a future Council meeting outlining options for the most appropriate deaccessioning avenues for those remaining parts of the original mosaic artwork, comprising 112 salvaged pieces from the original artwork, currently</li> </ol>

		<p>held in storage.</p> <p>5. Council officers ensure the detailed photographic and written documentation off the original mosaic artwork and its creation is collected and retained in Waverley Council's Local Studies Library for community access and archive.</p> <p>6. Council thanks the original artists for their contribution to the Waverley Community</p>
--	--	---

#### 4. Discussion

Council can deaccession works from its overall art collection as a part of collection development and improvement. Recommendations for deaccessioning major or public domain artworks are made to Council by the Waverley Public Art Committee in accordance with the procedure outlined in the Waverley Council Acquisition and Deaccessioning Guidelines (see Attachment 3). According to the Acquisition and Deaccessioning Guidelines, Council must approve the deaccessioning of any work of art from the collection that could be considered to be contentious in the community due to size, sentimentality or other social relations, regardless of the deaccessioning criteria.

Some 112 individual art pieces were salvaged from the North Bondi Mosaic Artwork under the direction of one of the original lead artists, Lloyd Keleman. All 112 pieces are currently in storage. During the original artist workshop conducted in October 2019, the individual art pieces were identified artist to artist. Artist Jenny Orchard inspected the pieces on site after the workshop and provided a letter to Council staff deeming the pieces unusable.

Following a presentation made by Council staff on 12 October 2020 on the condition of the salvaged mosaic artworks, the Waverley Public Art Committee cited the pieces that are considered to be:

- A work of art which has deteriorated to the extent it is no longer recognisable as a work of art and is beyond restoration to an acceptable standard.
- A work of art that requires a level of ongoing maintenance and repair that is beyond the financial and social value of the work.

It is the recommendation of the Waverley Public Art Committee that two of the salvaged items from the mosaic art wall are retained for the Council's Local History Collection:

1. The Dinosaur Skeleton cast by Lloyd Keleman from the bones of a dinosaur provided by The Australian Museum; and
2. The plaques that outline the artists names, history of the work, funding bodies for the work and Indigenous narrative embedded in the linking mosaic tiles.

It is the recommendation of the Waverley Public Art Committee that all other pieces currently in storage are deaccessioned through the following methodology:

1. All remaining salvaged artworks are in the first instance offered back to the artist.
2. Any shipping costs related to the return of deaccessioned artworks to artists is to be borne by Council.
3. Any unwanted or unidentified work will be disposed of.
4. Any disposal or transit costs related to the removal of the unwanted art pieces from storage will be borne by Council.

## **5. Financial impact statement/Time frame/Consultation**

Budget for the return of deaccessioned artworks to their artist of making and or the costs of removal and disposal of artworks not wanted will be allocated from the North Bondi Asset Renewal Budget 2020–2021.

Should Council resolve to proceed with the report's recommendations, the deaccession process will commence and all artworks will be removed from storage by mid-December 2020.

Consultation has been ongoing throughout the duration of this project with expertise and guidance from expert advisors also sought. This was sought from Cardno Engineers, International Conservation Services, the original artist group, Lloyd Keleman, Jenny Orchard, mosaic experts, market research with further mosaic experts and the Waverley Council Public Art Committee.

## **6. Conclusion**

In September 2020, Council resolved not to recommission the North Bondi Mosaic Artwork and to commission a new artwork for the site. This report recommends the deaccessioning of the North Bondi Mosaic Artwork in accordance with Council's Art Collection - Acquisition and Deaccessioning Guidelines.

## **7. Attachments**

1. North Bondi Mosaic - Conservation Report - International Conservation Services (ICS) [↓](#)
2. North Bondi - Additional Mosaic Pieces [↓](#)
3. Art Collection - Acquisition and Deaccessioning Guidelines [↓](#)

# CONSERVATION REPORT

## NORTH BONDI MOSAIC

North Bondi beach, Sydney

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Prepared for:

Waverley Council



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CONSERVATION REPORT  
NORTH BONDI MOSAIC



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APPENDIX C IDENTIFIED SECTIONS/TILES TO BE SALVAGED ..... 7

This report has been prepared for the client in accordance with the terms and conditions of appointment of International Conservation Services Pty Ltd (ABN 64 052 402 981) for this project.

International Conservation Services cannot accept any responsibility for any use of or reliance on the contents of this report by any third party.

## CONSERVATION REPORT NORTH BONDI MOSAIC



### 1 BRIEF

In February 2019 International Conservation Services (ICS) was engaged by Waverley Council to undertake Art Archivist Consultancy Services as part of the North Bondi Civil Infrastructure Asset Renewal.

The brief was as follows:

#### Phase 1 – Background and site investigation

1. Attend project initiation meeting with Council Project Manager(s), and key staff and the original artist
2. Review background information and other relevant documents / standards.

#### Phase 2 – Recommendation and reporting

1. Consolidate findings and present this to Council's key stakeholders through a report and a presentation, considering potential salvageable elements of the mosaic wall and proposed methodology to salvaging these elements.

Having completed Phase 1 of the project, which included a condition and significance assessment of the mosaic, this report summarises our findings, to advise and recommend action by Waverley Council in accordance with Phase 2.

Appendix A of this report contains images captured during the production of the mosaic wall, between 1986 – 1987, supplied by artist Lloyd Keleman.

Appendix B contains detail images, including areas of damage identified.

Appendix C contains images identifying elements to be salvaged throughout the asset upgrade.

### 2 HISTORY AND BACKGROUND

The North Bondi Community Mosaic (1986 – 1987) evolved out of an artist-in-residence community initiative commissioned by Waverley Municipal Council, with financial assistance from the Community Arts and Crafts Board, NSW Office of the Minister of the Arts, Bondi Lions Club and C & A Pellicciari.

#### Method & community involvement

This project saw local involvement from project commencement, enabling the community to direct the themes interwoven throughout the mosaic, and participate in its construction and installation.

The mosaic project was directed by artists and Bondi locals Lloyd Keleman and Suzanne Holman, who utilised spaces within the Bondi Pavilion Community Centre as a gathering place and production studio. For several months Keleman and Holman generated community interest in the project through fliers and via word of mouth. Weekly community workshops were held at the Pavilion, where hundreds gathered to agree upon the mosaic's concepts and themes.

The artists appealed to tile manufacturers to gather tiles for the wall, placing bins at several factories

## CONSERVATION REPORT NORTH BONDI MOSAIC



across Sydney to collect free tile offcuts. Citizens owing community service hours participated by sorting through the bins to pull out only usable elements.

Once the initial design phases were finished, production workshops and installation commenced – also as a collaborative community effort, with people of all ages and experience levels involved. Jennie Orchard and Aron Meeks were some of the known artists who assisted at the pavilion workshops to guide participants. Beyond the workshops, local primary schools were also engaged from the classroom, painting tiles to bring to site and install on the wall themselves. The wall was constructed and installed section by section using paper with acetate, in a series of six panels.

Appendix A of this report contains photographs of the production stages of the mosaic, as provided by artist Lloyd Keleman.

### Themes and stories

The key themes of the mosaic are human evolution, the cyclic nature of life, man's impact upon the environment and the sea. As the associated plaque, titled 'The Mosaic Theme', reads *"The Imagery of the Mosaic is connected to the major feature of Bondi – the sea"*.

The mosaic is intended to be read from left to right, as a loose narrative. As one associated plaque tells, the wall begins with a depiction of a single celllife (represented as a singular tile featuring a circular swirl) through to symbols of modern times and 20<sup>th</sup> century technology ie. computer parts and symbolism alluding to industrialisation, which can be seen toward the centre. The narrative finishes by returning to three constant factors of human existence: the earth, the air and the sea.

### Historic & Social significance

This mosaic has been a significant part of the fabric of the local community for over 30 years. It is iconic within the Bondi beach landscape, and interacts with the immediate environment through reflection and symbolism of the beach. Locals and visitors connect with the wall, whether they knew or participated in its production by engaging with the narratives and by responding to its tactility and aesthetic appeal.

### Artists

Directing this project was a natural progression for artist Lloyd Keleman, who already had years of experience working in community arts and was at the time a trainee Arts Project Officer at Council.

The artists involved were:

Directors: Lloyd Keleman, Suzanne Holman

Assistant artists: Jenny Crooks, Carl Heydon, Marcus Maingay and Raymond (now 'Aron') Meeks.

The plaques associated with the wall acknowledge other attributing artists: John Chetham, Mary Hall, Hal Holman, Rosie Rye, Malcolm Scott, Rowan Wright.

## CONSERVATION REPORT NORTH BONDI MOSAIC



### 3 CONDITION

The mosaic was assessed by ICS in February 2019. Overall, the mosaic artwork is in good condition, and is well bonded given its age and the beach environment. Various repairs have been undertaken over the past 30 years, generally with the involvement of Lloyd Keleman. This has principally involved inpainting areas where the glaze has been lost.

The following areas of damage/loss were observed:

- Loss of glaze in localised areas/tiles
- Loss of some tiles
- Corrosion/deterioration of some elements
- Some cracking between tiles
- Missing bronze plaque (at Southern end)

Appendix B contains photographs showing some areas of damage observed.

### 4 DISCUSSION

We understand Council will be replacing the mosaic wall with a new artwork as part of the North Bondi Civil Infrastructure Asset Renewal program.

Following our condition inspection and assessment in consultation with Council and artist Lloyd Keleman, we have identified potential areas of the wall to be salvaged. A selection of these areas was undertaken by Lloyd on the basis of the interest of the individual elements themselves and/or based on the aesthetic value of the area.

Appendix C highlights in red the areas identified for salvage, agreed in consultation with Council and artist Lloyd Keleman.

### 5 METHODOLOGY

The process of removal of individual elements will involve angle grinding a square around the element and then using a cold chisel to carefully knock out the element. For larger areas, it is recognised that removal of an area is not feasible. The aim in these areas is to recover as many of the tiles as possible for reuse. The process will involve running an angle grinder around the area and then progressively chipping under the tiles to remove as many as possible in their whole form. No record is required as to where the tiles were removed from.

The presence of a conservator to demonstrate the removal technique and to be on hand during the salvage process is recommended.

## CONSERVATION REPORT NORTH BONDI MOSAIC



### 6 AUTHORSHIP AND PROJECT TEAM

A condition inspection and consultation of the North Bondi Mosaic was undertaken on 8 February 2019 by Julian Bickersteth, CEO of ICS, and Amy Jackson, Conservation Projects Assistant of ICS, who subsequently prepared this report.

The report has been reviewed by Julian Bickersteth.

DRAFT

CONSERVATION REPORT  
NORTH BONDI MOSAIC



APPENDIX A NORTH BONDI COMMUNITY MOSAIC PRODUCTION



Figure 1. Workshops in the Bondi Community Pavilion



Figure 2.



Figure 3. Installation of mosaic sections

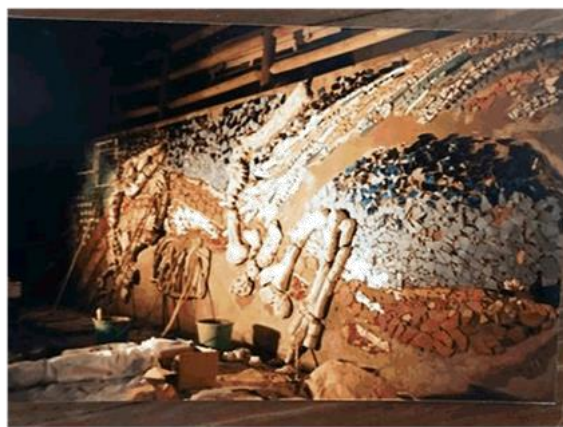


Figure 4. Installation of mosaic sections

CONSERVATION REPORT  
NORTH BONDI MOSAIC



APPENDIX B DETAIL PHOTOGRAPHS AND ILLUSTRATIONS OF  
DAMAGE



Figure 5. Turtle mosaic section by Jennie Orchard



Figure 6. Contribution by indigenous artist Aron Meeks



Figure 7.



Figure 8. Highlighting loss of glaze

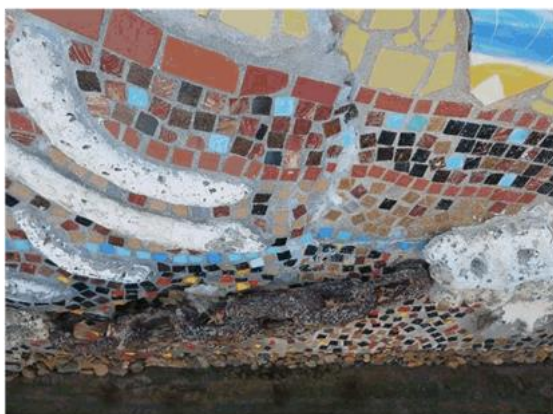


Figure 9. Deteriorating metal component





Figure 10. Showing missing bronze plaque at top left

CONSERVATION REPORT  
NORTH BONDI MOSAIC

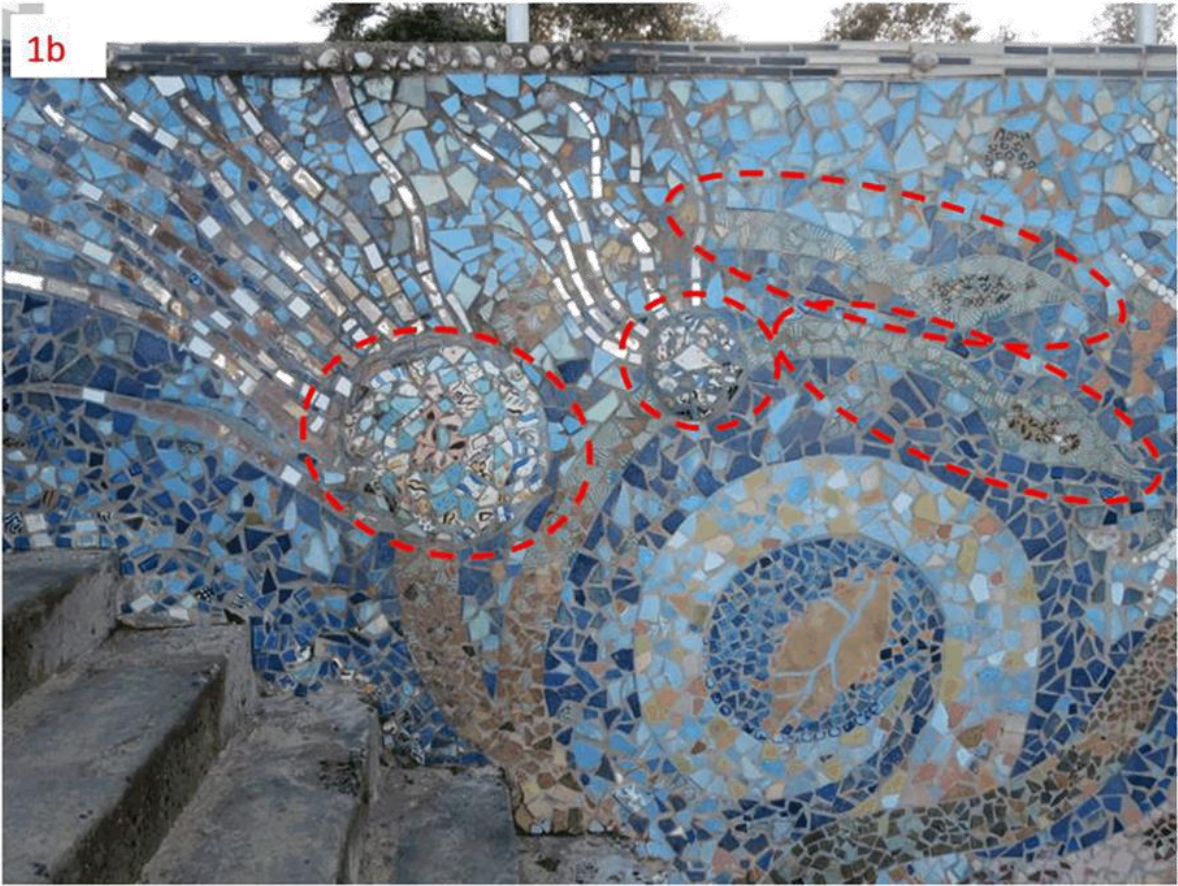




APPENDIX C IDENTIFIED SECTIONS/TILES TO BE SALVAGED



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CONSERVATION REPORT  
NORTH BONDI MOSAIC



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NORTH BONDI MOSAIC



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NORTH BONDI MOSAIC



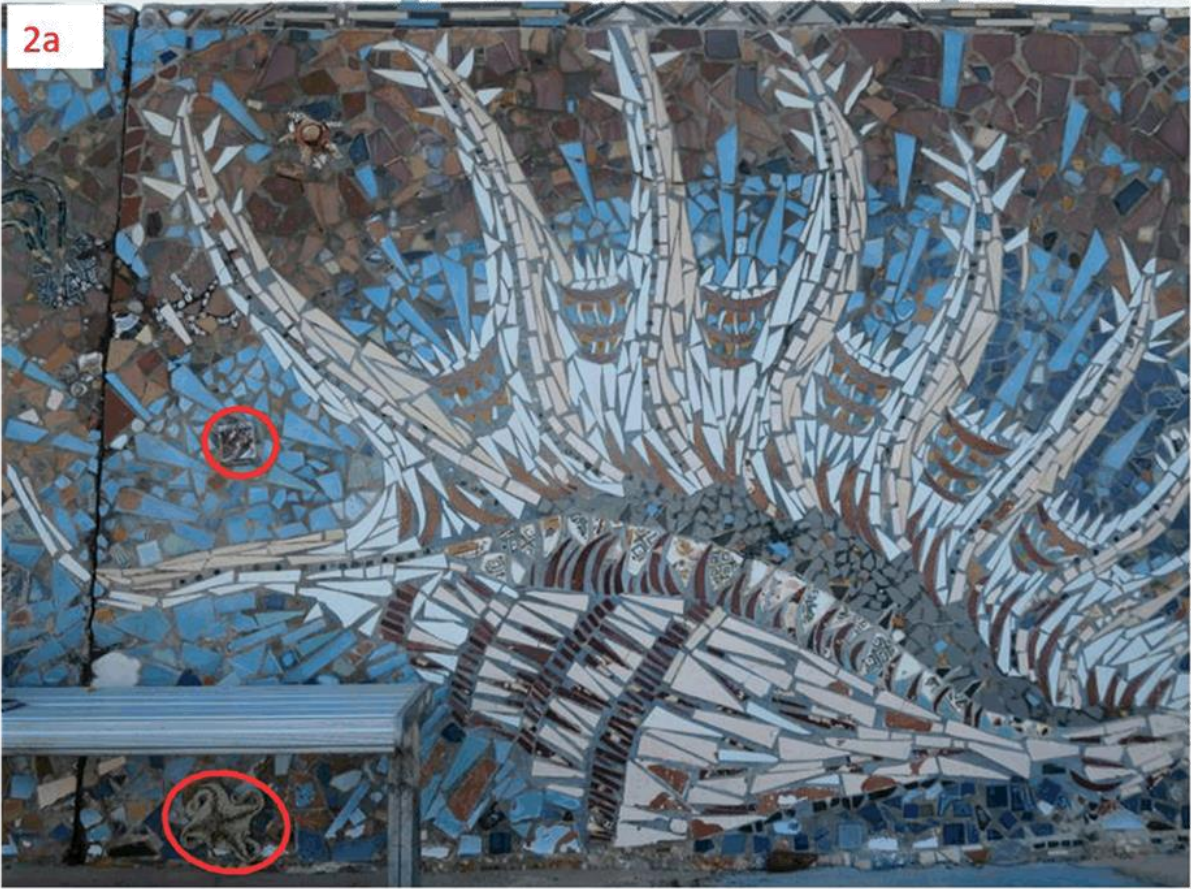
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NORTH BONDI MOSAIC



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NORTH BONDI MOSAIC



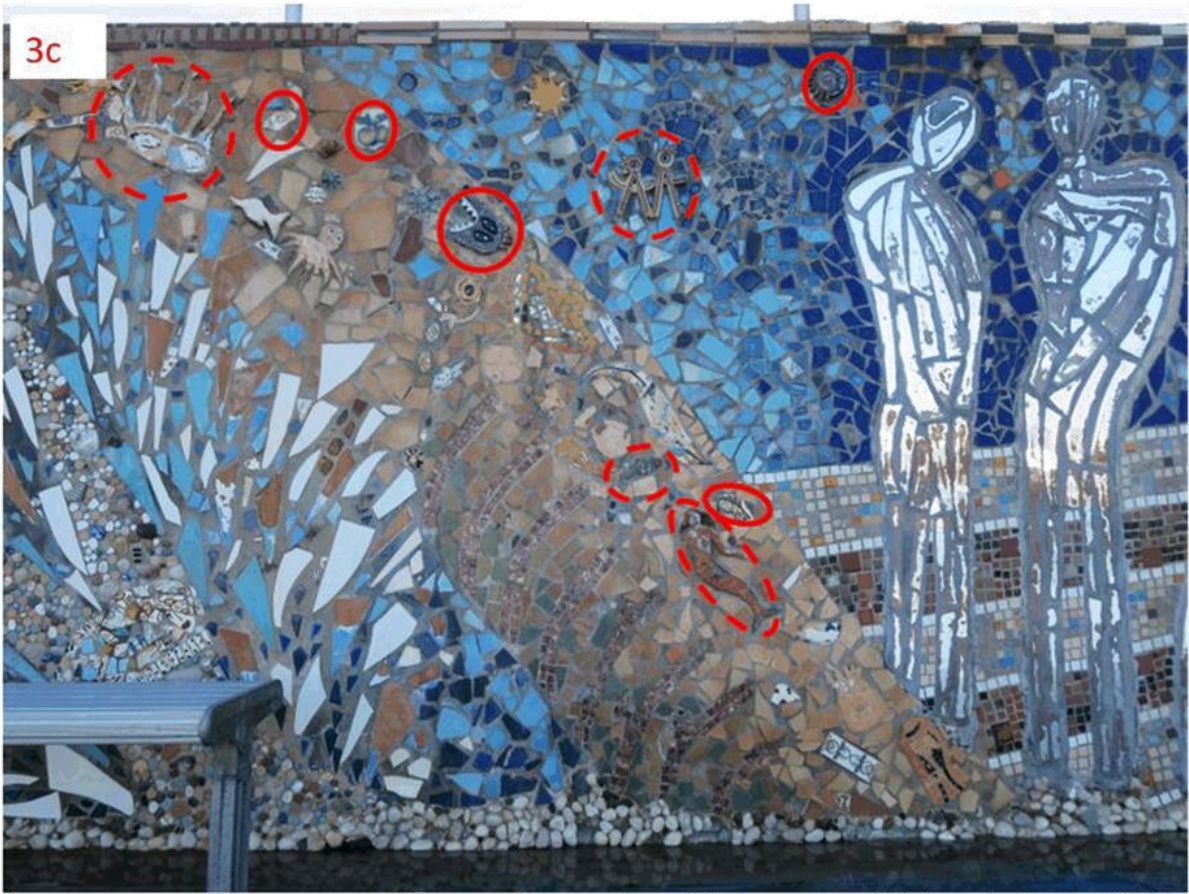
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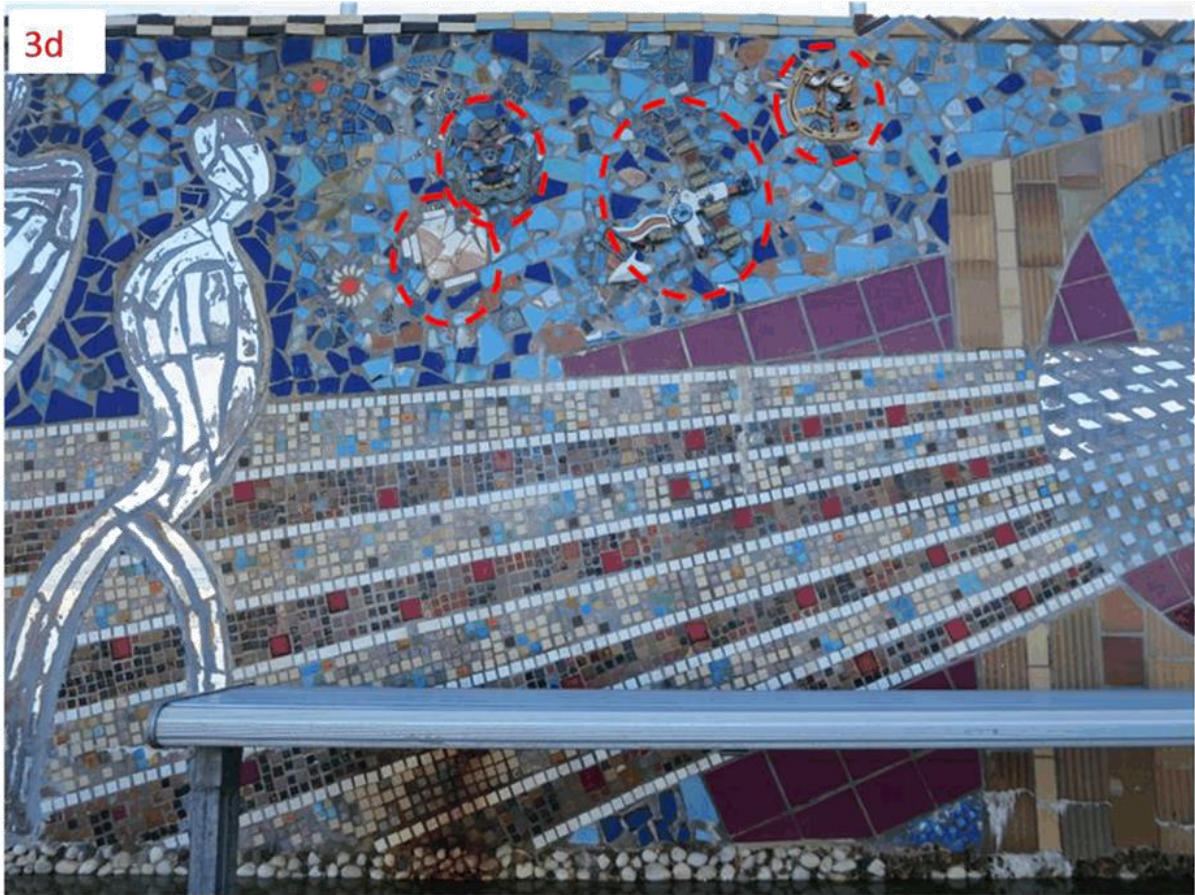
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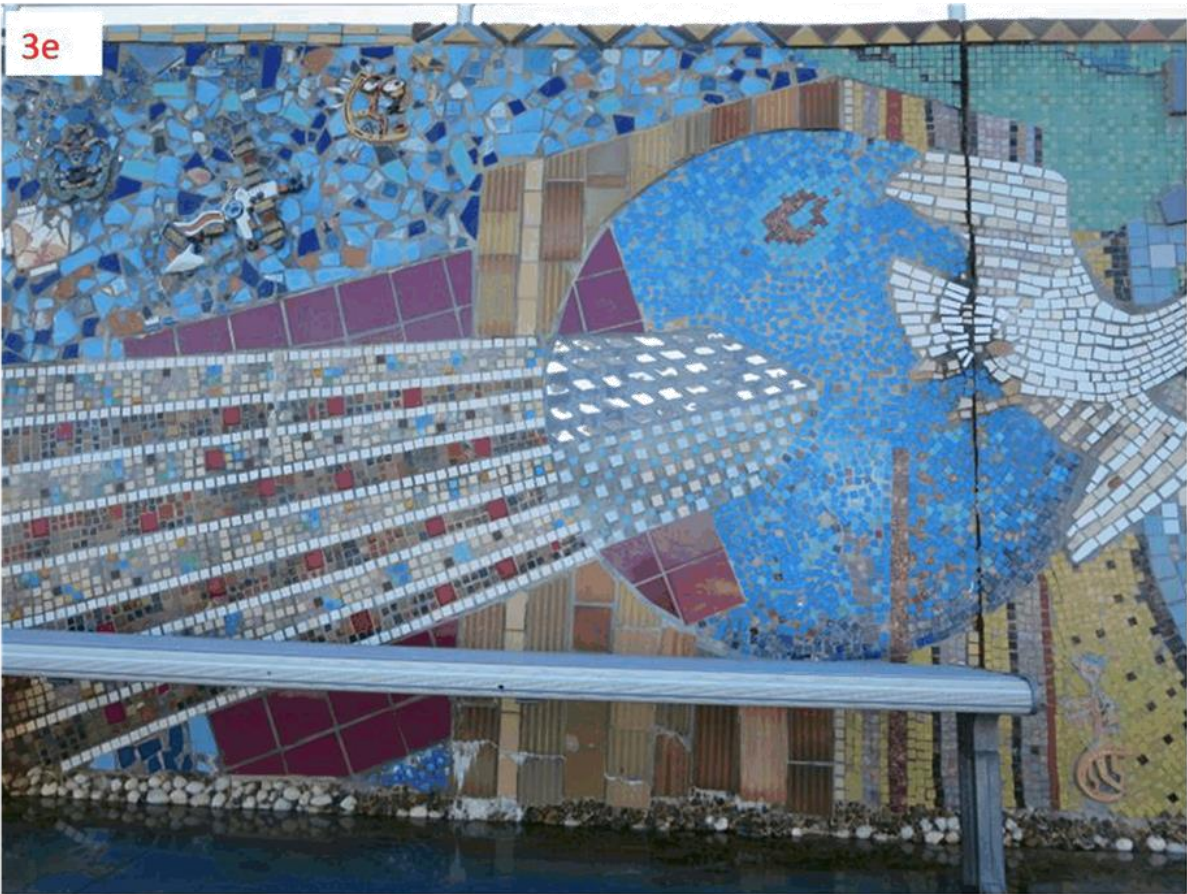
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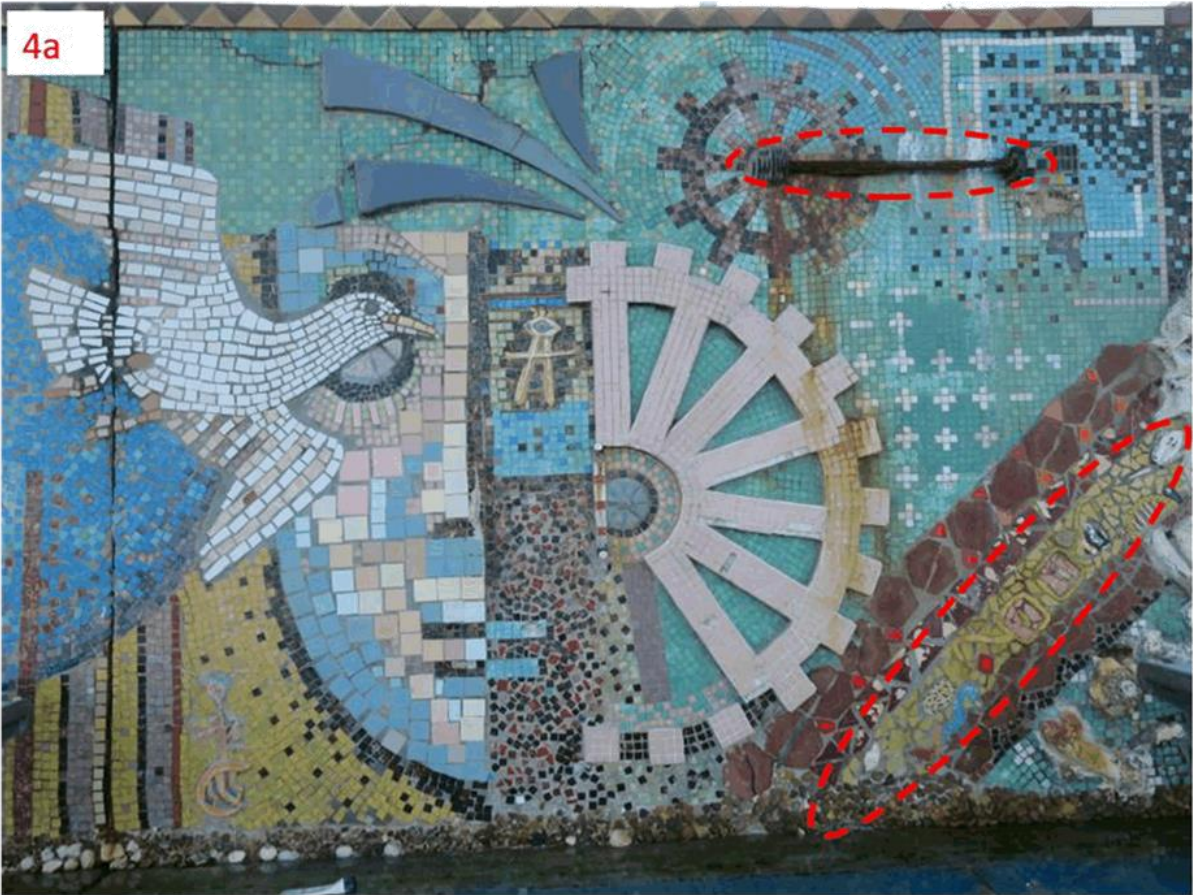
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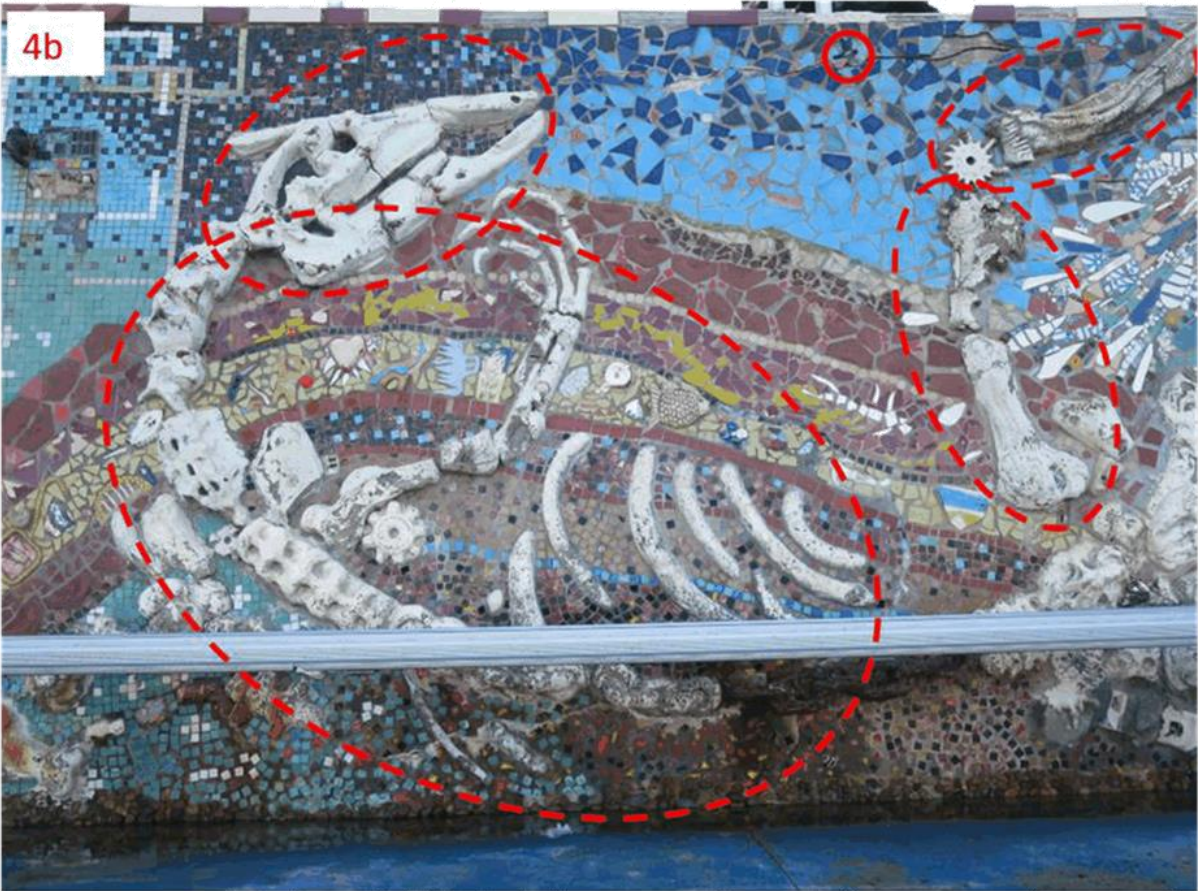
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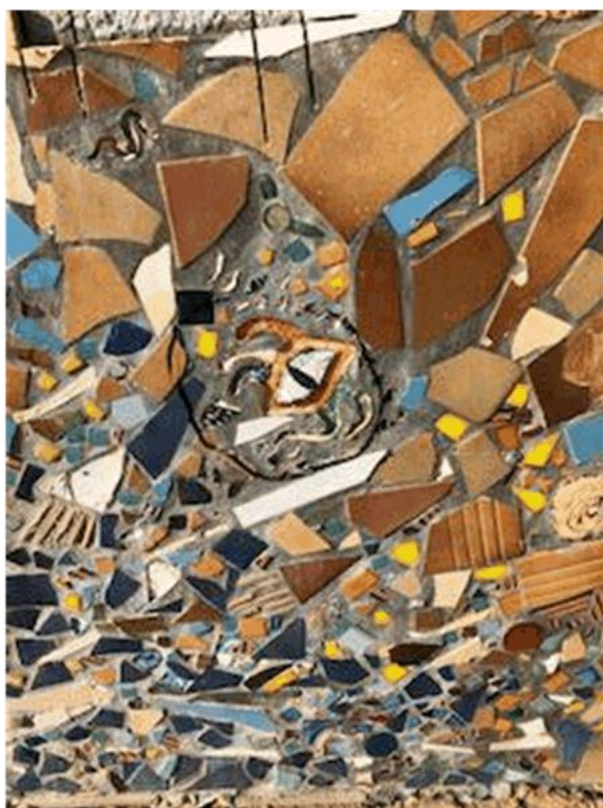
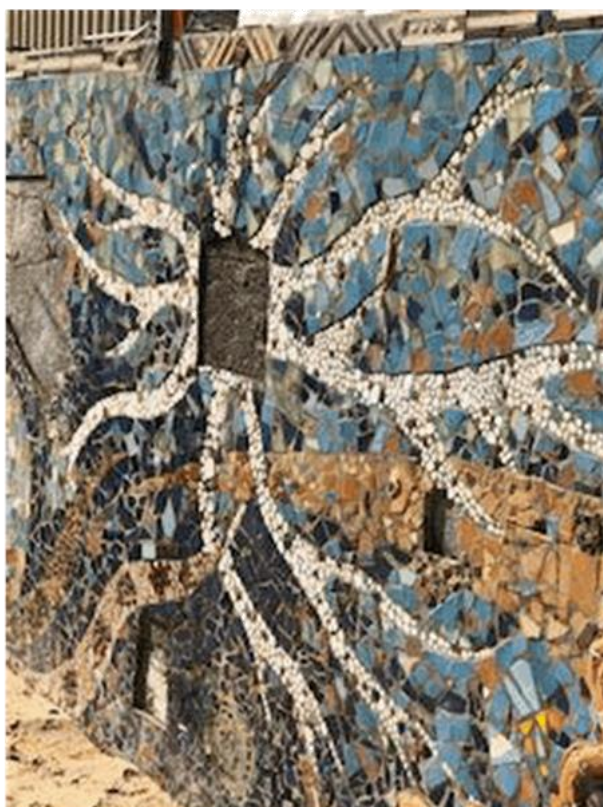


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CONSERVATION REPORT  
NORTH BONDI MOSAIC



Additional Mosaic Items to be removed in addition to Original report received for North Bondi Works.



Additional Mosaic Items to be removed in addition to Original report received for North Bondi Works.



Additional Mosaic Items to be removed in addition to Original report received for North Bondi Works.



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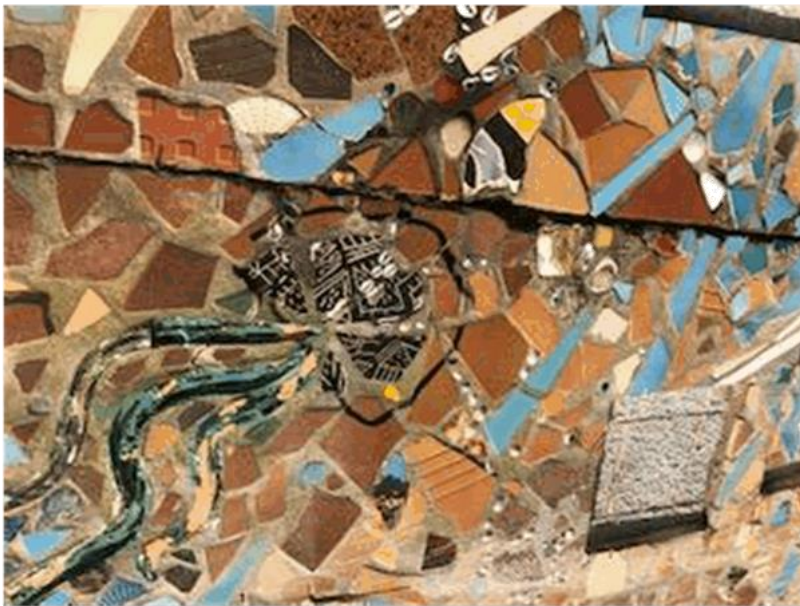
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Additional Mosaic Items to be removed in addition to Original report received for North Bondi Works.





# WAVERLEY ART COLLECTION

Acquisition and Deaccessioning  
Guidelines 2018

## 2

## INTRODUCTION

Waverley Council recognises the role of art in maintaining the cultural heritage of the area, and in generating new cultural possibilities. As the custodians of a public collection, Waverley Council embraces the management of its art collection.

The Waverley Council Art Collection is managed by the Visual Arts Team.

The Waverley Council Art Collection may be herein referred to as 'The Collection'.

This document is connected to the Waverley Community Strategic Plan 2018-2029 as follows:

- 1.1. Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape
- 1.2. Preserve and interpret the unique cultural heritage of Waverley
- 2.1. Create a resilient, caring and cohesive community
- 5.1. Facilitate and deliver well-designed, accessible and sustainable buildings and public places that improve the liveability of our neighbourhoods
- 6.2. Build and maintain streetscapes that have a welcoming sense of place
- 7.1. Undertake long-term maintenance and renewal of Council assets that meet community expectations and statutory obligations
- 10.1. Engage the local community in shaping the future of Waverley

## OBJECTIVES OF THE POLICY

The objectives of the Waverley Council Art Collection Policy are to:

- set a framework for the ongoing development of 'The Collection'
- establish an ongoing management system for the conservation, registration, documentation and maintenance of 'The Collection'
- establish a clear set of guidelines for the acquisition of new artworks and for the deaccessioning of artworks from 'The Collection'
- clarify the protocols for gifting, donations, and loans of artworks, to and from Waverley Council
- serve as a reference to broader artistic trends

## THE COLLECTION

### Aims

The Waverley Council Art Collection aims to:

- acquire outstanding examples of artists work
- acquire artworks that best reflect the cultural development of Waverley Council
- be of sufficient breadth and depth to sustain a diversity of views and interpretations
- increase the understanding and enjoyment of local history and contemporary art as they pertain to the culture of Waverley
- be recognised for such excellence, community and organisational relevance, and industry standing, as to further 'The Collection' development

### Scope

The scope of 'The Collection' is defined in three main categories; The Visual Art Collection, The Urban Art Collection, and the Public Art Collection. For the purpose of these guidelines heritage collection items should be referred to the Waverley Local Studies Collection Policy.

## COLLECTION CATEGORIES

### • The Visual Art Collection

Including sculpture, painting, photography, installation, video, media works, contemporary art, experimental practices, digital, animation, mixed media, drawing, and printmaking that are created for indoor exhibition and display environments

### • The Urban Art Collection

Includes murals, mosaics, street art, stencilling, media works, architectural interventions, digital works, and urban design. The Urban Art collection is directly related to the streets and outdoor environment of the Waverley area

### • Public Art Collection

Includes artworks developed specifically for the public domain and built environment. These are works can be sculpture, media works, lighting installations, and land art

## ACQUISITION AND COLLECTION DEVELOPMENT

For the purposes of this document and the development of 'The Collection' the term 'acquisition' includes works that are purchased, gifted, donated, or bequeathed to the Waverley Council. Waverley Council Visual Arts team will present a report against the essential criteria for acquisitions to the Waverley Public Art Committee on any proposed acquisition for 'The Collection'. Members of the Waverley Council Public Art Committee will provide expert guidance, feedback, and recommendations to staff based on the report. The Waverley Public Art Committee will make recommendations to Council in an official report for approval prior to the acquisition of artworks for 'The Collection'. Purchasing of artworks for 'The Collection' will be arranged by The Visual Arts Team alongside Council's Procurement Team.

### Acquisition Criteria

To be considered for acquisition, or purchased for The Collection any item must meet the essential acquisition criteria.

### Essential Acquisition Criteria

- artistic merit of the object
- relevance and importance to the area of Waverley
- enhance the scope of the collection
- have a verified provenance
- be an unconditional donation or purchase that has valid and clearly verifiable legal title

- have the necessary resources allocated to resolve all foreseeable issues related to conservation, presentation and storage, as part of the acquisition
- purchased works, donations, and loans must be accompanied by a valuation certificate for the purposes of insurance, alongside a maintenance manual and conservation plan
- a more appropriate agency does not exist to house the artwork

## COLLECTION MANAGEMENT AND ACCESS

Waverley Council will ensure 'The Collection' is recorded and maintained through the provision of a management database system. All aspects of the three collection categories will be recorded in the database for the purposes of insurance, conservation, and community access. The database will be managed by a member of the Visual Arts Team. Maintenance and conservation schedules will be developed retrospectively for Waverley Council's existing artworks across all three collections during the development of the collection management database.

## LOANS AND DONATIONS

### Donations of artworks

Waverley Council will only accept donations of artworks to any subsection of 'The Collection' that have been created by professional artists, or professionals working as part of a multi-disciplinary

team. All Public and Urban Art collection donations accepted by the Council will be on the basis of an agreed timeframe. This timeframe can, and may, be reviewed at any time during the originally agreed life cycle should any concerns arise regarding the condition of the artwork, questions around provenance of the artwork, or concerns for public safety arise. All permanent donations must be accompanied by legal documents including a certified valuation certificate, provenance list for the artwork, and a legal document transferring full rights of ownership to Waverley Council. Waverley Council will have exclusive copyright license of the works, however full copyright will remain with the artist/author of the artwork/object.

### External Loans

Waverley Council will loan works to external organisations for exhibition purposes under the provisions of a legal loan agreement. The borrowing institution is expected to provide all requested insurances, condition reports, and condition controls required for the exhibition of the work on loan. Evidence of the aforementioned must be provided with a signed and returned copy of an official loan agreement provided by Waverley Council. The terms and condition on the loan of a specific artwork are non-negotiable. To arrange the loan of an artwork from the Waverley Council Art Collection please contact a member of the Visual Arts Team.

### Internal Loans

Waverley Council's Visual Arts Team manage the internal loan of works for exhibition in Waverley Council offices and community venues.

## 4 Relocation of Public artworks

Circumstances sometimes arise where redevelopment of a site, upgrades, or construction render an artwork inappropriate and require its relocation. If it is decided a work needs to be relocated the Council must consult the artist and notify them of the intention to relocate the work. Council staff must ensure they work with the artist throughout the relocation process, unless the artist has articulated otherwise. Council staff must prepare a report on the insurance, risk assessment, valuation, engineering, and legal aspects of relocating the artwork prior to the artwork being relocated.

## DEACCESSIONING GUIDELINES

Waverley can deaccession works of art from its overall collection as a part of collection development and improvement. Recommendations for deaccessioning major or public domain artworks are made to Waverley Council by the Waverley Public Art Committee. Waverley Council must approve the deaccessioning of any work of art from the collection that could be considered to be contentious in the community due to size, sentimentality or other social relations regardless of the deaccessioning criteria.

### Specific deaccessioning criteria

Waverley Public Art Committee can make recommendations for artworks to be considered for approval for deaccessioning with consideration to the following criteria:

- a work of art whose significance or aesthetic merit falls substantially below the general level of the collection
- a work of art which lowers the overall level of quality or representation of its specific area in the collection
- a work of art which has deteriorated to the extent that it is no longer recognisable as a work of art and is beyond restoration to an acceptable standard
- a work of art that requires a level of ongoing maintenance and repair that is beyond the financial and social value of the work
- a work of art in the collection which is no longer perceived as falling within Waverley Council's existing acquisitions policy
- a work of art that is a duplication, or is duplicated in the collection
- a work of art that contains materials that are considered hazardous or has the potential to cause physical harm
- a more appropriate agency exists to house the artwork

### Methods for disposal of deaccessioned artworks

Artworks that have been scheduled for deaccession should, in the first instance, be offered to be returned to the artist. Deaccessioning of gifts or bequests of works of art should be undertaken in consultation with either the donor, or the surviving family of the donor or the appropriate trustee or executor, unless despite every reasonable effort they cannot be located.

In the event that the donor or artist do not wish to have the artwork returned to them Waverley Council may dispose of the artwork by the following methods,

1. The artwork may be offered to a more appropriate collecting institution
2. The artwork may be resold through the secondary art market
3. The artwork may be dismantled and/or destroyed in the event of no other option being suitable

Artworks that do not have a legally registered valuation certificate complete with detailed provenance listing will not be placed on to the secondary market by Waverley Council.

Councillors, Council Staff, Members of Waverley Council Public Art Committee and their families are ineligible from procuring an item deaccessioning from the collection by any means.

Prior to deaccessioning all artworks must be documented with the year, date, and reason for disposal, and method kept in the collections management database.

## REPORT

### CM/7.10/20.11



**Subject:** Venue Hire Grant Program 2021

**TRIM No:** A20/0561

**Author:** Chris Giles, Co-ordinator, Community Venues

**Director:** Emily Scott, Director, Community, Assets and Operations

#### RECOMMENDATION:

That Council, under the Venue Hire Grants Program 2021, grants \$4,406.58 to the organisations set out in the report.

#### 1. Executive Summary

The introduction of a Venue Hire Grants Program was approved at the April 2017 Council meeting, as a means by which Council could provide financial assistance to community/not-for-profit groups. This assistance enables groups to continue to deliver their activities to the benefit of the local community.

This report summarises the applications received from community/not-for-profit groups requesting financial assistance for regular venue hire of Council venues for the period 1 January to 31 December 2021.

This report recommends the allocation of a total value of subsidies of \$4,406.58 to 4 community/not-for-profit groups.

#### 2. Introduction/Background

Council provides a range of community venues and meeting spaces that support a diverse range of community services and activities. Council currently has approximately 90 groups that are regular hirers of Council's venues, providing a range of community meetings, support services and recreational classes to the community.

A significant number of these groups are not-for-profit and provide valuable support services to disadvantaged or marginalised members of the community. Council has a long history of providing financial support to such groups, previously by waiving or reducing venue hire fees.

The latest round of annual grants closed on 1 November 2020, with applications received from 4 community/not-for-profit groups requesting regular hire of Council venues.

#### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 21 May 2019	CM/7.9/19.05	That Council, under section 356 of the <i>Local Government Act</i> , provides the financial assistance as set out in Attachment 1 to this report, to support those listed organisations with venue hire costs until 5 July 2020 under Council's Venue Hire Grant Program 2019–20.

Council 12 April 2017	CM/7.10/17.04	That Council: <ol style="list-style-type: none"> <li>Introduces a Venue Hire Grant Program under s 356 of the <i>Local Government Act</i> to provide financial assistance to community groups to support the cost of hiring Council's community venues, commencing 1 July 2017.</li> <li>Under s 356 of the <i>Local Government Act</i>, 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 2017.</li> </ol>
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#### 4. Discussion

##### Summary of 2021 applications

The applications received to the Venue Hire Grants Program 2021 are summarised below. The table provides the name of the group, a brief outline of the service provided, or activity undertaken, along with a recommended level of subsidy. The table also provides the total value of the proposed grants based on Council's proposed Pricing Policy, Fees and Charges 2020-21.

All four of the applications received are from existing hirers who have been operating from Council venues for a number of years and which received a venue hire grant in 2019-20.

- Life After Darkness, Inner Sydney Regional Council for Social Development and The Junction Neighbourhood Centre INC (VAST, Family & Community Engagement & Aged Services Programs) are groups that have operated from the Mill Hill Centre for several years. These groups have been identified by Council officers in Community Programs as groups whose work complements or enhances Council's strategies and actions in support of specific target groups such as older or frail people, people with disabilities, etc. These groups are either volunteer groups, community service networks or small agencies receiving small amounts of funding that are connected to Council operated programs or activities.
- Computer Pals Club for Seniors – A voluntary organisation whose aim is to tutor seniors about how to use computers. They have monthly meetings and quarterly club committee meetings.
- Club of Eternal Years provide cultural activities for Russian-speaking aged pensioners, using Room 2 at the Mill Hill Centre on a monthly basis.

Venue Grant Applications - Recommended level of subsidy for regular hirers 2021					
	Applicant	Venue	Activity	Recommended level of subsidy	Value of subsidy
1	The Junction Neighbourhood Centre INC (VAST, Family & Community Engagement & Aged Services Programs)	Mill Hill CC – Room 2	Fortnightly training for volunteers and staff who work with people who are frail aged or that have disabilities.	Full subsidy	\$2778.60

2	<b>Computer Pals Club for Seniors</b>	Mill Hill – Room 1 and 2.	Monthly and quarterly club committee meetings. Also tutoring members on how to use computers.	Full subsidy	\$617.52
3	<b>Inner Sydney Regional Council for Social Development T/A Inner Sydney Voice</b>	Waverley Library - Theatrette	Bi-monthly inter Council meeting providing information, advocacy and support services to organisations, groups and residents in the frail aged / disability sector	Full subsidy	\$378.90
4	<b>Club of Eternal Years</b>	Mill Hill CC – Room 2	Monthly meeting for senior Russian speakers who social meet for cultural and linguistic activities.	Full subsidy	\$631.56
<b>2021 Total value of subsidies</b>					<b>\$4,406.58</b>

### Assessment process

Council officers assessed the grant applications received against a set of criteria, which to provide consistency and the 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 are eligible to apply for a grant.

### What activities won't be supported?

Council will not consider applications for activities:

- With an exclusive religious or political purpose.
- That are part of the core responsibilities of schools or tertiary education institutions.
- That duplicate existing programs.
- That directly contravene Council policy.
- Proposed by applicants who have outstanding debts or have overdue grant acquittal requirements to Waverley Council. Other grants and support being received by applicants will be considered in assessments.
- Proposed by for-profit groups/organisations.

### Assessment criteria

Each application will be assessed using the information it provides against the following criteria:

- Evidence of financial hardship provided.
- Provide critical support services, such as services for frail aged residents.
- Evidence that the activity will benefit Waverley residents.
- Evidence that the group can carry 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.

- Description of the community benefits the applicant expects the activity will provide and its alignment with Council's Community Strategic Plan 2018–29.

**Conditions**

- Groups are required to acknowledge Council support in any promotional materials for their activities.
- Groups acknowledge that the grant constitutes in kind support and no funds are directly payable.

After assessing all applications against the above criteria, it is recommended that Council provides financial assistance to those groups listed in Attachment 1 to this report.

**5. Financial impact statement/Time frame/Consultation**

The total value of the financial support provided the four community groups is \$4,406.58

If Council approves the new Venue Hire Grant subsidies, they will be introduced in time for the start of the next venue hire agreement period on 1 January 2021.

All applicants will receive a letter confirming the outcome of their grant applications as soon as the level of award is confirmed by Council.

**6. Conclusion**

This report recommends that Council, under the Venue Hire Grants Program 2021, grants \$4,406.58 to the organisations set out in the report.

**7. Attachments**

Nil

**REPORT**  
**CM/7.11/20.11**

**Subject:** Affordable Housing Rent Relief - Extension

**TRIM No:** A09/0354

**Author:** Leisa Simmons, Manager, Housing Programs and Community Support

**Director:** Emily Scott, Director, Community, Assets and Operations

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**RECOMMENDATION:**

That Council extends the temporary variation to its Affordable Housing Tenancy Policy applicable from 2 September 2020 to 28 March 2021, to allow its appointed Housing Manager, Bridge Housing, to continue to offer tenants whose income is affected by the coronavirus shutdown rent calculated at 30% of their income.

**1. Executive Summary**

In June, Council approved a temporary variation to its Affordable Housing Tenancy Policy to enable its appointed Housing Manager, Bridge Housing, to offer those tenants whose income had been reduced as a result of the coronavirus shutdown, rent relief for the period 1 March–1 September 2020, with rent calculated at 30% of household income. Bridge Housing has advised that at the end of the approved period, one of the five tenants had returned to work, two are working reduced hours and receiving job keeper payments, and two are looking for work and receiving job seeker payments. Officers are seeking an extension of the approval to offer rent relief for those households whose income is reduced as a result of the coronavirus shutdown, to facilitate economic recovery as the community progressively returns to work.

**2. Introduction/Background**

The Waverley Affordable Housing Tenancy Policy sets rents at 25–35% off the median market rent for a comparable property depending on the tenant's household income. The program intends to benefit working people who earn a low to moderate income.

The coronavirus shutdown has impacted the household incomes of many tenants. In April 2020, the NSW Government announced restrictions on evictions due to rent arrears for tenants whose household income was reduced by 25% or more as a result of the coronavirus shutdown. In September the government announced an extension of the restrictions until 26 March 2021.

In terms of hardship and rental arrangements, the Government has indicated that it expects that landlords will negotiate an arrangement with tenants, which may include reduced rent or the accumulation of rent arrears to be paid at a later date. In the context of such an agreement, tenants would be asked to provide evidence of reduced income and evidence of any application they have made for government income support. The Government has offered land tax relief as an incentive to landlords to negotiate arrangements that keep people housed during the pandemic and its economic fallout.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 16 June 2020	CM/7.11/20.06(2)	That Council approves a temporary variation to the Affordable Housing Tenancy Policy, applicable from 1 March to 1 September 2020, to allow its appointed Housing Manager, Bridge Housing, to offer tenants affected by the coronavirus shutdown, rent calculated at 30% of their income for a period of up to six months from the date at which they were assessed as eligible for rent relief.
Council 17 June 2014	CRD.41/14	That Council: <ol style="list-style-type: none"> <li>1. Endorses the draft Waverley Housing for Older People Tenancy Policy.</li> <li>2. Endorses the draft Waverley Community Living Program Tenancy Policy.</li> <li>3. Endorses the draft Waverley Affordable Housing Tenancy Policy.</li> </ol>

### 4. Discussion

In May 2020, Council's Housing Manager, Bridge Housing advised that five of the tenants in Council's Affordable Housing Program had sought assistance with their rent payments. Two of the five had been stood down and were receiving job seeker payments, and three remained employed on job keeper payments. At its June meeting, Council endorsed a temporary variation to its Affordable Housing Tenancy Policy applicable from 1 March to 1 September 2020, to allow its appointed Housing Manager, Bridge Housing, to offer tenants affected by the coronavirus shutdown, rent calculated at 30% of their income. Following a review conducted at the end of the approved period, Bridge has advised that of the five affected tenants, one has returned to work, two are working reduced hours and receiving job keeper payments, and two are seeking work and receiving job seeker payments.

Officers are seeking an extension of the variation to Council's Affordable Housing Tenancy Policy approved in June, to allow Bridge Housing to continue to offer tenants whose income is affected by the coronavirus shutdown, rent calculated at 30% of their income to cover the period 2 September 2020 to 28 March 2021, with a three monthly review. This means that tenants will not accrue a rent debt to be paid at a later date. Officers are seeking the extension to give those tenants whose income has been impacted by the shutdown some more time to recover financially with stable affordable housing in place, and without incurring a large rent debt which would affect their capacity to recover well into the future. The rent loss resulting from a decision to provide further assistance is relatively moderate, as only four households out of the 25 households housed in Council's Affordable Housing Program continue to need assistance, and no new requests have been made.

### 5. Financial impact statement/Time frame/Consultation

The rent loss resulting from approval to offer continued support for a further six months for the four households identified in this report is anticipated to be \$21,989. The 'worst case' loss predicted for the first six-month period was \$44,746. The actual loss for the period was less at \$24,575. The loss predicted for the second six-month period is lower because some tenants have been able to return to work with reduced hours. This is reflected in their income, and therefore the rent charged.

Should Bridge receive further requests for assistance, the cost of continuing to offer the rent reduction recommended remains conservatively estimated at 41% of expected rent. It is anticipated that the Program can cover the losses associated with the provision of assistance to tenants, and if necessary, Council could draw down on the Program's Operating Reserve.

Council does not pay land tax, so cannot benefit from the incentive offered to private landlords.

## **6. Conclusion**

The experience of Council's tenants whose income has been affected by the coronavirus shutdown indicates that whilst recovery is occurring, for some the impacts are slow to be felt. Approval to extend the offer of rent relief will provide affected tenants with secure affordable housing as a base from which to reach for financial recovery. Though Council's tenants represent a small proportion of all tenants in Waverley, demonstrating a commitment to their recovery is a valuable model for the broader community. More than 40% of households in Waverley are private renters, so the financial recovery of tenants is essential to Waverley's overall economic recovery.

## **7. Attachments**

Nil

**REPORT**  
**CM/7.12/20.11**

**Subject:** Water Tank Rebate Scheme

**TRIM No:** A06/2074

**Author:** Rachel O'Leary, Co-ordinator, Sustainability and Resilience

**Director:** Peter Monks, Director, Planning, Environment and Regulatory

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**RECOMMENDATION:**

That Council:

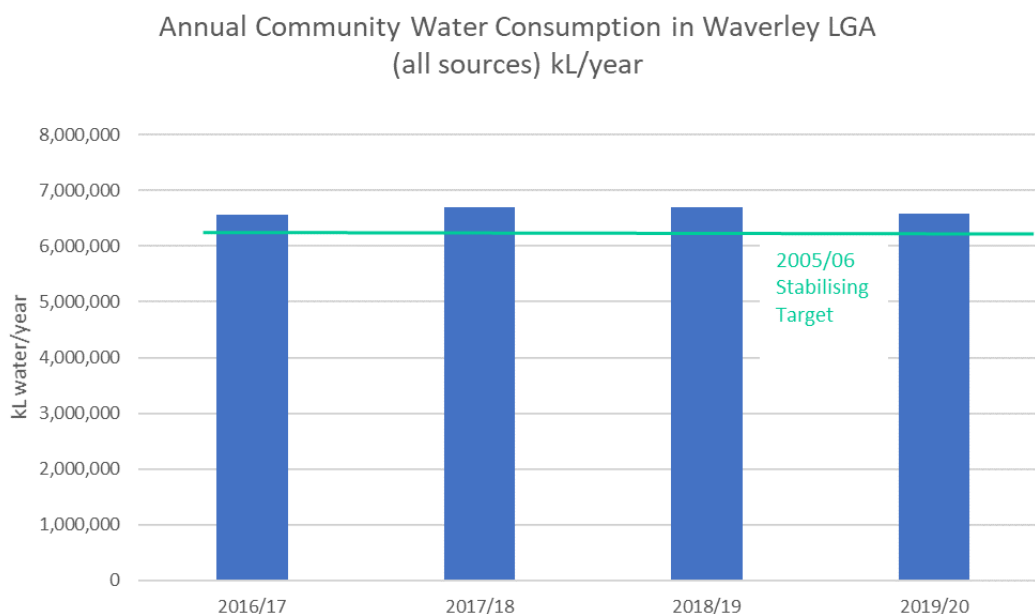
1. Does not pursue a Water Tank Rebate Scheme at this time.
2. Targets enhanced compliance with development controls that support water tank installation on suitable properties, supports effective maintenance for existing residential water tanks and pools, and considers providing demand management support for Council's leased properties to drive down community water consumption in line with Council targets.

**1. Executive Summary**

In March 2020, Council requested a report regarding the viability and funding sources for a Water Tank Rebate Scheme for Waverley households and businesses. This report recommends not pursuing a rebate scheme due to a likely low uptake and effectiveness and a lack of funding sources.

**2. Introduction/Background**

Council has set a target in its Environmental Action Plan to stabilise community-based potable water consumption at 2005/06 levels by 2030. In 2019/20 the Waverley community consumed a total of 6,579,702 kL, which is only 6% above our 2005/06 baseline. While some of last year's decreased consumption can be ascribed to severe water restrictions, on the whole we are in reach of meeting our community water target. This largely stable level of water consumption has occurred despite increases in dwellings and population since 2005/06.



*Figure 1. Annual community water consumption in the Waverley local government area (LGA).*

Rainwater tanks can reduce potable water consumption, particularly if plumbed internally, and can decrease stormwater runoff through onsite detention. Under the Building Sustainability Index (BASIX) SEPP, all new single dwelling residential development in Waverley are required to install a rainwater tank in order to meet the 40% reduction in potable water demand compared to a benchmarked average. Of these, 90% of these new single dwellings in Waverley are installing a rainwater tank plumbed internally to a toilet and/or laundry.

Additionally, all alterations and additions that are installing a swimming pool over 40,000 L that go through the DA/CDC process are required to install a rainwater tank for swimming pool top-up under BASIX. Pools that are less than 40,000L in volume do not trigger any requirement for a rainwater tank under current planning controls.

Sydney-wide a total of 23% of a single dwelling household's water is used outdoors (Sydney Water, 2020). However, water used for outdoor irrigation in apartments is only 1.5% of total consumption (Sydney Water, 2020). It is noted that in Waverley, 80% of residents live in apartments, and therefore the efficacy for water savings through additional tanks installations is limited by space and potential applicants.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 17 March 2020	CM/8.2/20.03	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Investigates: <ol style="list-style-type: none"> <li>(a) The introduction of a Water Tank Rebate Scheme available to all ratepayers, residents and businesses of rateable properties in the local government area.</li> <li>(b) The budgetary implications, and identifies options for how this rebate may be funded by Council.</li> <li>(c) The provision of water tank rebates from Sydney Water.</li> </ol> </li> </ol>

#### 4. Discussion

Sydney Water does not currently offer a rainwater tank rebate to customers. Across NSW, a total of 14 (primarily regional) Councils currently offer a rebate for rainwater tanks. Table 1 outlines rebate offers of three Sydney councils operating within the Sydney Water regulated area.

*Table 1: Current and proposed rebates for Sydney metropolitan Councils 2020.*

Council	Rebate	Notes
Ku-ring-gai Council	\$500 for a > 3000 litre tank plus \$250 per connection (washing machine, toilet, hot water system, irrigation system) (maximum 2 connections).	Funded through an environment levy.
Inner West Council (since 2008 under Marrickville Council)	A sliding scale ranging from \$200 for a 2000 litre garden tank up to \$2,000 for a 10,000 litre tank plumbed to 3 internal connections. An additional rebate is provided to low-income households.  Note: Residents are required to attend a workshop to learn correct sizing, installation and maintenance techniques.	24 rebates since 2016, of which 50% are plumbed internally (S. Kamarudin, personal communication, 8 <sup>th</sup> September 2020).  Average rebate expenditure over the last 3 years has been ~\$3,500 for an average of 6 customers p.a.
Randwick City Council (pending)	A sliding scale dependent on tank size and no. of internal connections, capped at \$500/house and \$1000/apartment.	Planned introduction for early November 2020.  Funded through an environment levy.

Note: none of the above-mentioned rebates are available to new properties which are required to install a rainwater tank as part of the BASIX scheme or DCP requirements.

It should be noted that uptake of the rainwater tank rebates is low, in the last four years the Inner West Council has issued six rebates per year at a total value of \$3,500. Randwick City Council is about to introduce a water tank rebate as a suite of ten energy and water efficiency rebates in November 2020, funded through their environment levy.

Installing rainwater tanks during a new development or major alteration and addition is a logical time to make space for a new tank whether above or below ground. In regard to retrofitting existing dwellings with rainwater tanks, limitations exist in terms of available space to retrofit an above ground tank on existing properties and ease of access to plumb a rainwater tank internally to toilets or washing machines, particularly in multi-unit apartments. This may explain why Inner West has experienced very low uptake of their rainwater tank rebate over the past four years, despite drought conditions. It is predicted that, similar to the Inner West, the uptake of a Water Tank Rebate Scheme would be low in Waverley.

A total of 80% of Waverley's water consumption occurs in the residential sector, of which 80% of dwellings consist of apartments. Council is currently focusing its efforts on promoting Sydney Water's WaterFIX Strata program to apartments through the Building Futures Program and more broadly to all strata buildings. The WaterFIX program targets installing water efficient technologies (showerheads, taps and toilets) and fixing leaks in common areas, as the main areas of water reduction.

Council could focus existing educational resources to ensure that rainwater tanks are being installed and connected as specified through BASIX as part of the building compliance process. It may also be useful to provide educational resources to Waverley residents with existing tanks on rainwater tank maintenance to ensure they are working effectively, or to pool owners on water conservation measures. Council could also explore triggering a rainwater tank requirement through the planning process for new swimming pool installations of <40,000 litres.

To address business water consumption, Council could provide targeted demand management advice and implementation support to its leased commercial properties, to further drive down community water consumption, however budget would be required to develop and deliver such a program.

## **5. Financial impact statement/Time frame/Consultation**

Currently there is no funding (external or internal) to support a Rainwater Tank Rebate Scheme for existing dwellings. Current planning controls under BASIX are resulting in all new single dwellings and major alterations and additions to install a rainwater tank, at no cost to Council.

If Waverley Council is interested in pursuing a rebate scheme to incentivise the uptake of environmental technologies for existing households and businesses, additional revenue will be required or other environmental programs will have to be ceased.

## **6. Conclusion**

This report recommends not pursuing a Water Tank Rebate Scheme at this point in time due to a projected low uptake rate of a rebate scheme, and the lack of available funding sources.

Alternative measures to address community water consumption include:

- Training and support to the Development Assessment Team and the Building Certification and Compliance team to help ensure that rainwater tanks are installed as per BASIX commitments in the Waverley LGA.
- Using existing educational budgets to run workshops for residents on rainwater tank maintenance or pool related savings.
- Investigating a program to educate leased commercial properties on water conservation.

## **7. Attachments**

Nil

**REPORT  
CM/7.13/20.11**

**Subject:** 40 km/h Speed Limit Changes - Treatments

**TRIM No:** A18/0579

**Author:** Amanda Tipping, Project Manager, Major Projects

**Director:** Emily Scott, Director, Community, Assets and Operations

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**RECOMMENDATION:**

That Council:

1. Installs traffic calming treatments, as detailed in the report, at the following locations:
  - (a) Bourke Street, Queens Park.
  - (b) Botany Street at Allens Parade, Bondi Junction.
  - (c) Bennett Street, Bondi.
2. Removes the traffic calming treatment in Botany Street at Llandaff Street, Bondi Junction, as detailed in the report.

**1. Executive Summary**

The four traffic calming treatments discussed in this report were recommended for approval at the Waverley Traffic Committee meeting on 28 May 2020. At the Council meeting on 16 June 2020, Council deferred consideration of the treatments, among others, to a Councillor workshop, followed by a report submitted to Council.

The Councillor workshop took place on 28 July 2020 and the report was submitted to the Strategic Planning and Development Committee on 1 September 2020.

The purpose of this report is to address a resolution passed at the Strategic Planning and Development Committee meeting 1 September 2020 that asked council officers to provide further information in relation to the project and the traffic calming treatments.

**2. Introduction/Background**

In an effort to achieve Vision Zero, with zero road fatalities and minimal serious injuries, Transport for NSW (TfNSW) and Council are aiming to reduce speeds across the local government area (LGA) by introducing a contiguous 40 km/h speed limit. This speed limit aims to increase road safety and to improve the road environment for other road users.

In NSW, TfNSW is responsible for the setting and signposting of safe and appropriate speed limits in accordance with the NSW Speed Zoning Guidelines.

Speed limits in NSW, as in other parts of Australia, are determined by a number of factors including the road geometry, surrounding conditions, road usage, adjacent development, vehicle types and volumes, crash history and the number of access points along the route.

Local Traffic Areas that are primarily self-contained, residential precincts with networks of local streets used mainly for local access may be suitable for 40 km/h speed limits. Typically, these areas have physical devices or treatments to create a self-enforcing 40 km/h speed environment.

While there are some existing locations within Waverley that already exhibit self-enforcing 40 km/h speed environments, other locations require additional treatments for TfNSW to support lowering the existing speed limit. Transport for NSW aims to provide consistent speed limits for motorists on NSW roads, which accurately reflect the road and surrounding environment.

TfNSW have advised Council that they are unable to support the introduction of a new speed limit with no physical interventions at certain locations as it is inconsistent with the NSW Speed Zoning Guidelines.

To determine the requirements for a speed limit change and locate where traffic calming devices would be required, relevant guidelines, crash data, speed data, traffic volume data, spatial mapping and site visits were reviewed. Officers are working toward balancing the needs of the community, mitigating adverse impacts of traffic calming devices, and attempting to achieve no net loss of parking.

The traffic report, including treatment rationale and analysis, was attached and noted at the Strategic Planning and Development Committee on 5 November 2019, along with the concept designs.

Community consultation took place from November 2019 to January 2020. A range of engagement methods were used to maximise the opportunity for community participation. The engagement methods are shown in Table 1 below.

*Table 1. Consultation methods.*

Consultation Nov 2019 – Jan 2020	
Social media	7 & 18 Nov
Media release	12 Nov
Mayor's column	13 Nov
Advertising – The Beast & Wentworth Courier	15 Nov
Internal & external email	18-21 Nov
Flyer - Stage 1 area	20 – 23 Nov (11,000 delivered)
Have Your Say page & mapping tool	Nov – Jan (Over 800 people visited the HYS site and 300 people looked at the map)
Waverley Weekly newsletter	Nov & Dec
Engagement letters	Nov & Dec
Have your say days	Bondi Markets 30 Nov Bondi Junction Markets 5 Dec Bronte 12 Dec Hunter Ward 15 Dec
Combined Precincts meeting	5 Dec
Door knocking	13 & 17 Dec (108 Residences)

A Councillor workshop was held on 11 February 2020 to present the community consultation outcome. In March 2020 Council received and noted community feedback, endorsed the recommended treatments and approved to proceed to detailed design.

Council officers altered the design of the speed humps to address the community feedback. The speed humps now have lower, longer ramps and asphalt infill to reduce noise impacts and improve the aesthetics.

The first six traffic calming treatment detailed designs (Group 1) were presented at Waverley Traffic Committee in May 2020 and recommended for approval by Council. At the Council meeting on 16 June 2020, Council requested further justification of proposed treatments.

On 28 July 2020, a further Councillor workshop was held. Council officers explained that traffic engineers and specialised technical consultants had carried out a traffic study, treatment analysis and rationale and advised on the optimal traffic calming treatments and optimal locations where devices are required to achieve a self-enforcing 40 km/h zone.

The workshop included all the traffic calming treatments and line marking for discussion for the first stage of the 40km/h project and gave the opportunity for Councillors to give feedback on every treatment and location.

Subsequently a report was submitted to the Strategic Planning and Development Committee 1 September 2020. Council deferred the matter and requested further information, which was included in the September 2020 Waverley Traffic Committee report.

From the first six traffic calming treatments (Group 1) the following treatments at the two locations have had further investigation carried out and will be submitted back to Waverley Traffic Committee accordingly:

- Ruthven Street, Bondi Junction
- Park Parade, Bondi

The other four traffic calming treatments are included in this report for Council to endorse the Council officer's recommended three traffic calming treatments and removal of one traffic calming treatment.

### Remaining traffic calming treatments

The remaining traffic calming treatments were submitted to the September 2020 Waverley Traffic Committee (Group 2).

At the October 2020 Council Meeting, Council approved the Waverley Traffic Committee minutes subject to item 1(j), Dickson Street at Birrell Street, Bronte – Kerb build-out, and item 1(t), Park Parade at Birrell Street, Bondi – Kerb build-outs, being deferred for a report to go to the November 2020 Traffic Committee meeting on the outcomes of investigating alternative treatments that consider pedestrian safety and traffic flow, including consideration of a pedestrian refuge like that implemented at the intersection of Wellington Street and Bondi Road.

The following table shows the number of treatments approved and number of treatments requiring Waverley Traffic Committee recommendation and Council approval.

*Table 2. Traffic calming treatment status.*

<b>Traffic Calming Treatment Status</b>	<b>No. of Treatments</b>
Approved treatments to proceed to procurement and construction	13
Treatments recommended at May 2020 Waverley Traffic Committee and seeking Council approval at November 2020 Council Meeting	4
Treatments that were re submitted to October 2020 Waverley Traffic Committee and are recommended for approval at November 2020 Council Meeting	5
Treatments re submitted to November 2020 Waverley Traffic Committee	3
Line marking drawings to February 2021 Waverley Traffic Committee	18

### 3. Relevant Council Resolutions

Meeting and date	Minute No.	Decision
Council 20 October 2020	CM/5.2.1/20.10	<p><i>Group 2 treatments only.</i></p> <p>That the Traffic Committee's recommendation be adopted subject to item 1(j), Dickson Street at Birrell Street, Bronte – Kerb build-out, and item 1(t), Park Parade at Birrell Street, Bondi – Kerb build-outs, being deferred for a report to go to the November 2020 Traffic Committee meeting on the outcomes of investigating alternative treatments that consider pedestrian safety and traffic flow, including consideration of a pedestrian refuge like that implemented at the intersection of Wellington Street and Bondi Road.</p>
Strategic Planning and Development Committee 1 September 2020	PD/5.4/20.09	<p><i>Group 1 treatments only.</i></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Defers this matter in order to gain more information on the following: <ol style="list-style-type: none"> <li>The costing of intersection treatments, using Park Parade as an example.</li> <li>The consequences of deferring traffic calming in Ruthven Street and an examination of the option of angle parking on Ruthven Street on alternating sides along the street with a vehicle slowing device to create slow points similar to Ashton Street and Denison Street.</li> <li>The consequences of not proceeding with the traffic calming in Bourke Street.</li> <li>Consults NSW Police and Transport for NSW on their flexibility in regard to the nature of what traffic calming devices and techniques Council uses.</li> <li>Seeks clarification from the relevant State departments on available funding and any future funding for this initiative, the first in NSW of this size.</li> <li>Investigates an alternative traffic calming solution along the length of Park Parade consisting of two minimum width travel lanes, with the outcome of the investigation to go to the Waverley Traffic Committee</li> </ol> </li> <li>Receives a report by the October Council meeting or earlier.</li> </ol>

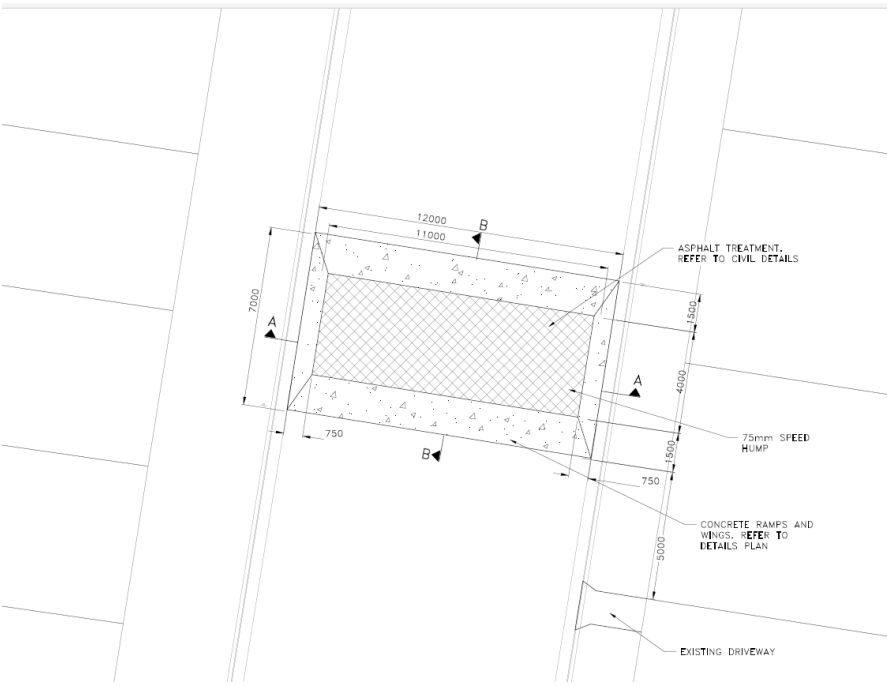
Council 16 June 2020	CM/5.2.1/18.06(2)	<p><i>Group 1 treatments only.</i></p> <p>That:</p> <ol style="list-style-type: none"> <li>Council defers this item to a Councillor workshop for further consideration of the location and type of traffic calming devices in the locations of: <ol style="list-style-type: none"> <li>Bourke Street, Queens Park.</li> <li>Botany Street Bondi Junction.</li> <li>Park Parade, Bondi.</li> <li>Bennett Street, Bondi.</li> <li>Ruthven Street, Bondi Junction.</li> </ol> </li> <li>A report comes back to Council.</li> </ol>
Council 17 March 2020	CM/8.1/20.03	<p><i>This motion below was lost.</i></p> <p>That resolution PD/5.3/20.03 – 40 km/h Speed Limit Changes – Consultation Outcomes, passed at the Strategic Planning and Development Committee meeting on 3 March 2020, be rescinded.</p>
Strategic Planning and Development Committee 3 March 2020	PD/5.3/20.03	<p>That Council, in relation to the 40 km/h speed limit change project:</p> <ol style="list-style-type: none"> <li>Receives and notes the summary of community feedback attached to this report (Attachment 1).</li> <li>Endorses the recommended traffic calming measures identified in Attachment 2 to this report.</li> <li>Proceeds to detailed design of the recommended traffic calming measures, with a report to be considered by the Traffic Committee before proceeding to procurement for the construction phase.</li> </ol>
Strategic Planning and Development Committee 5 November 2019	PD/5.3/19.11	<p>That Council:</p> <ol style="list-style-type: none"> <li>Exhibits the concept designs for the 40 km/h 'Stage 1' Speed Limit Change Project attached to this report for a period of 28 days, subject to: <ol style="list-style-type: none"> <li>On page 178 of the attachment, in regard to Park Parade, Council officers consider repositioning the threshold and kerb blisters further south towards the corner of Birrell Street so as to eliminate the splay corner,</li> </ol> </li> </ol>

		<p>minimise the loss of parking and to maximise pedestrian safety.</p> <ol style="list-style-type: none"> <li>2. Officers prepare a project summary for exhibition with the concept designs.</li> <li>3. Noting the design of the Bondi Junction cycleway includes traffic calming measures, investigates whether additional measures are required if the Oxford Street transit mall is to become 40 km/h.</li> <li>4. Notes 'Stage 1' is the area of the Waverley local government area (LGA) that is south and west of Bondi Road, and it is intended that, subject to funding and Transport for NSW endorsement, Stage 2 will be investigated next, being the area of the Waverley LGA that is north of Bondi Road.</li> <li>5. Notes that Bondi Road, Council Street and Carrington Road are excluded from the scope of the Speed Review Study.</li> <li>6. Notes the proposed signage treatment is excluded from the public exhibition, being a technical matter for Waverley Traffic Committee consideration.</li> <li>7. Notes, following the public exhibition period, a further report will be prepared for the Traffic Committee summarising the consultation process, key feedback, and recommending revision to concept design, as necessary.</li> </ol>
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#### 4. Discussion

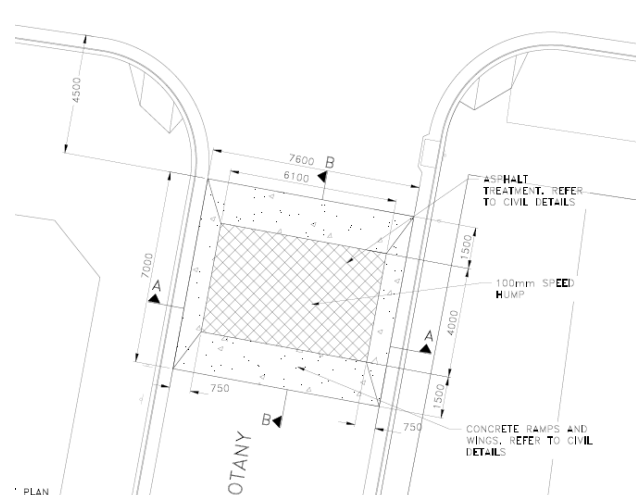
The following four treatments were discussed during the Councillor workshop on 28 July 2020, and tables below provide the technical detail, submissions, reviews and council officer recommendations for each location. An opportunity was provided for further Councillor input following the workshop. One Councillor submission was received addressing the specific locations detailed in this report.

Table 3. 13 Bourke Street.

<p style="text-align: center;"><b>13 Bourke St</b></p> 	
<p><b>Council officer recommendation:</b></p>	<p><b>Install redesigned speed hump at this location</b></p> <p><b>Justification:</b></p> <p>Separate cycle lanes and a median splitter island were reviewed as options at this location, both of these options would require removing five to six parking spaces. Council officers advise that Bourke St has a high occupancy parking rate and do not want to reduce parking spaces where possible.</p>
<p><b>Reason for recommended type of treatment:</b></p>	<ul style="list-style-type: none"> <li>• Most effective at reducing vehicle speeds in this location</li> <li>• No impact to parking</li> <li>• Relatively low cost to maintain</li> <li>• Minimal impact to movements from driveways</li> <li>• Consistent with existing treatments on Bourke St</li> </ul>
<p><b>Reason for this exact Location on Bourke St:</b></p>	<ul style="list-style-type: none"> <li>• Located to optimise spacing between existing treatment (60m north) and roundabout (100m south)</li> <li>• No driveway conflict and more room for treatment</li> <li>• Driveway conflicts at ideal location (No. 14 and 16)</li> <li>• Near existing streetlight</li> <li>• Favourable grade</li> </ul>

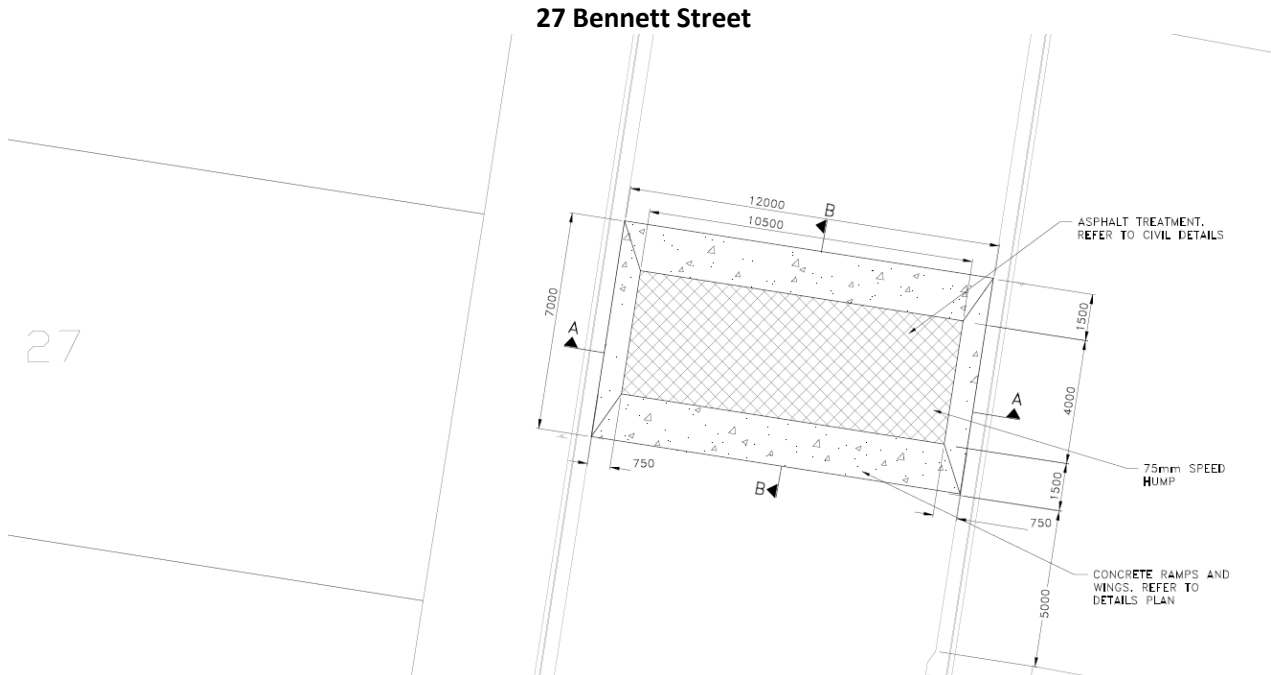
<b>85<sup>th</sup> Speed:</b>	49 km/h <i>*all roads recorded at 43 km/h and above were reviewed for treatment requirements</i>
<b>Submissions during community consultation Nov 2019 – Jan 2020:</b>	Door Knocking: 1) low ones ok, not objective 2) Fully supports – has kids and dogs and wants it safer
<b>Submissions submitted at June 2020 Council Meeting:</b>	Nil
<b>Councillor submissions post Councillor workshop July 2020:</b>	This location is close to the existing road hump at the Birrell St end and should be removed - Rationale - The existing speed is 50km/hr due to this being a bus route when the rest of Queens Park is 40km/hr so when the speed limit is reduced it's likely that there will be no problem with reducing speed in this short section. This is a very short distance between speed humps compared to Botany Street (above) where the speed humps are much farther apart. It is also proposed to put a speed hump on the Queens Park Road end of Botany Street (ID 4) so this road will be sufficiently covered.

Table 4. Botany Street at Allens Parade.

<p style="text-align: center;"><b>Botany St at Allens Parade</b></p> 	
<b>Council officer recommendation:</b>	<b>Install redesigned speed hump at this location</b>  <b>Justification:</b>  Speed cushions and kerb blisters were reviewed as options at this location, however speed cushions and kerb blisters were deemed less effective at slowing vehicles down at this location.
<b>Reason for recommended type of treatment:</b>	<ul style="list-style-type: none"> <li>Most effective treatment at reducing vehicle</li> </ul>

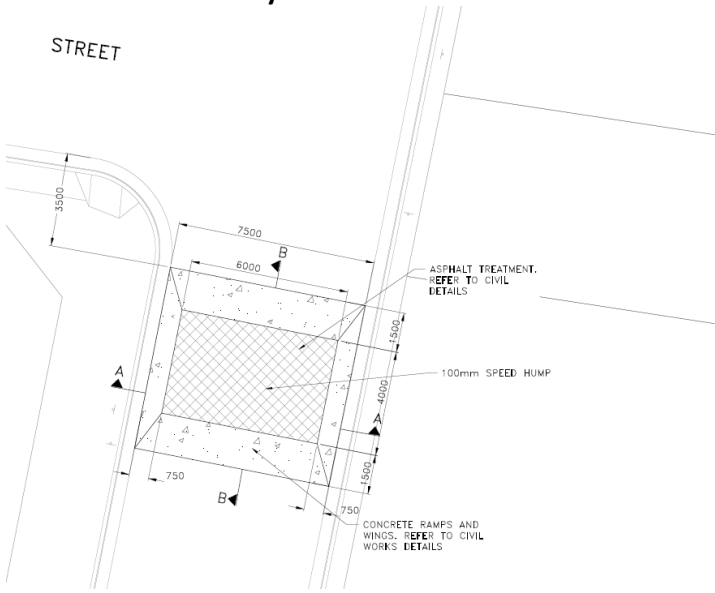
	speeds in this location <ul style="list-style-type: none"> <li>relatively low cost to install and maintain</li> </ul>
<b>Reason for exact location on Botany St:</b>	<ul style="list-style-type: none"> <li>Located to optimise spacing along Botany Street</li> <li>No impacts to parking</li> <li>Does not encourage pedestrians to use it as a crossing</li> <li>Not located on property frontages</li> <li>Set back from intersection - minimise impact on turning vehicles</li> </ul>
<b>85<sup>th</sup>% Speed</b>	48 km/h
<b>Submissions during community consultation Nov 2019 – Jan 2020:</b>	Have Your Say (HYS) day - 1 x support – ‘Need road humps to prevent speeding on Botany St’
<b>Submissions submitted at June 2020 Council Meeting:</b>	Nil
<b>Councillor submissions post Councillor workshop July 2020:</b>	Nil

Table 5. 27 Bennett Street.

<div style="text-align: center;"> <b>27 Bennett Street</b>  </div>	
<b>Council officer recommendation:</b>	<p><b>Install redesigned speed hump at this location</b></p> <p><b>Justification</b></p> <p>Speed cushions and median with pedestrian refuge were reviewed as options at this location, however speed cushions can be less effective at slowing vehicles and the median with pedestrian refuge would remove up to eight parking spaces.</p> <p>Council officers advise that Bennett St has a high occupancy parking rate and do not want to reduce</p>

	parking spaces where possible.
<b>Reason for recommended type of treatment:</b>	<ul style="list-style-type: none"> <li>• Most effective at reducing vehicle speeds in this location</li> <li>• No impact to parking</li> <li>• Relatively low cost to maintain</li> <li>• Minimise impact to movements from driveways</li> </ul>
<b>Reason for this exact Location on Bennett St:</b>	<ul style="list-style-type: none"> <li>• Located to optimise spacing between intersections along Bennett Street, approximately halfway</li> <li>• Adjacent to existing street light</li> <li>• Sufficiently set back from Stephen Street Reserve, less likely to be mistaken for pedestrian crossing</li> <li>• Tree conflicts north of Stephen Street</li> </ul>
<b>85<sup>th</sup> Speed:</b>	51 km/h
<b>Submissions during community consultation Nov 2019 – Jan 2020:</b>	Nil
<b>Submissions submitted at June 2020 Council Meeting:</b>	Nil
<b>Councillor submissions post Councillor workshop July 2020:</b>	Nil

Table 6. Botany Street at Llandaff Street.

<p style="text-align: center;"><b>Botany St At Llandaff Street</b></p> 	
<b>Council officer recommendation:</b>	<p><b>Delete proposed speed hump at the corner of Llandaff St and Botany St.</b></p> <p><b>Officers will review implementing a traffic calming treatment at Botany St/ Waverley St intersection independently to the 40km/h project.</b></p>

	<b>Justification</b>  Consideration was given to Councillor feedback and it was agreed that the proposed treatment at Botany St, Allens Pde and current speed data may result in a self-enforcing speed limit.
<b>Reason for recommended type of treatment:</b>	NA
<b>Reason for Location:</b>	NA
<b>85<sup>th</sup> Speed:</b>	48 km/h
<b>Submissions during community consultation Nov 2019 – Jan 2020:</b>	HYS map – 1) Dangerous to turn right from Llandaff onto Botany. Ensure the hump sits North of Llandaff on Botany to give a bit of a safety buffer. HYS day – 1) support - Need road humps to prevent speeding on Botany St
<b>Submissions submitted at June 2020 Council Meeting:</b>	Botany Street (1) submission <ul style="list-style-type: none"> <li>• Pollution impact</li> <li>• No accidents or speeding</li> <li>• Affects residents trying to cross the road</li> <li>• No consultation</li> </ul>
<b>Councillor submissions post Councillor workshop July 2020:</b>	‘This would be much better if it were a kerb blister with low plantings - Rationale - this is not a high-speed area so we do not need to bring the speed down very much to achieve 40km. The residents at this location do not support a road hump but the kerb blister would provide added safety for drivers exiting Llandaff St. Suggest that it has a path through the centre as this is a high pedestrian through link.’

## 5. Financial impact statement/Time frame/Consultation

### Financial impact statement

Council has received a commitment of \$1 million for construction from the RMS NSW Safe Speeds in High Pedestrian Activity and Local Area program. The \$1 million is required to be spent or committed by 30 June 2021.

### Time frame

- Traffic Committee: November 2020 and February 2021 (for the revised traffic calming treatments and line marking).
- Procurement for construction: March–April 2021.
- Construction: May–June 2021.

**Consultation**

Community and stakeholder consultation took place between November 2019 and January 2020. Community and stakeholders were informed of the outcome of the consultation in June 2020. The community and stakeholders will be informed prior to any construction works.

**6. Conclusion**

It is recommended that Council endorses the Council officer's recommended three traffic calming treatments and removal of one traffic calming treatment to allow the project to progress to procurement and construction.

**7. Attachments**

1. 13 Bourke Street [↓](#)
2. Botany Street/Allens Parade [↓](#)
3. 27 Bennett Street [↓](#)
4. 14 Botany Street [↓](#)

FOR CONSTRUCTION

# BONDI 40KM/H PROPOSAL AT 13 BOURKE STREET, BONDI JUNCTION PROPOSED SPEED HUMP

## GENERAL NOTES

1. THE DESIGN DRAWINGS SHOULD BE READ IN CONJUNCTION WITH RELEVANT COUNCIL'S STANDARD DRAWINGS.
2. DURING CONSTRUCTION THE WORK IS TO BE SIGNPOSTED AND MARKED TO THE REQUIREMENTS OF AS1742.2-2009 AND AS1742.3-2009 "TRAFFIC CONTROL DEVICES FOR WORKS ON ROADS".
3. A TRAFFIC MANAGEMENT PLAN & SITE SAFETY PLAN IS TO BE SUBMITTED TO COUNCIL'S PROJECT MANAGER PRIOR TO IMPLEMENTATION.
4. SOIL AND WATER MANAGEMENT PLAN IS TO BE SUBMITTED TO COUNCIL'S PROJECT MANAGER PRIOR TO IMPLEMENTATION.
5. ALL WORK IS TO BE CARRIED OUT TO BEST PRACTICE STANDARDS AND TO THE SATISFACTION OF COUNCIL'S PROJECT MANAGER.
6. THE WORK SITE IS TO BE PROTECTED USING APPROPRIATE SIGNAGE, FENCING, BARRICADING, AND PARAWEBBING FOR DURATION OF PROJECT CONSTRUCTION.
7. DURING WORKS, CONTRACTOR TO INSTALL TEMPORARY SIGNS - "CHANGED TRAFFIC CONDITIONS AHEAD" ON ALL APPROACHES 75-100M IN ADVANCE OF THE WORK SITE AND MAINTAIN FOR THE DURATION OF THE WORKS.
8. ALL RESIDENTS AFFECTED BY THE PROPOSED WORKS ARE TO BE NOTIFIED AT LEAST 3 WORKING DAYS BEFORE THE COMMENCEMENT OF ROADWORKS TO THE SATISFACTION OF COUNCIL'S SUPERINTENDENT.
9. SUITABLE VEHICULAR ACCESS SHALL BE MAINTAINED TO EACH DRIVEWAY OR ALTERNATIVE ARRANGEMENTS MADE WITH THE OWNERS.
10. WORK TO BE CARRIED OUT WITHIN THE APPROVED HOURS ONLY.

## SERVICES

11. UTILITIES (IF SHOWN) ARE DIAGRAMMATIC ONLY AND HAVE BEEN PREPARED FROM THE INFORMATION PROVIDED BY THE RELEVANT SERVICE AUTHORITIES. CONTRACTORS ARE RESPONSIBLE TO LOCATE AND AVOID DAMAGE TO THE SERVICE AS SPECIFIED BY EACH UTILITIES EXCAVATION GUIDELINES.
12. AUSGRID REQUIRES THAT CONTRACTOR SHOULD CONTACT THEM IF WORKING WITHIN 5.0M FROM UNDERGROUND ELECTRICITY CONDUITS.
13. WHERE EXISTING SERVICE COVERS ARE NOMINATED TO BE ADJUSTED TO DESIGN LEVELS, CONTRACTOR IS TO CARRY OUT ALL WORKS IN ACCORDANCE WITH RELEVANT SERVICE AUTHORITY REQUIREMENTS.
14. NO SERVICE COVERS ARE TO BE COVERED.

## SIGNS & LINEMARKING

15. ALL TRAFFIC SIGNS TO COMPLY WITH NATSPEC 1192 & RMS SPECIFICATION R143 AND TO BE OF HIGH INTENSITY CLASS 1 REFLECTIVITY.
16. ALL LINEMARKING IS TO COMPLY WITH NATSPEC 1191 & RMS SPECIFICATION R141 - "PAVEMENT MARKING".
17. LINEMARKING TO BE IN THERMOPLASTIC TYPE (UNLESS STATED OTHERWISE) AND INCLUDE GLASS BEADS IN ACCORDANCE WITH RMS SPECIFICATIONS 3357 AND 3353 RESPECTIVELY. ALL RRPMS TO COMPLY WITH RMS SPECIFICATION R142.
18. KERB FACES OF ALL ISLANDS TO BE PAINTED WHITE AND TO INCLUDE GLASS BEADS IN ACCORDANCE WITH RMS SPECIFICATION NO. 3353.
19. ALL LINEMARKING AND RRPMS REMOVED OR AFFECTED DURING THE COURSE OF THE WORKS ARE TO BE REINSTATED UNLESS NOTED OTHERWISE.
20. ALL EXISTING SIGNS TO REMAIN UNLESS NOTED OTHERWISE.
21. LINEMARKING AND SIGNPOSTING TO BE INSTALLED AS SOON AS PRACTICABLE.
22. REDUNDANT LINEMARKING IS TO BE REMOVED BY GRINDING WHERE SHOWN ON PLANS OR WHERE NEW LINEMARKING IS PROVIDED.
23. ALL SIGNPOSTING ON SPLITTER, KERB OR PEDESTRIAN REFUGE ISLANDS TO BE ERRECTED USING V-NOTCH INSERTS, UNLESS NOTED OTHERWISE.
24. UNLESS SHOWN ON PLANS, NO STATE SURVEY MARKS ARE TO BE REMOVED PRIOR TO CONSULTING WITH COUNCIL'S SUPERINTENDENT.
25. ALL DIMENSIONS ARE IN MILLIMETERS UNLESS STATED OTHERWISE.

## CONCRETE

1. ALL WORKMANSHIP AND MATERIALS SHALL BE IN ACCORDANCE WITH AS 3600 CURRENT EDITION WITH AMENDMENTS EXCEPT WHERE VARIED BY THE CONTRACT DOCUMENTS.
2. CONCRETE QUALITY.

ELEMENT	SLUMP	MAX AGGREGATE SIZE	CEMENT TYPE	CEMENT GRADE
ALL	80mm	20mm	GP	25MPa

NO ADMIXTURES SHALL BE USED WITHOUT THE APPROVAL OF COUNCIL'S SUPERINTENDENT.

3. CLEAR CONCRETE COVER TO REINFORCEMENT SHALL BE AS FOLLOWS UNLESS OTHERWISE SHOWN-

ELEMENT	SURFACE OF MEMBER IN INTERIOR ENVIRONMENT	SURFACE OF MEMBER IN ABOVE GROUND EXTERIOR ENVIRONMENT	SURFACE OF MEMBER IN CONTACT WITH GROUND (1)	SURFACE OF MEMBER IN WATER
ALL	35	45	55	75

NOTE:  
1. COVER MAY BE REDUCED BY 10mm IF THE SURFACE IS PROTECTED BY A DAMP-PROOF MEMBRANE.  
2. SLABS EXPOSED TO CORROSIVE VAPOURS, CORROSIVE GROUND WATER, SEA WATER, OR SPRAY ARE TO HAVE REINFORCEMENT COVER AS NOTED ON THE DRAWINGS.

## SIGNPOSTING SCHEDULE

SIGN NO.	QUANTITY	STEM	CONDITION	LOCATION
W3-4	2	LONG	NEW	VERGE

NOTE: SIGNS TO BE REMOVED ARE NOT INCLUDED IN THIS SCHEDULE.

## DRAWING SCHEDULE

- 1/4 - NOTES AND SCHEDULES
- 2/4 - LAYOUT PLAN
- 3/4 - DETAILS PLAN
- 4/4 - SIGNAGE AND LINEMARKING PLAN

## LEGEND

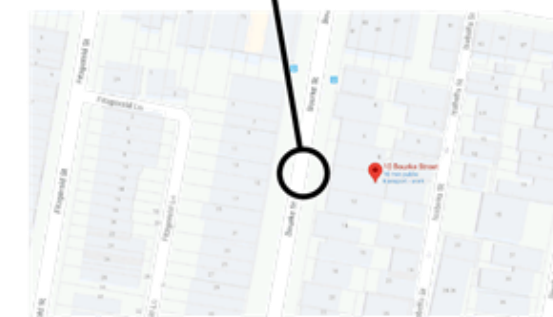
### SYMBOLS

- STATE SURVEY MARK
- PERMANENT SURVEY MARK
- SURVEY STATION
- DRILLED HOLE
- SURVEY NAIL
- SIGN
- SILENT COP
- COLUMN
- EXISTING SURFACE LEVEL
- BOLLARD
- HYDRANT
- POWER POLE
- LIGHT POLE
- ELECTRICITY & LIGHT POLE
- ELECTRICITY PILLAR
- PHONE BOOTH
- MAIL BOX
- TELECOMM. SERVICE COVER
- TELECOMMUNICATION PILLAR
- RUBBISH BIN
- STORMWATER MANHOLE
- SEWER MANHOLE
- STOP VALVE
- WATER METER
- GAS VALVE
- TRAFFIC LIGHT BOX
- TRAFFIC LIGHT
- UNKNOWN SERVICE COVER
- PARKING METER
- TREE

### LINE STYLES

- FENCELINE
- WOODEN FENCE
- WIND RAIL
- GUARD RAIL
- GATE
- BOUNDARY LINE
- TOP OF BANK
- TABLE DRAIN
- EXISTING DRAINAGE LINE
- NEW DRAINAGE LINE
- HEDGE
- EDGE OF TREE CANOPY
- EDGE OF BITUMEN
- LINEMARKING (TBL, C, W, S)
- LINEMARKING (T, C, L, A, W, S)

LOCATION OF WORKS



## LOCALITY PLAN

(NTS)



UTILITIES, IF SHOWN, ARE DIAGRAMMATIC ONLY. CONTRACTORS ARE RESPONSIBLE TO LOCATE AND AVOID DAMAGE TO THEM AS SPECIFIED BY EACH UTILITIES EXCAVATION GUIDELINES.

IN CASE OF EMERGENCY, CONTACT THE FOLLOWING UTILITIES IF THEIR SERVICES ARE INVOLVED:

TELSTRA	: 132203
AGL (GAS)	: 131245
SYDNEY WATER	: 132090
AUSGRID	: 131388

**LINEMARKING**  
ALL NEW LINEMARKING TO BE IN THERMOPLASTIC UNLESS NOTED OTHERWISE

**NOTE**  
ALL EXISTING SIGNS AND LINES TO REMAIN UNLESS NOTED OTHERWISE.

**IMPORTANT**  
REDUNDANT LINE MARKING MUST BE REMOVED BY GRINDING WHERE INDICATED ON PLANS.

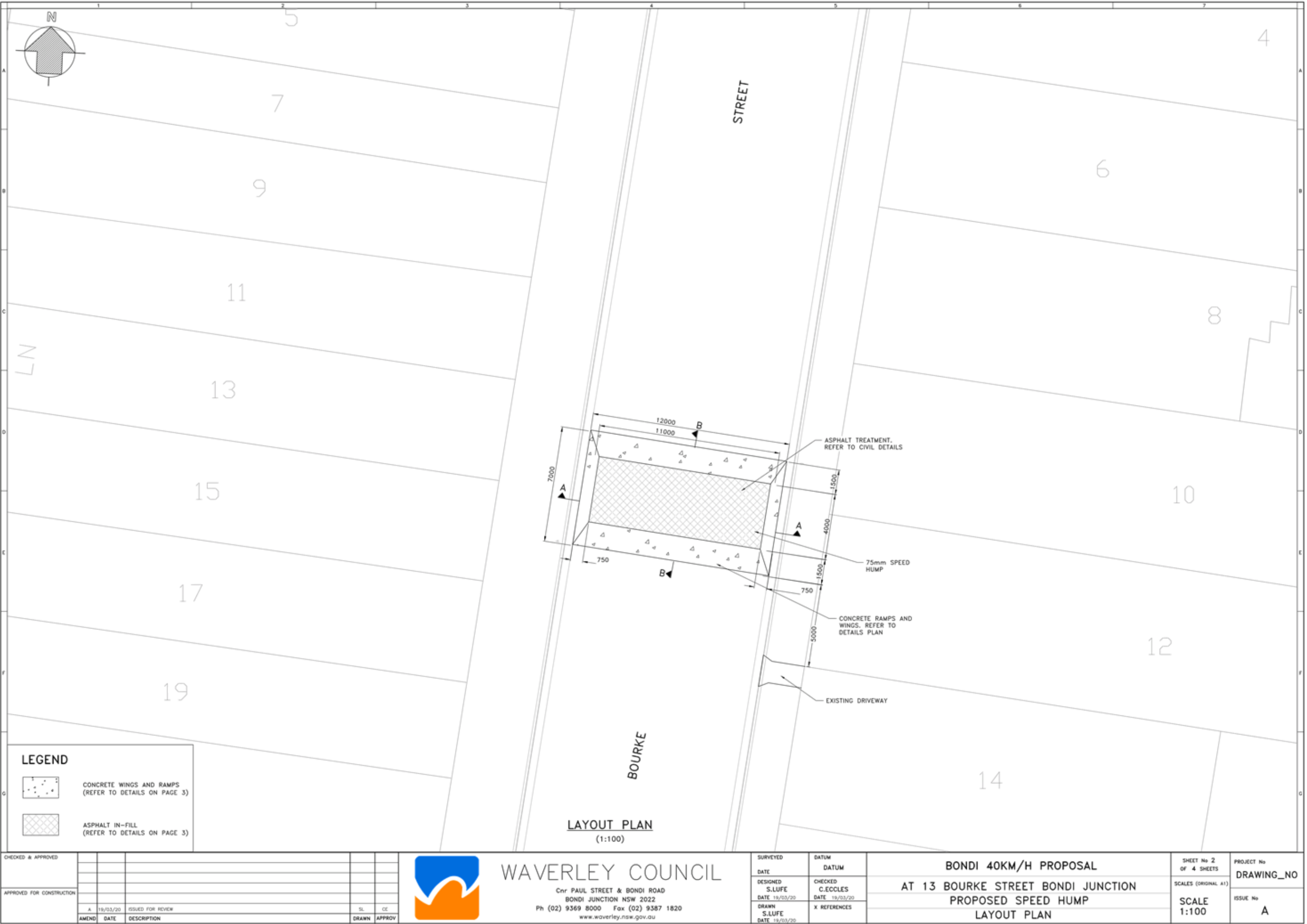
CHECKED & APPROVED					
APPROVED FOR CONSTRUCTION					
AMEND	DATE	DESCRIPTION	DRAWN	APPROVED	
A	18/03/20	ISSUED FOR REVIEW	SL	CE	

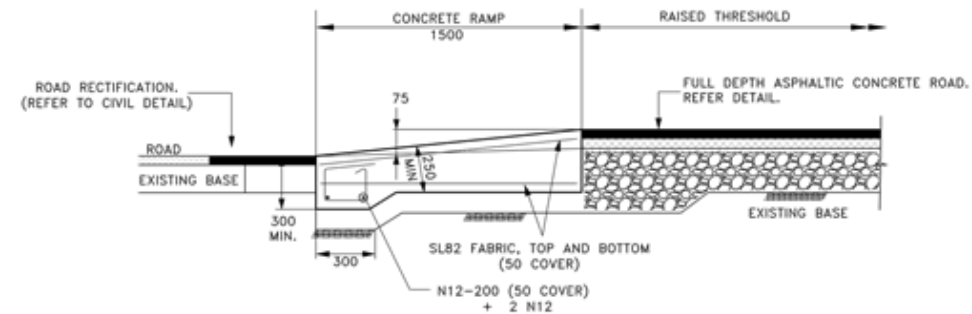


WAVERLEY COUNCIL

Cnr PAUL STREET & BONDI ROAD  
BONDI JUNCTION NSW 2022  
Ph (02) 9369 8000 Fax (02) 9387 1820  
www.waverley.nsw.gov.au

SURVEYED DATE	DATUM DATE	BONDI 40KM/H PROPOSAL AT 13 BOURKE STREET BONDI JUNCTION PROPOSED SPEED HUMP NOTES AND SCHEDULES	SHEET No 1 OF 4 SHEETS SCALE (ORIGINAL A1) SCALE NTS	PROJECT No DRAWING_NO ISSUE No A
DESIGNED S.LUFE DATE 18/03/20	CHECKED C.ECCLES DATE 18/03/20			
DRAWN S.LUFE DATE 18/03/20	X REFERENCES			

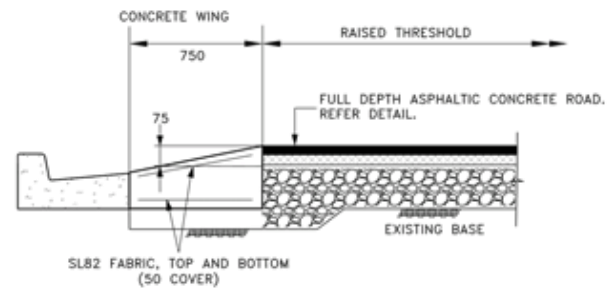




FULL DEPTH ASPHALT CROSSING WITH CONCRETE RAMPS

SECTION B-B

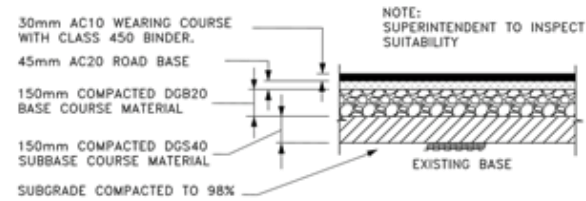
SCALE 1:20



FULL DEPTH ASPHALT CROSSING WITH CONCRETE WINGS

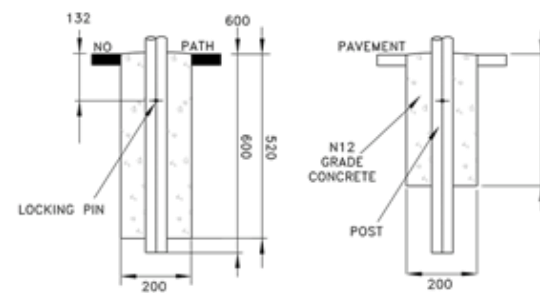
SECTION A-A

SCALE 1:20



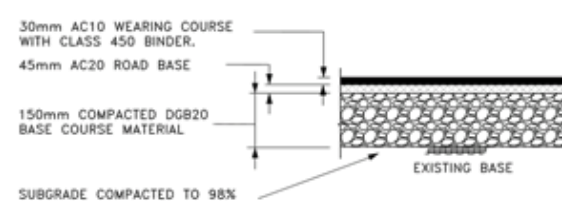
FULL DEPTH ASPHALT CONCRETE ROAD

SCALE 1:20



SIGNPOST FOOTING

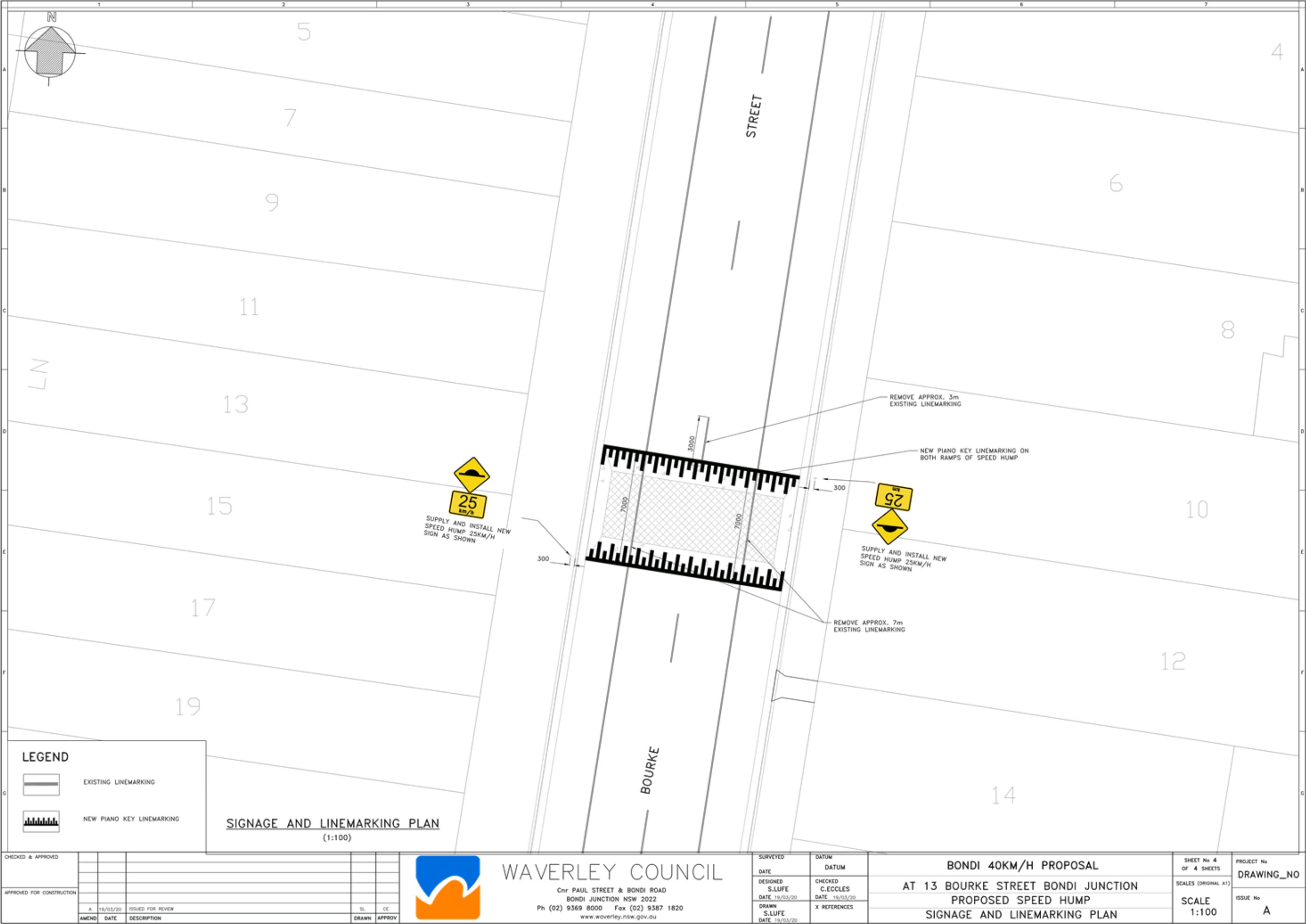
SCALE 1:10



ROAD RECTIFICATION

SCALE 1:20

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FOR CONSTRUCTION

# BONDI 40KM/H PROPOSAL AT BOTANY STREET, BONDI JUNCTION PROPOSED SPEED HUMP

## GENERAL NOTES

1. THE DESIGN DRAWINGS SHOULD BE READ IN CONJUNCTION WITH RELEVANT COUNCIL'S STANDARD DRAWINGS.
2. DURING CONSTRUCTION THE WORK IS TO BE SIGNPOSTED AND MARKED TO THE REQUIREMENTS OF AS1742.2-2009 AND AS1742.3-2009 "TRAFFIC CONTROL DEVICES FOR WORKS ON ROADS".
3. A TRAFFIC MANAGEMENT PLAN & SITE SAFETY PLAN IS TO BE SUBMITTED TO COUNCIL'S SUPERINTENDENT PRIOR TO IMPLEMENTATION.
4. SOIL AND WATER MANAGEMENT PLAN IS TO BE SUBMITTED TO COUNCIL'S PROJECT MANAGER PRIOR TO IMPLEMENTATION.
5. ALL WORK IS TO BE CARRIED OUT TO BEST PRACTICE STANDARDS AND TO THE SATISFACTION OF COUNCIL'S SUPERINTENDENT.
6. THE WORK SITE IS TO BE PROTECTED USING APPROPRIATE SIGNAGE, FENCING, BARRICADING, AND PARAWEBBING FOR DURATION OF PROJECT CONSTRUCTION.
7. DURING WORKS, CONTRACTOR TO INSTALL TEMPORARY SIGNS - "CHANGED TRAFFIC CONDITIONS AHEAD" ON ALL APPROACHES 75-100M IN ADVANCE OF THE WORK SITE AND MAINTAIN FOR THE DURATION OF THE WORKS.
8. ALL RESIDENTS AFFECTED BY THE PROPOSED WORKS ARE TO BE NOTIFIED AT LEAST 3 WORKING DAYS BEFORE THE COMMENCEMENT OF ROADWORKS TO THE SATISFACTION OF COUNCIL'S SUPERINTENDENT.
9. SUITABLE VEHICULAR ACCESS SHALL BE MAINTAINED TO EACH DRIVEWAY OR ALTERNATIVE ARRANGEMENTS MADE WITH THE OWNERS.
10. WORK TO BE CARRIED OUT WITHIN THE APPROVED HOURS ONLY.

## SERVICES

11. UTILITIES (IF SHOWN) ARE DIAGRAMMATIC ONLY AND HAVE BEEN PREPARED FROM THE INFORMATION PROVIDED BY THE RELEVANT SERVICE AUTHORITIES. CONTRACTORS ARE RESPONSIBLE TO LOCATE AND AVOID DAMAGE TO THE SERVICE AS SPECIFIED BY EACH UTILITIES EXCAVATION GUIDELINES.
12. AUSGRID REQUIRES THAT CONTRACTOR SHOULD CONTACT THEM IF WORKING WITHIN 5.0M FROM UNDERGROUND ELECTRICITY CONDUITS.
13. WHERE EXISTING SERVICE COVERS ARE NOMINATED TO BE ADJUSTED TO DESIGN LEVELS, CONTRACTOR IS TO CARRY OUT ALL WORKS IN ACCORDANCE WITH RELEVANT SERVICE AUTHORITY REQUIREMENTS.
14. **NO SERVICE COVERS ARE TO BE COVERED.**

## SIGNS & LINEMARKING

15. ALL TRAFFIC SIGNS TO COMPLY WITH NATSPEC 1192 & RMS SPECIFICATION R143 AND TO BE OF HIGH INTENSITY CLASS 1 REFLECTIVITY.
16. ALL LINEMARKING IS TO COMPLY WITH NATSPEC 1191 & RMS SPECIFICATION R141 - "PAVEMENT MARKING".
17. LINEMARKING TO BE IN THERMOPLASTIC TYPE (UNLESS STATED OTHERWISE) AND INCLUDE GLASS BEADS IN ACCORDANCE WITH RMS SPECIFICATIONS 3357 AND 3353 RESPECTIVELY. ALL RRP'S TO COMPLY WITH RMS SPECIFICATION R142.
18. KERB FACES OF ALL ISLANDS TO BE PAINTED WHITE AND TO INCLUDE GLASS BEADS IN ACCORDANCE WITH RMS SPECIFICATION NO. 3353.
19. ALL LINEMARKING AND RRP'S REMOVED OR AFFECTED DURING THE COURSE OF THE WORKS ARE TO BE REINSTATED UNLESS NOTED OTHERWISE.
20. ALL EXISTING SIGNS TO REMAIN UNLESS NOTED OTHERWISE.
21. LINEMARKING AND SIGNPOSTING TO BE INSTALLED AS SOON AS PRACTICABLE.
22. REDUNDANT LINEMARKING IS TO BE REMOVED BY GRINDING WHERE SHOWN ON PLANS OR WHERE NEW LINEMARKING IS PROVIDED.
23. ALL SIGNPOSTING ON SPLITTER, KERB OR PEDESTRIAN REFUGE ISLANDS TO BE ERECTED USING V-NOTCH INSERTS, UNLESS NOTED OTHERWISE.
24. UNLESS SHOWN ON PLANS, NO STATE SURVEY MARKS ARE TO BE REMOVED PRIOR TO CONSULTING WITH COUNCIL'S SUPERINTENDENT.
25. ALL DIMENSIONS ARE IN MILLIMETERS UNLESS STATED OTHERWISE.

## CONCRETE

1. ALL WORKMANSHIP AND MATERIALS SHALL BE IN ACCORDANCE WITH AS 3600 CURRENT EDITION WITH AMENDMENTS EXCEPT WHERE VARIED BY THE CONTRACT DOCUMENTS.
2. CONCRETE QUALITY.

ELEMENT	SLUMP	MAX AGGREGATE SIZE	CEMENT TYPE	CEMENT GRADE
ALL	80mm	20mm	GP	25MPa

NO ADMIXTURES SHALL BE USED WITHOUT THE APPROVAL OF COUNCIL'S SUPERINTENDENT.

3. CLEAR CONCRETE COVER TO REINFORCEMENT SHALL BE AS FOLLOWS UNLESS OTHERWISE SHOWN-

ELEMENT	SURFACE OF MEMBER IN INTERIOR ENVIRONMENT	SURFACE OF MEMBER IN ABOVE GROUND EXTERIOR ENVIRONMENT	SURFACE OF MEMBER IN CONTACT WITH GROUND (1)	SURFACE OF MEMBER IN WATER
ALL	35	45	55	75

NOTE:

1. COVER MAY BE REDUCED BY 10mm IF THE SURFACE IS PROTECTED BY A DAMP-PROOF MEMBRANE.
2. SLABS EXPOSED TO CORROSIVE VAPOURS, CORROSIVE GROUND WATER, SEA WATER, OR SPRAY ARE TO HAVE REINFORCEMENT COVER AS NOTED ON THE DRAWINGS.

## SIGNPOSTING SCHEDULE

SIGN NO.	QUANTITY	STEM	CONDITION	LOCATION
W3-4	2	LONG	NEW	VERGE

NOTE: SIGNS TO BE REMOVED ARE NOT INCLUDED IN THIS SCHEDULE.

## DRAWING SCHEDULE

- 1/4 - NOTES AND SCHEDULES
- 2/4 - LAYOUT PLAN
- 3/4 - DETAILS
- 4/4 - SIGNAGE AND LINEMARKING PLAN

## LEGEND

SYMBOLS	
	STATE SURVEY MARK
	PERMANENT SURVEY MARK
	SURVEY STATION
	DRILLED HOLE
	SURVEY NAIL
	SIGN
	SILENT COP
	COLUMN
	EXISTING SURFACE LEVEL
	BOLLARD
	HYDRANT
	POWER POLE
	LIGHT POLE
	ELECTRIFY & LIGHT POLE
	ELECTRIFY POLE
	PHONE BOOTH
	MAIL BOX
	TELECOM SERVICE COVER
	TELECOMMUNICATION PILLAR
	RUBBISH BIN
	STORMWATER MANHOLE
	SEWER MANHOLE
	STOP VALVE
	WATER METER
	GAS VALVE
	TRAFFIC LIGHT BOX
	TRAFFIC LIGHT
	UNKNOWN SERVICE COVER
	PARKING METER
	TREE
LINE STYLES	
	FENCELINE
	WOODEN FENCE
	HAND RAIL
	GUARD RAIL
	GATE
	BOUNDARY LINE
	TOP OF BANK
	TABLE DRAIN
	EXISTING DRAINAGE LINE
	NEW DRAINAGE LINE
	HEDGE
	EDGE OF TREE CANOPY
	EDGE OF BITUMEN
	LINEMARKING (T1, E1, etc.)
	LINEMARKING (T1, E1, etc.)

LOCATION OF WORKS



LOCALITY PLAN  
(NTS)



UTILITIES, IF SHOWN, ARE DIAGRAMMATIC ONLY. CONTRACTORS ARE RESPONSIBLE TO LOCATE AND AVOID DAMAGE TO THEM AS SPECIFIED BY EACH UTILITIES EXCAVATION GUIDELINES.

IN CASE OF EMERGENCY, CONTACT THE FOLLOWING UTILITIES IF THEIR SERVICES ARE INVOLVED:

TELSTRA : 132203  
AGL (GAS) : 131245  
SYDNEY WATER : 132090  
AUSGRID : 131388

**LINEMARKING**  
ALL NEW LINEMARKING TO BE IN THERMOPLASTIC UNLESS NOTED OTHERWISE

**NOTE**  
ALL EXISTING SIGNS AND LINES TO REMAIN UNLESS NOTED OTHERWISE.

**IMPORTANT**  
REDUNDANT LINE MARKING MUST BE REMOVED BY GRINDING WHERE INDICATED ON PLANS.

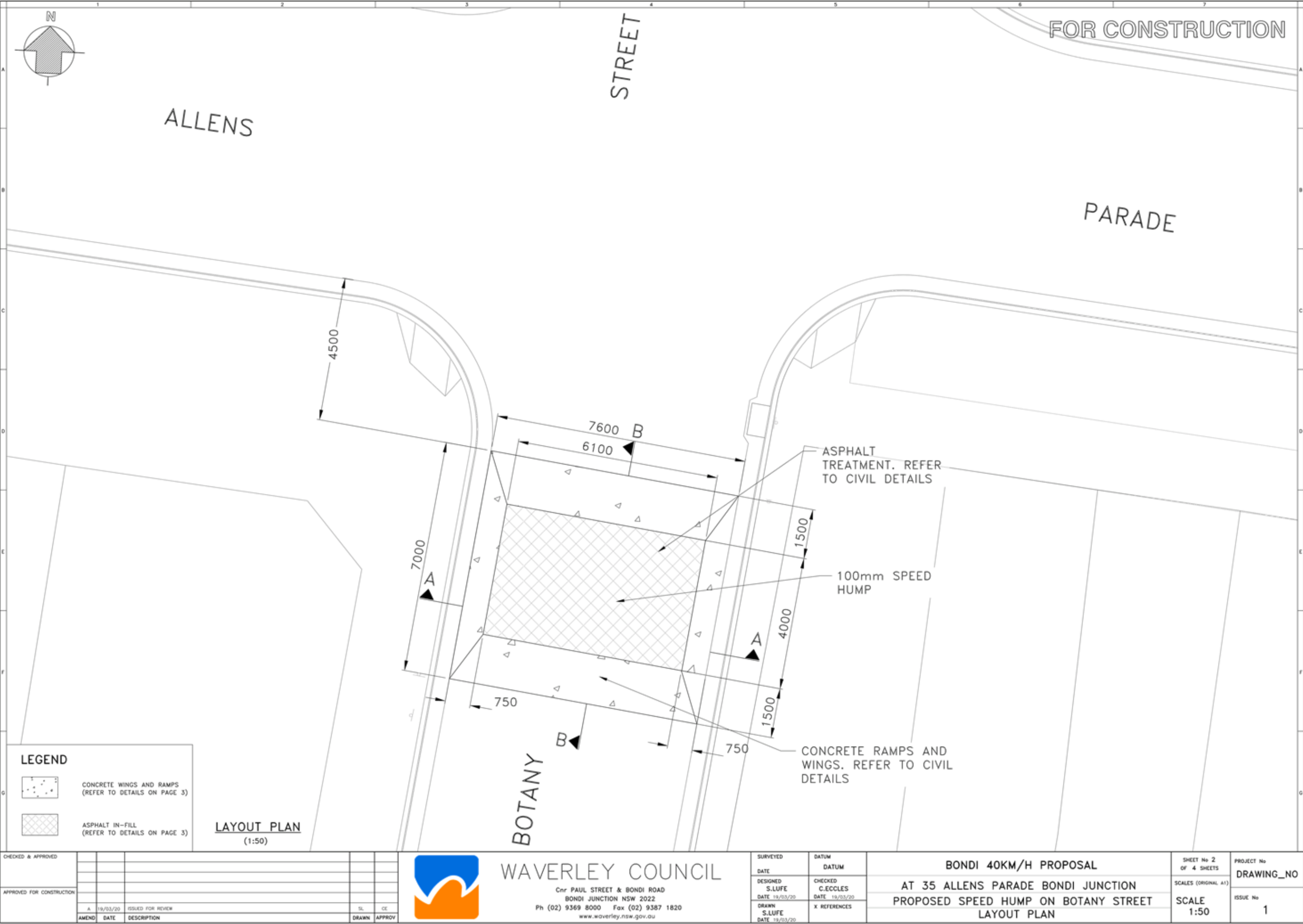
CHECKED & APPROVED					
APPROVED FOR CONSTRUCTION					
AMEND	DATE	DESCRIPTION	DRAWN	APPROV	
A	19/03/20	ISSUED FOR REVIEW	SL	CE	



WAVERLEY COUNCIL

Cnr PAUL STREET & BONDI ROAD  
BONDI JUNCTION NSW 2022  
Ph (02) 9369 8000 Fax (02) 9387 1820  
www.waverley.nsw.gov.au

SURVEYED DATE	DATUM DATE	BONDI 40KM/H PROPOSAL AT 35 ALLENS PARADE BONDI JUNCTION PROPOSED SPEED HUMP ON BOTANY STREET NOTES AND SCHEDULES	SHEET No 1 OF 4 SHEETS SCALE (ORIGINAL A1) SCALE NTS	PROJECT No DRAWING_NO ISSUE No 1
DESIGNED S.LUFE DATE 19/03/20	CHECKED C.ECCLES DATE 19/03/20 X REFERENCES			



ROAD RECTIFICATION. (REFER TO CIVIL DETAIL)

CONCRETE RAMP 1500

RAISED THRESHOLD

FULL DEPTH ASPHALTIC CONCRETE ROAD. REFER DETAIL.

ROAD

EXISTING BASE

100

150 MIN

300 MIN

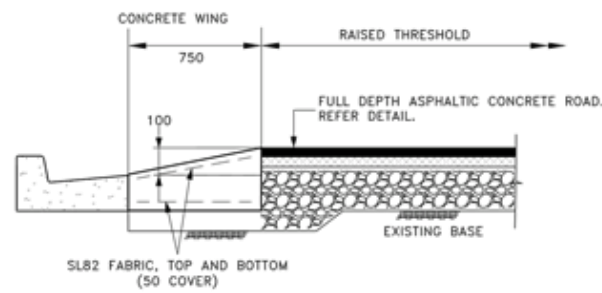
300

SL82 FABRIC, TOP AND BOTTOM (50 COVER)

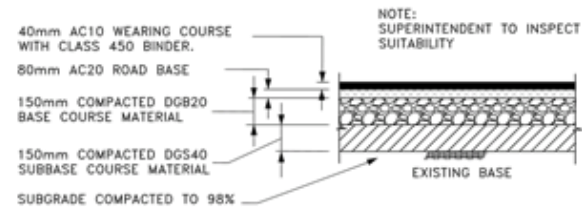
N12-200 (50 COVER) + 2 N12

EXISTING BASE

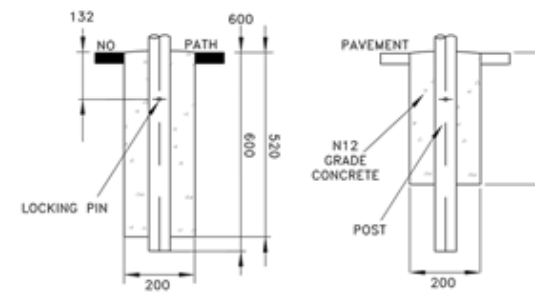
SECTION B-B  
SCALE 1:20



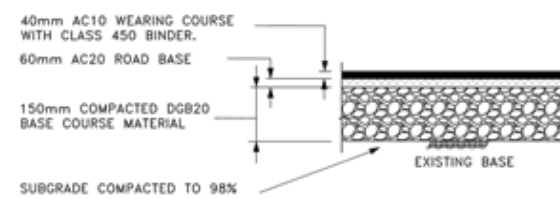
SECTION A-A  
SCALE 1:20



FULL DEPTH ASPHALT CONCRETE ROAD  
SCALE 1:20

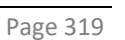


SIGNPOST FOOTING  
SCALE 1:10



ROAD RECTIFICATION  
SCALE 1:20

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FOR CONSTRUCTION

# BONDI 40KM/H PROPOSAL AT 27 BENNETT STREET, BONDI JUNCTION PROPOSED SPEED HUMP

## GENERAL NOTES

- THE DESIGN DRAWINGS SHOULD BE READ IN CONJUNCTION WITH RELEVANT COUNCIL'S STANDARD DRAWINGS.
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- SOIL AND WATER MANAGEMENT PLAN IS TO BE SUBMITTED TO COUNCIL'S PROJECT MANAGER PRIOR TO IMPLEMENTATION.
- ALL WORK IS TO BE CARRIED OUT TO BEST PRACTICE STANDARDS AND TO THE SATISFACTION OF COUNCIL'S PROJECT MANAGER.
- THE WORK SITE IS TO BE PROTECTED USING APPROPRIATE SIGNAGE, FENCING, BARRICADING, AND PARAWEBBING FOR DURATION OF PROJECT CONSTRUCTION.
- DURING WORKS, CONTRACTOR TO INSTALL TEMPORARY SIGNS - "CHANGED TRAFFIC CONDITIONS AHEAD" ON ALL APPROACHES 75-100M IN ADVANCE OF THE WORK SITE AND MAINTAIN FOR THE DURATION OF THE WORKS.
- ALL RESIDENTS AFFECTED BY THE PROPOSED WORKS ARE TO BE NOTIFIED AT LEAST 3 WORKING DAYS BEFORE THE COMMENCEMENT OF ROADWORKS TO THE SATISFACTION OF COUNCIL'S SUPERINTENDENT.
- SUITABLE VEHICULAR ACCESS SHALL BE MAINTAINED TO EACH DRIVEWAY OR ALTERNATIVE ARRANGEMENTS MADE WITH THE OWNERS.
- WORK TO BE CARRIED OUT WITHIN THE APPROVED HOURS ONLY.

## SERVICES

- UTILITIES (IF SHOWN) ARE DIAGRAMMATIC ONLY AND HAVE BEEN PREPARED FROM THE INFORMATION PROVIDED BY THE RELEVANT SERVICE AUTHORITIES. CONTRACTORS ARE RESPONSIBLE TO LOCATE AND AVOID DAMAGE TO THE SERVICE AS SPECIFIED BY EACH UTILITIES EXCAVATION GUIDELINES.
- AUSGRID REQUIRES THAT CONTRACTOR SHOULD CONTACT THEM IF WORKING WITHIN 5.0M FROM UNDERGROUND ELECTRICITY CONDUITS.
- WHERE EXISTING SERVICE COVERS ARE NOMINATED TO BE ADJUSTED TO DESIGN LEVELS, CONTRACTOR IS TO CARRY OUT ALL WORKS IN ACCORDANCE WITH RELEVANT SERVICE AUTHORITY REQUIREMENTS.
- NO SERVICE COVERS ARE TO BE COVERED.

## SIGNS & LINEMARKING

- ALL TRAFFIC SIGNS TO COMPLY WITH NATSPEC 1192 & RMS SPECIFICATION R143 AND TO BE OF HIGH INTENSITY CLASS 1 REFLECTIVITY.
- ALL LINEMARKING IS TO COMPLY WITH NATSPEC 1191 & RMS SPECIFICATION R141 - "PAVEMENT MARKING".
- LINEMARKING TO BE IN THERMOPLASTIC TYPE (UNLESS STATED OTHERWISE) AND INCLUDE GLASS BEADS IN ACCORDANCE WITH RMS SPECIFICATIONS 3357 AND 3353 RESPECTIVELY. ALL RRPMS TO COMPLY WITH RMS SPECIFICATION R142.
- KERB FACES OF ALL ISLANDS TO BE PAINTED WHITE AND TO INCLUDE GLASS BEADS IN ACCORDANCE WITH RMS SPECIFICATION NO. 3353.
- ALL LINEMARKING AND RRPMS REMOVED OR AFFECTED DURING THE COURSE OF THE WORKS ARE TO BE REINSTATED UNLESS NOTED OTHERWISE.
- ALL EXISTING SIGNS TO REMAIN UNLESS NOTED OTHERWISE.
- LINEMARKING AND SIGNPOSTING TO BE INSTALLED AS SOON AS PRACTICABLE.
- REDUNDANT LINEMARKING IS TO BE REMOVED BY GRINDING WHERE SHOWN ON PLANS OR WHERE NEW LINEMARKING IS PROVIDED.
- ALL SIGNPOSTING ON SPLITTER, KERB OR PEDESTRIAN REFUGE ISLANDS TO BE ERECTED USING V-NOTCH INSERTS, UNLESS NOTED OTHERWISE.
- UNLESS SHOWN ON PLANS, NO STATE SURVEY MARKS ARE TO BE REMOVED PRIOR TO CONSULTING WITH COUNCIL'S SUPERINTENDENT.
- ALL DIMENSIONS ARE IN MILLIMETERS UNLESS STATED OTHERWISE.

## CONCRETE

- ALL WORKMANSHIP AND MATERIALS SHALL BE IN ACCORDANCE WITH AS 3600 CURRENT EDITION WITH AMENDMENTS EXCEPT WHERE VARYED BY THE CONTRACT DOCUMENTS.
- CONCRETE QUALITY.

ELEMENT	SLUMP	MAX AGGREGATE SIZE	CEMENT TYPE	CEMENT GRADE
ALL	80mm	20mm	GP	25MPa

NO ADMIXTURES SHALL BE USED WITHOUT THE APPROVAL OF COUNCIL'S SUPERINTENDENT.

- CLEAR CONCRETE COVER TO REINFORCEMENT SHALL BE AS FOLLOWS UNLESS OTHERWISE SHOWN-

ELEMENT	SURFACE OF MEMBER IN INTERIOR ENVIRONMENT	SURFACE OF MEMBER IN ABOVE GROUND EXTERIOR ENVIRONMENT	SURFACE OF MEMBER IN CONTACT WITH GROUND (1)	SURFACE OF MEMBER IN WATER
ALL	35	45	55	75

## NOTE:

- COVER MAY BE REDUCED BY 10mm IF THE SURFACE IS PROTECTED BY A DAMP-PROOF MEMBRANE.
- SLABS EXPOSED TO CORROSIVE VAPOURS, CORROSIVE GROUND WATER, SEA WATER, OR SPRAY ARE TO HAVE REINFORCEMENT COVER AS NOTED ON THE DRAWINGS.

## SIGNPOSTING SCHEDULE

SIGN NO.	QUANTITY	STEM	CONDITION	LOCATION
W3-4	2	LONG	NEW	VERGE

NOTE: SIGNS TO BE REMOVED ARE NOT INCLUDED IN THIS SCHEDULE.

## DRAWING SCHEDULE

- 1/4 - NOTES AND SCHEDULES
- 2/4 - LAYOUT PLAN
- 3/4 - DETAILS PLAN
- 4/4 - SIGNAGE AND LINEMARKING PLAN

## LEGEND

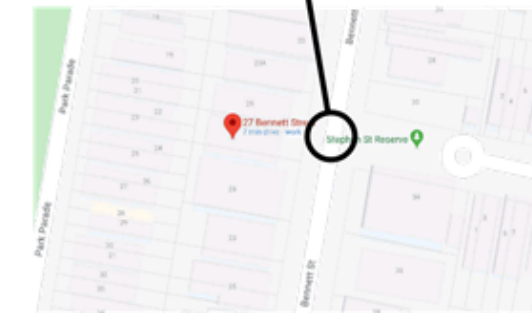
### SYMBOLS

- STATE SURVEY MARK
- PERMANENT SURVEY MARK
- SURVEY STATION
- DRILLED HOLE
- SURVEY NAIL
- SIGN
- SILENT COP
- COLUMN
- EXISTING SURFACE LEVEL
- BOLLARD
- HYDRANT
- POWER POLE
- LIGHT POLE
- ELECTRICITY & LIGHT POLE
- ELECTRICITY PILLAR
- PHONE BOOTH
- MAIL BOX
- TELECOMM. SERVICE COVER
- TELECOMMUNICATION PILLAR
- RUBBISH BIN
- STORMWATER MANHOLE
- SEWER MANHOLE
- STOP VALVE
- WATER METER
- GAS VALVE
- TRAFFIC LIGHT BOX
- TRAFFIC LIGHT
- UNKNOWN SERVICE COVER
- PARKING METER
- TREE

### LINE STYLES

- FENCELINE
- WOODEN FENCE
- HAND RAIL
- GUARD RAIL
- GATE
- BOUNDARY LINE
- TOP OF BANK
- TABLE DRAIN
- EXISTING DRAINAGE LINE
- NEW DRAINAGE LINE
- HEDGE
- EDGE OF TREE CANOPY
- EDGE OF BITUMEN
- LINEMARKING (TILE, etc)
- LINEMARKING (11,14, etc)

## LOCATION OF WORKS



LOCALITY PLAN  
(NTS)



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IN CASE OF EMERGENCY, CONTACT THE FOLLOWING UTILITIES IF THEIR SERVICES ARE INVOLVED:

TELSTRA	: 132203
AGL (GAS)	: 131245
SYDNEY WATER	: 132090
AUSGRID	: 131388

**LINEMARKING**  
ALL NEW LINEMARKING TO BE IN THERMOPLASTIC UNLESS NOTED OTHERWISE

**NOTE**  
ALL EXISTING SIGNS AND LINES TO REMAIN UNLESS NOTED OTHERWISE.

**IMPORTANT**  
REDUNDANT LINE MARKING MUST BE REMOVED BY GRINDING WHERE INDICATED ON PLANS.

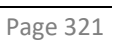
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APPROVED FOR CONSTRUCTION					
AMEND	DATE	DESCRIPTION	DRAWN	APPROV	
A	19/03/20	ISSUED FOR REVIEW	SL	CE	

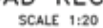
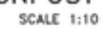
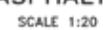


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SURVEYED DATE	DATUM DATUM	BONDI 40KM/H PROPOSAL AT 27 BENNETT STREET BONDI PROPOSED SPEED HUMP NOTES AND SCHEDULES	SHEET No 1 OF 4 SHEETS	PROJECT No DRAWING_NO
DESIGNED S.LUFE DATE 19/03/20	CHECKED C.ECCLES DATE 19/03/20		SCALE NTS	ISSUE No A
DRAWN S.LUFE DATE 19/03/20	X REFERENCES			



Page 322



FOR CONSTRUCTION

# BONDI 40KM/H PROPOSAL AT 14 BOTANY STREET, BONDI JUNCTION PROPOSED SPEED HUMP

## GENERAL NOTES

1. THE DESIGN DRAWINGS SHOULD BE READ IN CONJUNCTION WITH RELEVANT COUNCIL'S STANDARD DRAWINGS.
2. DURING CONSTRUCTION THE WORK IS TO BE SIGNPOSTED AND MARKED TO THE REQUIREMENTS OF AS1742.2-2009 AND AS1742.3-2009 "TRAFFIC CONTROL DEVICES FOR WORKS ON ROADS".
3. A TRAFFIC MANAGEMENT PLAN & SITE SAFETY PLAN IS TO BE SUBMITTED TO COUNCIL'S SUPERINTENDENT PRIOR TO IMPLEMENTATION.
4. SOIL AND WATER MANAGEMENT PLAN IS TO BE SUBMITTED TO COUNCIL'S PROJECT MANAGER PRIOR TO IMPLEMENTATION.
5. ALL WORK IS TO BE CARRIED OUT TO BEST PRACTICE STANDARDS AND TO THE SATISFACTION OF COUNCIL'S SUPERINTENDENT.
6. THE WORK SITE IS TO BE PROTECTED USING APPROPRIATE SIGNAGE, FENCING, BARRICADING, AND PARAWEBBING FOR DURATION OF PROJECT CONSTRUCTION.
7. DURING WORKS, CONTRACTOR TO INSTALL TEMPORARY SIGNS - "CHANGED TRAFFIC CONDITIONS AHEAD" ON ALL APPROACHES 75-100M IN ADVANCE OF THE WORK SITE AND MAINTAIN FOR THE DURATION OF THE WORKS.
8. ALL RESIDENTS AFFECTED BY THE PROPOSED WORKS ARE TO BE NOTIFIED AT LEAST 3 WORKING DAYS BEFORE THE COMMENCEMENT OF ROADWORKS TO THE SATISFACTION OF COUNCIL'S SUPERINTENDENT.
9. SUITABLE VEHICULAR ACCESS SHALL BE MAINTAINED TO EACH DRIVEWAY OR ALTERNATIVE ARRANGEMENTS MADE WITH THE OWNERS.
10. WORK TO BE CARRIED OUT WITHIN THE APPROVED HOURS ONLY.

## SERVICES

11. UTILITIES (IF SHOWN) ARE DIAGRAMMATIC ONLY AND HAVE BEEN PREPARED FROM THE INFORMATION PROVIDED BY THE RELEVANT SERVICE AUTHORITIES. CONTRACTORS ARE RESPONSIBLE TO LOCATE AND AVOID DAMAGE TO THE SERVICE AS SPECIFIED BY EACH UTILITIES EXCAVATION GUIDELINES.
12. AUSGRID REQUIRES THAT CONTRACTOR SHOULD CONTACT THEM IF WORKING WITHIN 5.0M FROM UNDERGROUND ELECTRICITY CONDUITS.
13. WHERE EXISTING SERVICE COVERS ARE NOMINATED TO BE ADJUSTED TO DESIGN LEVELS, CONTRACTOR IS TO CARRY OUT ALL WORKS IN ACCORDANCE WITH RELEVANT SERVICE AUTHORITY REQUIREMENTS.
14. NO SERVICE COVERS ARE TO BE COVERED.

## SIGNS & LINEMARKING

15. ALL TRAFFIC SIGNS TO COMPLY WITH NATSPEC 1192 & RMS SPECIFICATION R143 AND TO BE OF HIGH INTENSITY CLASS 1 REFLECTIVITY.
16. ALL LINEMARKING IS TO COMPLY WITH NATSPEC 1191 & RMS SPECIFICATION R141 - "PAVEMENT MARKING".
17. LINEMARKING TO BE IN THERMOPLASTIC TYPE (UNLESS STATED OTHERWISE) AND INCLUDE GLASS BEADS IN ACCORDANCE WITH RMS SPECIFICATIONS 3357 AND 3353 RESPECTIVELY. ALL RRPMS TO COMPLY WITH RMS SPECIFICATION R142.
18. KERB FACES OF ALL ISLANDS TO BE PAINTED WHITE AND TO INCLUDE GLASS BEADS IN ACCORDANCE WITH RMS SPECIFICATION NO. 3353.
19. ALL LINEMARKING AND RRPMS REMOVED OR AFFECTED DURING THE COURSE OF THE WORKS ARE TO BE REINSTATED UNLESS NOTED OTHERWISE.
20. ALL EXISTING SIGNS TO REMAIN UNLESS NOTED OTHERWISE.
21. LINEMARKING AND SIGNPOSTING TO BE INSTALLED AS SOON AS PRACTICABLE.
22. REDUNDANT LINEMARKING IS TO BE REMOVED BY GRINDING WHERE SHOWN ON PLANS OR WHERE NEW LINEMARKING IS PROVIDED.
23. ALL SIGNPOSTING ON SPLITTER, KERB OR PEDESTRIAN REFUGE ISLANDS TO BE ERECTED USING V-NOTCH INSERTS, UNLESS NOTED OTHERWISE.
24. UNLESS SHOWN ON PLANS, NO STATE SURVEY MARKS ARE TO BE REMOVED PRIOR TO CONSULTING WITH COUNCIL'S SUPERINTENDENT.
25. ALL DIMENSIONS ARE IN MILLIMETERS UNLESS STATED OTHERWISE.

## CONCRETE

1. ALL WORKMANSHIP AND MATERIALS SHALL BE IN ACCORDANCE WITH AS 3600 CURRENT EDITION WITH AMENDMENTS EXCEPT WHERE VARIED BY THE CONTRACT DOCUMENTS.
2. CONCRETE QUALITY.

ELEMENT	SLUMP	MAX AGGREGATE SIZE	CEMENT TYPE	CEMENT GRADE
ALL	80mm	20mm	GP	25MPa

3. NO ADMIXTURES SHALL BE USED WITHOUT THE APPROVAL OF COUNCIL'S SUPERINTENDENT.
4. CLEAR CONCRETE COVER TO REINFORCEMENT SHALL BE AS FOLLOWS UNLESS OTHERWISE SHOWN-

ELEMENT	SURFACE OF MEMBER IN INTERIOR ENVIRONMENT	SURFACE OF MEMBER IN ABOVE GROUND EXTERIOR ENVIRONMENT	SURFACE OF MEMBER IN CONTACT WITH GROUND (1)	SURFACE OF MEMBER IN WATER
ALL	35	45	55	75

NOTE:  
1. COVER MAY BE REDUCED BY 10mm IF THE SURFACE IS PROTECTED BY A DAMP-PROOF MEMBRANE.  
2. SLABS EXPOSED TO CORROSIVE VAPOURS, CORROSIVE GROUND WATER, SEA WATER, OR SPRAY ARE TO HAVE REINFORCEMENT COVER AS NOTED ON THE DRAWINGS.

## SIGNPOSTING SCHEDULE

SIGN NO.	QUANTITY	STEM	CONDITION	LOCATION
W3-4	2	LONG	NEW	VERGE

NOTE: SIGNS TO BE REMOVED ARE NOT INCLUDED IN THIS SCHEDULE.

## DRAWING SCHEDULE

- 1/4 - NOTES AND SCHEDULES
- 2/4 - LAYOUT PLAN
- 3/4 - DETAILS PLAN
- 4/4 - SIGNAGE PLAN

## LEGEND

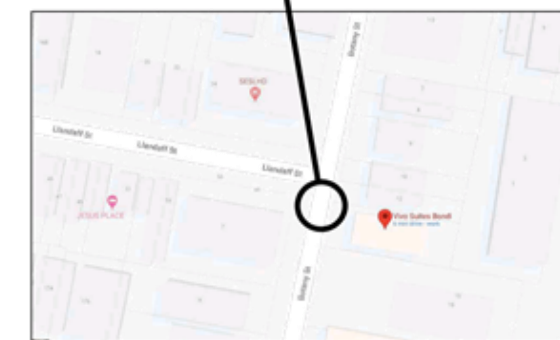
### SYMBOLS

- STATE SURVEY MARK
- PERMANENT SURVEY MARK
- SURVEY STATION
- DRILLED HOLE
- SURVEY NAIL
- SIGN
- SILENT COP
- COLUMN
- EXISTING SURFACE LEVEL
- BOLLARD
- HYDRANT
- POWER POLE
- LIGHT POLE
- ELECTRICITY & LIGHT POLE
- ELECTRICITY PULLAR
- PHONE BOOTH
- MAIL BOX
- TELECOMM. SERVICE COVER
- TELECOMMUNICATION PILLAR
- RUBBISH BIN
- STORMWATER MANHOLE
- SEWER MANHOLE
- STOP VALVE
- WATER METER
- GAS VALVE
- TRAFFIC LIGHT BOX
- UNKNOWN SERVICE COVER
- PARKING METER
- TREE

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- HAND RAIL
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- GATE
- BOUNDARY LINE
- TOP OF BANK
- TABLE DRAIN
- EXISTING DRAINAGE LINE
- NEW DRAINAGE LINE
- HEDGE
- EDGE OF TREE CANOPY
- EDGE OF BITUMEN
- LINEMARKING (100, 1, 40)
- LINEMARKING (11, 1, 40)

## LOCATION OF WORKS



LOCALITY PLAN  
(NTS)



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CHECKED & APPROVED					
APPROVED FOR CONSTRUCTION					
AMEND	DATE	DESCRIPTION	DRAWN	APPROVED	
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SURVEYED	DATUM
DATE	DATUM
DESIGNED S.LUFE	CHECKED C.ECCLES
DATE 19/03/20	DATE 19/03/20
DRAWN S.LUFE	X REFERENCES
DATE 19/03/20	

BONDI 40KM/H PROPOSAL  
AT 14 BOTANY STREET BONDI JUNCTION  
PROPOSED SPEED HUMP  
NOTES AND SCHEDULES


SHEET No 1 OF 4 SHEETS	PROJECT No
SCALE (ORIGINAL A1)	DRAWING_NO
SCALE NTS	ISSUE No 1



**LEGEND**



CONCRETE WINGS AND RAMP  
(REFER TO DETAILS ON PAGE 3)



ASPHALT IN-FILL  
(REFER TO DETAILS ON PAGE 3)

CHECKED & APPROVED									
APPROVED FOR CONSTRUCTION									
		A	19/03/20	ISSUED FOR REVIEW		SL	CE		
AMEND	DATE	DESCRIPTION			DRAWN	APPROV			



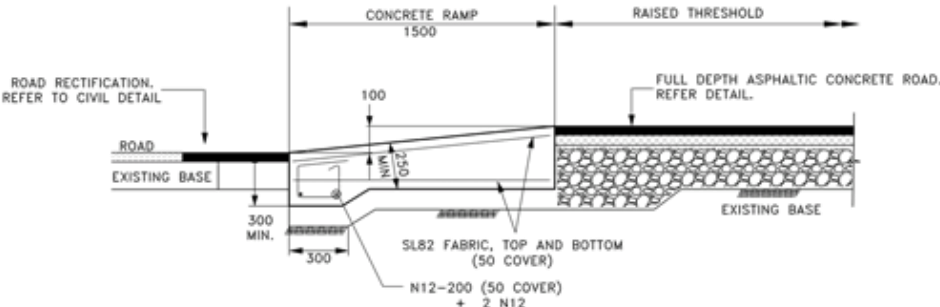
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S.LUFE	C.ECCLES
DATE 19/03/20	DATE 19/03/20
DRAWN	X REFERENCES
S.LUFE	
DATE 19/03/20	

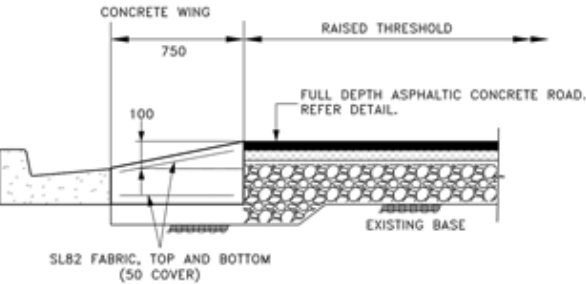
BONDI 40KM/H PROPOSAL	
AT 14 BOTANY STREET BONDI JUNCTION	
PROPOSED SPEED HUMP	
LAYOUT PLAN	

SHEET No 2 OF 4 SHEETS	PROJECT No DRAWING_NO
SCALE 1:100	ISSUE No 1

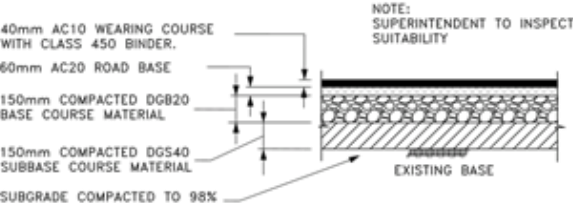
FOR CONSTRUCTION



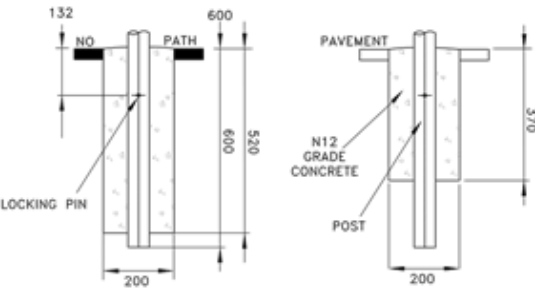
FULL DEPTH ASPHALT CROSSING WITH CONCRETE RAMPS  
SECTION B-B  
SCALE 1:20



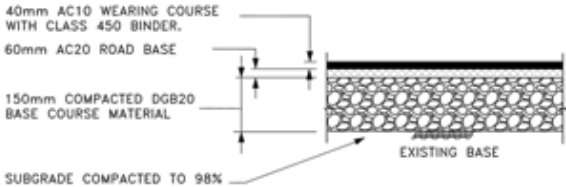
FULL DEPTH ASPHALT CROSSING WITH CONCRETE WINGS  
SECTION A-A  
SCALE 1:20



FULL DEPTH ASPHALT CONCRETE ROAD  
SCALE 1:20



SIGNPOST FOOTING  
SCALE 1:10



ROAD RECTIFICATION  
SCALE 1:20

CHECKED & APPROVED					
APPROVED FOR CONSTRUCTION					
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SURVEYED	DATUM
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DESIGNED	CHECKED
S.LUFE	C.ECCLES
DATE 19/03/20	DATE 19/03/20
DRAWN	X REFERENCES
S.LUFE	
DATE 19/03/20	

BONDI 40KM/H PROPOSAL	
AT 14 BOTANY STREET BONDI JUNCTION	
PROPOSED SPEED HUMP	
DETAILS PLAN	

SHEET No 3 OF 4 SHEETS	PROJECT No DRAWING_NO
SCALES (ORIGINAL A1)	ISSUE No 1
SCALE 1:20	



**REPORT**  
**CM/7.14/20.11**

**Subject:** Bronte Cutting Safety Upgrade

**TRIM No:** A20/0015

**Author:** Amanda Tipping, Project Manager, Major Projects

**Director:** Emily Scott, Director, Community, Assets and Operations

---

**RECOMMENDATION:**

That Council:

1. Receives and notes the outcome of the feasibility study for the Bronte Cutting Project.
2. Endorses Option C (loss of one Bronte SLSC Parking space, converted to motorbike parking) as the preferred concept option for Bronte Cutting Project, as detailed in the attachments to this report.
3. Publicly exhibits the concept design and review of environmental factors for 28 days.
4. Notes that, following the public exhibition period, a further report will be prepared for Council summarising the consultation process, key feedback and recommending revision to concept design, as necessary.
5. Approves the allocation of an additional \$550,000 as part of the Q2 budget amendment to enable the finalisation of the design and commencement of construction in Q4.
6. Notes that the remaining construction budget will be included in the 2021–22 Capital Works Program.

**1. Executive Summary**

The purpose of this report is to summarise the outcomes of the feasibility study for the Bronte Cutting project carried out by GHD Pty Ltd and to seek Council's approval to publicly exhibit, for a 28-day period, the preferred option, Option C, 1 m–3 m wide footpath, Calga Place, concept design and review of environmental factors (REF).

**2. Introduction/Background**

Bronte Cutting forms part of one of the most significant coastal walks in the world. The Bondi to Bronte coastal walk attracts an estimated one million walkers per year and during peak times (such as when the Sculpture by the Sea event is held in Spring each year), as many as 500 pedestrians per hour. This causes a conflict between pedestrians and vehicles, as there are no pedestrian facilities in place within the Cutting to accommodate such high pedestrian numbers.

This conflict is referenced in several Waverley Council strategic documents and other studies, such as the Bronte Plan of Management (PoM), Waverley People Movement and Places (WPMP), Bronte Park Universal Access Study, as well as in Council resolutions. The local community have also mentioned the

problem in public consultation for the Bronte PoM and for the Bronte Access Study. During previous consultation with the community, safety concerns were raised for pedestrians through the Cutting due to conflict between traffic flow, parking and pedestrians walking on the road. A continuous dedicated pedestrian walkway was requested, linking Bronte Park and the Coastal Walk.

In March 2018, Council requested 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 WPMP and Bronte PoM, including a stakeholder consultation strategy.

As a result, in September 2018 Council endorsed a pilot project to pedestrianise part of the Bronte Cutting by temporarily removing 21 car spaces in order to connect the existing footpath with Calga Reserve and the Coastal Walk. The pilot project was installed in November 2018.

While the pilot project was in place, Council consulted with the community and other relevant stakeholders to communicate options for the future and seek feedback on the pilot project. For this, Council organized intercept surveys, an information session and a community workshop. The consultation reached over 500 people with a high number of responses expressing support for the temporary footpath solution.

The key concerns about a future solution from the ideas presented to the community were mainly related to the impact on the heritage significance of the Bronte Cutting, impacts on biodiversity and loss of parking. The majority of the engaged community want to preserve the natural landscape and heritage of Bronte Cutting, as well as to not impact local biodiversity.

In April 2019, a meeting was held with the Mayor, Councillors and council officers to clarify the scope of works for the project in conjunction with approval of funding requirements.

Council engaged GHD Pty Ltd in May 2020 to carry out an options analysis study and concept and detailed design package for Calga Place, including Bronte Cutting.

At the August 2020 Council meeting, Council noted the outcome of the options analysis study which investigated footpath and shared zone options and approved to proceed with the concept development of the footpath, whilst investigating other options detailed further in this report.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 18 August 2020	CM/7.10/20.08	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receives and notes the outcome of the options analysis study for the Bronte Cutting Project.</li> <li>2. Endorses Option 1B (2.5–3 m wide footpath, Calga Place) as the preferred option for Bronte Cutting Project, as detailed in the attachment to this report, subject to: <ol style="list-style-type: none"> <li>(a) Bronte SLSC feedback during the concept design phase, including assurance that parking movements are acceptable when occupancy is high.</li> <li>(b) Investigating widening the 50 m section of</li> </ol> </li> </ol>

		<p>footpath on the eastern side of Calga Place near the steps from Bronte Road instead of a realignment of the grass verge and impacts to the steps and heritage sandstone wall.</p>
		<p>3. Develops Option 1B, informed by the outcomes of the investigations, to a concept design suitable for consulting with the community.</p>
		<p>4. Notes that the developed Option 1B will be reported back to Council prior to consulting with the community, including the Bronte SLSC.</p>
		<p>5. Keeps the heritage items within the Bronte Cutting intact.</p>
		<p>6. Investigates a widening of the coastal walk and stairs from Calga Place to the Bronte Community Centre.</p>
		<p>7. Ensures that the creative and safety lighting of the project is sympathetic to the environment and does not adversely impact on adjoining residents.</p>

#### 4. Discussion

The below table provides responses to the council motion from the Council meeting on 18 August 2020.

*Table 1. Response to August 2020 resolution.*

<p><b>1. Receives and notes the outcome of the options analysis study for the Bronte Cutting Project.</b></p> <p>No response from council officers required</p>
<p><b>2. Endorses Option 1B (2.5–3 m wide footpath, Calga Place) as the preferred option for Bronte Cutting Project, as detailed in the attachment to this report, subject to:</b></p> <p><b>(a) Bronte SLSC feedback during the concept design phase, including assurance that parking movements are acceptable when occupancy is high.</b></p> <p><b>(b) Investigating widening the 50 m section of footpath on the eastern side of Calga Place near the steps from Bronte Road instead of a realignment of the grass verge and impacts to the steps and heritage sandstone wall.</b></p>
<p>(a) The concept design and engineers parking movements review meeting was held on 28 October 2020 where council officers presented the concept design and obtained feedback from Bronte SLSC representatives B.Scaffidi and P.Butcher. The following comments were raised:</p> <ul style="list-style-type: none"> <li>Bronte SLSC do not require 7 BSLSC car spaces on Calga Place at Bronte Road end and confirm and accept the conversion of one BSLSC parking space to motorbike parking. Figure 4-1 shows the BSLSC parking space, prior to the steps, which would be converted to motorbike parking.</li> </ul>



*Figure 4-1. BSLSC parking space.*

- A practical parking test to be carried out by Council officers in the Bronte Cutting area where a 3m wide footpath is proposed. Test results are detailed further in this report.

(b) Investigation of widening on the eastern side of Calga Place was carried out and detailed in the feasibility study (Option B) attached to this report (Attachment 1).

**3. Develops Option 1B, informed by the outcomes of the investigations, to a concept design suitable for consulting with the community.**

Detailed in this report and attachments to this report.

**4. Notes that the developed Option 1B will be reported back to Council prior to consulting with the community, including the Bronte SLSC.**

Detailed in this report and attachments to this report. Bronte SLSC consult held on 28 October 2020.

**5. Keeps the heritage items within the Bronte Cutting intact.**

Detailed in this report and attachments to this report.

**6. Investigates a widening of the coastal walk and stairs from Calga Place to the Bronte Community Centre.**

Council officers have investigated the widening of the coastal walk and stairs from Calga Place to the Bronte Community Centre. The widening of the coastal walk and stairs is included in the actions in the Bronte Plan of Management.

The South Bronte Amenities and Community Centre Upgrade project includes demolition and construction of new accessible amenities and community centre, as well as the pathways to access the rooftop terrace and the amenities (from the stairs coming down from Calga Place).

There is the other separate longer-term pathway potential project too which relates to the pathways down from Calga Place to Bronte Park and the pathway from the promenade coming up to the meet them.

The construction cost for the longer-term pathway project is approx. \$350,000 (excluding design costs) to carry out the following works:

- Path widening
- Retaining wall and fill, assuming sandstone retaining wall
- Stainless steel balustrade and tactiles for the path and stairs
- New stairs
- Improved path connections

Council officers recommend that the Bronte Cutting Safety Upgrade project is to remain separate to the above projects due to budget and project timings.

**7. Ensures that the creative and safety lighting of the project is sympathetic to the environment and does not adversely impact on adjoining residents.**

Detailed in this report and attachments to this report.

### Feasibility study

GHD Pty Ltd conducted a feasibility study of the following sub-options for widening the footpath at the narrow area on Calga Place, adjacent to the steps from Bronte Road onto Calga Place:

- Sub-option A (solution proposed by the preferred Option 1B approved at the Council Meeting August 2020): Relocation of the heritage wall near the steps from Bronte Road, on the eastern side of Calga Place (refer Figure 4-2).
- Sub-option B: Widening the existing footpaths near the Bronte Road steps to the east using a cantilever system (refer Figure 4-3).
- Sub-option C: Removal of one BSLSC parking space next to the steps from Bronte Road, on the western side of Calga Place and replace with motorbike parking spaces (refer Figure 4-4).

### Option A – Heritage wall relocation

Option A, considers widening the footpaths to the west, which requires an approximately 12 m section (the length of two parking spaces) of retaining wall to be relocated by approximately 600 mm behind its original location (as shown in Figure 4-2).



Figure 4-2. Heritage wall relocation.

### Option B – Cantilevered footpath

Option B considers the widening of approximately 25m of existing footpath to the north of the Bronte Road stairs (as shown in Figure 4-3). This is achieved by removing the existing footpath and installing a new retaining wall and cantilevered footpath to widen the footpath to the east. By installing the cantilevered footpath, the heritage wall along the western side of Calga Place can remain in place.



Figure 4-3. Cantilevered footpath.

### Option C – Parking space conversion

Option C, considers widening the footpath to the west, which requires the removal of one Bronte SLSC parking space next to the steps from Bronte Road, on the western side of Calga Place and the replacement of the parking space with motorbike parking spaces (as shown in Figure 4-4). The number of motorbike parking spaces available in place of the car parking space will be confirmed as part of the detailed design. By converting the car parking space to motor bike parking the heritage wall along the western side of Calga Place can remain in place.

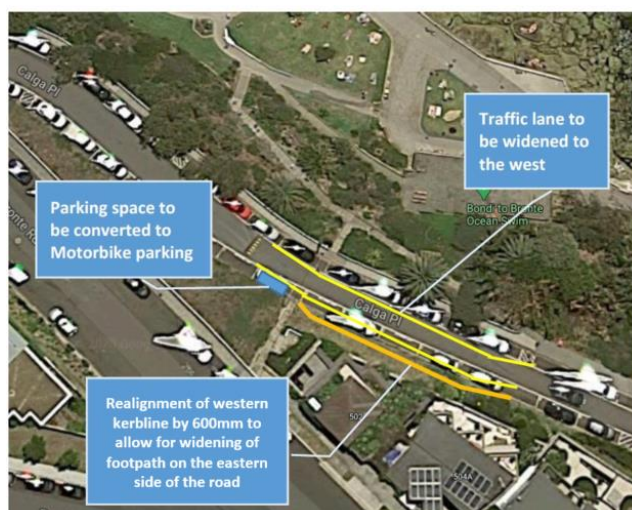


Figure 4-4. Parking space conversion.

## Advantages and disadvantages

The following table shows the advantages and disadvantages of Options A, B and C.

Table 2. Advantages and Disadvantages.

	<b>Option A Heritage wall relocation</b>	<b>Option B Cantilever footpath</b>	<b>Option C Parking space conversion</b>
<b>Outcome</b>	Desired outcome of widened footpaths and reduced traffic speeds is achieved but requires heritage assessments.	Desired outcome is achieved, but requires significant disturbance and construction works.	Desired outcome achieved with minimal disturbance.
<b>Heritage</b>	Relocation of heritage wall will require preparation of a Statement of Heritage Impact (SoHI) and Aboriginal Archaeological Due Diligence Assessment (AADDA) to accompany an REF. 2-3 weeks to prepare SoHI, AADDA and REF.	No heritage impacts expected.	No heritage impacts expected.
<b>Environmental impacts</b>	No significant environmental impacts expected.	Significant environmental impact. Clearing of trees and vegetation required to construct cantilevered footpath, redesigned stairs and relocation of footpaths. This option might require additional approvals or assessments due to potential impacts on native plant species.	No significant environmental impacts expected.
<b>Existing infrastructure</b>	Relocation of wall and minor adjustment of existing stairs on western side of Calga Place.	Bend in the road south of Bronte stairs affecting safety and user experience. Demolition and reconstruction of stairs east of Calga Place required. Adjustment of footpaths east of Calga Place required. Light pole to be relocated or adjusted for cantilever footpath.	Readjustment of existing stairs on western side of Calga Place.
<b>Parking spaces</b>	Unaffected	Unaffected	Loss of one BSLSC parking space. Increase in motorbike parking spaces.
<b>Time</b>	Additional time required for preparation of SoHI, ADDA	Additional time required for the structural design of	No additional time required for design or development

	<b>Option A Heritage wall relocation</b>	<b>Option B Cantilever footpath</b>	<b>Option C Parking space conversion</b>
	and REF.	cantilevered footpath, undertaking geotechnical investigations prior to detailed design, redesign of stairs and relocation of footpaths. Expected to add 4 - 8 weeks to the design program of the project depending on required investigations.	applications.
<b>Cost</b>	Relocation of wall costs less than construction of cantilevered footpath.	Additional design costs for structural engineering and geotechnical investigations and design. Construction costs for cantilevered footpath is expected to be significantly more than relocation of heritage wall. Additional costs to redesign stairs and relocation of footpaths east of Calga Place.	Removal and replacement of line marking costs the least of all 3 options.
<b>Footpath width at pinch point (near stairs from Bronte Road)</b>	2.5 m	2.5 m	2 m
<b>Footpath width within Bronte Cutting</b>	3 m	3 m	3 m
<b>Estimate cost for option</b>	<p>\$80,000</p> <p>The estimated fee above includes the development of the SoHI, ADDA and REF. Construction fees for the relocation of the wall itself are expected to range between \$45,000 – 60,000.</p>	<p>\$250,000</p> <p>The estimated fee above includes the design and construction fees for the installation of a 25m long section of cantilevered footpath. The construction of the cantilevered footpath is expected to range between \$200,000 – 220,000, which includes the reconstruction of the stairs and footpaths to the east, the relocation of the existing electrical pole and the removal of vegetation.</p>	<p>\$40,000</p> <p>The fee estimation above includes the removal of the existing parking space line marking and replacement line markings for the new motorbike parking spaces. It also includes the realignment of the western kerb line to the south of the existing stairs.</p>

## Recommendation

Considering the advantages and disadvantages of Option A (relocating the heritage wall), Option B (replacing the existing footpath with a cantilevered footpath) and Option C (removal of one BSLSC parking space) discussed in the feasibility study, Council officers recommends Option C as the preferred option for widening the footpath.

This recommendation is based on the fact that Option C avoids relocating the heritage wall along the west of Calga Place, is the cheapest solution, has minimal impacts on other existing infrastructure and environment in the area, will have the smallest impact on the delivery program of the project and Bronte SLSC approve of the conversion of one of their car parking spaces to motor bike parking. There is no further loss to public parking spaces than what is currently existing and another advantage of this option is the increase in motor bike parking spaces on Calga Place.

The following rendered drawings (Figure 4-5 and detailed in Attachment 3 of the report), show examples of Option C footpath proposal on Calga Place and through Bronte Cutting area.

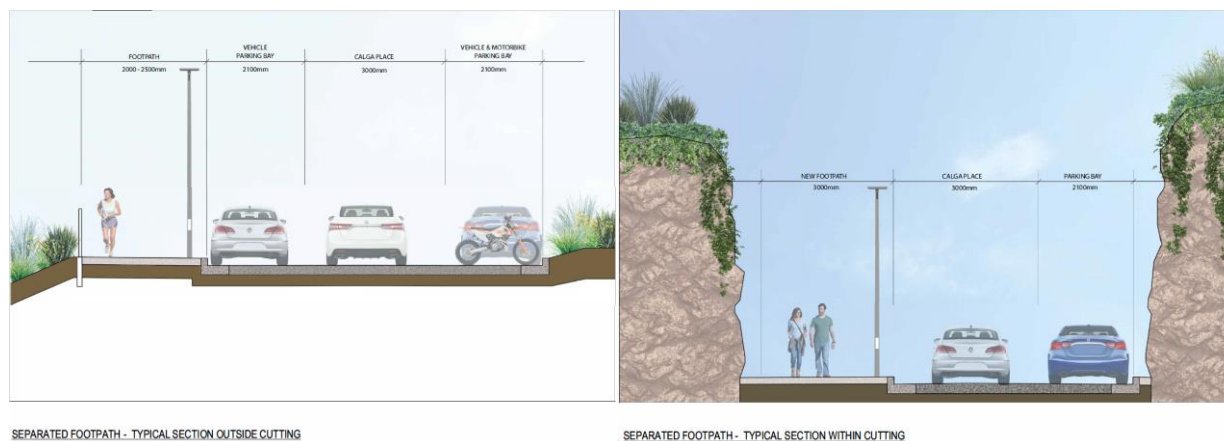


Figure 4-5. Option C footpath proposal.

## Practical parking test

The practical parking test was carried out by Council officers on 3 November 2020. Both the engineers parking movement drawings attached to this report (Attachment 4), which show two narrow areas assessed for parking movements at high occupancy, and the Council officer's practical test provide assurance that parking movements are acceptable on Calga Place, including Bronte Cutting.

The following images, Figure 4-6 to 4-10 show the parking movements test with the proposed 3 m wide footpath on the eastern side of Bronte Cutting.



*Figure 4-6**Figure 4-7*

Figure 4-6 and 4-7 show a temporary line marking of the proposed 3m wide footpath on the eastern side of Bronte Cutting.

*Figure 4-8**Figure 4-9**Figure 4-10*

Figure 4-8 to 4-10 show the practical parking test carried out with temporary marking of the proposed 3m wide footpath on the eastern side of Bronte Cutting.

### **Review of Environmental Factors (REF)**

GHD Pty Ltd has been engaged to prepare the review of environmental factors (REF) to assess the potential impacts of the proposal on the natural and built environments. This REF will accompany the design for the Bronte Cutting Safety Upgrades proposal.

This REF has been prepared in accordance with Division 5.1 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) to assess the potential impacts of the proposal. It describes the proposal and the existing natural and social environment; assesses the potential impacts of the proposal on the environment; and presents mitigation measures to minimise and/ or avoid these identified impacts.

An external planning consultant, LK Planning, has been engaged by council officers to review the REF. The final REF will be displayed on public exhibition for 28 days during community consultation. Subsequently, post community consultation, the consultant will provide a submission report.

### **Lighting**

The electrical concept design was developed based on improvement opportunities raised by Council officers and guided by relevant Australian Standards that electrical installations and footpath lighting must comply with. The lighting levels will meet the PP4 subcategory in accordance with AS/NZS 1158.3.1:2020.

To meet the above standards a light pole will be placed on the footpath approximately every 24m, totaling approx. 20 light poles along the eastern side of Calga Place. Accurate spacing and number of light poles will be determined in the detailed design phase. To manage impact to the area and residents a risk assessment has been carried out to determine lighting levels at different times of the day.

## 5. Financial impact statement/Time frame/Consultation

### Financial impact statement

The budget for the project is as follows:

2020/21 Budget	Bronte Cutting
Project Budget	\$143,936

Should Council approve to proceed, a Q2 adjustment of \$550,000 will be required to continue with consultant design work, project management and contingency for the project in the current year.

The construction budget (estimated cost \$1,193,080 excl. GST) will be included in the draft 2020–21 Capital Works Plan.

### Time frame

*Table 3. Time frame.*

Activity	Time frame
Inform community	November–December 2020
Council meeting	February 2021
Detailed design	February 2021–March 2021
Traffic Committee meeting and Council meeting	April 2021
Procurement	May 2021
Construction	June 2021 onwards

### Consultation

Community consultation will take place for 28 days during the months of November 2020 and December 2020. Key activities are outlined in the table below:

*Table 4. Engagement methods.*

Engagement Method	Detail
Media Release	News outlets
Internal communications	Emails
Collateral distribution <ul style="list-style-type: none"> <li>• Fact sheet</li> <li>• DL Flyer</li> <li>• I-visual</li> <li>• Advert (Beast and Courier)</li> <li>• Web banner</li> <li>• Poster</li> <li>• Consultation boards</li> </ul>	Printed Online Street adverts Letterbox drop Handouts
Meeting with precinct/s	Online
Meeting with stakeholders	Email Phone Online
Social media posts <ul style="list-style-type: none"> <li>• 2 x Nov</li> <li>• 1 x Dec</li> </ul>	Facebook Instagram Twitter

Mayoral column	News outlets
Have your say page: <ul style="list-style-type: none"><li>• Q&amp;A</li><li>• Quick survey</li></ul>	Online
e-newsletters <ul style="list-style-type: none"><li>• General e-news</li><li>• Engagement</li><li>• Internal e-news</li></ul>	Online
Website updates	Online
HYS DAY – Zoom session online	Online

## 6. Conclusion

It is recommended that Council exhibits the concept design for the Bronte Cutting Safety Upgrade attached to this report and the review of environmental factors (REF) for a period of 28 days.

Following the public exhibition period, a further report will be prepared for Council summarising the consultation process, key feedback and recommending revision to concept design, as necessary, to seek approval to proceed to detailed design phase.

## 7. Attachments

1. Feasibility Study [↓](#)
2. Concept Design Drawings Option C [↓](#)
3. Rendered Drawings Option C [↓](#)
4. Parking Movements Analysis [↓](#)



## Memorandum

30 October 2020

To Waverley Council

Copy to

From Guillaume de Swardt

Tel +61 2 92397361

Subject Road Widening Feasibility Study

Job no. 12526408

### 1 Introduction

Waverley Council (WC) has engaged GHD to develop and assess design options that will improve pedestrian and vehicle movement on Calga Place, as well as improve pedestrian user safety through the cutting. GHD prepared an options assessment report dated 9 July 2020 and presented the findings to WC on 2 July 2020. The following options were presented to Waverley Council as part of the Options Assessment Report:

- Option 1: Replacement of the temporary walkway constructed by WC with a permanent concrete footpath that connects to the existing footpath to the north of the cutting and extends to Macpherson Street. This option also considers the widening of existing footpaths along Calga Place to the north of the cutting, where possible, to facilitate pedestrian usage;
- Option 2: Converting Calga Place, starting at Bronte Road and ending at Macpherson Street, to a shared zone for both pedestrian and vehicle usage. This option requires the removal of the existing footpath and relocation of existing parking spaces along the eastern side of Calga Place.

After review of the options assessment, WC selected Option 1B, a variation of Option 1, as their preferred. Option 1B proposes widening the existing footpaths from the northern end of Calga Place to the start of the cutting to a width of 2.5 m by realigning a section of the western kerb line and retaining wall near the steps from Bronte Road. This option also considers reducing the traffic lane width within the cutting to 3 m, which provides an opportunity for a 3 m concrete footpath to be installed through the cutting and a 1.0 m wide footpath from the southern end of the cutting to Macpherson Street.

After selection of the preferred option, WC requested GHD to conduct a feasibility study of the following sub-options for widening the footpaths at the northern end of Calga Place:

- Sub-option A (solution proposed by the preferred Option 1B): Relocation of the heritage wall near the steps from Bronte Road, on the eastern side of Calga Place (refer Figure 2-1);
- Sub-option B: Widening the existing footpaths near the Bronte Road steps to the east using a cantilever system (refer Figure 2-2).

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GHD attended a meeting with WC on 1 October 2020 to discuss the environmental and heritage constraints for Sub-option A. After the discussion, WC requested GHD to also consider a third option in this feasibility study:

- Sub-option C: Removal of one parking space next to the steps from Bronte Road, on the western side of Calga Place and replace with motorbike parking spaces.

This memo assesses the feasibility of all three options and compares their advantages and disadvantages to provide WC with a recommended option.

## 2 Feasibility Study

### 2.1 Option A– Heritage wall relocation

Option A, as proposed in the preferred option selected by WC, considers widening the footpaths to the west, which requires an approximately 12 m section (the length of two parking spaces) of retaining wall to be relocated by approximately 600 mm behind its original location (as shown in Figure 2-1).

The retaining wall in this option is an element within the locally listed *Bronte Beach and Park Landscape Conservation Area* (LCA) and is not a standalone heritage item. The retaining wall has been graded as “High” significance in a previous heritage report (Maine – Wilson, 2003) provided by WC as the element has a high degree of original fabric, but has been altered to include a water pipe (which involved the removal of at least one stone block) and connection to the adjoining concrete staircase.

GHD’s heritage consultant, Advisian, advised GHD that despite the “High” rating, the relocation of the 12 m stone retaining wall is sympathetic to the heritage significance of the element itself and its contribution to the LCA. Relocating the wall would be a measure taken to actively avoid complete demolition of the element. Therefore, minimising any reduction in the integrity of the element by relocating the wall would not be to the detriment of the overall LCA and its associated cultural significance.

Advisian’s conclusion was based on considerations of the articles of the *Burra Charter* and the NSW Heritage Office’s *Statements of Heritage Impact* (2002) guideline, which is part of the NSW Heritage Manual. Their findings are summarised in the Statement of Heritage Impact (SoHI) and Aboriginal Archaeological Due Diligence Assessment (AADDA) which has been developed as part of the Review of Environmental Factors (REF).

Based on Advisian’s findings the relocation of the heritage wall is a feasible option, but as discussed with WC in the meeting on 1 October 2020, this option might require a Development Application (DA) to be completed. Whether a DA is required will depend on WC’s Planning Team, as they might not consider the Heritage Exemption form, which will be completed as part of the REF, as enough documentation to approve the development due to the “high” significance classification of the wall.

Refer to Table 1 for an estimation of the design and construction cost for Option A. The costs presented are an engineer’s estimate for option comparison purposes only.

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Figure 2-1: Option A

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### 2.2 Option B – Cantilevered footpath

Option B considers the widening of approximately 25 m of existing footpath to the north of the Bronte Road stairs (as shown in Figure 2-2). This is achieved by removing the existing footpath and installing a new retaining wall and cantilevered footpath to widen the footpath to the east. By installing the cantilevered footpath, the heritage wall along the western side of Calga Place can remain in place (see Option A). Figure 2-3 shows a sketched cross-section example of the cantilevered footpath that is proposed by this option.

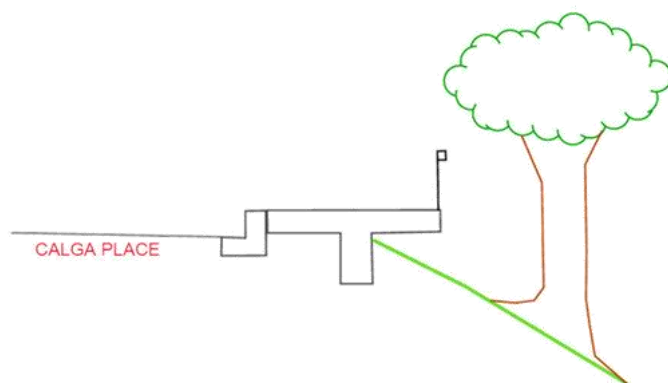
Refer to Table 1 for an estimation of the design and construction cost for Option B.



Figure 2-2: Option B



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**Figure 2-3: Example section of cantilevered footpath**

In the Options Assessment Presentation Meeting (20 August 2020), WC suggested that there may be an existing retaining wall on the eastern edge of Calga Road that may need to be relocated to accommodate the cantilevered footpath. Upon review of information provided by WC, no wall was observed along the eastern edge of the existing footpath on Calga Place. Therefore, this assessment was done on the basis that there is no existing wall that requires modification for the cantilevered option.

The proposed works for Option B are in the Landscape Conservation Area (LCA) of Bronte Beach, which may require additional approvals or assessments depending on WC's planning requirements due to the potential impacts on native vegetation and plant species.

For the design of a new cantilevered footpath to meet structural design standards, Option B would require the engagement of a structural and a geotechnical engineer to develop the design. This will ultimately increase the project costs to cover the additional personnel and complex construction of a cantilevered footpath.

Option B will not affect the number of parking spaces, however, the existing footpaths to the east of Calga Place will be impacted as the existing stairs will have to be modified to accommodate the new cantilevered footpath (shown in Figure 2-5). These stairs are already very steep, which means the existing footpaths east of Calga Place will have to be relocated further east to allow for the new stairs to be constructed. There is also an existing light pole (shown in Figure 2-4) that will need to be relocated for the construction of the cantilevered footpath.

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**Figure 2-4: Light pole to be relocated**

In addition, whilst the section of Calga Place next to the proposed cantilevered footpath will not be affected, the section of Calga Place where the western kerb line is proposed to be realigned will be impacted. This will result in a bend in the road, which will have an impact on safety and the driver experience. This bend in the road is indicated by the orange lines in Figure 2-5. To avoid this bend, the cantilevered footpath may have to be extended further south to allow for a smooth transition in the road, which will increase the construction costs of the project.

Option B will also have significant environmental impacts on the trees and vegetation east of Calga Place. Vegetation and trees will need to be cleared to allow for the construction of the cantilevered footpath and for the path to overhang the slope.

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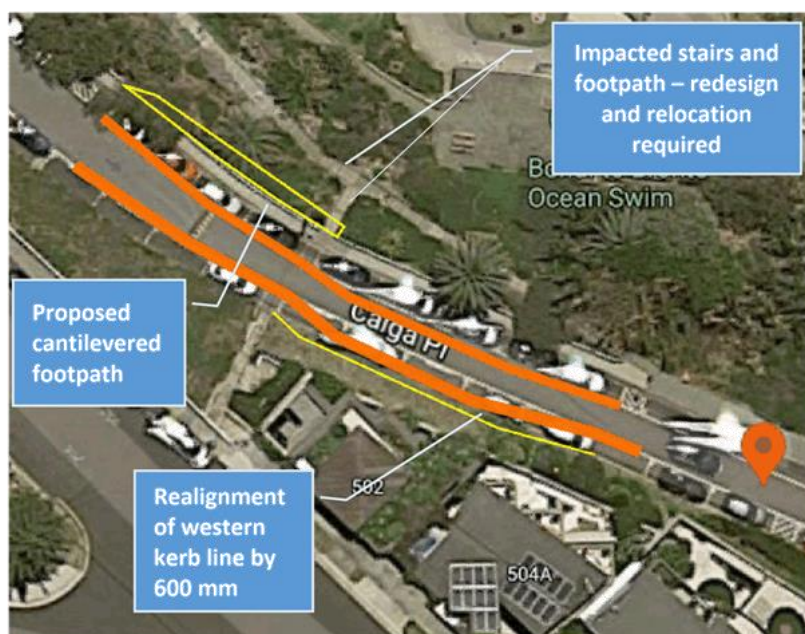


Figure 2-5: Impacts of Option B

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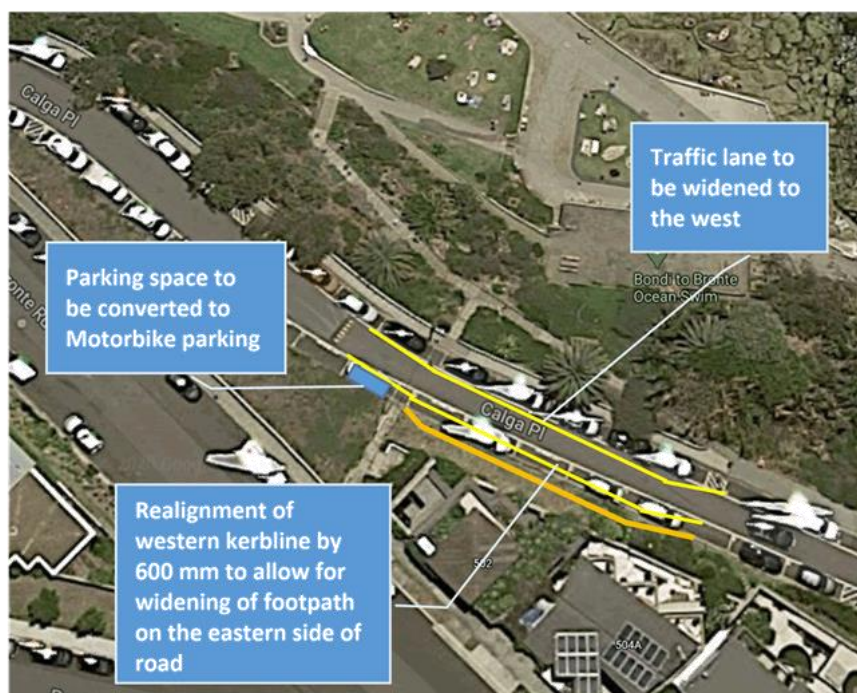


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### 2.3 Option C – Parking Space Removal

GHD attended a meeting with WC on 1 October 2020 to discuss the environmental and heritage constraints of Options A and B. As part of the meeting, GHD also proposed an alternative Option, which included the removal of one parking space instead of the relocation of the heritage retaining wall.

Option C, considers widening the footpath to the west, which requires the removal of one parking space next to the steps from Bronte Road, on the western side of Calga Place and the replacement of the parking space with motorbike parking spaces (as shown in Figure 2-6). The amount of motorbike parking spaces available in place of the car parking space will be confirmed as part of the detailed design.



**Figure 2-6: Option C**

By removing one parking space for cars, the heritage wall along the western side of Calga Place can remain in place, therefore the heritage impacts and the need for additional heritage assessments can be avoided. Option C also does not have extensive impacts on the environment and existing infrastructure like Option B.

To further mitigate the impact of the loss of one parking space for a car, the space will be used for motorbike parking instead, which will therefore increase the parking spaces for motorbikes on Calga Place. The feasibility of adding motorbike parking to this location will be confirmed as part of the detailed design stage.

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The realignment of the western kerb line to allow for widening of footpath on the eastern side of road (shown in Figure 2-6) is a common design feature in all options considered, however whilst Option B results in a bend in the road (shown in Figure 2-5), Option C does not. Option C will allow for a smoother transition and this will maintain the safety for the road users and avoid impacting upon the driver's experience.

This option is expected to have lower costs for design and construction than Options A and B and it would avoid the need to potentially go through a DA process. Refer to Table 1 for an estimation of fees for Option C.

### 2.4 Approvals Pathway and Additional Assessments

As discussed with WC on 1 October 2020, the following assessments will be completed along with the Concept Design documentation of the preferred option:

- A REF in accordance with the *Environmental Planning and Assessment Act 1979* (EP&A Act) to assess the potential impacts of the proposal, which is required to accompany the SoHI and ADDA. GHD will also complete an application for a Heritage Exemption Certificate made under *Clause 5.10 (3) of the Waverley Local Environmental Plan 2012* for WC to review and issue internally;
- Assist Council with the Infrastructure SEPP 2007 consultation and prepare a letter for external consultees for WC approval and issue. This process will require WC to provide GHD with evidence of the formal process of consultation within WC;
- Once the REF, SoHI, AADDA, and the Heritage Exemption form have been completed, they will be submitted to Council's Planning Approvals team for review.

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### 3 Advantages and disadvantages

A summary of the advantages and disadvantages of Options A, B and C are shown below in Table 1.

**Table 1: Summary of Feasibility Study**

	Option A: Heritage wall relocation	Option B: Cantilever footpath	Option C: Removal of one parking space
<b>Advantages</b>	<p><b>Outcome:</b> Desired outcome of widened footpaths and reduced traffic speeds is achieved but requires heritage assessments.</p> <p><b>Environmental Impacts:</b> No significant environmental impacts expected.</p> <p><b>Cost:</b> Relocation of wall costs less than construction of cantilevered footpath.</p> <p><b>Parking Spaces:</b> Unaffected</p>	<p><b>Outcome:</b> Desired outcome is achieved, but requires significant disturbance and construction works.</p> <p><b>Heritage:</b> No heritage impacts expected.</p> <p><b>Parking Spaces:</b> Unaffected</p>	<p><b>Outcome:</b> Desired outcome achieved with minimal disturbance.</p> <p><b>Heritage:</b> No heritage impacts expected.</p> <p><b>Parking spaces:</b> Increase in motorbike parking spaces.</p> <p><b>Environmental Impacts:</b> No significant environmental impacts expected.</p> <p><b>Cost:</b> Removal and replacement of line marking costs the least of all 3 options.</p> <p><b>Time:</b> No additional time required for design or development applications.</p>

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	Option A: Heritage wall relocation	Option B: Cantilever footpath	Option C: Removal of one parking space
Disadvantages	<p><b>Heritage:</b> Relocation of heritage wall will require preparation of a SoHI and ADDA to accompany an REF.</p> <p>2-3 weeks to prepare SoHI, ADDA and REF.</p> <p><b>Existing infrastructure:</b> Relocation of wall and minor adjustment of existing stairs on western side of Calga Place.</p> <p><b>Time:</b> Additional time required for preparation of SoHI, ADDA and REF.</p>	<p><b>Existing Infrastructure:</b> Bend in the road south of Bronte stairs affecting safety and user experience.</p> <p>Demolition and reconstruction of stairs east of Calga Place required.</p> <p>Adjustment of footpaths east of Calga Place required.</p> <p>Light pole to be relocated or adjusted for cantilever footpath.</p> <p><b>Environmental impacts:</b> Significant environmental impact. Clearing of trees and vegetation required to construct cantilevered footpath, redesigned stairs and relocation of footpaths.</p> <p>This option might require additional approvals or assessments due to potential impacts on native plant species.</p> <p><b>Cost:</b> Additional design costs for structural engineering and geotechnical investigations and design.</p>	<p><b>Parking spaces:</b> loss of one parking space for cars. The loss of one parking space will have to be coordinated with Bronte Surf Life Saving Club and will potentially have to be replaced somewhere else.</p> <p><b>Existing Infrastructure:</b> Readjustment of existing stairs on western side of Calga Place.</p>

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	Option A: Heritage wall relocation	Option B: Cantilever footpath	Option C: Removal of one parking space
		<p>Construction costs for cantilevered footpath is expected to be significantly more than relocation of heritage wall.</p> <p>Additional costs to redesign stairs and relocation of footpaths east of Calga Place.</p> <p><b>Time:</b> Additional time required for the structural design of cantilevered footpath, undertaking geotechnical investigations prior to detailed design, redesign of stairs and relocation of footpaths. Expected to add 4-8 weeks to the design program of the project depending on required investigations.</p>	
Footpath width at pinch point (Near stairs from Bronte Road)	2.5m	2.5m	2m
Footpath width within Bronte Cutting	3m	3m	3m
Estimate cost for Option	<p><b><u>\$80,000</u></b></p> <p>The estimated fee above includes the development</p>	<p><b><u>\$250,000</u></b></p> <p>The estimated fee above includes the design and</p>	<p><b><u>\$50,000</u></b></p> <p>The fee estimation above includes the removal of</p>

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	Option A: Heritage wall relocation	Option B: Cantilever footpath	Option C: Removal of one parking space
	of the SoHI, ADDA and REF. Construction fees for the relocation of the wall and realignment of the kerb are expected to range between \$45,000 – 60,000.	construction fees for the installation of a 25 m long section of cantilevered footpath. The construction of the cantilevered footpath is expected to range between \$200,000 – 220,000, which includes the reconstruction of the stairs and footpaths to the east, the relocation of the existing electrical pole and the realignment of the western kerb line.	the existing parking space line marking and replacement line markings for the new motorbike parking spaces. It also includes the realignment of the western kerb line to the south of the existing stairs

#### 4 Conclusion and recommendations

Considering the advantages and disadvantages of Option A (relocating the heritage wall), Option B (replacing the existing footpath with a cantilevered footpath) and Option C (removal of one parking space) discussed in this feasibility study, GHD recommends Option C as the preferred option for widening the footpath. This recommendation is based on the fact that Option C avoids relocating the heritage wall along the west of Calga Place, is the cheapest solution, has minimal impacts on other existing infrastructure in the area and will have the smallest impact on the delivery program of the project.

Option A, whilst it is preferred over Option B, requires the location of the heritage wall which results in heritage assessments and potential DA processes for approval. Option A was therefore not considered a solution as favourable as Option C.

Option B, which also avoids relocating the heritage wall along the west of Calga Place, has significant impacts on existing street infrastructure and the environment and will cost five to ten times as much as Option A, and therefore is not considered to be a favourable solution.

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## Memorandum

Regards,

A handwritten signature in black ink, appearing to read 'Guillaume de Swardt', written over a light blue horizontal line.

**Guillaume de Swardt**  
Civil Engineer

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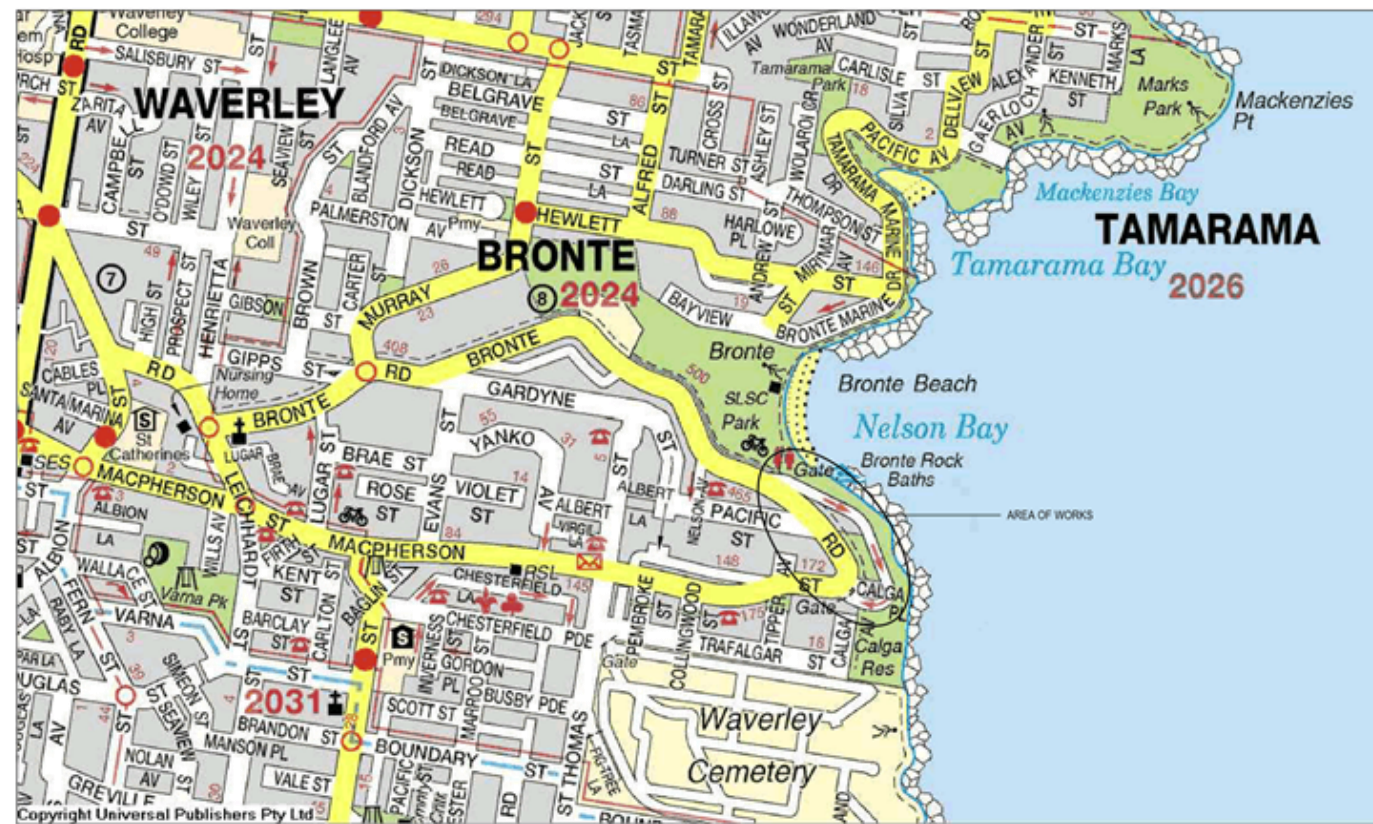
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# WAVERLEY COUNCIL

## BRONTE CUTTING SAFETY UPGRADE

### 12526408



LOCALITY PLAN  
NTS

#### DRAWING LIST:

DRG No.	DRAWING TITLE
12526408-G001	COVER SHEET, DRAWING LIST AND LOCALITY PLAN
12526408-C001	GENERAL ARRANGEMENT PLAN
12526408-C011	SITE PLAN - SHEET 1 OF 8
12526408-C012	SITE PLAN - SHEET 2 OF 8
12526408-C013	SITE PLAN - SHEET 3 OF 8
12526408-C014	SITE PLAN - SHEET 4 OF 8
12526408-C015	SITE PLAN - SHEET 5 OF 8
12526408-C016	SITE PLAN - SHEET 6 OF 8
12526408-C017	SITE PLAN - SHEET 7 OF 8
12526408-C018	SITE PLAN - SHEET 8 OF 8
12526408-C021	TYPICAL DETAILS

#### GENERAL NOTES:

1. ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE.
2. CO-ORDINATES ARE IN MAP GRID OF AUSTRALIA (MGA2020) CO-ORDINATE SYSTEM.
3. LEVELS ARE IN AUSTRALIAN HEIGHT DATUM (AHD).
4. ALL WORKS SHALL BE CARRIED OUT IN CONJUNCTION WITH ALL DRAWINGS, SPECIFICATIONS AND THE WAVERLEY COUNCIL'S STANDARD DRAWINGS AND SPECIFICATIONS.
5. ALL LEVELS SHALL BE OBTAINED FROM ESTABLISHED BENCH MARKS ONLY.
6. ALL SERVICE LOCATIONS SHALL BE VERIFIED PRIOR TO CONSTRUCTION.
7. NO WORK SHALL BE CARRIED OUT OUTSIDE THE COUNCIL'S INDICATED SITE EXTENT WITHOUT WRITTEN PERMISSION.
8. DESIGN BASED ON SURVEY BY AXIOM SPATIAL SURVEYORS. DRAWING 20239001-00 DWG. REV 00. DATED 19/05/2020.
9. BOUNDARIES SHALL BE CLEARLY MARKED ON SITE PRIOR TO CONSTRUCTION.
10. CIVIL WORKS TO BE UNDERTAKEN IN ACCORDANCE WITH WAVERLEY COUNCIL'S PUBLIC DOMAIN TECHNICAL MANUAL.

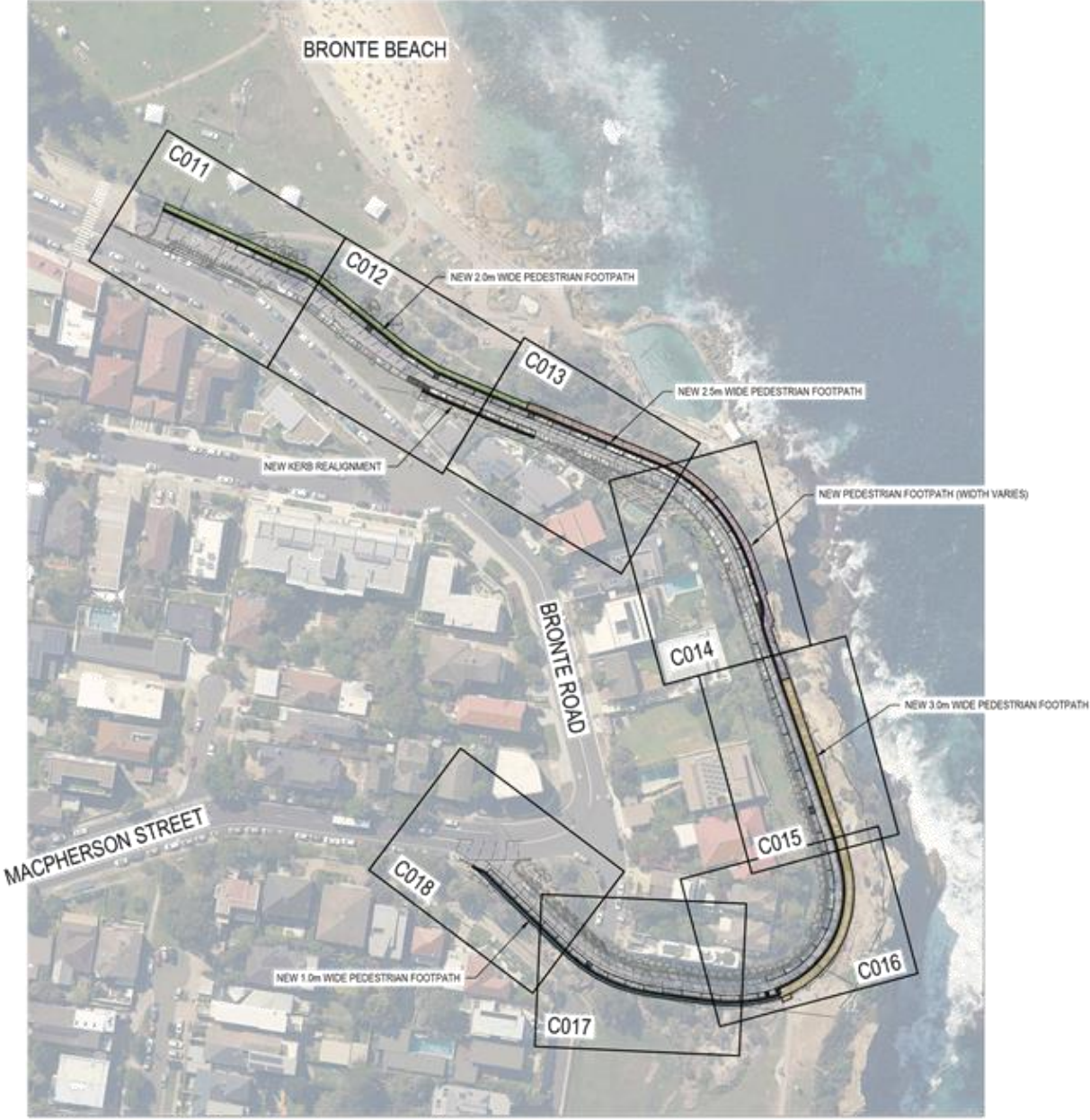
**PRELIMINARY**

<table><tr><td>D</td><td>FINAL CONCEPT DESIGN</td><td>FG</td><td>GdS</td><td>MP</td><td>30.10.20</td></tr><tr><td>C</td><td>CONCEPT DESIGN</td><td>FG</td><td>GdS</td><td>MP</td><td>16.10.20</td></tr><tr><td>B</td><td>CONCEPT DESIGN</td><td>FG</td><td>GdS</td><td>MP</td><td>25.09.20</td></tr><tr><td>A</td><td>OPTION ASSESSMENT</td><td>NA</td><td>GdS</td><td>MP</td><td>01.07.20</td></tr></table>						D	FINAL CONCEPT DESIGN	FG	GdS	MP	30.10.20	C	CONCEPT DESIGN	FG	GdS	MP	16.10.20	B	CONCEPT DESIGN	FG	GdS	MP	25.09.20	A	OPTION ASSESSMENT	NA	GdS	MP	01.07.20	 <b>WAVERLEY</b> COUNCIL		 Level 15, 133 Castlereagh Street, Sydney NSW 2000 Australia T 61 2 9239 7100 F 61 2 9239 7199 E <a href="mailto:eydmail@ghd.com">eydmail@ghd.com</a> W <a href="http://www.ghd.com">www.ghd.com</a>		<table><tr><td colspan="2"><b>DO NOT SCALE</b></td></tr><tr><td colspan="2">Conditions of Use: This document may only be used by GHD's client (and any other person who GHD has agreed can use this document) for the purpose for which it was prepared and must not be used by any other person or for any other purpose.</td></tr><tr><td>Drafting Check G. LIDGETT</td><td>Designer A. RAHMAN</td></tr><tr><td colspan="2">Approved (Project Director) M. PRESSWELL</td></tr><tr><td colspan="2">Date 30.10.2020</td></tr><tr><td>Scale NTS</td><td>This Drawing must not be used for Construction unless signed as Approved</td></tr></table>		<b>DO NOT SCALE</b>		Conditions of Use: This document may only be used by GHD's client (and any other person who GHD has agreed can use this document) for the purpose for which it was prepared and must not be used by any other person or for any other purpose.		Drafting Check G. LIDGETT	Designer A. RAHMAN	Approved (Project Director) M. PRESSWELL		Date 30.10.2020		Scale NTS	This Drawing must not be used for Construction unless signed as Approved	<table><tr><td>Client Project Title</td><td><b>WAVERLEY COUNCIL</b> <b>BRONTE CUTTING SAFETY UPGRADE</b> <b>COVER SHEET, DRAWING LIST AND LOCALITY PLAN</b></td></tr><tr><td>Original Size Drawing No:</td><td><b>A1</b> <b>12526408-G001</b></td></tr><tr><td>Rev:</td><td><b>D</b></td></tr></table>		Client Project Title	<b>WAVERLEY COUNCIL</b> <b>BRONTE CUTTING SAFETY UPGRADE</b> <b>COVER SHEET, DRAWING LIST AND LOCALITY PLAN</b>	Original Size Drawing No:	<b>A1</b> <b>12526408-G001</b>	Rev:	<b>D</b>
D	FINAL CONCEPT DESIGN	FG	GdS	MP	30.10.20																																																		
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Plot Date: 30 October 2020 - 3:09 PM Plotted by: Fraser Goulding

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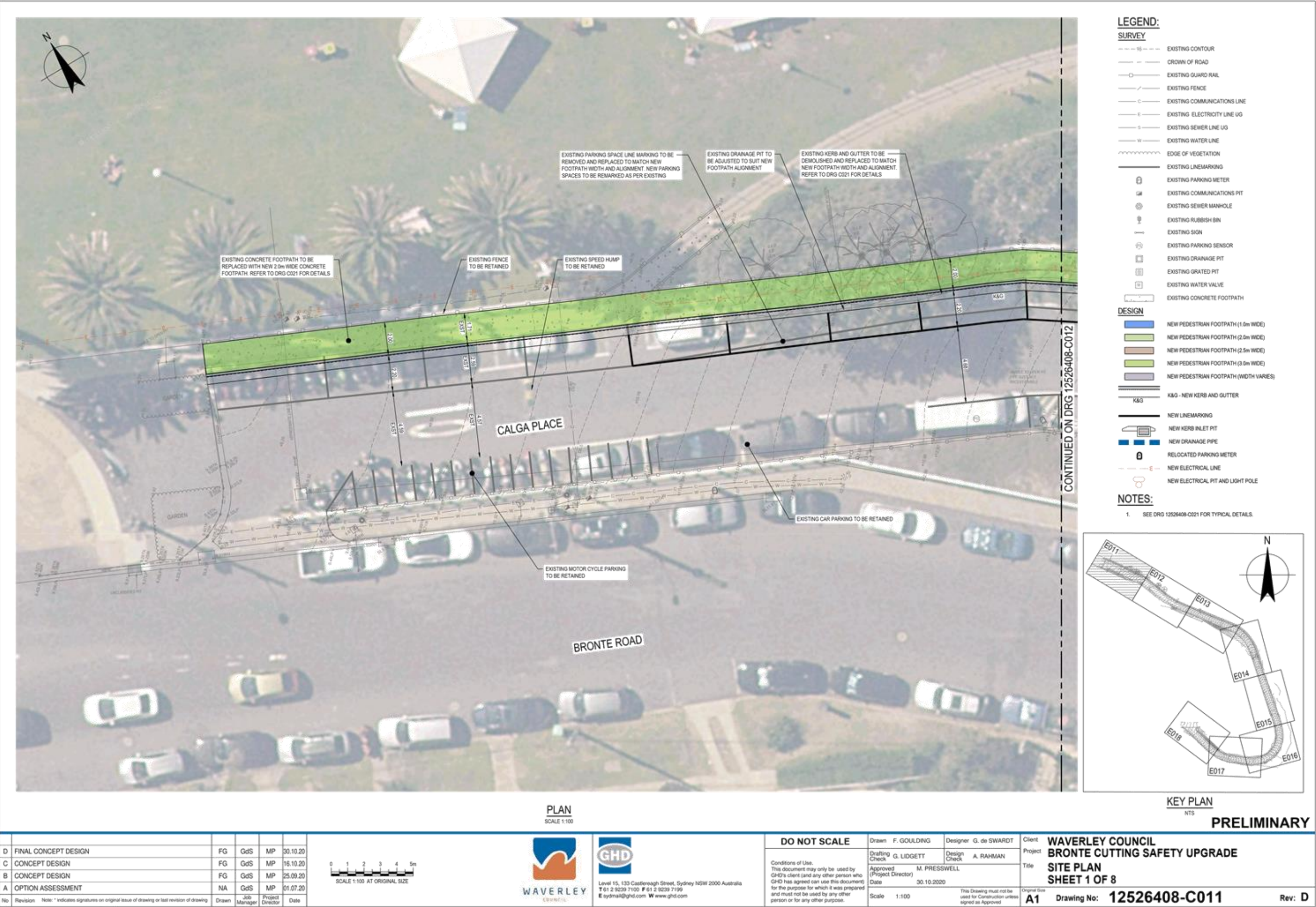
- LEGEND:**
- SURVEY**
- EXISTING CONTOUR
  - CROWN OF ROAD
  - EXISTING GUARD RAIL
  - EXISTING FENCE
  - EXISTING COMMUNICATIONS LINE
  - EXISTING ELECTRICITY LINE UG
  - EXISTING SEWER LINE UG
  - EXISTING WATER LINE
  - EDGE OF VEGETATION
  - EXISTING LINEMARKING
  - EXISTING PARKING METER
  - EXISTING COMMUNICATIONS PIT
  - EXISTING SEWER MANHOLE
  - EXISTING RUBBISH BIN
  - EXISTING SIGN
  - EXISTING PARKING SENSOR
  - EXISTING DRAINAGE PIT
  - EXISTING GRATED PIT
  - EXISTING WATER VALVE
  - EXISTING CONCRETE FOOTPATH
- DESIGN**
- NEW PEDESTRIAN FOOTPATH (1.0m WIDE)
  - NEW PEDESTRIAN FOOTPATH (2.0m WIDE)
  - NEW PEDESTRIAN FOOTPATH (2.5m WIDE)
  - NEW PEDESTRIAN FOOTPATH (3.0m WIDE)
  - NEW PEDESTRIAN FOOTPATH (WIDTH VARIES)

GENERAL ARRANGEMENT PLAN  
SCALE 1:1000

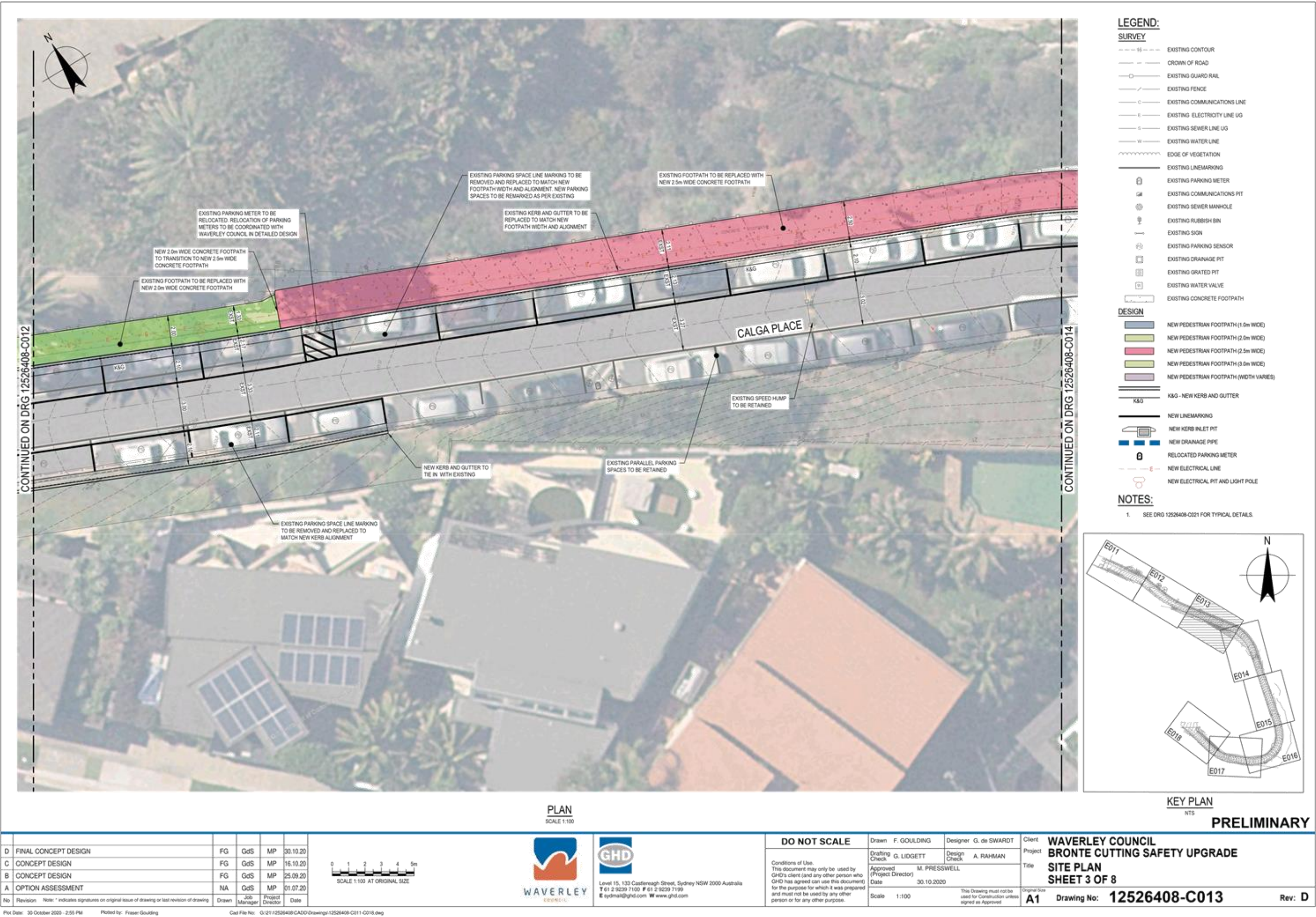
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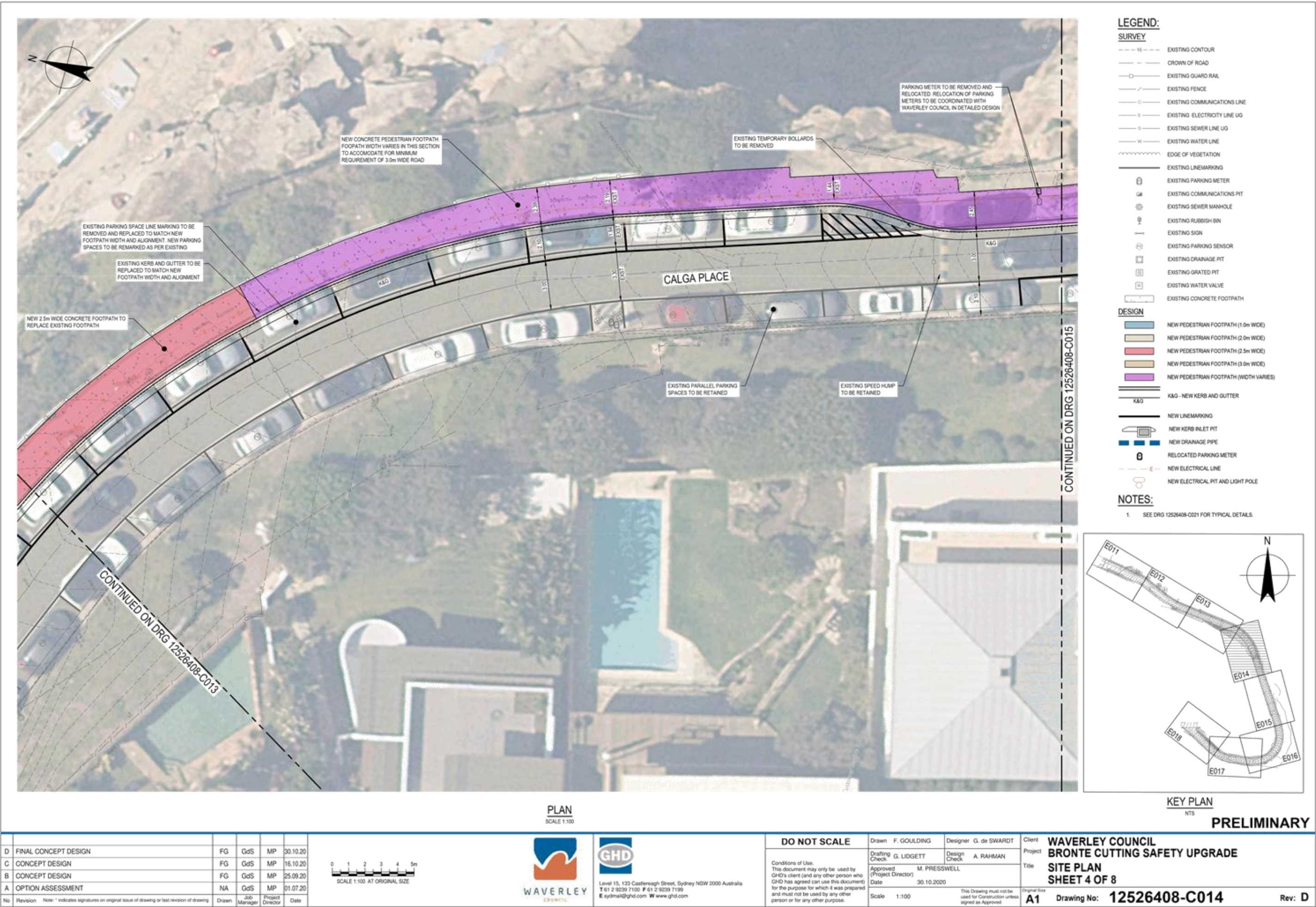
											<b>DO NOT SCALE</b>		Drawn F. GOULDING	Designer G. de SWARDT	Client	<b>WAVERLEY COUNCIL</b>	
C	FINAL CONCEPT DESIGN				FG	GdS	MP	30.10.20			Drafting G. LIDGETT		Design A. RAHMAN	Project	<b>BRONTE CUTTING SAFETY UPGRADE</b>		
B	CONCEPT DESIGN				FG	GdS	MP	16.10.20			Approved (Project Director) M. PRESSWELL			Title	<b>GENERAL ARRANGEMENT PLAN</b>		
A	CONCEPT DESIGN				NA	GdS	MP	25.09.20			Date 30.10.2020			Original Size	<b>A1</b>		
No	Revision:    Note: * indicates signatures on original issue of drawing or last revision of drawing				Drawn	Job Manager	Project Director	Date			Scale 1:1000		This Drawing must not be used for Construction unless signed as Approved		<b>Drawing No: 12526408-C001</b>		
																<b>Rev: C</b>	

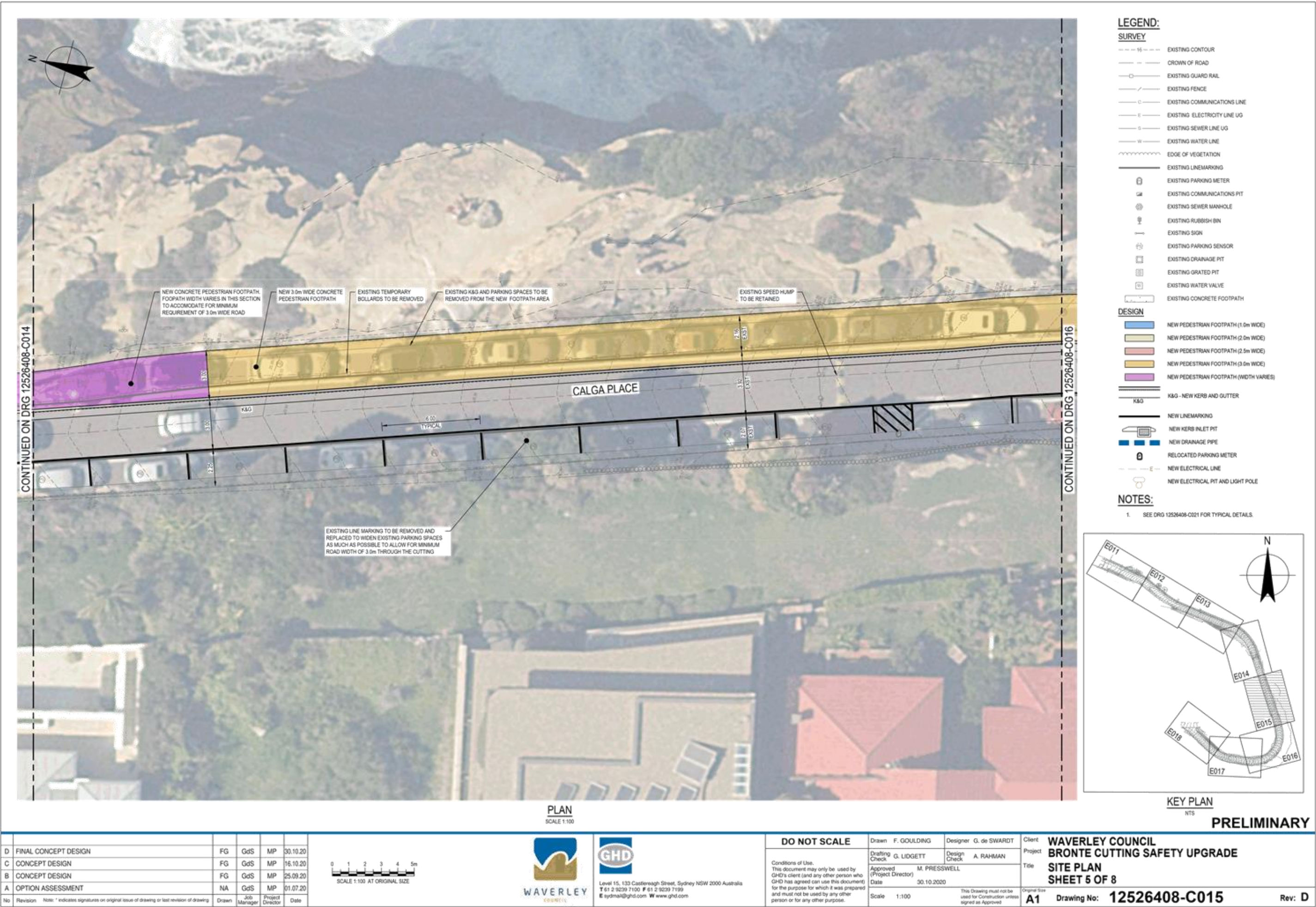
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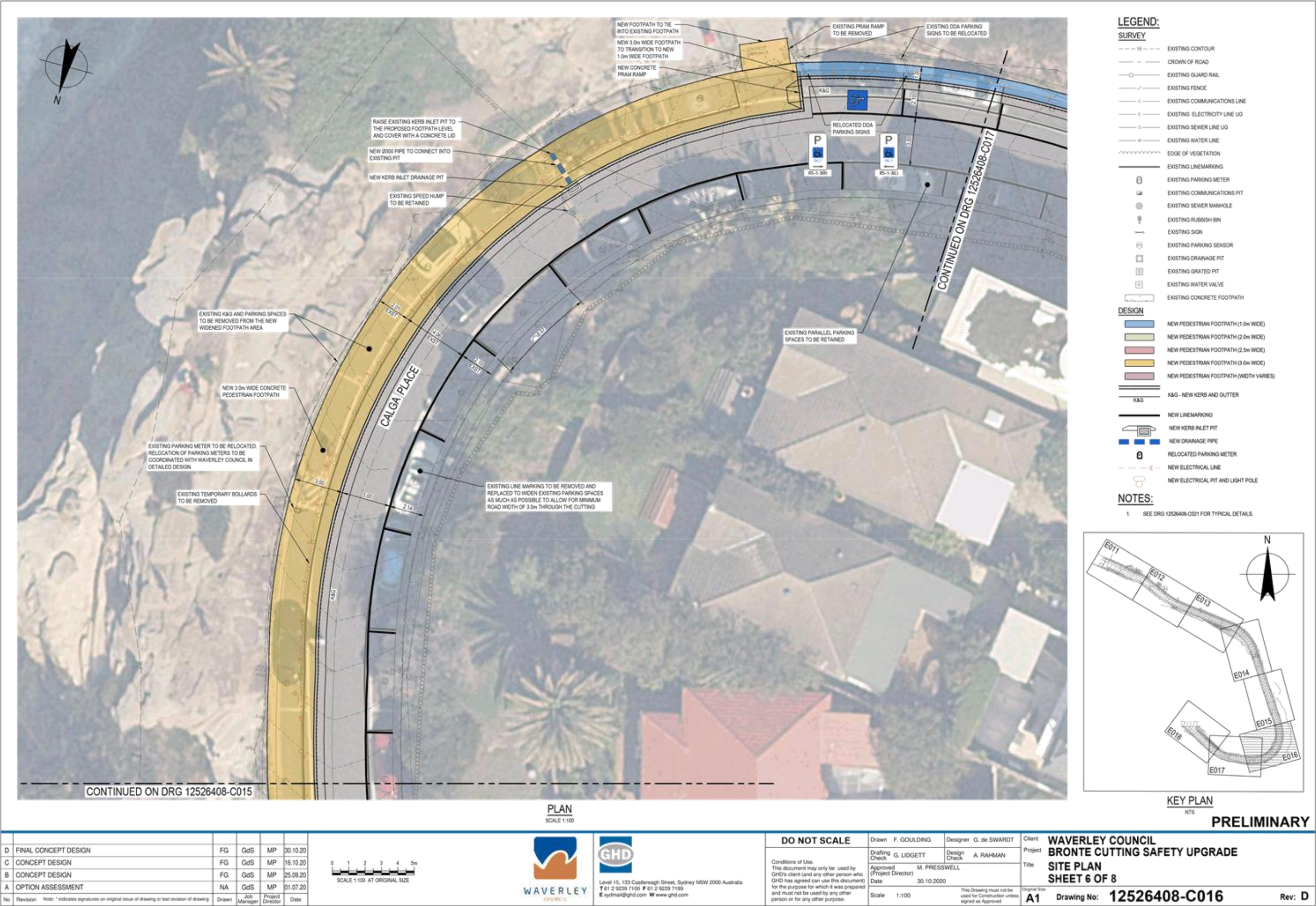


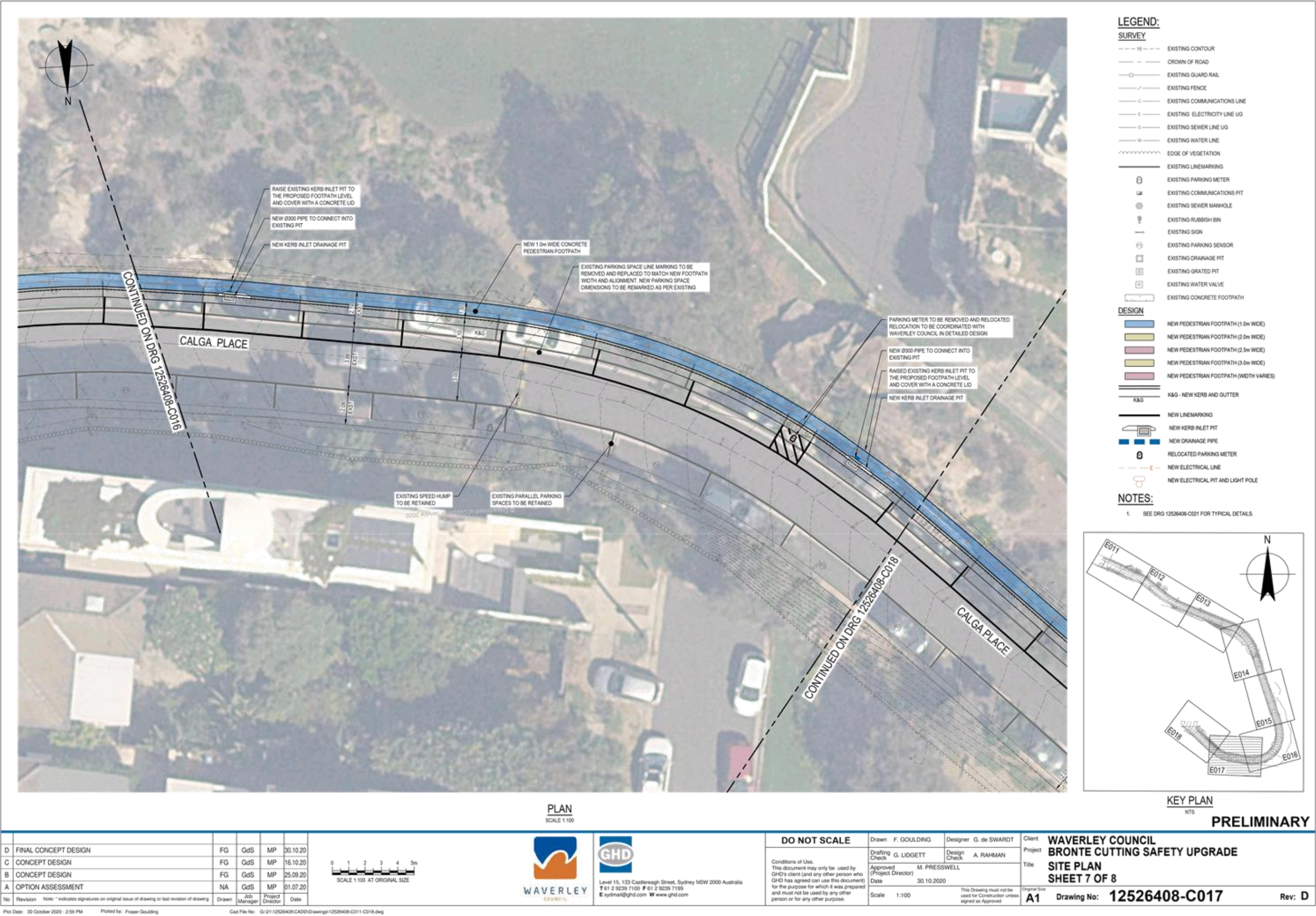


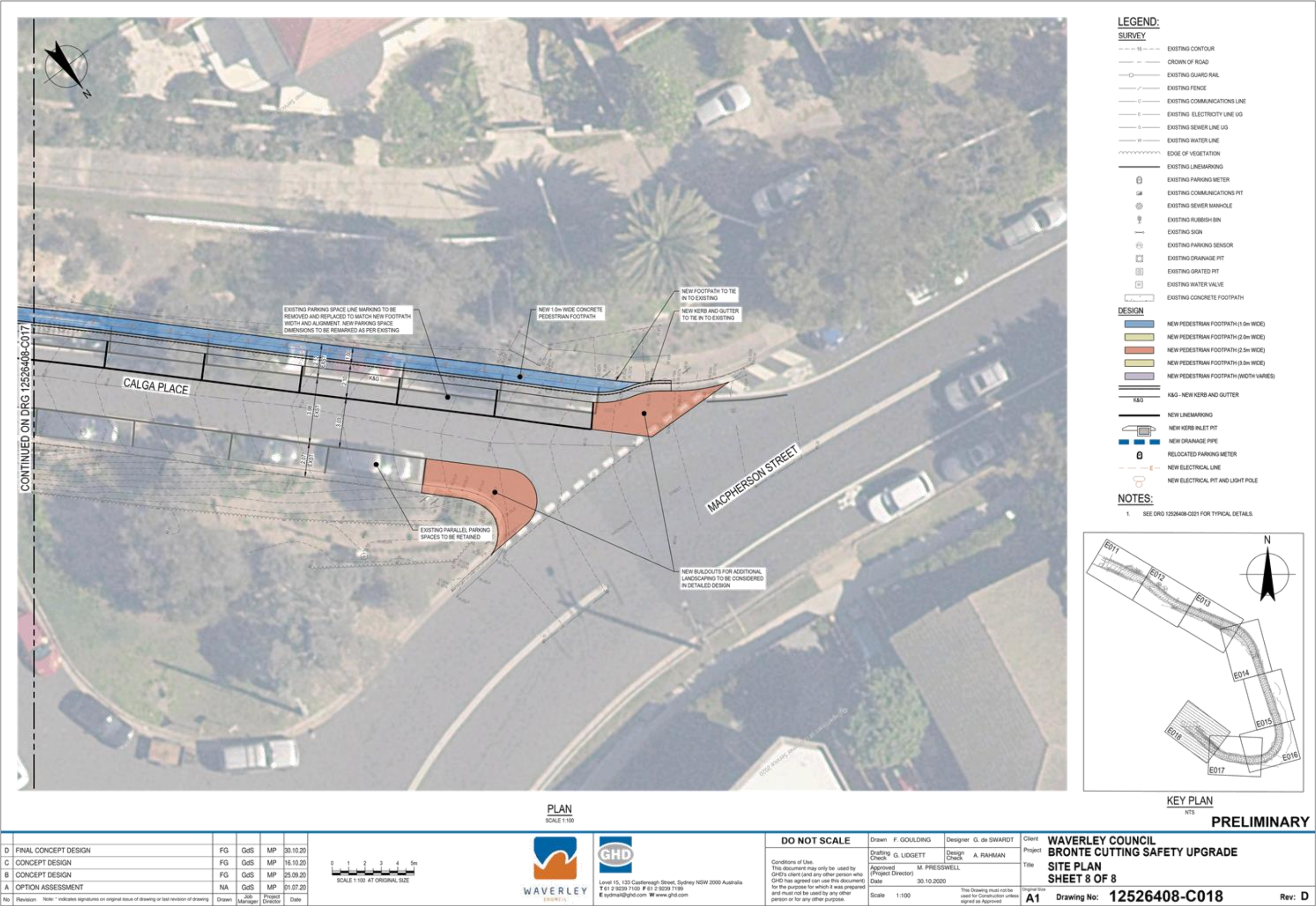


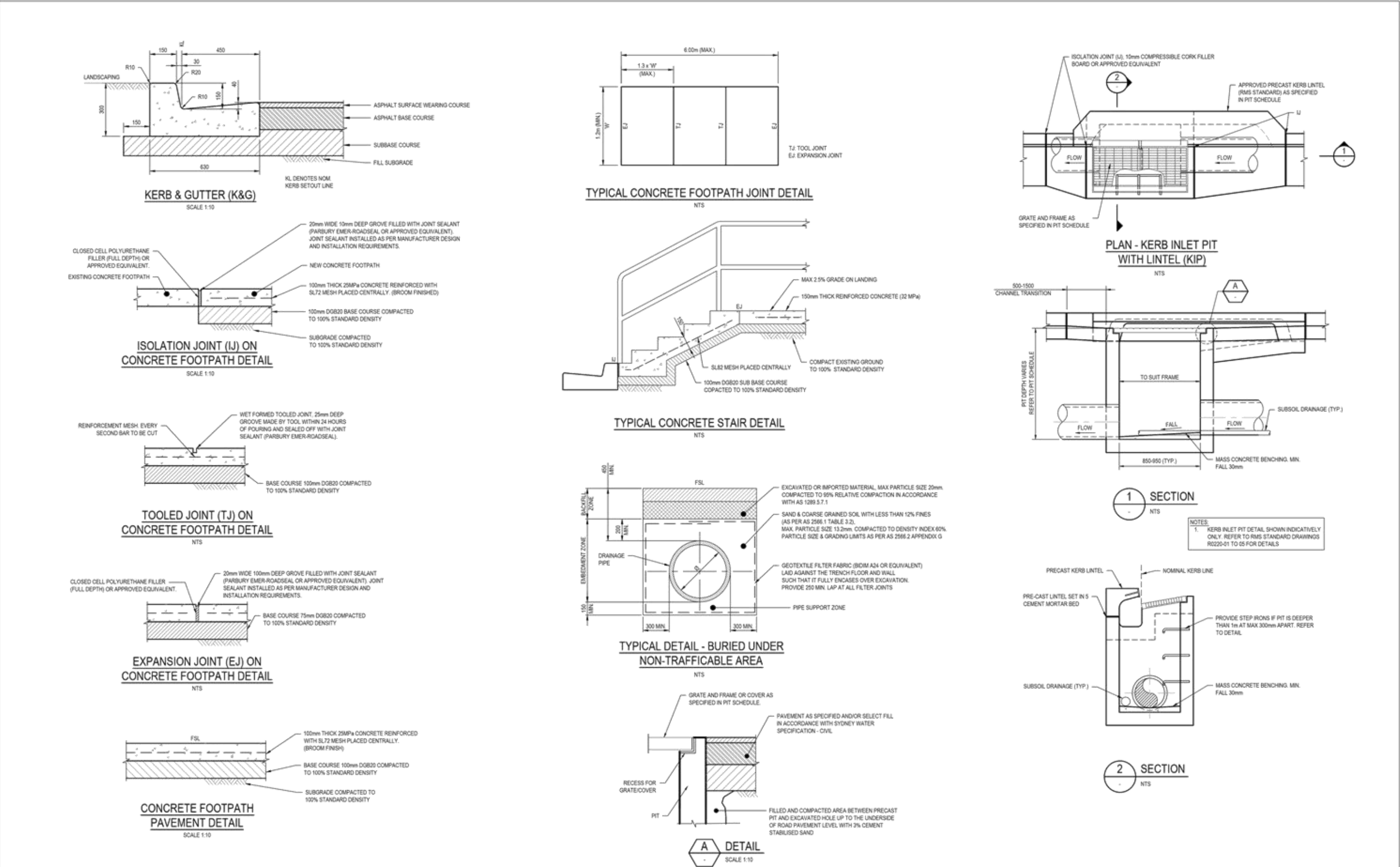




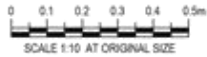








D	FINAL CONCEPT DESIGN	FG	GdS	MP	30.10.20
C	CONCEPT DESIGN	FG	GdS	MP	16.10.20
B	CONCEPT DESIGN	FG	GdS	MP	25.09.20
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No	Revision	Note: * indicates signatures on original issue of drawing or last revision of drawing			
		Drawn	Job Manager	Project Director	Date



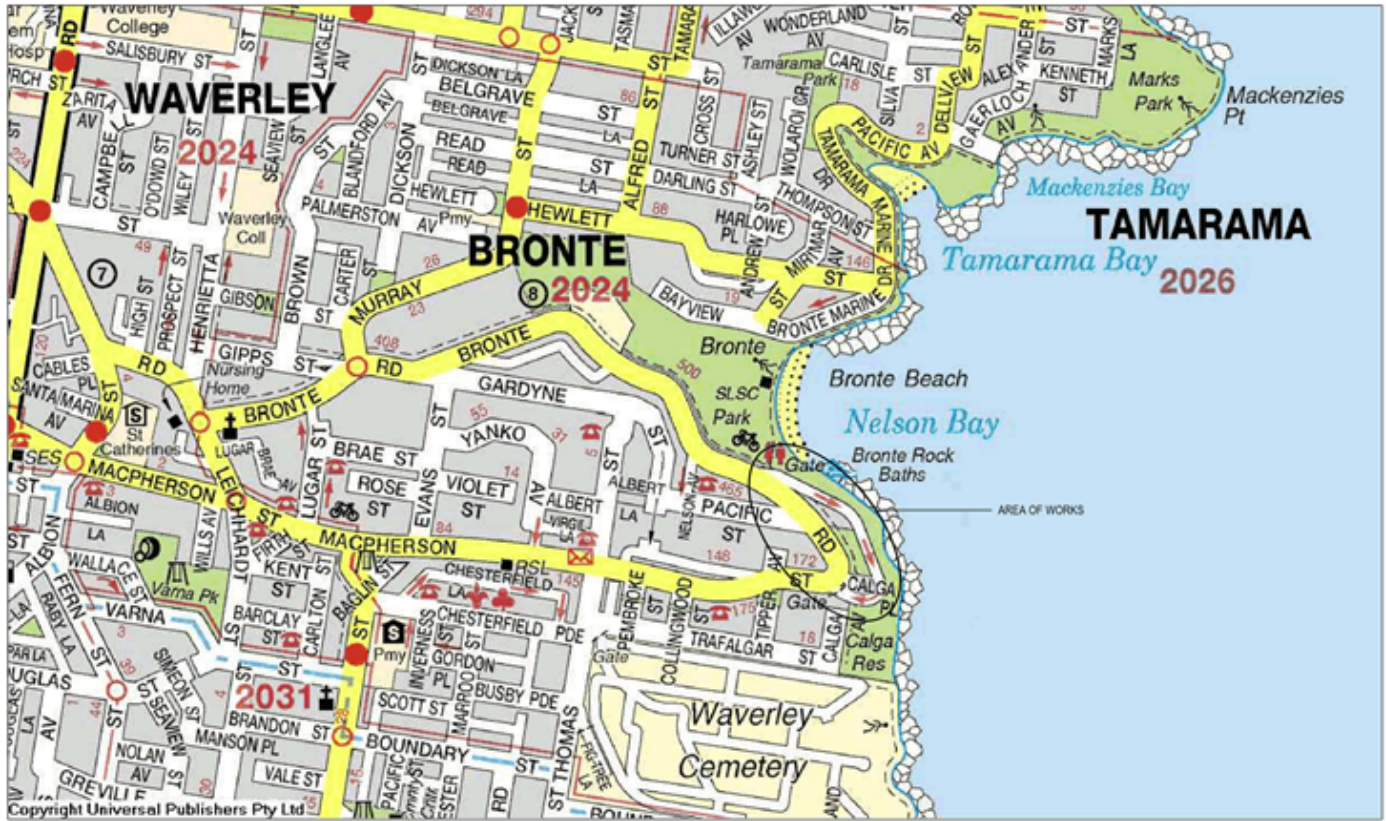
<b>DO NOT SCALE</b>		Drawn F. GOULDING	Designer G. de SWARDT	Client <b>WAVERLEY COUNCIL</b>
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		Approved (Project Director) M. PRESSWELL	Date 30.10.2020	Title <b>TYPICAL DETAILS</b>
		Scale AS SHOWN	This Drawing must not be used for Construction unless signed as Approved	Original Size <b>A1</b> Drawing No: <b>12526408-C021</b> Rev: <b>D</b>



# WAVERLEY COUNCIL

## BRONTE CUTTING SAFETY UPGRADE

### 12526408



**DRAWING LIST:**

DRG No.	DRAWING TITLE
12526408-E001	COVER SHEET, DRAWING LIST AND LOCALITY PLAN
12526408-E002	GENERAL NOTES, LEGEND AND ABBREVIATIONS
12526408-E003	SINGLE LINE DIAGRAM
12526408-E010	EXISTING SITE PLAN
12526408-E011	SITE PLAN - LIGHTING LAYOUT - SHEET 1 OF 8
12526408-E012	SITE PLAN - LIGHTING LAYOUT - SHEET 2 OF 8
12526408-E013	SITE PLAN - LIGHTING LAYOUT - SHEET 3 OF 8
12526408-E014	SITE PLAN - LIGHTING LAYOUT - SHEET 4 OF 8
12526408-E015	SITE PLAN - LIGHTING LAYOUT - SHEET 5 OF 8
12526408-E016	SITE PLAN - LIGHTING LAYOUT - SHEET 6 OF 8
12526408-E017	SITE PLAN - LIGHTING LAYOUT - SHEET 7 OF 8
12526408-E018	SITE PLAN - LIGHTING LAYOUT - SHEET 8 OF 8
12526408-E021	DETAILS

**PRELIMINARY**

C	FINAL CONCEPT DESIGN	TP	GdS	MP	30.10.20	
B	CONCEPT DESIGN	TP	GdS	MP	16.10.20	
A	CONCEPT DESIGN	TP	GdS	MP	25.09.20	
No	Revision:    Note: * indicates signatures on original issue of drawing or last revision of drawing		Drawn	Job Manager	Project Director	Date

Plot Date: 30 October 2020 - 2:58 PM Plotted by: Fraser Goulding

Cad File No: G:\21\12526408\CADD Drawings\12526408-E001.dwg



<b>DO NOT SCALE</b>	Drawn T.POTTER Designer N.KINNEY	Client <b>WAVERLEY COUNCIL</b>
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	Approved (Project Director) M. PRESSWELL Date 30.10.2020	Title <b>COVER SHEET, DRAWING LIST AND LOCALITY PLAN</b>
Scale 1:100	This Drawing must not be used for Construction unless signed as Approved	Original Size <b>A1</b> Drawing No: <b>12526408-E001</b> Rev: <b>C</b>

GENERAL NOTES:

- 1. ALL DRAWINGS SHALL BE READ IN CONJUNCTION WITH THE ELECTRICAL SERVICES SPECIFICATION.
- 2. PROVIDE SHOP DRAWINGS FOR APPROVAL FOR CLIENT REVIEW AND ACCEPTANCE PRIOR TO ANY WORKS ON SITE.
- 3. SUPPLY AND INSTALL FULLY FUNCTIONAL LOW VOLTAGE ELECTRICAL DISTRIBUTION SYSTEM ACCORDING TO DRAWINGS, SPECIFICATION AND ALL OTHER CONTRACT DOCUMENTS.
- 4. ALL EQUIPMENT ARE DIAGRAMMATIC ONLY. CONTRACTOR IS TO CONFIRM LOCATIONS AND SETOUT ON SITE WITH SUPERINTENDENT. IF THIS DOES NOT OCCUR AND INSTALLATION OCCURS INCORRECTLY, RELOCATION AND ANY REPAIR WILL BE AT THE CONTRACTOR'S EXPENSE.
- 5. ALL WORKS TO BE UNDERTAKEN TO CONFORM TO AS 3000.2018, AS 3008.1.1.2017, AS 1158.2020 INCLUDING RMS STANDARDS AND LOCAL SUPPLY AUTHORITY REGULATIONS.
- 6. SUPPLY AND INSTALL ALL FIXINGS AS REQUIRED FOR LIGHTING, INCLUDING LIGHT POLES, JUNCTION BOXES, CONDUITS AND ALL OTHER ACCESSORIES.
- 7. SUPPLY AND INSTALL POLES WITH RAGBOLT ASSEMBLIES.
- 8. THE CONDUITS FOR THE NEW LIGHTING WILL BE INSTALLED FROM THE EXISTING PIT TO MACHPERSON STREET WHERE IT TERMINATES AT THE FINAL PIT.

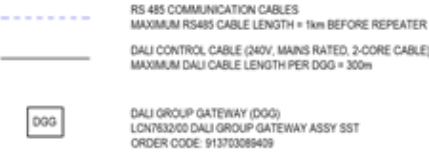
DURABILITY:

- FOR NEW OR EXISTING HDG ELEMENTS, WHEN COATINGS ARE DAMAGED DUE TO HANDLING, INSTALLATION OR REMOVING ELEMENTS, REPAIRS SHOULD BE UNDERTAKEN AS PER AS 4880 CLAUSE 8.2 TO 8.4 USING ONE OF THE FOLLOWING METHODS.
- 1. ORGANIC ZINC RICH EPOXY PAINT COMPLYING WITH AS 3750.9. THIS NEEDS TO BE APPLIED IN TWO COATS. EACH COAT SHALL HAVE A MINIMUM DRY FILM THICKNESS OF 50 mm.
  - 2. INORGANIC ZINC SILICATE PAINT COMPLYING TO AS 3750.15. THIS SHALL HAVE A MINIMUM DRY FILM THICKNESS OF 100 mm.
  - 3. ZINC METAL SPRAY TO ISO 2063 OR AS 2312.
  - 4. ZINC ALLOY SOLDER STICK.
- ALL OF THE ABOVE TREATMENTS SHALL BE APPLIED AS PER THE REQUIREMENTS WITHIN THE AUSTRALIAN STANDARDS AS 4880 AND MANUFACTURERS' REQUIREMENTS AND SHALL INCLUDE ANY NECESSARY PRE-TREATMENT TO ENSURE GOOD ADHESION. STAINLESS STEEL TO BE CONSIDERED IN THE NEXT STAGE FOR NEW POLES.

LIGHTING



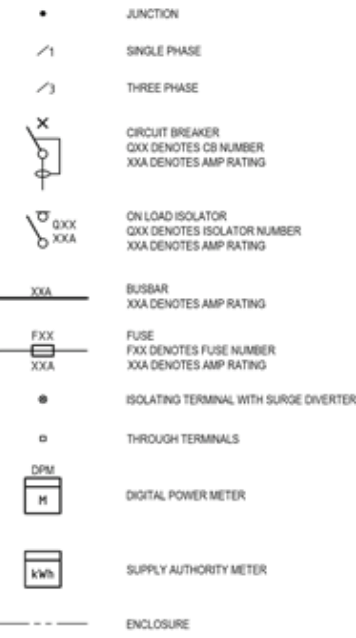
LIGHTING CONTROL



POWER



SINGLE LINE DIAGRAM



ABBREVIATIONS

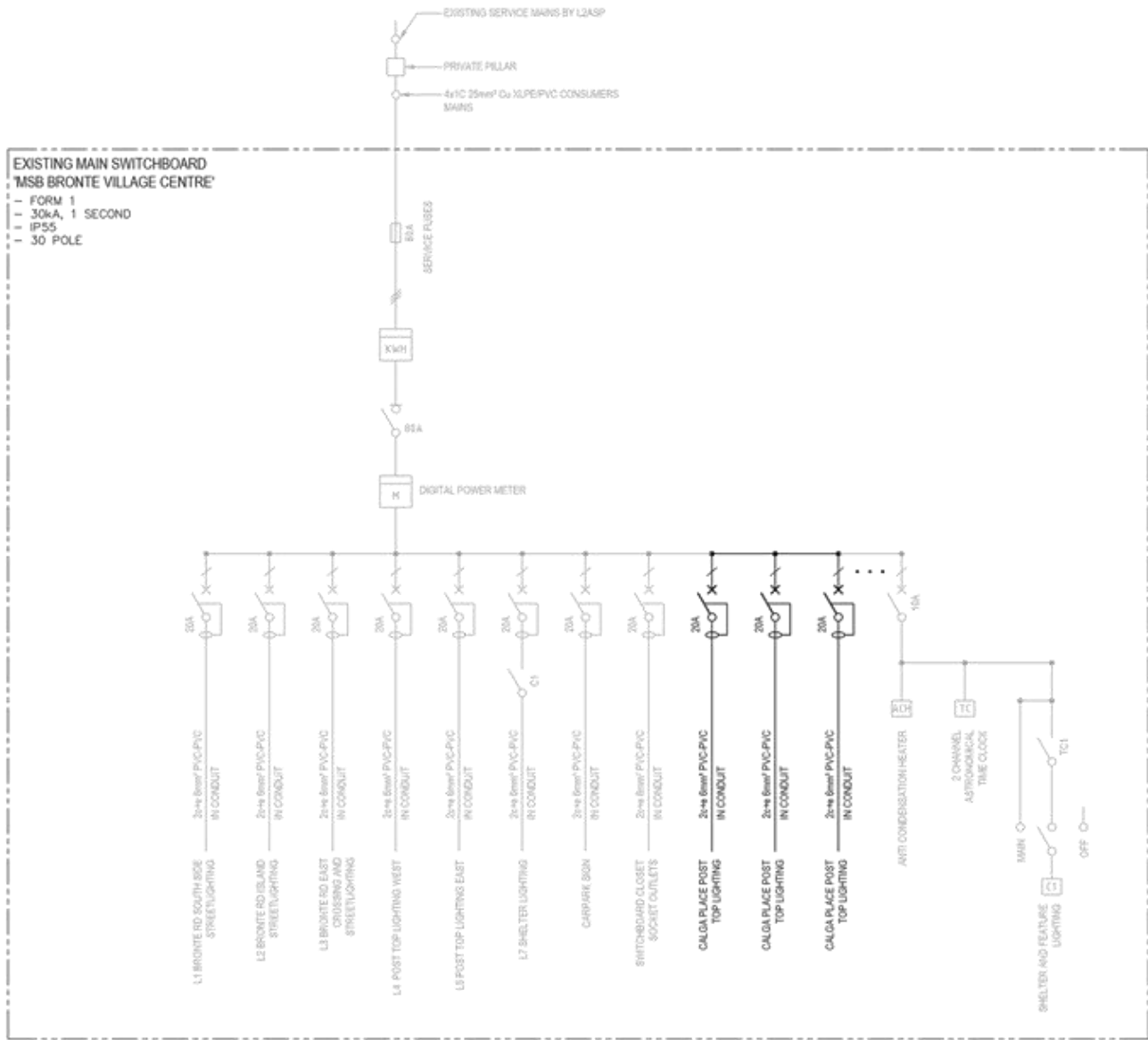
A	AMPS
ATS	AUTOMATIC TRANSFER SWITCH
AFFL	ABOVE FINISHED FLOOR LEVEL
AFGL	ABOVE FINISHED GROUND LEVEL
BOA	BIDIRECTIONAL AMPLIFIER
C	COMBINER
CE	COMBINING EQUIPMENT
CSR	COMBINED SERVICES ROUTE
CB	CIRCUIT BREAKER
C/W	COMPLETE WITH
COMMS	COMMUNICATIONS
CP	CONTROL PANEL
CS	COAXIAL SPLITTER
CT	CURRENT TRANSFORMER
DAS	DISTRIBUTED ANTENNA SYSTEM
DC	DIRECT CURRENT
DALI	DIGITAL ADDRESSABLE LIGHTING INTERFACE
DB	DISTRIBUTION BOARD
DIA	DIAMETER
DGPO	DOUBLE GENERAL PURPOSE SOCKET OUTLET
DNX	DENOTES DOWN PIT (TUNNELODIVE CABLE PITS)
DPM	DIGITAL POWER METER
EG	EXAMPLE
ELE	ELECTRICAL
F	FILTER
FFCP	FIRE FAN CONTROL PANEL
FTN	FIXED TRANSMISSION NETWORK
FIP	FIRE INDICATOR PANEL
G	GENERATOR
GPO	GENERAL PURPOSE OUTLET
GPS	GLOBAL POSITIONING SYSTEM
GRN	GOVERNMENT RADIO NETWORK
HL	MOUNTED AT HIGH LEVEL
HV	HIGH VOLTAGE
IPXX	DENOTES IPXX RATING IN ACCORDANCE WITH AS60529
IP56	DENOTES IP56 RATING
I/O	INPUT/OUTPUT
LCP	LOCAL CONTROL PANEL
LV	LOW VOLTAGE
M	ELECTRICAL METER
m	METERS (MEASUREMENT)
mm	MILLIMETERS (MEASUREMENT)
MCC	MOTOR CONTROL CENTRE
MCU	MASTER CONTROL UNIT
MSB	MAIN SWITCHBOARD
NS	NETWORK SWITCH
OFT	OPTICAL FIBRE TRANSCEIVER
OTU	OPTICAL TRANSMISSION UNIT
PH	PHASE
PFC	POWER FACTOR CORRECTION
PFR	PHASE FAILURE RELAY
PLC	PROGRAMMABLE LOGIC CONTROLLER
RCD	CIRCUIT PROTECTED VIA 30mA RESIDUAL CURRENT DEVICE
RUJ	RADIO OVER FIBRE REMOTE UNIT
SD	SURGE DIVERTER
SS	STAINLESS STEEL
SW	SWITCH
TE	TRANSMISSION EQUIPMENT
TxRx	RADIO TRANSCEIVER
UNO	UNLESS NOTED OTHERWISE
V	VOLTS
W	WATTS
WP	WEATHERPROOF RATED IP65 (UNO)
WSXXX	DENOTES FIRE RATING IN ACCORDANCE WITH AS/NZS 3013
3G	THIRD GENERATION
4G	FOURTH GENERATION

PRELIMINARY

									Level 15, 133 Castlereagh Street, Sydney NSW 2000 Australia T 61 2 9239 7100 F 61 2 9239 7199 E sydmail@ghd.com W www.ghd.com		<b>DO NOT SCALE</b>		Drawn T.POTTER	Designer N.KINNEY	Client <b>WAVERLEY COUNCIL</b>		
C	FINAL CONCEPT DESIGN	TP	GdS	MP	30.10.20							Drafting K.DHIR	Design M.CHONG	Project <b>BRONTE CUTTING SAFETY UPGRADE</b>	Title <b>GENERAL NOTES, LEGEND AND ABBREVIATIONS</b>	Original Size <b>A1</b>	
B	CONCEPT DESIGN	TP	GdS	MP	16.10.20							Approved (Project Director) M. PRESSWELL	Date 30.10.2020	This Drawing must not be used for construction unless signed as Approved			Drawing No: <b>12526408-E002</b>
A	CONCEPT DESIGN	TP	GdS	MP	25.09.20							Scale 1:100					
No	Revision	Note: * indicates signatures on original issue of drawing or last revision of drawing	Drawn	Job Manager	Project Director	Date											

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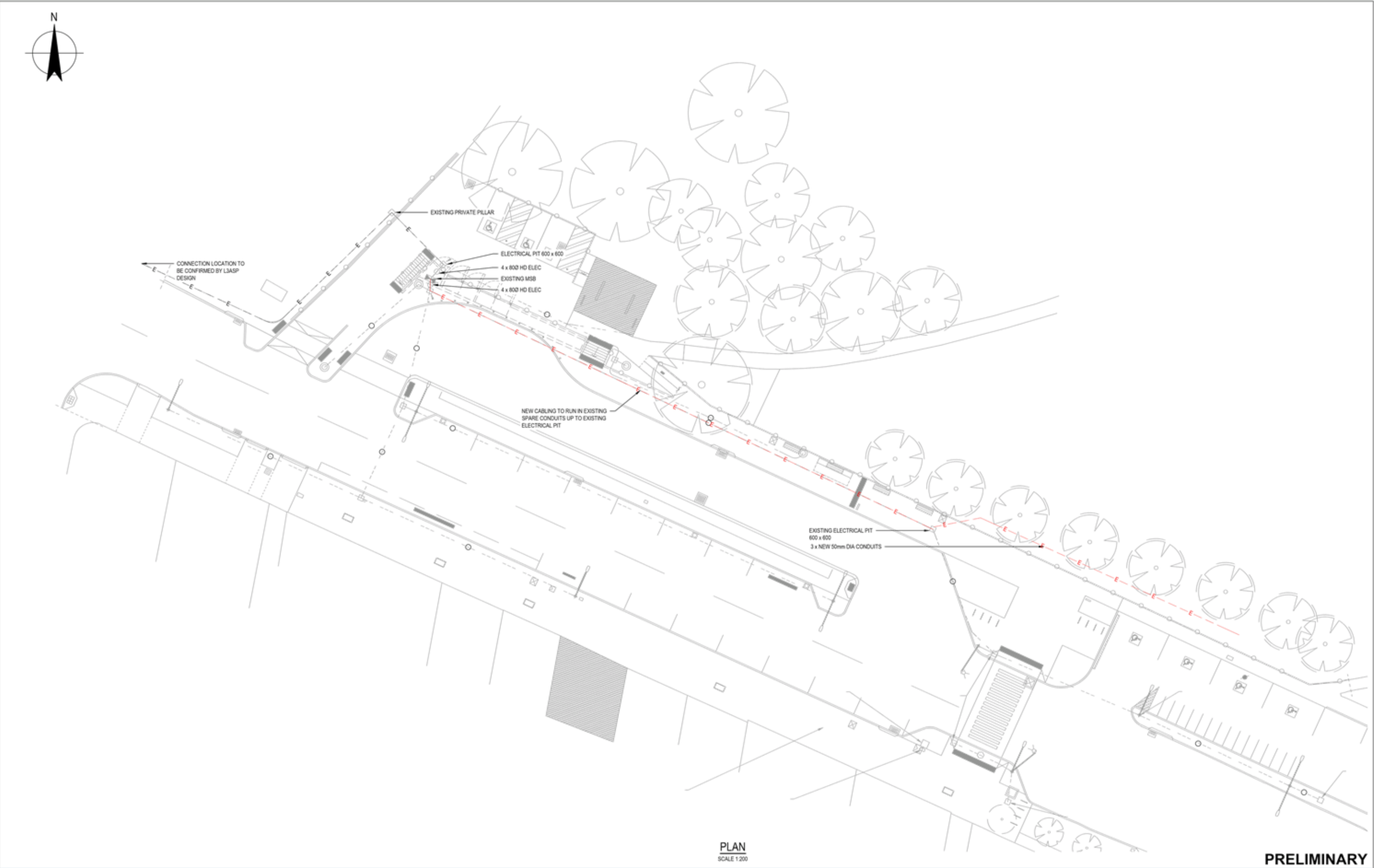
- NOTES:
- 1. FOR GENERAL NOTES, LEGEND AND ABBREVIATIONS REFER TO 12526408-E002.
  - 2. MSB INSTALLATION IS REQUIRED TO COMPLY WITH AS3000:2018. PROVIDE RCD PROTECTION TO ALL NEW FINAL SUB-CIRCUITS AS REQUIRED.



PRELIMINARY

										Level 15, 133 Castlereagh Street, Sydney NSW 2000 Australia T 61 2 9229 7100 F 61 2 9229 7199 E sydney@ghd.com W www.ghd.com		<b>DO NOT SCALE</b>		Drawn T.POTTER	Designer N.KINNEY	Client <b>WAVERLEY COUNCIL</b>		
C	FINAL CONCEPT DESIGN	TP	GdS	MP	30.10.20							Drafting K.DHIR	Design M.CHONG	Project <b>BRONTE CUTTING SAFETY UPGRADE</b>				
B	CONCEPT DESIGN	TP	GdS	MP	16.10.20							Approved (Project Director) M. PRESSWELL		Title <b>SINGLE LINE DIAGRAM - LIGHTING LAYOUT</b>				
A	CONCEPT DESIGN	TP	GdS	MP	25.09.20							Date 30.10.2020						
No	Revision	Note: * indicates signatures on original issue of drawing or last revision of drawing			Drawn	Job Manager	Project Director	Date					Scale NTS	This Drawing must not be used for Construction unless signed as Approved		Original Size <b>A1</b>	Drawing No: <b>12526408-E003</b>	Rev: <b>C</b>

Plot Date: 30 October 2020 - 3:00 PM Plotted by: Fraser GouJing Cad File No: G:\21\12526408\CADD Drawings\12526408-E003.dwg



PRELIMINARY

						 SCALE 1:100 AT ORIGINAL SIZE		 WAVERLEY COUNCIL		 Level 15, 133 Castlereagh Street, Sydney NSW 2000 Australia T 61 2 9239 7100 F 61 2 9239 7199 E sydney@ghd.com W www.ghd.com		<b>DO NOT SCALE</b>  <small>Conditions of Use: This document may only be used by GHD's client (and any other person who GHD has agreed can use this document) for the purpose for which it was prepared and must not be used by any other person or for any other purpose.</small>		<table><tr><td>Drawn</td><td>T.POTTER</td><td>Designer</td><td>N.KINNEY</td></tr><tr><td>Drafting Check</td><td>K.DHIR</td><td>Design Check</td><td>M.CHONG</td></tr><tr><td>Approved (Project Director)</td><td colspan="3">M. PRESSWELL</td></tr><tr><td>Date</td><td colspan="3">30.10.2020</td></tr><tr><td>Scale</td><td colspan="3">1:100</td></tr><tr><td colspan="4"><small>This Drawing must not be used for Construction unless signed as Approved</small></td></tr></table>		Drawn	T.POTTER	Designer	N.KINNEY	Drafting Check	K.DHIR	Design Check	M.CHONG	Approved (Project Director)	M. PRESSWELL			Date	30.10.2020			Scale	1:100			<small>This Drawing must not be used for Construction unless signed as Approved</small>				<table><tr><td>Client</td><td>WAVERLEY COUNCIL</td></tr><tr><td>Project</td><td>BRONTE CUTTING SAFETY UPGRADE</td></tr><tr><td>Title</td><td>EXISTING SITE PLAN</td></tr><tr><td>Original Size</td><td>A1</td></tr><tr><td>Drawing No:</td><td>12526408-E010</td></tr></table>		Client	WAVERLEY COUNCIL	Project	BRONTE CUTTING SAFETY UPGRADE	Title	EXISTING SITE PLAN	Original Size	A1	Drawing No:	12526408-E010	Rev: C
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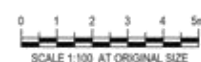
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Approved (Project Director)	M. PRESSWELL		
Date	30.10.2020		
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Client	WAVERLEY COUNCIL
Project	BRONTE CUTTING SAFETY UPGRADE
Title	SITE PLAN - LIGHTING LAYOUT SHEET 2 OF 8

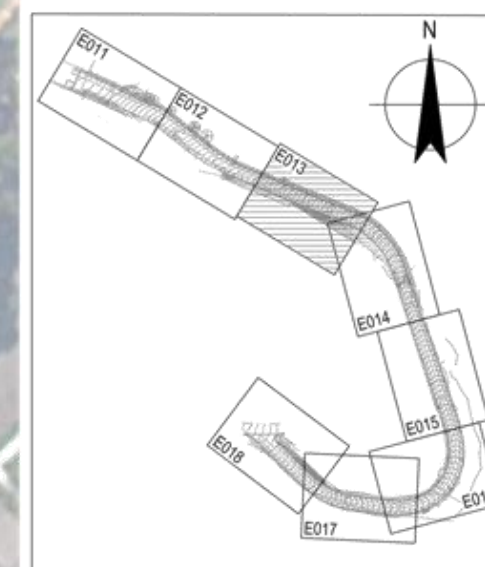
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Rev: C



NOTES:

1. FOR GENERAL NOTES, LEGEND AND ABBREVIATIONS REFER TO 12526408-E002



**KEY PLAN**  
NTS

## PRELIMINARY

C	FINAL CONCEPT DESIGN	TP	GdS	MP	30.10.20
B	CONCEPT DESIGN	TP	GdS	MP	16.10.20
A	CONCEPT DESIGN	TP	GdS	MP	25.09.20
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Check	

Approved	M.
(Principal/Principal)	

Date 30.

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Designer: NLKINNEY

Design Check	M. CHONG
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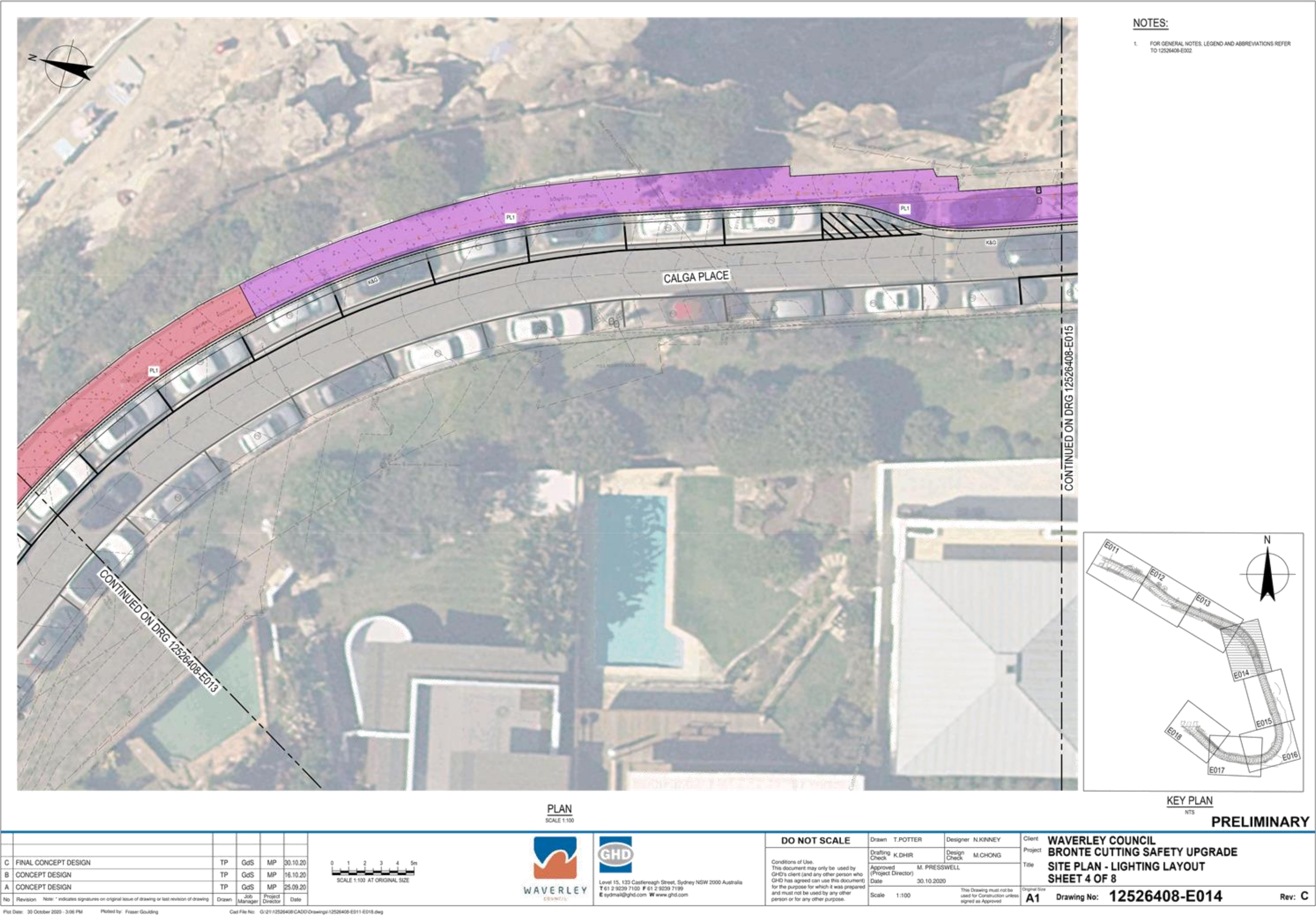
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**WAVERLEY COUNCIL  
BRONTE CUTTING SAFETY UPGRADE  
SITE PLAN - LIGHTING LAYOUT  
SHEET 3 OF 8**

1 Drawing No: **12526408-E013**

Rev: C





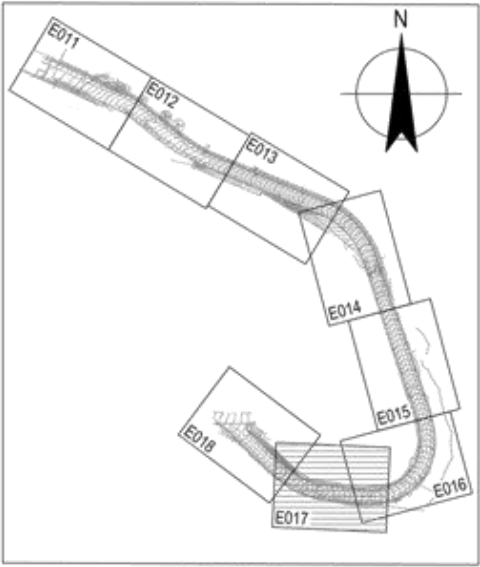
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	Approved (Project Director)	M. PRESSWELL	Title	
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Client	<b>WAVERLEY COUNCIL</b>		
Project	<b>BRONTE CUTTING SAFETY UPGRADE</b>		
Title	<b>SITE PLAN - LIGHTING LAYOUT</b>		
	<b>SHEET 6 OF 8</b>		
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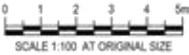


- NOTES:**
1. FOR GENERAL NOTES, LEGEND AND ABBREVIATIONS REFER TO 12526408-E002



KEY PLAN  
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**PRELIMINARY**

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Title **SITE PLAN - LIGHTING LAYOUT**  
**SHEET 7 OF 8**

Original Size **A1** Drawing No: **12526408-E017**

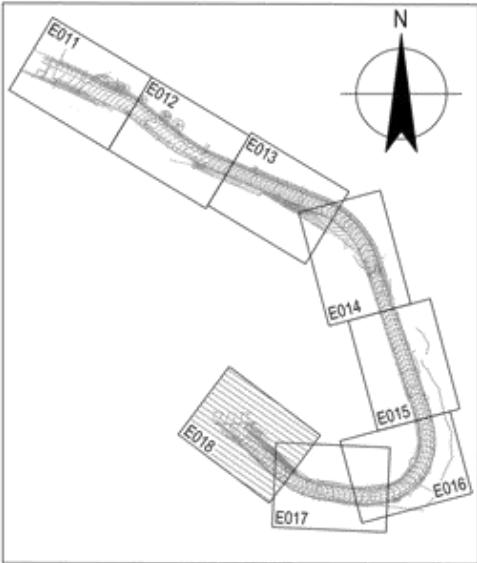
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Plot Date: 30 October 2020 - 3:07 PM Plotted by: Fraser Goulding

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- NOTES:**
- 1. FOR GENERAL NOTES, LEGEND AND ABBREVIATIONS REFER TO 12526408-E002



KEY PLAN  
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B	CONCEPT DESIGN	TP	GdS	MP	16.10.20		
A	CONCEPT DESIGN	TP	GdS	MP	25.09.20		
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Project **BRONTE CUTTING SAFETY UPGRADE**  
Title **SITE PLAN - LIGHTING LAYOUT**  
**SHEET 8 OF 8**

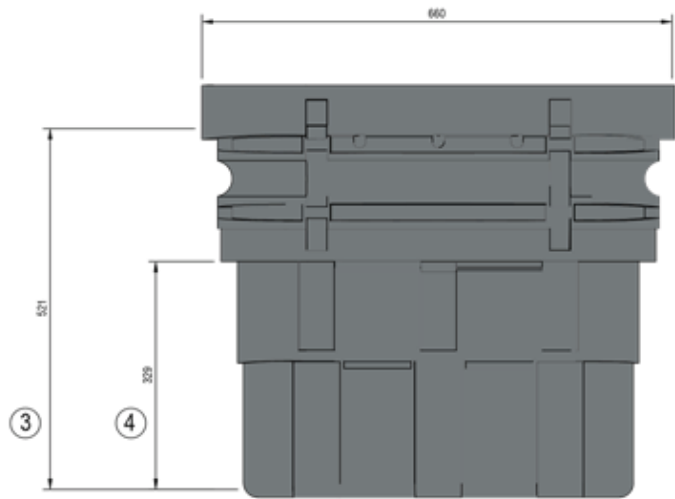
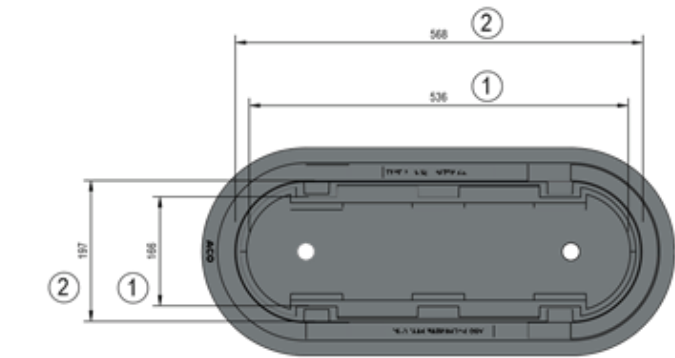
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Rev: **C**

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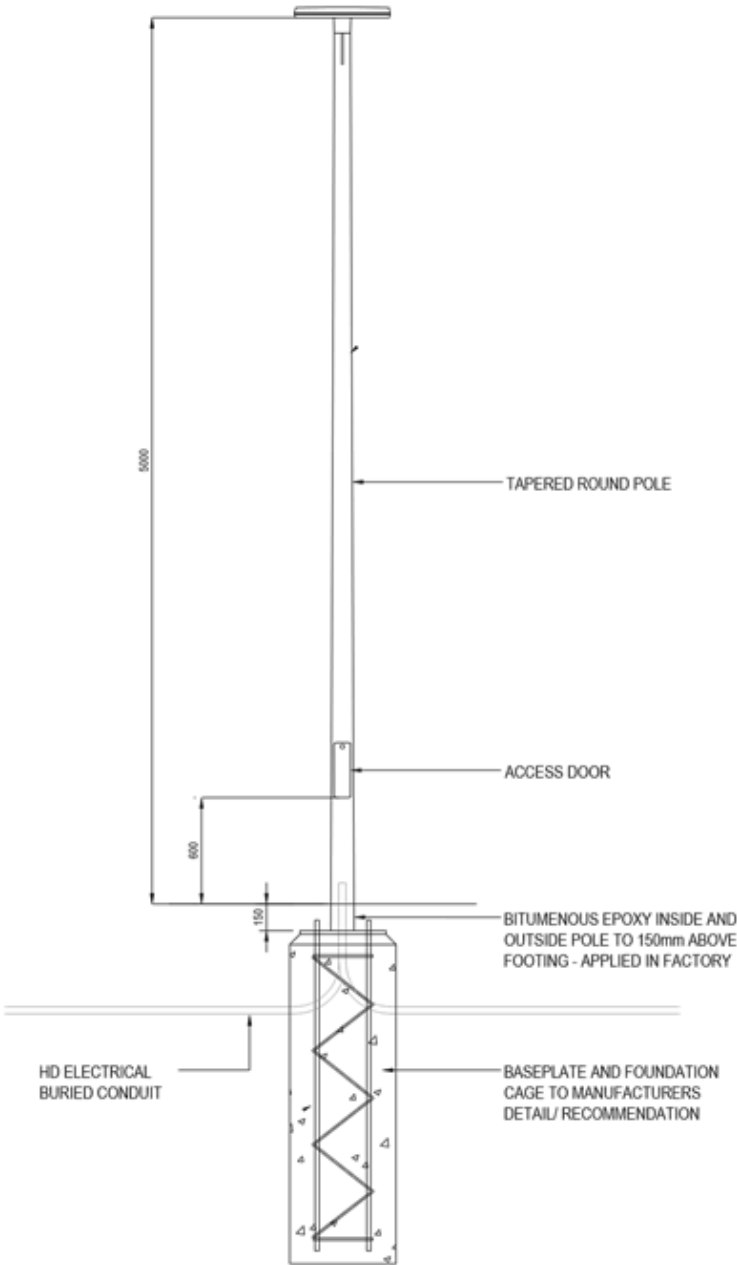
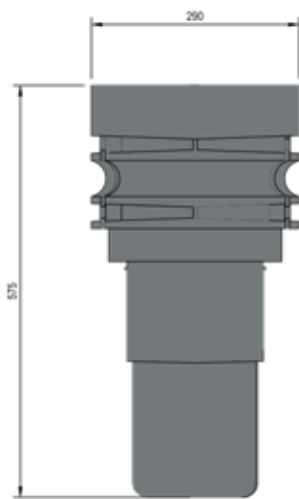
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- NOTES:
- 1. FOR GENERAL NOTES, LEGEND AND ABBREVIATIONS REFER TO 12526408-E002.
  - 2. MSB INSTALLATION IS REQUIRED TO COMPLY WITH AS3000:2018. PROVIDE RCD PROTECTION TO ALL NEW FINAL SUB-CIRCUITS AS REQUIRED.



- KEY:
- ① CLEAR WORKING DIMENSIONS AT PIT BASE
  - ② CLEAR WORKING DIMENSIONS AT PIT OPENING
  - ③ CLEAR WORKING DIMENSION BENEATH REBATE
  - ④ CLEAR WORKING DIMENSION BENEATH RISER CUT OFF POINT

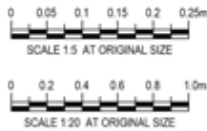
TYPE 2 POLYETHYLENE CABLE PIT  
SCALE 1:5



FRONT VIEW LIGHT POLE TYPE (PT1,PT3)  
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PRELIMINARY

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B	CONCEPT DESIGN	TP	GdS	MP	16.10.20
A	CONCEPT DESIGN	TP	GdS	MP	25.09.20
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Client	WAVERLEY COUNCIL
Project	BRONTE CUTTING SAFETY UPGRADE
Title	DETAILS
Original Size	A1
Drawing No:	12526408-E021
Rev:	C



# WAVERLEY COUNCIL BRONTE CUTTING SAFETY UPGRADE 12526408



SEPARATED FOOTPATH - SITE PLAN

CONCEPT DESIGN

									<b>DO NOT SCALE</b>		Drawn: N. ALCARAZ	Designer: G. de SWART	Client: <b>WAVERLEY COUNCIL</b>
C	FINAL CONCEPT DESIGN	NA	GdS	MP	30.10.20					Conditions of Use:	Drafting Check: D. XIE	Design Check: A. RAHMAN	Project: <b>BRONTE CUTTING SAFETY UPGRADE</b>
B	CONCEPT DESIGN	NA	GdS	MP	16.10.20					This document may only be used by GHD's client (and any other person who GHD has agreed can use this document) for the purpose for which it was prepared and must not be used by any other person or for any other purpose.	Approved (Project Director): M. PRESSWELL	Date: 30.10.20	Title: <b>SEPARATED FOOTPATH - SITE PLAN</b>
No	Revision	Note: * indicates signatures on original issue of drawing or last revision of drawing	Drawn	Job Manager	Project Director	Date					Scale: NTS	This Drawing must not be used for Construction unless signed as Approved	Original Size: <b>A1</b>

Drawing No: **12526408-LS-001**

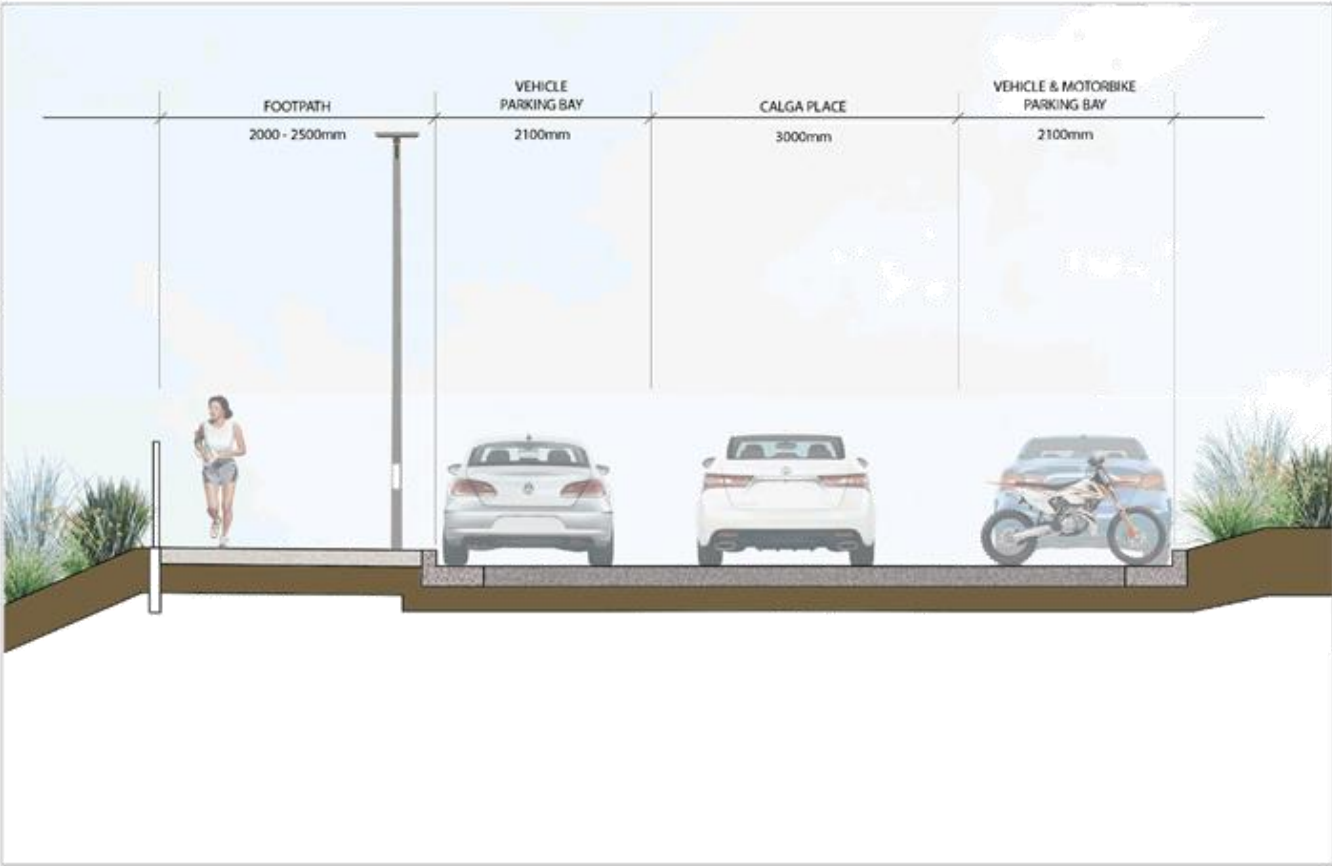
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Plot Date: 29 October 2020 - 10:09 PM Plotted by: Rachel Venter

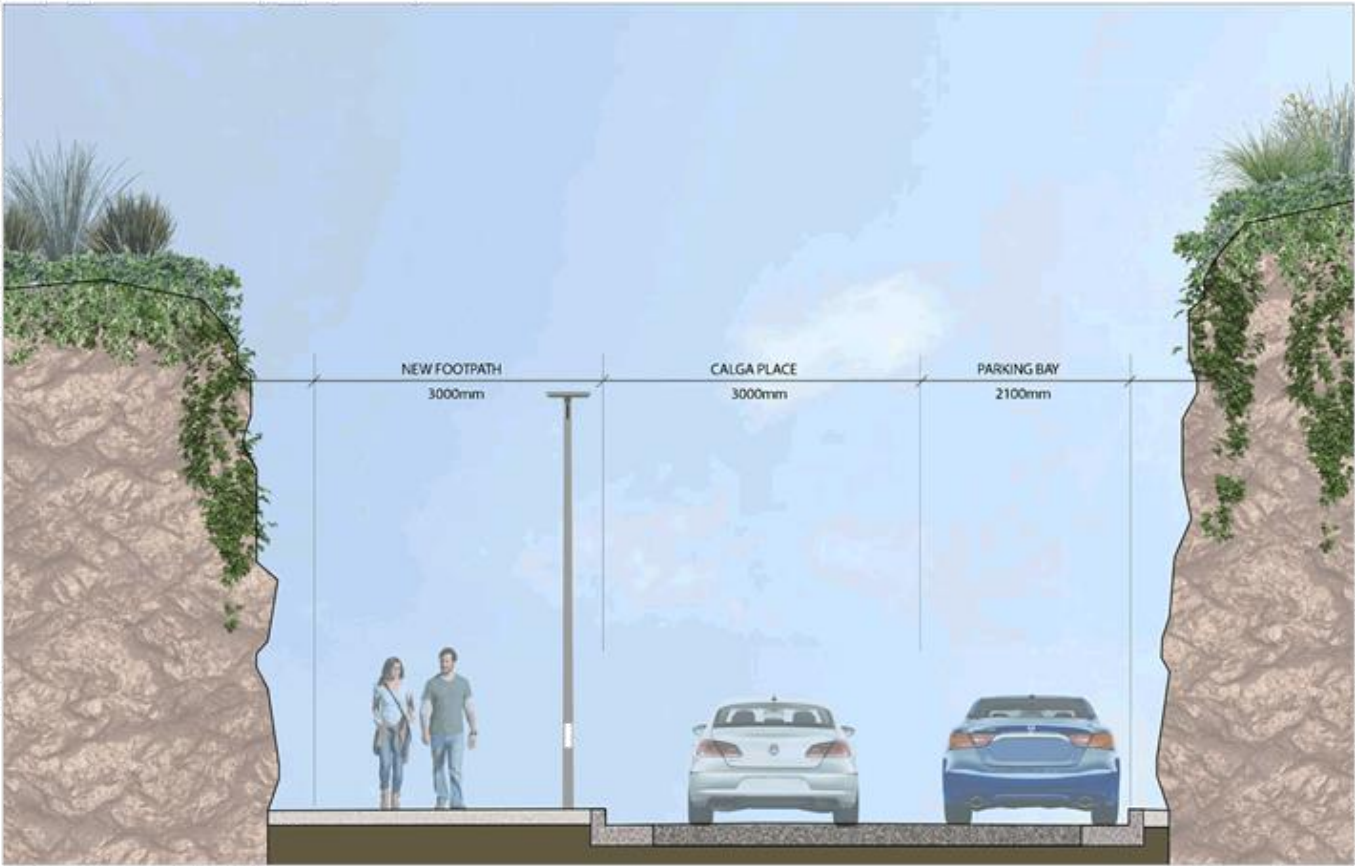
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WAVERLEY COUNCIL  
BRONTE CUTTING SAFETY UPGRADE  
12526408



SEPARATED FOOTPATH - TYPICAL SECTION OUTSIDE CUTTING

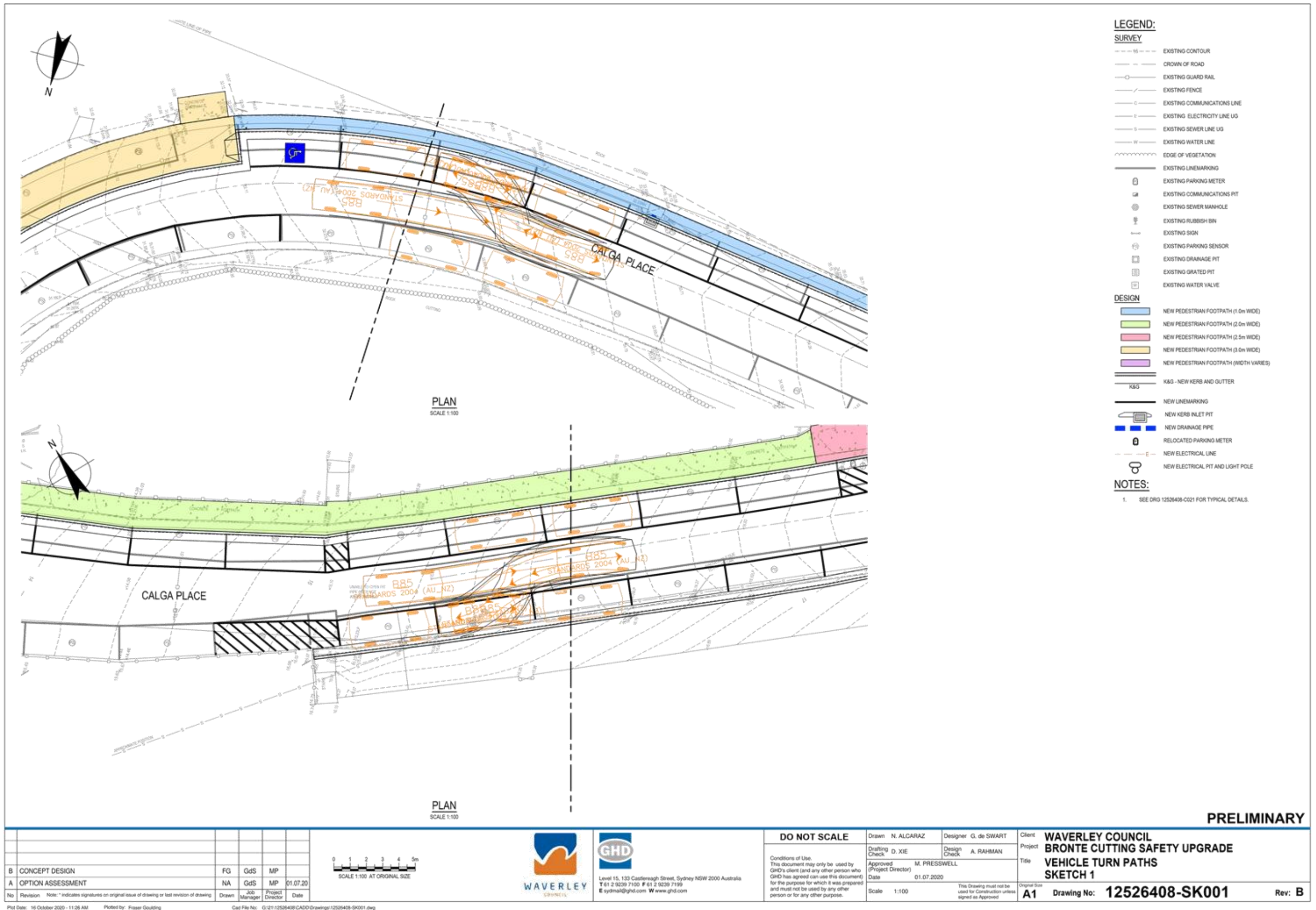


SEPARATED FOOTPATH - TYPICAL SECTION WITHIN CUTTING

CONCEPT DESIGN

									<b>DO NOT SCALE</b>		Drawn N. ALCARAZ	Designer G. de SWART	Client <b>WAVERLEY COUNCIL</b>
							Level 15, 133 Castlereagh Street, Sydney NSW 2000 Australia T 61 2 9239 7100 F 61 2 9239 7199 E sydney@ghd.com W www.ghd.com		Conditions of Use: This document may only be used by GHD's client (and any other person who GHD has agreed can use this document) for the purpose for which it was prepared and must not be used by any other person or for any other purpose.		Drafting Check D. XIE	Design Check A. RAHMAN	Project <b>BRONTE CUTTING SAFETY UPGRADE</b>
C FINAL CONCEPT DESIGN					NA	GdS	MP	30.10.20	Approved (Project Director) M. PRESSWELL		Date 30.10.20		Title <b>SEPARATED FOOTPATH - SECTIONS</b>
B CONCEPT DESIGN					NA	GdS	MP	16.10.20	Scale NTS		This Drawing must not be used for Construction unless signed as Approved		Original Size <b>A1</b>
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## REPORT CM/7.15/20.11



**Subject:** Rodney Reserve - Coastal Fence

**TRIM No:** A20/0475

**Author:** Bianca Simpson, Service Manager, Open Space and Recreation

**Director:** Emily Scott, Director, Community, Assets and Operations

---

### RECOMMENDATION:

That Council:

1. Receives and notes the summary of the Councillor workshop held on 27 October 2020 detailed in the report.
2. Replaces the existing 1.8 metre high coastal fence in Rodney Reserve with a 1.8 metre high coastal fence, as specified in Council's Public Domain Technical Manual, with post and concrete footings designed by Council's structural engineers.
3. Aligns the fence parallel to the sports field, in a similar location to the existing fence, at the top of the embankment set back a minimum of two metres landward from the crest, in line with Council's geotechnical advice.
4. Notes that a further tender report will provide a cost comparison between 316 with 600 grit polish and 2205 stainless steel for further consideration.

#### 1. Executive Summary

Representatives of the Dover Heights Precinct have proposed a design and engineering solution for the coastal fence in Rodney Reserve. The proposed design locates the fence down the embankment towards the cliff so it cannot be seen from the upper level of the park. The fence footing involves a grid pattern of stainless-steel beams to support the fence. The beams would be installed in a trench approximately 1.5/2.0 metres deep and then backfilled. A higher-grade stainless steel is proposed at a higher cost.

This report provides an assessment of the proposal's suitability. The findings of the assessment recommends that the fence remain in a similar location as the existing fence at the top of the embankment to maintain the fences height from the level of the playing field and that the construction of the fence use standard post and footings and be made from 316 stainless steel in 600 grit polish. Geotechnical experts believe that the proposed beam and trench construction would be extremely dangerous and do not support the design.

#### 2. Introduction/Background

In November 2017, the Dover Heights Precinct requested the fence in Rodney Reserve be moved down slope. A Council motion was subsequently passed in February 2018 to investigate and report back on *'the viability of moving the location of the new coastal fence to the east in the area east of the Rodney Reserve playing fields so that the view of the radio telescope replica antennae and the ocean can be unobstructed.'*

The design of the coastal fence was concurrently developed by Council in 2018 and presented in a Councillor Workshop in June 2018. A report to Council in November 2019 provided findings of the fence investigation of Rodney Reserve, recommending the fence remain in its current location in line with geotechnical advice for safety and stability of the fence. The item was deferred until December 2019 where Council resolved to maintain the coastal fence in its current location until such time as a submission was received from the Dover Heights Precinct and a further report could be presented to Council.

A proposal from the Dover Heights Precinct was received by the Executive Manager of Infrastructure Services in May 2020. See Attachment 1 for details of the submission. An assessment was undertaken of the proposal by a geotechnical engineer and consultation undertaken with relevant stakeholders who have experience with using the sports field at Rodney Reserve. Findings of these investigations were reported to Council in October, Council resolved to defer the report until a Councillor workshop took place. Subsequently Council workshop was held on the 27 of October.

This report provides an assessment of the submission of the coastal fence. The other matters relating to the viewing platform will be addressed after completing a heritage interpretation/financial feasibility study and will be the subject to a further report to Council.

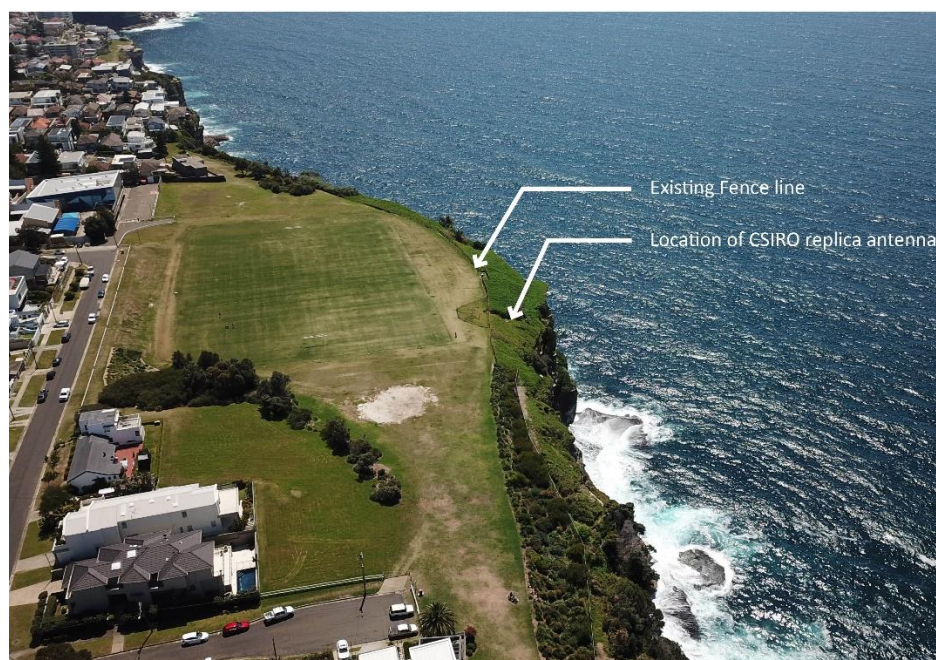


Figure 1. Rodney Reserve looking north, showing location of existing fence.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 20 October 2020	CM/7.11/20.10	That this item be deferred to the November Council meeting, with a workshop conducted prior to November meeting, and that Council officers report back with a response to the issues raised by the Dover Heights Precinct as addressed to the meeting this evening.
Operations and Community Services Committee December 2019	OC/5.1/19.12	That Council:  1. Notes the advice of the geotechnical report provided by JK Geotechnics attached to this report.

		<ol style="list-style-type: none"> <li>2. Notes that the Dover Heights Precinct is expected to submit a proposal to Council about the fence location at Rodney Reserve in due course.</li> <li>3. If the submission from Dover Heights Precinct is received, officers refer it to the Executive Manager, Infrastructure Services, for comment.</li> <li>4. Maintains the coastal fence in its current location at Rodney Reserve until it considers a further report on the matter.</li> </ol>
Council February 2018	CM/8.3/18.02	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Agrees in principal to the construction of a viewing platform in Rodney Reserve in the vicinity of the site of the Radio Astronomy Memorial subject to appropriate ground testing.</li> <li>2. Investigates the cost of constructing the viewing platform and consults the La Perouse Aboriginal Land Council in regard to the site.</li> <li>3. As part of the investigation, holds discussions with the CSIRO and consults with the relevant Precinct with the view of sharing the cost of the construction of the viewing platform.</li> <li>4. Investigates and reports back on the viability of moving the location of the new coastal fence to the east in the area east of the Rodney Reserve playing fields so that the view of the radio telescope replica antennae and the ocean can be unobstructed.</li> </ol>

#### 4. Discussion

The Dover Heights precincts proposal details a 1 m high fence located down slope from the embankment. The fence is supported by a 6 m long beam laid in a trench into the ground. Planting is specified and the fence is noted to be made from 2205 stainless steel. The fence details an engineered solution with footings and beams being peered back into the slope. Refer to Attachment 1 for details of the submission.

The coastal fence design recommended by Council was developed in consultation with the community. The fence is made of panels of stainless-steel flat bars welded to a stainless-steel frame. The stainless-steel posts are clad with hardwood timber softening the aesthetic of the steel. The fence has been structurally engineered with post and concrete footings. Where bedrock is found it is expected that the footings would be doweled into the rock to further provide support. The fence is vandal resistance, low maintenance and deters people being able to climb over and access the cliff.

There are two heights of the coastal fence for use in cliff top parks, a lower 1.2m height and higher 1.8 m for use adjoining sports fields to stop balls in play being lost over the cliff. In Rodney Reserve the higher 1.8m high fence would be used adjacent to the sports field, this would transition down to the 1.2 m high fence on either side of the field. Refer to Attachment 2 for details of the fence, which are pages extracted

from Council's Public Domain Technical Manual. This fence style has been installed in Hugh Bamford Reserve. The lower 1.2 m high fence will soon be installed in Clarke Reserve.

The 1.8 m high coastal fence functions by stopping balls in play on the adjoining sports fields and serves as a safety measure by preventing users of the reserve from falling down the slope and cliff, which would have catastrophic consequences. As such, the proposed fence has been assessed against its performance for these functions as well as its structural stability of the proposed beam footings on a steep slope. The structural stability of the fence is also an important safety consideration.

### **Function to prevent ball loss**

There are no sports-related guidelines that specify the distance/location of a fence in relation to a community sports field. However, based on discussions with Football NSW, schools and community groups, moving the fence 3 m east down the cliff edge would have an adverse impact on Rodney Reserve sports users. Of those consulted, none supported the relocation of the fence down the cliff edge. At best, they expressed indifference whether it was moved further or slightly closer to the field.

### **Rugby union and soccer guidelines**

The two main sports played at Rodney Reserve are soccer and rugby union.

According to Football NSW's Field Markings & Equipment guide, 'there must be a Perimeter Fence surrounding the entire Field of Play'. According to the guide, the fence must:

- Be located the required distance from the touch line and goal line ('required distance' not specified)
- Must be at least 1 m high (not specified, but it can be implied that this must be from the level of the playing field)
- Must be constructed in substantial material, such as cyclone wire.

Football NSW advised that the fence along the side of a community field (although not mandatory) should have a 'reasonable height', which they specified was at least 2 m to 3 m. The 1 m height requirement mentioned in the guide is mainly for professional fields, fields located in a park, or for fields located side by side with other fields where balls can easily be retrieved. It is worth noting that Football NSW's advice for the construction of new fields is that there should be a 5m-high fence behind the goals and higher than 1m on the sides.

In terms of distance from the field edge, the only requirement is that the fence be located 3m+ away from the perimeter. However, Football NSW stressed that a fence 2m down the cliff edge would defeat the purpose of the fence as balls could more easily be hit above the fence line and be lost over the cliff than if it was on the level of the playing field.

Football NSW stated that a higher fence is particularly important in a location like Rodney Reserve where there is no way of retrieving a stray ball as it will go straight over the cliff. Many community fields do have fencing to prevent balls from flying off and getting lost. Ball loss, over time, can make a community sport, which is meant to be affordable, an expensive activity. Council has previously received feedback from sporting clubs who fear losing balls over the fence and down slope. Rugby teams try mitigating this risk by not kicking for touch on the eastern side of the field.

Football NSW also said that a fence is particularly important in this type of coastal / cliff edge location for safety reasons, specifically children's safety. Children are known for not being fully coordinated, aware of their surroundings or as careful as adults.

Cranbrook, School, Rose Bay Secondary School and Kesser Torah College currently use the field at Rodney Reserve. Children also use the park for casual play. A fence located 2m down the cliff edge would not only defeat the purpose of containing balls, it could also pose a safety risk for children who could tumble down the embankment before hitting the fence.

In summary, Football NSW's advice is to keep the fence in its current location and ideally increase the height or, at the very least, keep it in its current location at the existing height.

### **Function of fence as a safety barrier for park users**

Apart from sport, Rodney Reserve is also a popular destination for walking. People are drawn to the cliff edge of the reserve which offers spectacular panoramic views to the ocean. The fence at the cliff edge therefore serves as a barrier from the cliff for park users walking through the reserve.

The Australian Standard for Walking Tracks (AS2156.2-2001) provides minimum requirements for the provision of barriers (such as a fence) along walking tracks to reduce risk of falling. Note that based on the Australian Standard, the cliff walk is a Class 2 walking track. The risk of fall and requirement for a barrier is calculated based on the effective fall height and the type of surface of the fall. The slope of the ground approaching the cliff varies in Rodney Reserve but is approximately a 1 metre drop for every 2 metres distance giving a ratio of 1:2. If the fence were moved down slope the fall would be onto vegetation (potentially causing minor cuts) and the fence itself. Under these circumstances a barrier is recommended at the top of the slope. The exact type of barrier required might vary depending on the slope, but regardless a barrier is required to protect walkers. If a fence were installed down slope as proposed by the precinct, a second fence would be required at the top of slope which would need to be 1m high to prevent risk of fall.

Centium's *Coastal risk analysis and signage report* was commissioned by Council to assess coastline risks in the LGA and analyse best-practice management to minimise and/or mitigate those risks and their impacts. The report identifies Rodney Reserve as a risk treatment plan high priority area. The description of a high priority area is one where 'the majority of controls require improvement to provide reasonable assurance that the risk is being managed effectively and/or ensure compliance with relevant coastal safety and/or signage standards and guidelines.' Rodney Reserve is identified as a high priority area due to the condition of the existing fence and related unsafe access to the cliff edge.

Based on the existing condition of Rodney Reserve, a key recommendation is to 'install appropriate height 'coast fence' or bollard and wire type fencing to indicate safe set-back in areas with high cliffs, known unsafe access areas as per individual Risk Treatment Plans.'

While the report does not recommend a specific location where the new fence should be located, the omission of this specification implies that the fence should be replaced in its existing location, or very near its existing location. Further, it is questionable whether moving the fence 3m east and down the cliff edge would 'indicate safe set-back' considering the high cliffs at Rodney Reserve.

The report recommends considering 'use of 1800 mm fencing at the sporting field, in areas immediately adjacent to rock platforms and at known access points such as where fencing is repeatedly vandalised.' While the rationale for recommending a higher fence near the sports field is not explained in the report, it is likely that this would minimise and/or mitigate safety risks, which is the purpose of the report.

### **Fence material - Stainless Steel**

The Precincts proposed fence specifies a 2205 grade of stainless-steel, whereas the coastal fence design specifies a lower grade 316 but with a 600-grit polish.

There are many types of materials used for fencing. Selecting the most appropriate depends on properties such as durability, strength and cost. In coastal environments the types of materials which are appropriate are limited as salt winds and water corrodes metals. Stainless steel is the preferred metal in coastal environments as it's resistant to rust and corrosion. There are about 30 different grades of stainless steel available, each with different properties such as corrosion resistance, heat and low temperature resistance and strength. In addition, there are different ways in which stainless steel can be treated to improve its corrosion resistance such as polishing – polished steel prevents fine particles such as salt from sitting on the surface which causes corrosion.

The coastal fence specification is 316 stainless steel with a 600-grit polish to all surfaces. This ensures the fence is resistant to corrosion and will remain structurally sound. The product is affordable relative to others. When specifying the product, the Australian Stainless Steel Development Association was consulted.

All stainless steel will show some surface corrosion; this is referred to as 'tea staining'. This is not rust, as rust effects the structure of the metal whereas 'tea staining' is only on the surface and is aesthetic. Different grades of stainless steel will be more resistant to 'tea staining'. The recommended 316 stainless steel with 600-grit polish will show a moderate amount of 'tea staining' particularly where it's difficult to polish such as where the bars are welded onto the frame.

The material suggested by the Precinct is a higher grade 2205 product which is typically used in manufacturing and plant. This product does not offer further structural stability or rust resistance however it is less likely to tea stain. The drawback is that 2205 stainless steel is more expensive and more difficult to fabricate. Weighing up the chance of tea staining on the 316 grade steel against the additional cost of increasing the grade selection of steel, staff have initially deemed the 316 grade at 600 grit as being most suitable for application as a fence, particularly where a large amount of steel is required. However, in order to assess cost issues further, staff are proposing to tender for fence designs using both grades of steel.

### **Geotechnical suitability**

Geotechnical engineers have provided comments on the Precincts proposed fencing design, the comments include:

- 'It is reasonable to assume that similar instability to the March 2019 event (landslip) could occur along any other section of the slope, particularly over the steeper sections. Given the potential for future failure to occur, if the fence line is located on the slope, then there is a greater likelihood of damage to the fence compared to if the new fence is situated in its current position.
- The sloping nature of the site (and its proximity to the cliff edge over hangs) represents a hazardous work environment. To install a fence on the slope above the cliff face crest, plant and equipment would need to be located close to the crest of the slope and would impose additional loads (and possible vibrations associated with movement and slewing of tracked equipment) which could also trigger instability.
- To reduce the impact of future instability on the fence line located on the slope, it would need to be socketed into bedrock; piling equipment would need to be used and similar concerns regarding the use of such equipment, as noted above, apply.
- If the fence is located on the slope, then this has the potential to encourage members of the public to access the slope and would therefore increase their exposure to potential slope/cliff face instability events.'

For the above reasons, the Geotechnical engineers do not consider that the proposed fence line location, or footing structure, on the slope above the cliff face crest is suitable. From a geotechnical stand point, the strong preference is for the new fence to be located on the reserve surface at a landward set-back distance of at least 2m from the crest of the slope and founded in loose (or denser) sands below a zone of influence line projected up from the toe of the slope at 1V in 2.5H.

## 5. Financial impact statement/Time frame/Consultation

### Financial impact

The expected cost of replacing the existing chain-link fence with a new 1,800mm high stainless-steel coastal fence at Rodney Reserve ranges from \$850,000 to \$950,000. The exact pricing will be determined by market rates when tendering for the project.

Substituting the 316 with 2205 grade stainless steel is expected cost 20% more equating to an additional \$150,000 on top of the project budget. To verify the cost, we will seek an option in the tender for the fence for 2205 stainless steel.

If the fence were to be moved down slope using construction methods proposed by the precinct, the construction cost could be considerably higher than the estimate indicated above. It is difficult to estimate the cost of moving the fence down slope at this time. Were Council to go to tender on such a fence alignment, it would also be interesting to see whether construction companies would be willing to take on the risk of their staff working as close as would be required to the cliff edge.

### Time frame

The fence is expected to be built in the 2021–22 financial year. The construction timeframe is likely to be four months to fabricate and install the fence. If the fence were to be constructed using the beam method proposed by the precinct the timeframe is likely to be longer.

### Consultation

#### *Community consultation*

Eight of the community groups and schools who currently use or have used use Rodney Reserve in the past were contacted and five replied. Feedback from the five community groups and schools was as follows:

- Two of the five respondents indicated being content with the fence in its current location.
- One respondent was indifferent whether the fence remained in its current location or was moved a couple of metres closer or further from the field.
- Two respondents indicated that they lose balls when playing on the eastern side of Rodney Reserve. Because of this, they recommended that the new fence be higher than the existing one and that it be located closer to the field. One of these respondents expressed concern over an increasing number of lost balls if the fence were to be moved further east and down the cliff edge.

The Dover Heights Precinct have provided the proposal relating to the fence that has been evaluated here. They strongly favour the proposal they have submitted.

#### *Councillor consultation*

A Council workshop was held on 27 October 2020. The following table provides a summary of discussion points:

Question	Response
Discussion on the structural stability of the land.	Landslip was primarily related to heavy rain / storm event.
Notes that we have terracing south of the field with a fence located down slope. Is this	Terracing is used sometimes to stabilise steep slopes; however, the Rodney Reserve slope does not reach

<p>method safe and can this treatment be repeated adjoining the sports field?</p> <p>Do we have any idea of the type/cost the Dover Road terracing?</p>	<p>bedrock to approximately 4.5 m so terracing would sit on top of the slope and not be an effective slope stabilisation treatment at Rodney Reserve.</p> <p>As the slope is unstable it's not advisable to work with machinery or techniques such as terracing or digging holes for posts and footings which might trigger further instability.</p> <p>The geotechnical report provides information on the stability of the Rodney Reserve slope, we do not have reporting on hand to assess the slope further south so cannot accurately compare these locations.</p> <p>Further planting could be installed adjoining Rodney Reserve on the slope. However, a fence is still required.</p>
<p>Notes the slope structural stability is related to the material being loose or not well compacted. What is the viability / process / cost to compact this material?</p>	<p>The compacting would be extremely expensive.</p> <p>The material is sand and rubble and there is a limit on how much you can compact such material. Additional materials would be required to compact the slope.</p> <p>The vibration of the compacting could cause issues with destabilisation of the slope and cliff line.</p>
<p>Is the fence along Dover Road end, compliant with Australian Standards?</p>	<p>Compliance with Australian Standards for Walking tracks – depends on the gradient of the slope and the landing surface material. In Raleigh and Rodney reserves the slope gradients vary, in some locations a fence at the top of embankment would be required to comply with Australian Standards. Regardless, the determining factor is the stability of slope and ground conditions the fence is built into.</p>
<p>Did Council ask the right questions to GJK Tech regarding the proposal of the Precinct against the stability?</p>	<p>The geotechnical consultants engaged for Rodney Reserve are experienced in coastal areas; working in Waverley LGA and the eastern suburbs. The consultants have previously worked for Council and private development in Sydney. There have been no previous issues in working with the consultants.</p> <p>The geotechnical consultants were briefed on the Precincts ideas and directly responded to their proposal and they were asked to comment on the fragility of the slope.</p> <p>There are two components of the Geotechnical report. Firstly, the results of ground testing to measure density of the fill and drill bore holes to find bedrock. This evidence-based data is used to conclude the slope stability. The geotechnical engineers draw on their experience and knowledge in this area of expertise. The</p>

	<p>correct tests were completed and were standard procedure.</p> <p>Council could choose a peer review of the assessment, but we are of the view that the results will not change.</p>
--	--

## 6. Conclusion

There are no sports-related guidelines that specify the distance/location of a fence in relation to a community sports field. However, based on discussions with Football NSW, schools and community groups, moving the fence 3 m east down the cliff edge would have an adverse impact on Rodney Reserve sports users. Of those consulted, none supported the relocation of the fence down the cliff edge.

From a sporting perspective, the new fence would best be closer to the field and slightly higher.

Advice from Geotechnical engineers supports keeping the fence in its current location or further back from the embankment. Council staff support this view.

The fence designed for Council is likely to be the least costly option.

The recommendation based on the above is, at minimum, to replace the coastal fence with one of a similar height in the same location.

Whichever design and alignment is chosen, the fence will be tendered based on two grades of steel to allow the price difference to be evaluated.

## 7. Attachments

1. Dover Heights Precinct coastal fence proposal [↓](#)
2. Public Domain Technical Manual - Coastal fence [↓](#)

PLEASE UNDERSTAND THESE "PLANS"  
ARE ROUGH, AND ARE TO GIVE A  
GENERAL FEELING OF THE PROPOSAL.

PLAYING FIELD TURF

SOUTHERN ELEVATION.



2205  
STAINLESS STEEL

*FICUS NODOSA*

*BACCHARIS IMBRICATA*

*WESTERLINDIA FRUTICOSA*

2.00 METRE HIGH  
FENCE.

2.00m  
APPROX.

SUPPORT BEAM  
TO ENGINEERS SPECS.

6.00 m

UNDER GROUND

110m  
↓

OCEAN ↓

# G.06

## Coastal Fence

### Function

- The Coastal Fence is used along coastal reserves with an existing coastal fence or along clifftop perimeters where a heightened risk of fall is identified.

### Supplier

- Contractor to nominate based on below specifications.

### Materials and Dimensions

- 1,200mm high post and infill panel fence to be used in cliff top locations within parks and alongside walking tracks.
- 1,800mm high post and infill panel fence in cliff top locations adjoining sports fields.
- Timber rail at top of fence to be used at lookout locations to allow people to comfortably lean against fence.
- Materials 316 stainless steel at 320 grit polish, final finish electropolish.
- Timber cladding, seasoned Australian Hardwood, durability class 1. Timber to be oiled.
- The Coastal Fence is guided by

AS 2156.2 Walking tracks, Part 2: Infrastructure design

AS 1926.1 and AS 1926.2 Swimming pool safety

AS 1170.1 Structural design Actions, Part 1: Permanent, imposed and other actions

### Installation

- Install as per structural engineer's recommendations.
- Sub-surface mount in concrete footings.
- Structural engineer's review and certification required during all stages of design and installation.

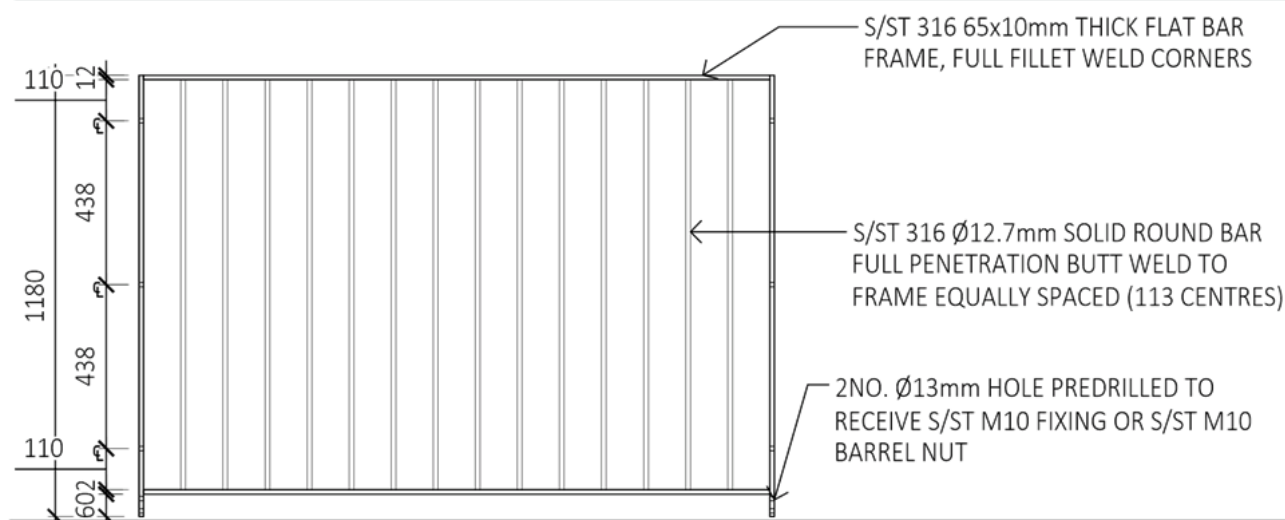
### Inspection and Maintenance

- Check upright and supporting posts for wear and tear. All upright, supporting poles should be at right angles to the ground.
- Replace any broken or damaged sections of fencing.
- Regular cleaning with a mild detergent, clean water rinse and wipe down of stainless steel.
- Timber to be re-oiled annually with Intergrain Natures Oil.

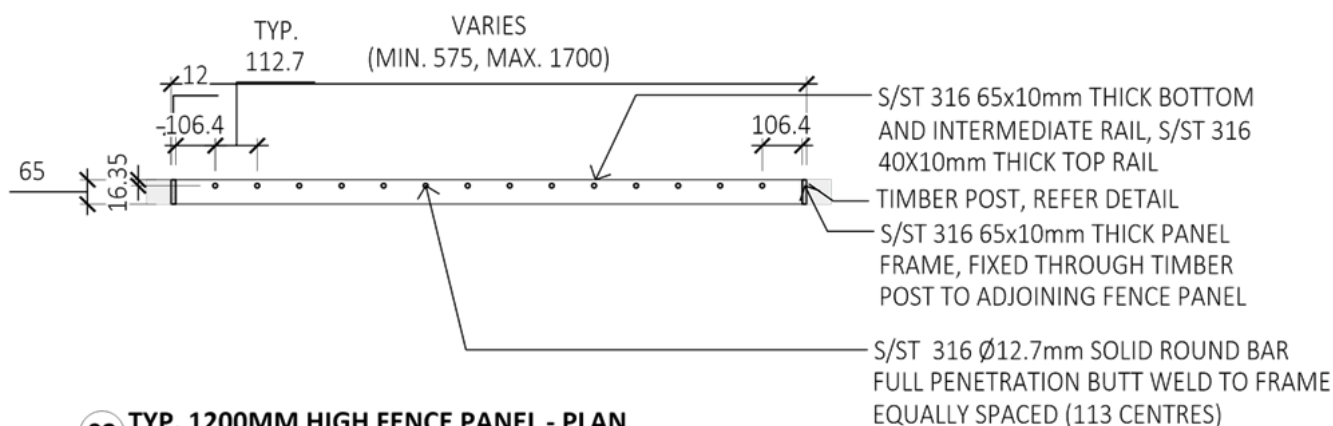


Coastal Fence 1,800mm high

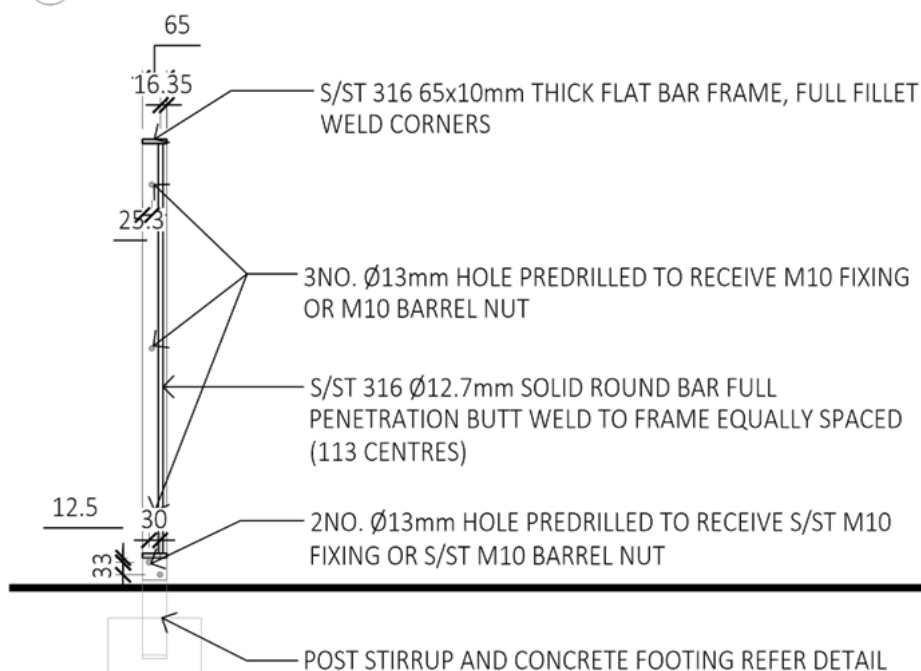
## Fences and Barriers **Coastal Fence**



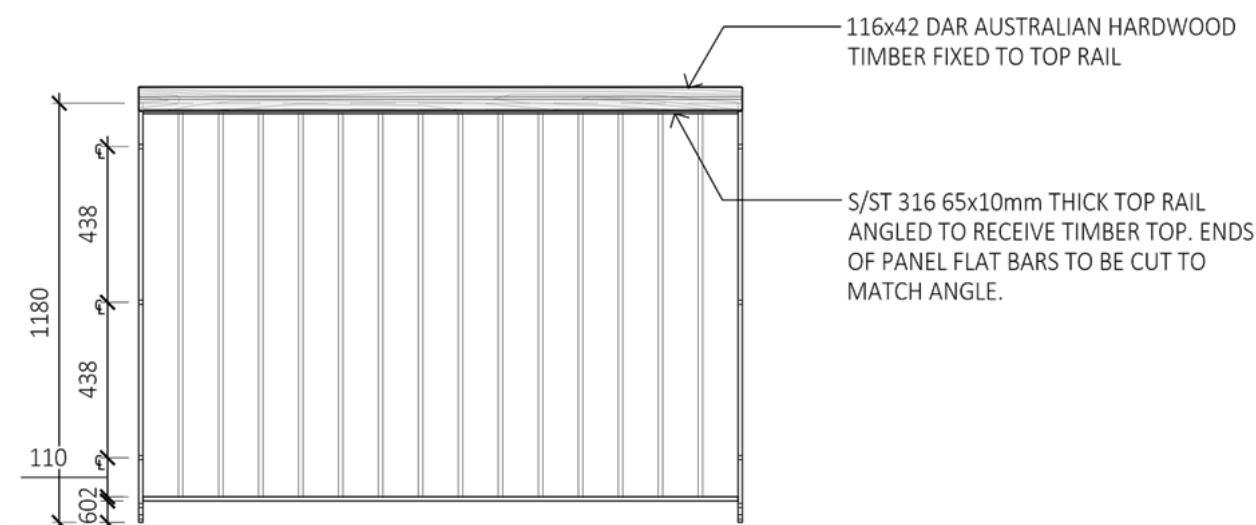
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Scale 1:20 @ A4



**02 TYP. 1200MM HIGH FENCE PANEL - PLAN**  
Scale 1:20 @ A4

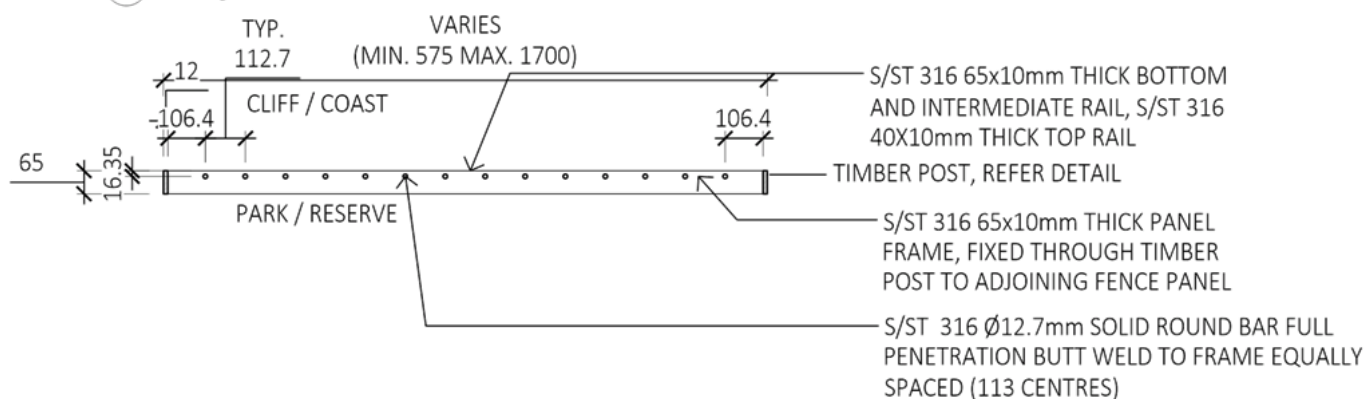


**01 TYPICAL 1200 HIGH FENCE PANEL**  
1:10



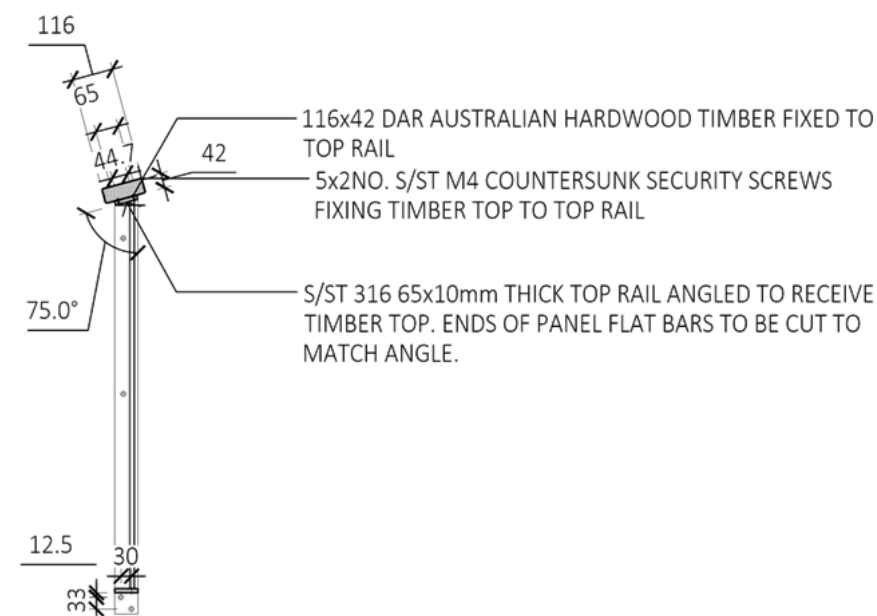
**01 TYP. 1200MM HIGH FENCE PANEL WITH TIMBER TOP**

Scale 1:20 @ A4

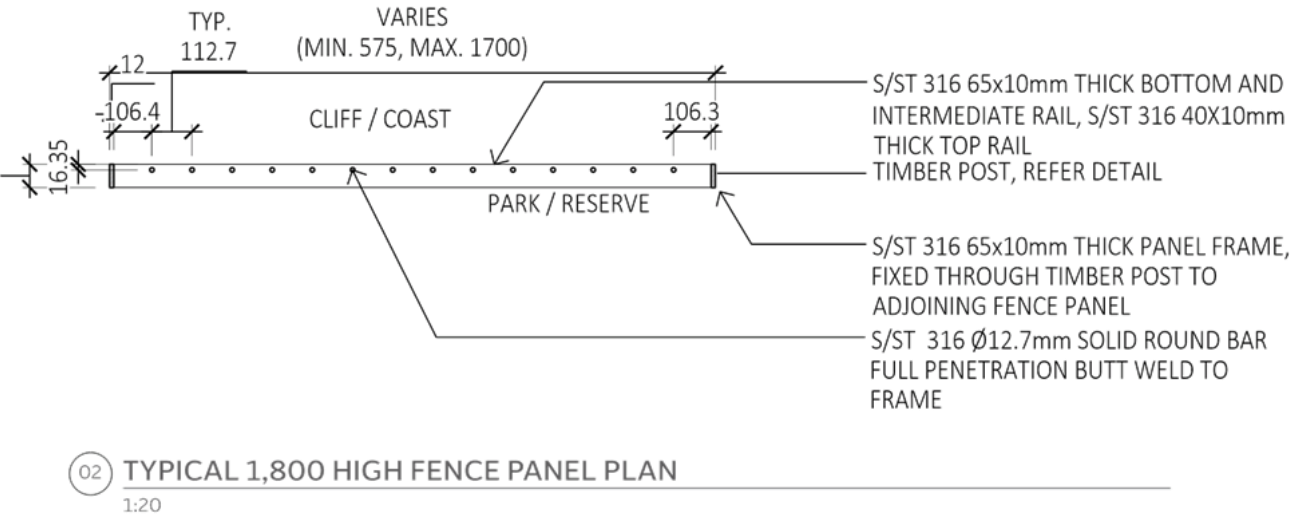
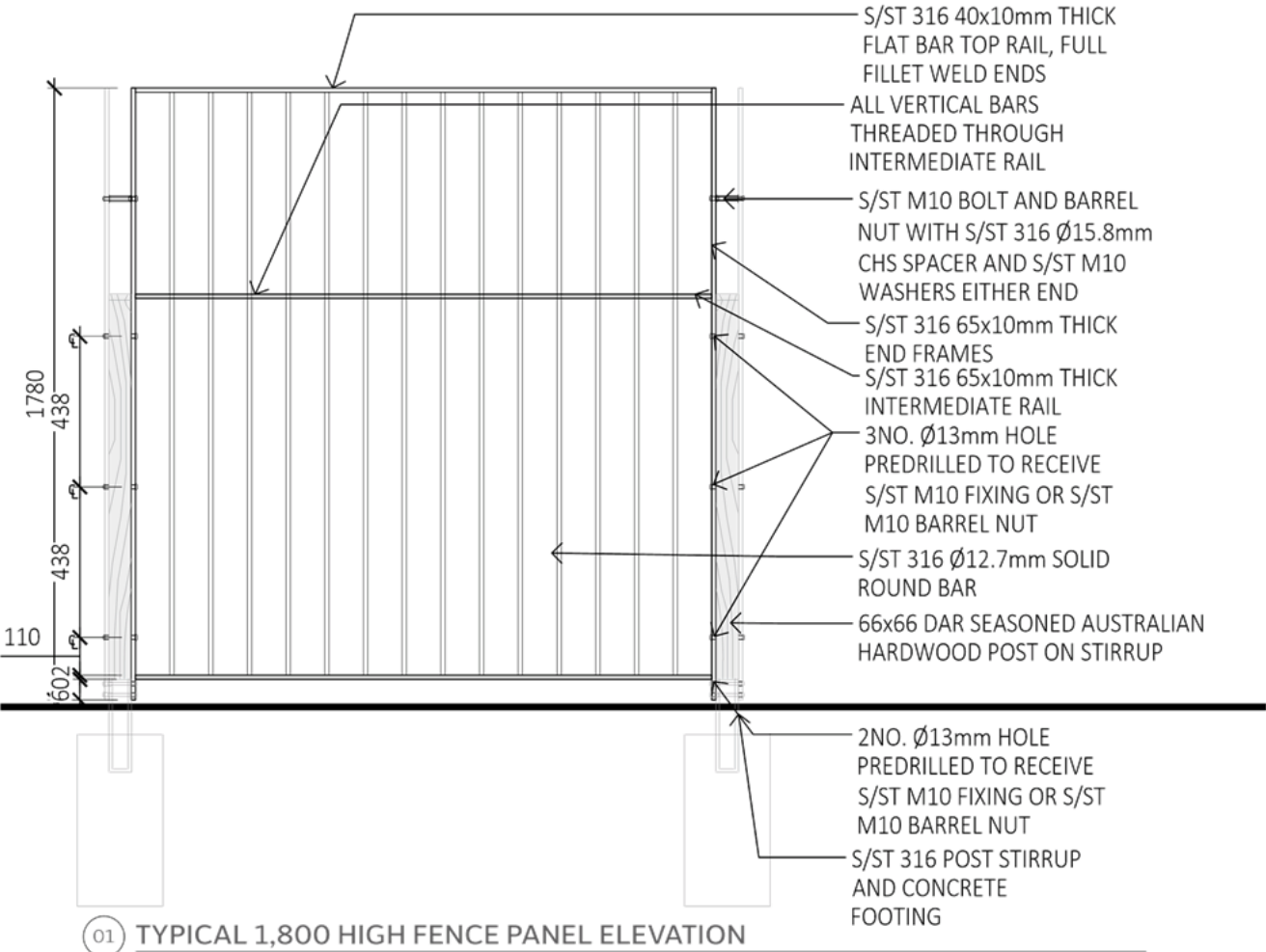


**02 TYP. 1200MM HIGH FENCE PANEL WITH TIMBER TOP - PLAN**

Scale 1:20 @ A4



Fences and Barriers **Coastal Fence**



**REPORT**  
**CM/7.16/20.11**

**Subject:** Eastgate Car Park - Variation of Lease with ISPT

**TRIM No:** A19/0770

**Author:** John Andrews, Property Manager

**Director:** Emily Scott, Director, Community, Assets and Operations

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**RECOMMENDATION:**

That Council:

1. Approves the Variation of Lease at Eastgate Car Park with ISPT Nominees Pty, as detailed in the report
2. Authorises the General Manager to complete negotiations, agree terms and execute any necessary documentation.

**1. Executive Summary**

Council entered a 50-year lease from 1 January 2019 with ISPT Nominees Pty Ltd (ISPT) for the Eastgate car park premises which encompass approximately 300 carparking spaces owned by ISPT.

The lease provides that several areas throughout the carpark would be nominated as Signage Zones for use by Council and ISPT to promote major retail tenants and display directional signage.

ISPT has requested that they be allowed to dedicate three car spaces in front of their level one tenancy to be occupied by Dan Murphy's and become dedicated Pick Up and Collect spaces for Dan Murphy patrons.

In addition, ISPT on behalf of their tenant Dan Murphy has sought permission to use one of the car spaces on level one as the position to install some air conditioning plant which is required to service the tenancy.

The recent requests by ISPT weren't contemplated when the lease was being negotiated in 2018-2019 as the level one shop was vacant and if approved can be dealt with via a Variation of Lease. It should be noted that these various car spaces whilst subject to a lease with Council are owned by ISPT.

**2. Introduction/Background**

The lease which commenced in January 2019 between ISPT Nominees Pty Ltd & Waverley Council was approved at the 20 November 2018 Council meeting and provides Council act as the manager of the entire car park. The lease requires that ISPT pays Council circa \$315,000 per annum as a rental premium, which provides the first hour of parking remains free.

As ISPT have recently leased their level one shop to Dan Murphy's liquor, the majority of new car park internal signs will be dedicated to that tenant. In addition, Council and ISPT will be working together in the near future on further improved directory signage within the car park and walkways.

The dedication of three car spaces for a new level one tenant and use of a car space for air conditioning plant was not contemplated in the original lease drafting but can be dealt with now via a Variation of Lease which ISPT will pay the preparation costs of.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 20 November 2018	CM/10.1/18.11	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Treats this report as confidential in accordance with section 11(3) of the <i>Local Government Act 1993</i>, as it relates to a matter specified in section 10A(2)(g) of the <i>Local Government Act 1993</i>. The report contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.</li> <li>2. Approves the terms and conditions for the Lease between Waverley Council (Council) and ISPT Nominees Pty Ltd/ISPT Pty Ltd (ISPT) as contained in this report.</li> <li>3. Approves the terms and conditions for the Deed of Settlement between Waverley Council (Council) and ISPT Nominees Pty Ltd/ISPT Pty Ltd (ISPT) as contained in this report.</li> <li>4. Approves the terms and conditions for the Works Deed between Waverley Council (Council) and ISPT Nominees Pty Ltd/ISPT Pty Ltd (ISPT) as contained in this report.</li> <li>5. Authorises the General Manager to complete negotiations with ISPT and enter into and execute all documentation required to effect the above resolutions.</li> <li>6. Following execution of the new agreement, adopts the proposed Eastgate Car Park fees as listed in Table 2 of this report.</li> </ol>

### 4. Discussion

ISPT wrote to Council on 30 October 2020 requesting the following items be approved as part of a variation to the original lease.

#### Item 1

Dedicate three car spaces in front of the new level one Dan Murphy's shop as Pick Up & Collect parking. This would include the painting of this wording on the floor and rear wall in front of the space. It should be noted that whilst the car park is subject to a lease with Council, this car park area and rear wall forming the Dan Murphy's shop is owned by ISPT. The diagram and location of the car spaces is attached as Annexure A.

**Item 2**

Approve a car space to be used for the installation of air conditioning plant to service the level one tenancy occupied by Dan Murphy's. This space is also subject to a lease with Council but is owned by ISPT. The diagram and location of the car space is attached as Annexure A.

Regarding Item 1 above, whilst this wasn't covered in the original lease it is deemed appropriate to provide the three spaces as Dan Murphy's Pick Up and Collect for the following reasons:

- The car spaces in this area are all owned by ISPT and immediately outside the ISPT owned shop and conveniently located for the tenant and likely to be predominantly used by their customers.
- This position maybe safer for customers to use as dedicated Pick Up and Collect parking when available rather than carry or push trolley loads of goods to spaces further into the car park and across driveways.
- If liquor delivery vans come to the shop it will provide dedicated spaces away from other public spaces.
- Council and ISPT have fostered between them an improved level of cooperation in recent years and the dedication of this parking for Pick Up and Collect will have very little or no adverse effect on car park occupancy.

Regarding item 2 above, whilst this wasn't covered in the original lease it is deemed appropriate to provide a car space for the installation of tenancy air conditioning plant for the following reasons.

- Due to its position on the lower level of the car park, the ISPT tenancy doesn't have any other satisfactory location for air conditioning plant of this size and it is therefore considered fair and reasonable for Council to assist with the matter.
- Whilst the car space is subject to a lease with Council the space is owned by ISPT and use of one space for plant and equipment will have very little or no adverse effect on car park occupancy.
- The use of the space for plant and equipment doesn't affect the rental premium paid to Council by ISPT.
- Before proceeding with the matter Council will obtain from an air conditioning or building consultant advice to ensure the position of the plant and equipment has no adverse effects on the car parks ventilation, heat load or fire protection systems.

**5. Financial impact statement/Time frame/Consultation**

There are no financial impacts to Council for approving the Variation of Lease as detailed within this report.

**6. Conclusion**

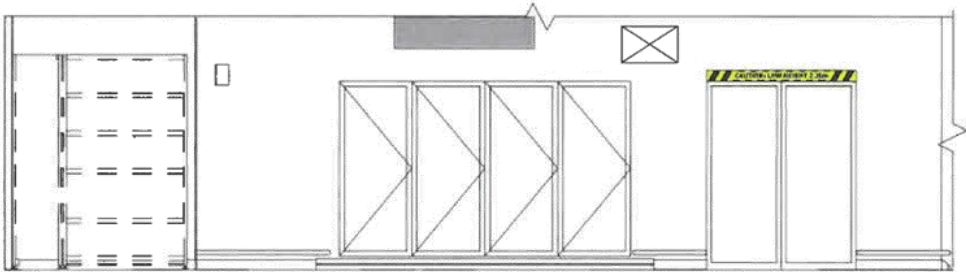
It is recommended that Council approves the Variation of Lease for the dedication of three car spaces on level one as Pick Up and Collect points for Dan Murphy's tenancy (spaces numbered 33, 240 & 241) and the installation of air conditioning plant in the level one car (space numbered 242).

However, if Council's air conditioning or building consultants raise any issues with the installation of the plant and equipment staff will ensure that this be resolved to the satisfaction of Council before proceeding.

**7. Attachments**

1. Diagram and plan [↓](#)

Attachment A.



DAN MURPHY'S – Bondi Junction, NSW  
PROPOSED ELEVATIONS

SIGNAGE SCHEDULE

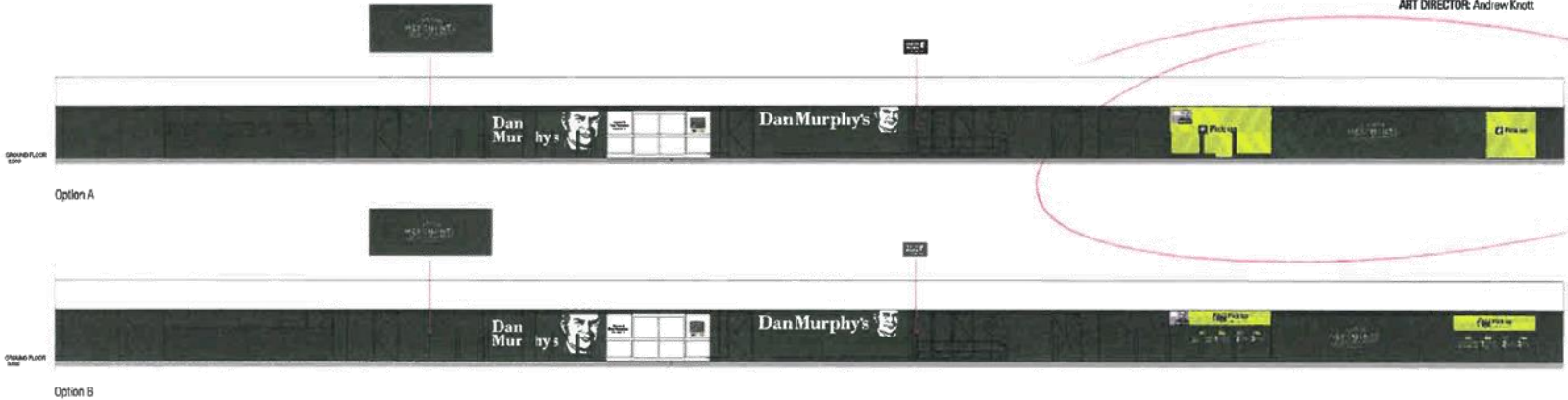
SIGN	DESCRIPTION	QTY	AREA
Sign A	DM Half Grey Olive 4mm ACM/Bond (XxXm)	x	Xm²
Sign B	Masked and Sprayed Precision Cut ACM/Bond (XxXm)	x	Xm²
Sign C		x	Xm²
Sign D	Internally Illuminated Above Door Sign (XxXm)	x	Xm²
Sign E	DM Dark Green 4mm ACM/Bond (XxXm)	x	Xm²
Sign F	DM Half Grey Olive & DM Gold & DM Dark Green 4mm ACM/Bond (XxXm)	x	Xm²
Sign G	DM Dark Green 4mm ACM/Bond (XxXm)	x	Xm²

ANNOTATION LEGEND

TAG	LEGEND
	DAN MURPHY'S GREEN 2020 (PMS 2411C)
	DAN MURPHY'S CHEVRON LIGHT 2020 (PMS 2410C)
	DAN MURPHY'S CHEVRON DARK 2020 (PMS 5605C)
	DAN MURPHY'S PICK UP LIGHT LIME (PMS 583C)
	DAN MURPHY'S PICK UP MID LIME (PMS 390C)
	DAN MURPHY'S PICK UP DARK LIME (PMS 383C)

NOTE: ALL CAPPINGS TO BE PAINTED DAN MURPHY'S GREEN 2020.

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PAGE NUMBER: 1  
DATE/TIME MODIFIED: 17 September 2020 3:10 pm  
SCALE: 1 : 200 @ A3 Page Size  
ACCOUNT MANAGER: Abbey Doggett  
ART DIRECTOR: Andrew Knott

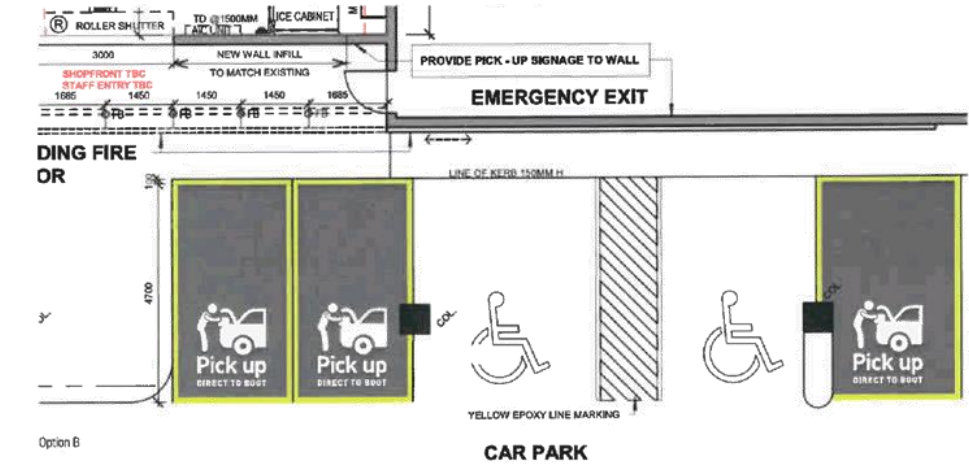
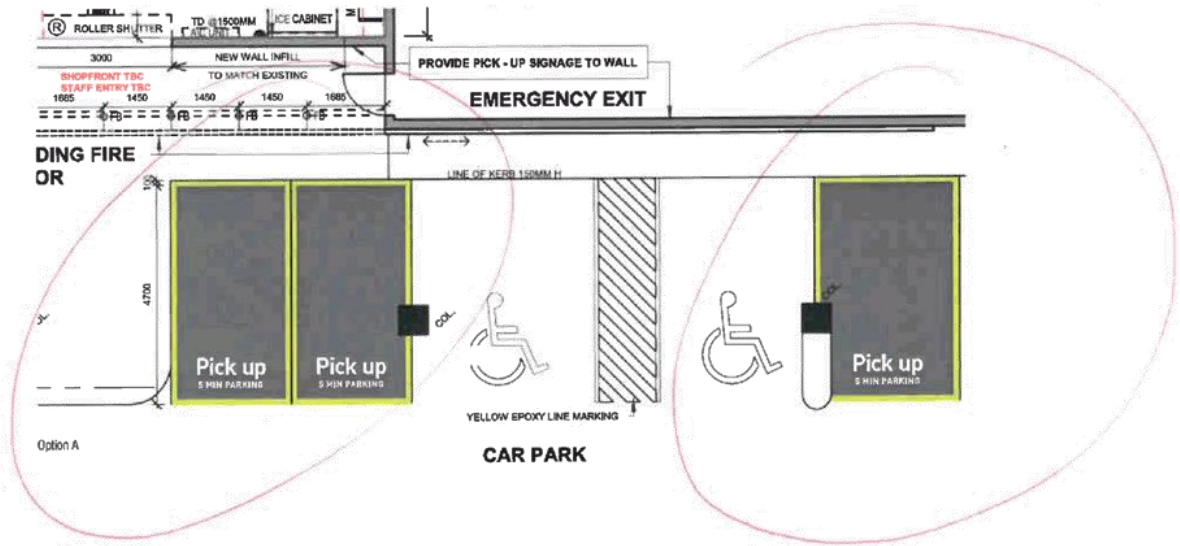


S1.1 - Signage Zone - Requires Council Approval

Waverly Council Approved: Y/N  
Initial:



A 34–36 Elizabeth Street Hobart, GPO Box 556 Hobart Tas 7001  
Entrance via Trafalgar Place P +61 3 6237 2700 F +61 3 6224 5656  
M 0402 345 213 E justine@redjelly.com.au W www.redjelly.com.au



To be submitted for Council Approval Separately

DAN MURPHY'S – Bondi Junction, NSW  
PROPOSED ELEVATIONS

SIGNAGE SCHEDULE

SIGN	DESCRIPTION	QTY	AREA
Sign A	DM Half Grey Olive 4mm ACM/Bond (XxXm)	x	Xm²
Sign B	Masked and Sprayed Precision Cut ACM/Bond (XxXm)	x	Xm²
Sign C		x	Xm²
Sign D	Internally Illuminated Above Door Sign (XxXm)	x	Xm²
Sign E	DM Dark Green 4mm ACM/Bond (XxXm)	x	Xm²
Sign F	DM Half Grey Olive & DM Gold & DM Dark Green 4mm ACM/Bond (XxXm)	x	Xm²
Sign G	DM Dark Green 4mm ACM/Bond (XxXm)	x	Xm²

ANNOTATION LEGEND

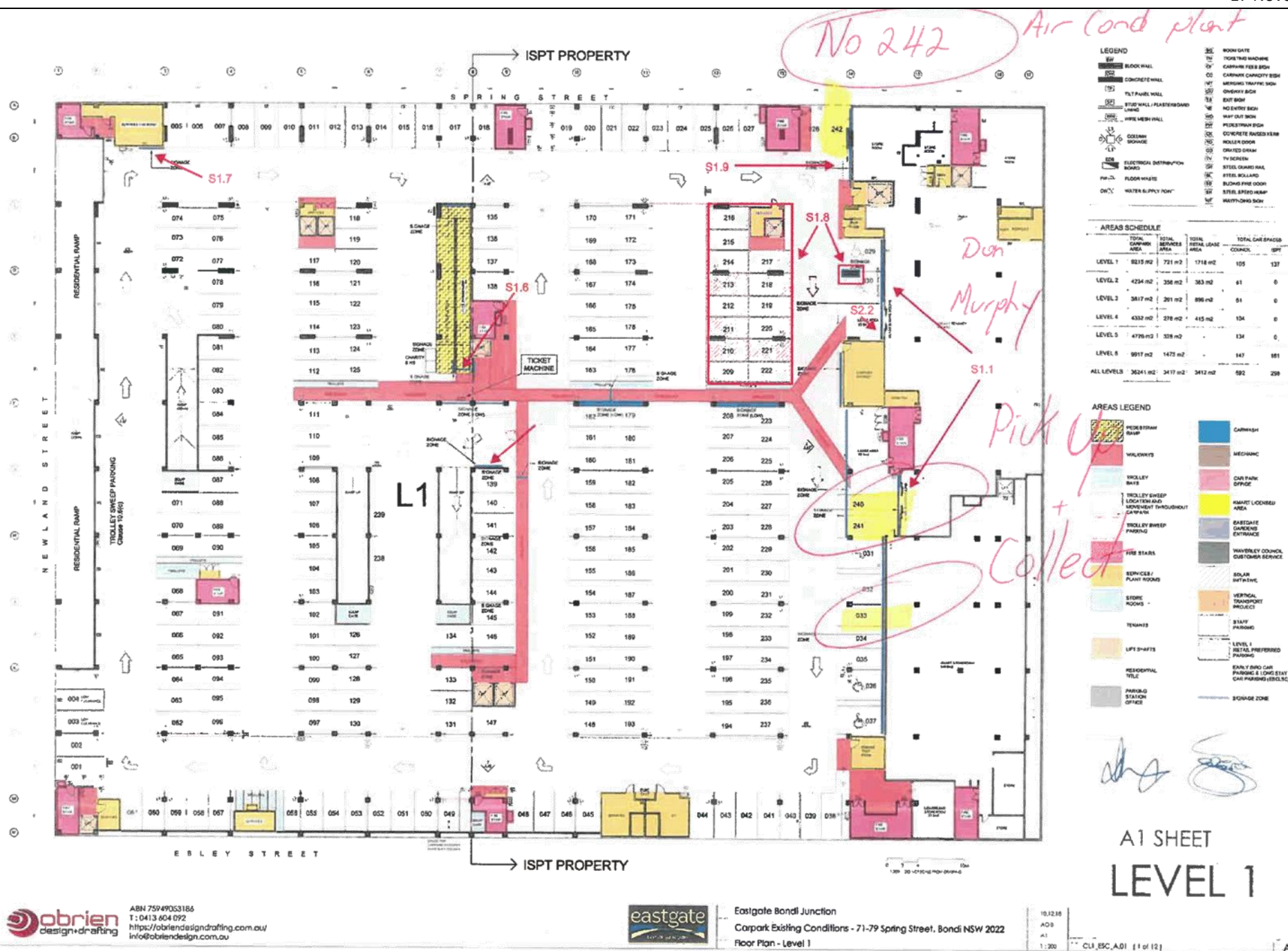
TAG	LEGEND
	DAN MURPHY'S GREEN 2020 (PMS 2411C)
	DAN MURPHY'S CHEVRON LIGHT 2020 (PMS 2410C)
	DAN MURPHY'S CHEVRON DARK 2020 (PMS 5605C)
	DAN MURPHY'S PICK UP LIGHT LIME (PMS 583C)
	DAN MURPHY'S PICK UP MID LIME (PMS 390C)
	DAN MURPHY'S PICK UP DARK LIME (PMS 383C)

NOTE: ALL CAPPINGS TO BE PAINTED DAN MURPHY'S GREEN 2020.

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SCALE: 1:200 @ A3 Page Size  
ACCOUNT MANAGER: Abbey Doggett  
ART DIRECTOR: Andrew Knott



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M 0402 345 213 E justine@redjelly.com.au W www.redjelly.com.au



## NOTICE OF MOTION CM/8.1/20.11



**Subject:** RESCISSION MOTION - PD/5.4/20.11 - Planning Proposal - Bondi Junction Strategic Centre - Protecting and Promoting Non-Residential Floor Space - Post-exhibition

**TRIM No:** PP-3/2019

**Submitted by:** Councillor Burrill  
Councillor Kay  
Councillor Goltsman

### MOTION:

That resolution PD/5.4/20.11 – Planning Proposal – Bondi Junction Strategic Centre – Protecting and Promoting Non-Residential Floor Space – Post-exhibition, passed at the Strategic Planning and Development Committee meeting on 3 November 2020, be rescinded.

### Background

This matter was last considered by Council at the Strategic Planning and Development Committee meeting on 3 November 2020. Subsequent to the meeting, before 10 am the next day, Crs Burrill, Kay and Goltsman submitted a notice of motion to rescind the resolution and foreshadowed the following motion:

### FORESHADOWED MOTION:

That Council defers this item until the February 2021 Council meeting in order for officers to receive updated statistics on office vacancies in the affected zone and to provide a report on affected properties.

BELOW IS A MINUTE EXTRACT FROM THE STRATEGIC PLANNING AND DEVELOPMENT COMMITTEE MEETING HELD ON 3 NOVEMBER 2020.

**PD/5.4/20.11                      Planning Proposal – Bondi Junction Strategic Centre – Protecting and Promoting Non-Residential Floor Space – Post-exhibition (PP-3/2019)**

*Subsequent to the meeting, before 10 am the next day, a notice of motion to rescind this resolution was lodged with the General Manager. The rescission motion will be considered at the Council meeting on 17 November 2020.*

### MOTION

Mover: Cr Lewis  
Seconder: Cr Masselos

That Council:

1. Notes the matters raised in the submissions on the planning proposal to protect commercial floor space capacity in the Bondi Junction Strategic Centre.
2. Supports the planning proposal with the amendment that a change of use from existing serviced apartments to residential accommodation will not be impacted by the Additional Local Provision.

3. Supports making the amendments to the Waverley Local Environmental Plan 2012 outlined in the planning proposal in conjunction with Parliamentary Counsel under the delegation received from the Department of Planning, Industry and Environment.
4. Notifies those people who made a submission of Council's decision.
5. Undertakes a review of the longer-term implications of office demand in Bondi Junction within three years after the end of the COVID-19 crisis to understand market adjustment and emerging trends.
6. Notes that the Additional Local Provision does not prohibit the operation of home occupations, home business, home industry or any business use lawfully tied to a dwelling.
7. Notes the unique circumstances that 29 Newland Street, Bondi Junction, presents as a largely residential building with minimal commercial offerings and therefore exempts the site from the provisions of the Additional Local Provision.

**FORESHADOWED MOTION**

Mover: Cr Betts

That Council:

1. Notes the matters raised in the submissions on the planning proposal to protect commercial floor space capacity in the Bondi Junction Strategic Centre.
2. Defers the matter to the February 2021 meeting of the Strategic Planning and Development Committee to enable officers to investigate what planning mechanisms are available to compensate or to provide incentives for those building owners who will lose their existing use rights and development potential as a result of this planning proposal as evidenced in the public submissions received on the proposal. Such incentives could include floor space bonuses or variations to the Planning Agreement Policy, among others.
3. Updates the information in the current report by February 2021 with any additional information on the long-term implications on office demand in Bondi Junction to better understand market adjustment and emerging trends.
4. Notifies those people who made a submission of Council's decision.
5. Notes that the Additional Local Provision does not prohibit the operation of home occupations, home business, home industry or any business use lawfully tied to a dwelling.
6. Notes the unique circumstances that 29 Newland Street, Bondi Junction, presents as a largely residential building with minimal commercial offerings and therefore exempts the site from the provisions of the Additional Local Provision.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1. Notes the matters raised in the submissions on the planning proposal to protect commercial floor space capacity in the Bondi Junction Strategic Centre.
2. Supports the planning proposal with the amendment that a change of use from existing serviced apartments to residential accommodation will not be impacted by the Additional Local Provision.

3. Supports making the amendments to the Waverley Local Environmental Plan 2012 outlined in the planning proposal in conjunction with Parliamentary Counsel under the delegation received from the Department of Planning, Industry and Environment.
4. Notifies those people who made a submission of Council's decision.
5. Undertakes a review of the longer-term implications of office demand in Bondi Junction within three years after the end of the COVID-19 crisis to understand market adjustment and emerging trends.
6. Notes that the Additional Local Provision does not prohibit the operation of home occupations, home business, home industry or any business use lawfully tied to a dwelling.
7. Notes the unique circumstances that 29 Newland Street, Bondi Junction, presents as a largely residential building with minimal commercial offerings and therefore exempts the site from the provisions of the Additional Local Provision.

**Division**

**For the Motion:** Crs Copeland, Keenan, Lewis, Masselos, Wakefield and Wy Kanak.

**Against the Motion:** Crs Betts, Burrill, Goltsman, Kay and Nemesh.

## NOTICE OF MOTION CM/8.2/20.11



**Subject:** Margaret Whitlam Recreation Centre Alterations

**TRIM No:** A12/0249

**Submitted by:** Councillor Kay  
Councillor Burrill

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### MOTION:

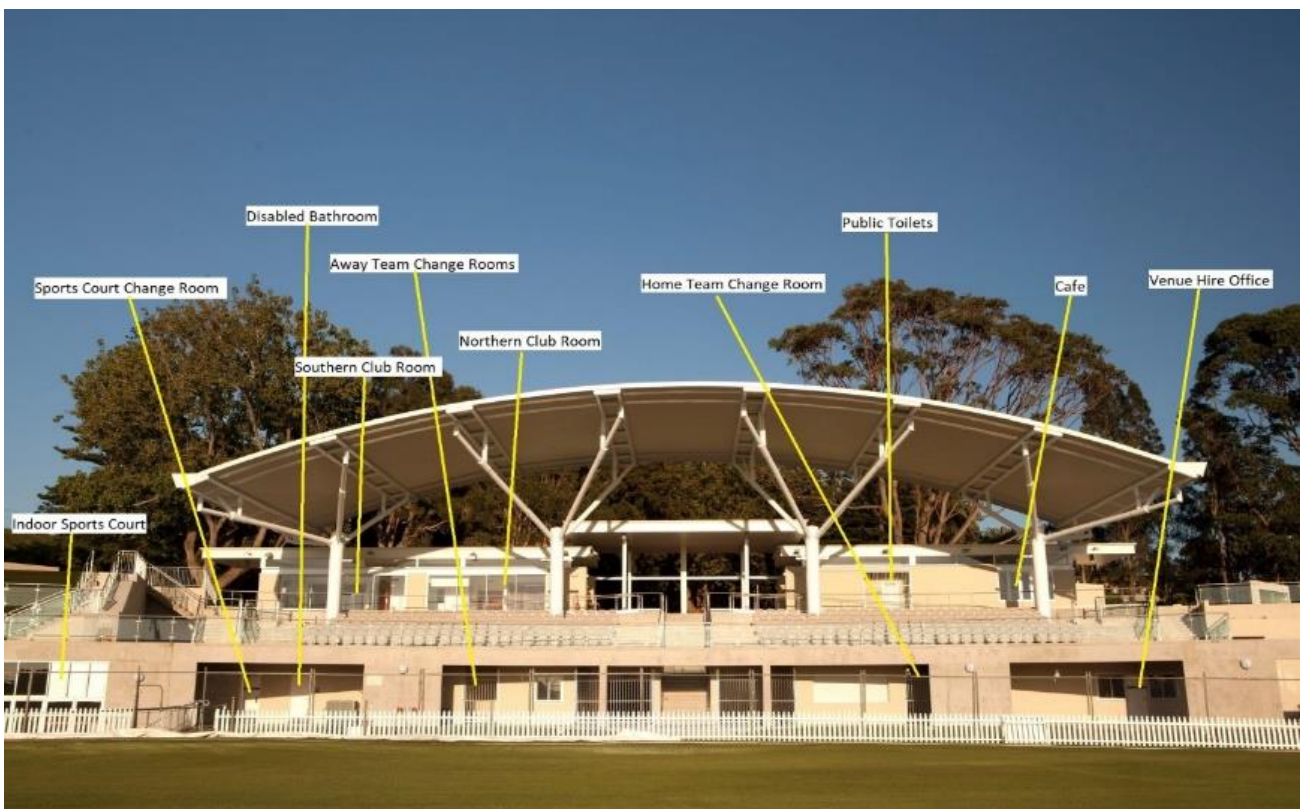
That Council:

1. Investigates:
  - (a) The removal of the non-structural blade wall at the northern end of the Margaret Whitlam Recreation Centre on the eastern side of the Waverley Oval at the level of the playing field to provide much improved amenity and line of sight to the playing area.
  - (b) Access between the two neighbouring change rooms (Sports Court and Away Team/Visitors) to the immediate south of the centre stairwell at the level of the playing field.
2. Receives a brief investigation outcomes report with funding recommendation and proposed earliest timing for the works to be performed.

### Background

Many people have commented on the blade wall (see images below) being in their line of sight to the playing field when they have attended functions in the community room, and could not understand why it exists. I have been told that it provides design symmetry when viewing the Pavilion from the playing field. However, on balance and in accord with comments made to me by visitors to the Centre, the amenity of those watching sport on the Oval would surely have priority.

I have been informed by the Eastern Suburbs Cricket Club that the Sports Court changing room, situated two rooms away from the centre Pavilion stairwell at the level of the playing field, is very rarely used. They have requested that this change room and the Away Team/Visitors change room next door be combined or an access door be provided between the two.



### General Manager's comment

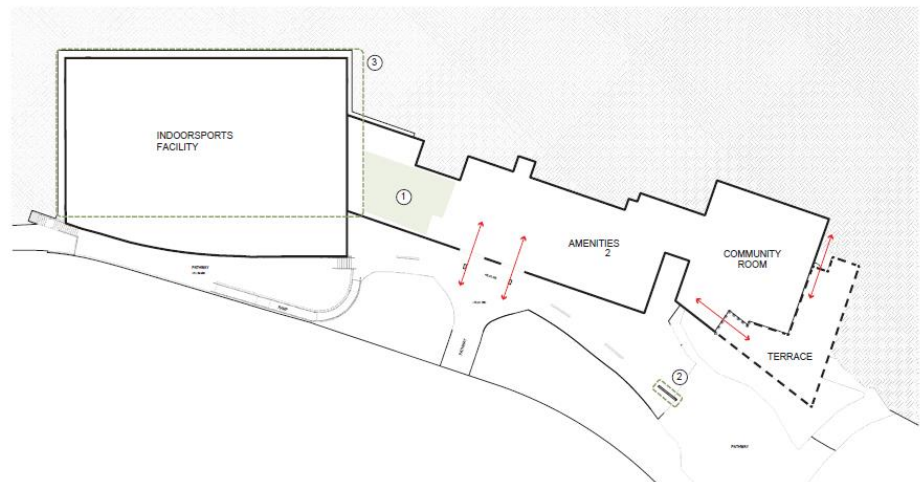
On 3 November 2020, Council considered the Concept Design Report for the Margaret Whitlam Recreation Centre (MWRC) Indoor Cricket Nets Training Facility. This report included proposed refurbishments to the MWRC in addition to the cricket nets facility. This was based on internal consultation and feedback from the Eastern Suburbs Cricket Club. The extract below shows the proposed refurbishments to the lower ground floor. Items 1 and 2 are consistent with the motion above.

MARGARET WHITLAM  
RECREATION CENTRE

PROPOSED PoM BUILDING REFURBISHMENTS  
LOWER GROUND

Legend

- ① Reconfigure existing amenities
- ② Reduce extent of existing wall
- ③ New indoor cricket and community recreation facility
- ④ Reconfigure existing club rooms
- ⑤ Addition of public toilets
- ⑥ Reconfigure existing public toilets
- ⑦ Reconfigure and expand existing cafe



To progress these two items, the next steps would be:

- Allocate a budget to further investigation, costing and design (anticipated to be less than \$20,000).
- Engage with other sporting groups who use these amenities in the winter season and other users of the facility to ensure broad support for changes.
- Report to Council on outcomes of the technical investigation and engagement.
- Allocate budget to undertake the works in the 2020–21 and/or 2021–2022 Capital Works Programs.

**Emily Scott**  
**Director, Community, Assets and Operations**

## NOTICE OF MOTION CM/8.3/20.11



**Subject:** Bondi Beach Regional Playground Upgrade

**TRIM No:** SF19/5774

**Submitted by:** Councillor Burrill  
Councillor Goltsman

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### MOTION:

That Council:

1. Notes that the upgrade to the Bondi Beach playground was identified as a high-priority, short-term action in the Waverley Play Space Strategy (2014–2029).
2. Notes that 18.3% of Waverley's residents were under the age of 17 in the 2016 census with that number predicted to grow, with under 17s representing 14.1% of the population in Bondi, 12.3% in Bondi Beach and 23.5% in North Bondi.
3. Notes that a minor upgrade is currently underway to replace dilapidated play equipment and infrastructure in the park.
4. Officers commence design work for the full upgrade to the Bondi Park regional playground within the 2021–22 Capital Works Program.
5. Funds the design work through the SAMP 5 Park and Playground Renewal and Upgrades program in 2021–22 allocation in the Long-Term Financial Plan 5.2.

### Background

In 2014, Council endorsed the Waverley Play Space Strategy (2014–2029), a strategic document guiding Waverley Council's approach to planning for play spaces over the next 15 years. The strategy provides an insight into Waverley's current play spaces and outlines various ways to improve both the provision and quality of play experiences.

The Play Space Strategy identifies the upgrade to the Bondi Park playground as a high-priority, short-term action with a proposed upgrade to a regional playground status that caters for the Waverley local government area and surrounding suburbs, as well as a diverse range of age groups.

Due to the delays around the commencement of the Bondi Pavilion Conservation and Restoration project, the full upgrade to the Bondi Park Playground has been deferred in the Long-Term Financial Plan (LTFP) with funding available for design and construction in 2022/23. Despite this, a minor upgrade is currently underway to replace aged or broken play equipment that is funded through the NSW Government Stronger Communities program.

The purpose of this motion is to request Council Officers commence design work for the full upgrade of the Bondi Park Playground in 2021–22 funded through the allocation of SAMP 5 Park and Playground Renewal and Upgrades in the LTFP and that necessary changes are made to the next iteration of the LTFP. This will

ensure at the completion of the Bondi Pavilion project Council is shovel-ready to commence the upgrade to the playground.

**General Manager's comment**

The Play Space Strategy 2014–2029 identified the upgrade of the Bondi Playground as a high priority. Due to the delayed construction program of Bondi Pavilion, the funding for the design and construction of a regional playground in Bondi Park was deferred in the Long Term Financial Plan until after the completion of Bondi Pavilion.

Council was successful in receiving NSW Government Stronger Communities funding to upgrade the existing playground. This has extended its life to up to five years. The current works at Bondi Park Playground are being completed in two stages.

Stage 1 now completed being repairs and refurbishment of existing play equipment and

Stage 2 being installation of new equipment with soft fall and shade shelter, which is currently under construction. Upgrades include new:

- Toddler play area with shade sail.
- Springer rockers.
- Musical play elements.
- Nature play / balance beam area.
- Play sculptures.
- Picnic tables and seating.
- Fence and gates.
- Expanded grass areas and shade trees.
- Upgrades to all garden beds.

The Draft Capital Works Program for 2021–22 is proposed to include funding for the construction of playgrounds in Belgrave, Onslow and Waverley Park Playgrounds through the SAMP Parks and Playground allocation.

If Council resolved to bring forward the design work for Bondi Park Playground, it would need to be scheduled so it does not conflict with the Waverley Park playground design timetable.

**Emily Scott**

**Director, Community, Assets and Operations**

## NOTICE OF MOTION CM/8.4/20.11



**Subject:** Stronger Community Council Grants Scheme

**TRIM No:** A19/0224

**Submitted by:** Councillor Copeland  
Councillor Wy Kanak  
Councillor Keenan

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### MOTION:

That Council:

1. Records its deep concern with the lack of integrity measures surrounding the \$252 million Stronger Communities Fund administered by the NSW Coalition Government.
2. Expresses its strong condemnation of the creation and administration of a \$252 million fund for local council projects that was never publicly notified to councils or to the NSW government peak body, Local Government NSW.
3. Notes its concern that the alleged deliberate shredding and deletion of government records is not consistent with the obligations of public authorities to maintain records under the *State Records Act*.
4. Notes that every council in NSW has projects that have strong community support and genuine urgency, such as improved community facilities, essential local services and delivering quality green open space, that need grant funding. Therefore, it is distressing to see such large sums of money being distributed without any due process.
5. Calls on the NSW Government to ensure all future funding schemes for local councils are publicly notified, transparent, merit-based and fair.
6. Commends the NSW Upper House for its work on forcing transparency and accountability on the NSW Government.

### Background

Councillors and the community may be aware of the \$252 million state government funding scheme called the 'Stronger Communities Fund.' This was a scheme that delivered state government grants to councils totalling almost a quarter of a billion dollars in the nine months leading up to the 2019 state election.

The size of the fund was only identified after details were demanded of the government during budget estimates by Greens MP David Shoebridge.

The Stronger Communities fund was initially designed to provide funding for councils that had been merged. In late June 2018, the Guidelines were changed so that grants could be handed over to any council that had been merged or been the subject of a merger proposal that did not go ahead. This expanded the scheme to cover 33 councils.

The funding was reportedly allocated by the Premier (\$141.8 million), Deputy Premier (\$61.3 million) and Local Government Minister (\$48.9 million). Analysis by the Greens and the Opposition shows that up to 95% of the funding was delivered to councils in Coalition-held State Government seats.

The creation of the fund does not appear to have been publicly announced. Not all Councils were informed of the fund or the right to make an application. It appears no notice was provided to the Local Government Association. It appears that the government identified the projects to be funded, sent those councils the applications to sign and return and then paid the councils directly. No evidence exists of any merit assessment of any project. Many projects appear to have been identified for funding before the guidelines were adopted.

The NSW Upper House required the government to provide all of the documents relied upon by the Premier in approving the funding of projects. Reportedly just one council, Hornsby Council, received \$90 million approved by the Premier. The Government responded to the call for papers by advising the Upper House on two separate occasions that no documents existed.

In a hearing of the Parliament's Public Accountability Committee, chaired by Mr Shoebridge on 24 October 2020, the Premier's Senior Policy adviser reportedly advised the committee that the documents detailing the advice given to the Premier and the Premier's approval of projects were shredded and the electronic copies were deleted by the Premier's office.

The former NSW Auditor-General has stated that the destruction of documents by the Premier's Office may be a breach of the *State Records Act*.

#### **General Manager's comment**

Staff provided comment on the Stronger Communities Fund grants scheme in response to a notice of motion and question with notice in July 2020. Subsequently, officers made a submission to the Public Accountability Committee's Inquiry into the Fund in line with Council's resolution and the comment provided by officers to the Council meeting.

Council received total funding of \$2 million from the Fund which has been/is being applied to various approved projects.

Council is able to resolve as proposed if it so wishes. Officers have no further comment to make in relation to the Stronger Communities Fund or the above notice of motion.

**Ross McLeod**  
**General Manager**

**URGENT BUSINESS**  
**CM/10/20.11****W A V E R L E Y**  
COUNCIL**Subject:** Urgent Business**Author:** Ross McLeod, General Manager

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In accordance with clause 9.3 of the Waverley Code of Meeting Practice, business may be considered 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 to be considered is ruled by the chair to be of great urgency on the grounds that it requires a decision by Council before the next scheduled ordinary meeting of Council, and
2. A motion is passed to have the business considered at the meeting.

Such a motion can be moved without notice.

Only the mover of the 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 require a decision by Council before the next scheduled ordinary meeting of Council.

The mover of the motion must, when speaking to the motion, explain why he or she believes it requires a decision by Council before the next scheduled ordinary meeting of Council.

## CLOSED SESSION CM/11/20.11

**Subject:** Moving into Closed Session  
**Author:** Ross McLeod, General Manager



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### RECOMMENDATION:

That:

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

CM/11.1/20.11 CONFIDENTIAL REPORT - Tender Evaluation - Bronte House Lease

This matter is considered to be confidential in accordance with Section 10A(2)(d)(i) of the Local Government Act, and the Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

5. Pursuant to section 10A(1), 10(2) and 10A(3) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis that the business to be considered is classified as confidential under section 10A(2) of the *Local Government Act 1993*.
6. The correspondence and reports relevant to the subject business be withheld from the media and public as provided by section 11(2) of the *Local Government Act 1993*.

### Introduction/Background

In accordance with section 10A(2) of the Act, 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 clauses 14.9–14.10 of the Waverley Code of Meeting Practice, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.

## **RESUMING IN OPEN SESSION CM/12/20.11**

**Subject:** Resuming in Open Session  
**Author:** Ross McLeod, General Manager



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### **RECOMMENDATION:**

That Council resumes in open session.

### **Introduction/Background**

In accordance with clause 14.21 of the Waverley Code of Meeting Practice, when the meeting resumes in open session the chair will announce the resolutions made by Council while the meeting was closed to members of the public and the media.