



COUNCIL MEETING

ATTACHMENTS UNDER SEPARATE COVER

7.00 PM, TUESDAY 20 APRIL 2021

Waverley Council
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Tel. 9083 8000
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ATTACHMENTS UNDER SEPARATE COVER

CM/7.1/21.04 Draft Operational Plan 2021-22 including Budget, Pricing Policy, Fees and Charges 2021-22 and Long Term Financial Plan

1	Draft Operational Plan 2021-22	2
2	Draft Proposed Fees and Charges 2021-22	78
3	Draft Budget 2021-22	154
4	Draft Long Term Financial Plan 5.3	159

CM/7.6/21.04 Open Space and Recreation Strategy – Adoption

1	OSRS	201
2	OSRS - Marked-up version	324
3	OSRS - Public Exhibition Consultation Summary Report	494

CM/7.11/21.04 Bondi Pavilion Restoration and Conservation Project - Amphitheatre Design Options

1	Amphitheatre report - November 2018	522
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DRAFT OPERATIONAL PLAN 2021– 22



ACKNOWLEDGEMENT

We acknowledge the Bidjigal and Gadigal people, who
traditionally occupied the Sydney coast

We also acknowledge Aboriginal Elders
both past and present.

OUR COMMUNITY VISION

Waverley: connecting the
city and the sea.

A welcoming and cohesive community
that celebrates and enhances our
spectacular coastline, vibrant places, and
rich cultural heritage.

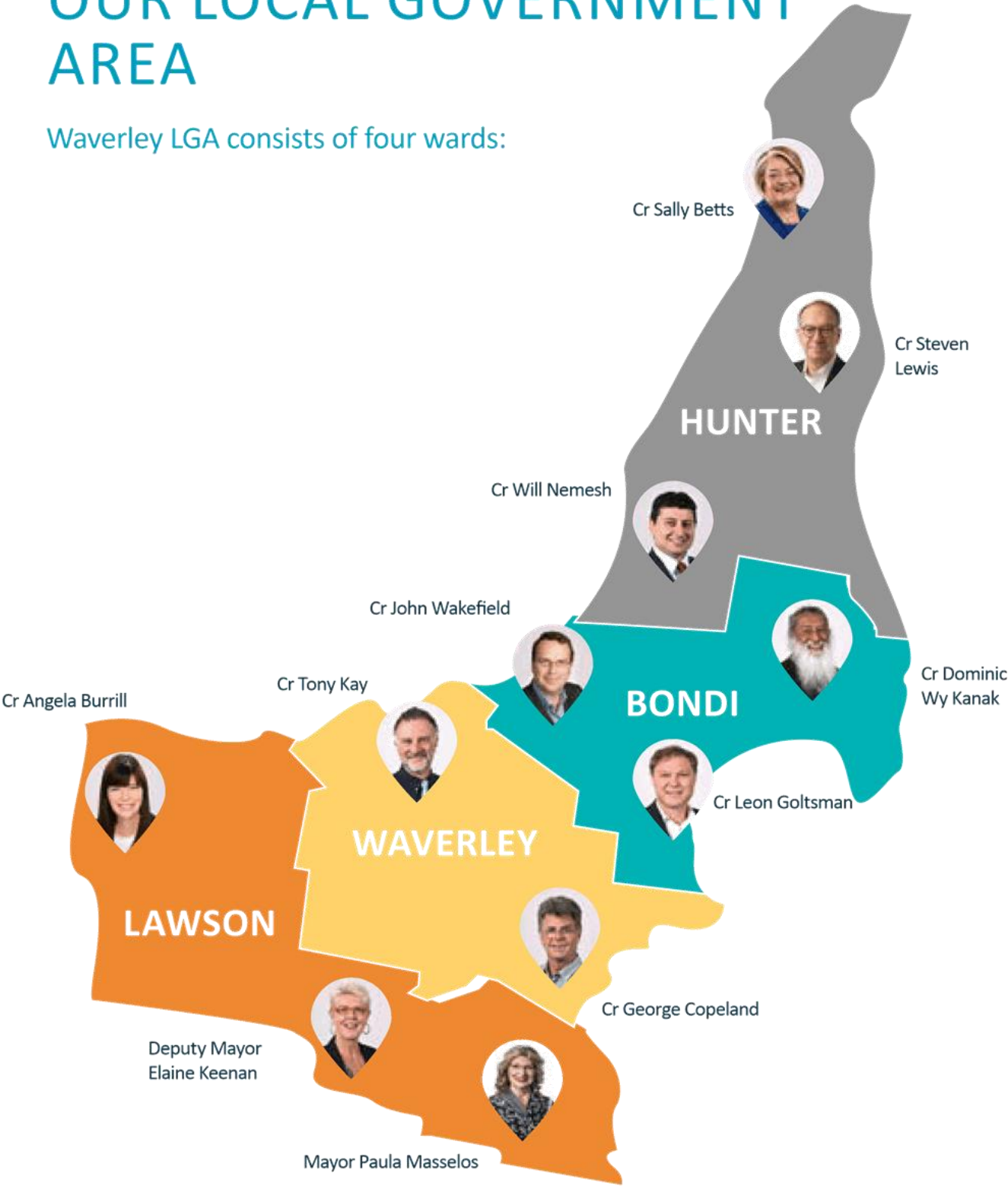


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OUR LOCAL GOVERNMENT AREA

Waverley LGA consists of four wards:



6

WAVERLEY – OUR LOCAL GOVERNMENT AREA



OUR LOCAL GOVERNMENT AREA:

9.2km²

OUR DWELLINGS AND BUSINESSES:



31,564
dwellings



39,132
registered businesses

MEDIAN AGE

35 years

- 16% of our residents are 0–14 years old
- 9.2% are 15–24 years old
- 62.1% are 25–64 years old
- 12.7% are more than 65 years old

OVERSEAS BORN RESIDENTS

38.5%

OUR SUBURBS:

Bondi Beach, Bondi Junction, North Bondi, Bronte, Dover Heights, Queens Park, Rose Bay, Tamarama, Vaucluse and Waverley

OUR ATTRACTIONS:

Bondi, Bronte and Tamarama Beaches, Bondi Pavilion, Bronte House, Waverley Cemetery, the Coastal Walk, Bondi Junction, Margaret Whitlam Recreation Centre, Bronte Gully and Dudley Page Reserve



POPULATION



TOTAL POPULATION

74,276

PROJECTED POPULATION 2031

80,100

POPULATION DENSITY

80.34

persons per hectare

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

274



LANGUAGES

68.7% of us speak English at home while 20.9% speak a language other than English

Russian is spoken by 2.2% of our residents, 2.1% speak Spanish, 1.9% Portuguese, 1.8% French and 1.7% Italian



JEWISH COMMUNITY

Waverley's Jewish community of

10,076

residents makes up 15.1 percent of our total population

EDUCATION

7

NUMBER OF SCHOOLS

17

(including both primary and secondary)

73% of our residents aged over 15 years have completed year 12 schooling or equivalent

44.5% of our residents aged over 15 years have a Bachelor or higher degree compared to 24.1% for Greater Sydney

20% of young people aged 15–24 years attended an educational institution including high school and/or a higher education facility, such as TAFE or university

HOUSING

AVERAGE HOUSEHOLD SIZE



2.4 people

RENTING HOUSEHOLDS

43%

MEDIAN WEEKLY RENT

\$622

SINGLE PERSON HOUSEHOLDS

28%



ECONOMY



\$4.90 billion
gross regional product

More than
29,047
jobs in Waverley

MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2016 was

\$2,308 compared to \$1,750 for Greater Sydney

HIGH EMPLOYMENT SECTORS

Retail trade, Healthcare and Social Assistance, Professional Scientific and Technical Services, Accommodation and Food Services and Education and Training

78.4%

of Waverley properties are connected to the internet

Sources: ABS Census 2016, Economy.Id, Australian Business Registry Data

Annual Report 2019–20

MESSAGE FROM THE MAYOR



The 2021-22 Operational Plan and Budget is my second for Waverley Council. I am pleased with the wise investment we continue to make in our community and confident in our ongoing compassionate and responsible financial stewardship of Waverley Council.

While managing a record capital works program, and unforeseen spending to support our residents, businesses and community more generally during the pandemic, we are nonetheless in a healthy financial position which includes a surplus. This has been favourably commented on and commended by our auditors.

Council takes the approach of striving for properly costed and planned longer terms goals, while focusing carefully on improving our current amenity and delivering a lasting legacy for our local government area and all who live, work or visit.

The Bondi Pavilion Conservation and Restoration project will be completed in early 2022, ahead of schedule and on budget. 2020 saw the completion of the Spring Street section of the Bondi Junction cycleway, and 2021 will see the West Oxford Street section finished.

Before June, we will be commencing the restoration of the Boot Factory and upgrade of Norman Lee Place, Tamarama SLSC upgrade, and the much needed upgrade of Council's social housing building at 2A Edmund Street, further investing in and enhancing our important community assets; and all within budget.

Over the life of this Operational Plan and Budget, significant projects will continue to roll out that improve the residential and public amenity – amenity that is expected by our ratepayers. These programs include sustainability infrastructure such as electric vehicle charging stations, renewal of stormwater management and harvesting systems, and many upgrades to parks, streetscapes, playgrounds and our public domain.

We know our 70,000 residents and even more visitors enjoy our beautiful and clean spaces because of Council's continued investment in maintaining, enhancing and making safe our parks, beaches and streets. The lifeguard service, the cemetery team, waste and cleaning staff, our asset maintenance teams, the rangers and many others are hard at work

every day maintaining, delivering improvements and servicing the multiple needs and expectations of this local government area and our community.

This Operational Plan and Budget also demonstrates the many ways Waverley nourishes and enriches the hearts and souls of the community. Through caring and connecting, through many arts and cultural programs, for young and old, Waverley Council ensures that this is a cohesive, inclusive and resilient community. Budgeting for these activities and embedding a community engagement policy, a cultural diversity policy, a reconciliation plan, a cultural policy and an arts and culture plan will ensure these important activities are part of the way we do business.

The detail in this Plan will be the operational guide for all at Council to follow. I am delighted to present this plan and applaud the transparency and commitment that is evident within it.

Paula Masselos
Mayor of Waverley

MESSAGE FROM THE GENERAL MANAGER

The 2021-22 Operational Plan and Budget represents our work program and our allocated resources to deliver on that program throughout the financial year.

The many services Waverley Council delivers for the Waverley LGA are guided by a number of strategies and plans, and importantly through listening to the community.

The program presented here for the 2021-22 financial year is drawn from the Community Strategic Plan, asset management plans, legislative requirements, and a rigorous prioritisation process.

We are proud to be delivering on the biggest capital works program in Waverley's history with a budget of \$59.9 million, which includes major projects such as the restoration of the Bondi Pavilion, but also many improvements and upgrades right across the Council area.

Most of Council's \$ 137.9 million operating budget goes towards

delivering services such as waste and recycling, maintenance of assets such as parks and playgrounds, and caring for community facilities. Services include community programs and facilities such as Waverley Library, planning and development application management and economic development.

Many of Council's services are delivered by our own staff and we will continue to invest, through the delivery of our People Plan, in building the skills, talents and capability of our workforce. Our culture matters, and we take seriously our leadership role in growing an inclusive and positive workplace.

Our Technology Strategy is an ambitious plan to improve service delivery through smart solutions, sophisticated data management, and technology that will enable Council to meet community expectations and be even more responsive to resident needs.

Through continually improving our people and our systems, and through focusing on culture, Waverley Council

aims to keep delivering for the Waverley community, for local businesses and for the many visitors.

Businesses and services have faced completely new challenges over the past year, and while much has been learned, and many challenges will remain, we believe that Council is well-positioned to lead the community out of the impacts of the pandemic and on the road to recovery.

Acting General Manager



THE MAYOR AND COUNCILLORS

WAVERLEY COUNCIL IS MADE UP OF
FOUR WARDS – BONDI, LAWSON,
WAVERLEY AND HUNTER – EACH
ELECTING THREE COUNCILLORS.

Twelve Councillors were elected by residents and ratepayers for a three year term on 9 September 2017. Due to being elected as a state member of Parliament, one of the Councillors seized their role as Councillor in March 2021. To address the risks of Coronavirus (COVID-19) pandemic, the local government election is postponed to 2021. The current Council term is extended to 2021.

The position of Mayor is elected by Councillors for a two year period, and Deputy Mayor for a 12-month period.

Councillor Paula Masselos is the current Mayor and Councillor Elaine Keenan is the Deputy Mayor. The responsibilities of Councillors are

defined in the Local Government Act 1993 and include:

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

COUNCIL MEETINGS AND DECISION MAKING

Ordinary Council meetings are held once a month, on the third Tuesday of the month. Residents are welcome to attend these meetings. Extraordinary Council Meetings are called at short notice from time to time to address particular issues. The two Standing Committees are Operations and Community Services Committee and Strategic Planning and Development Committee. Council convenes and/or supports several advisory and consultative committees including Community

Safety Advisory Committee, Environmental Sustainability Advisory Committee, Multicultural Advisory Committee, Waverley Access Committee, Audit, Risk and Improvement Committee, Waverley Business Forum, Waverley Cycling Advisory Committee, Waverley Housing Advisory Committee, Waverley Public Art Committee, Waverley Surf Life Saving Club Committee and Waverley Traffic Committee. Council and Committee meetings are minuted, with the minutes made available on Council's website shortly after each meeting.

BONDI WARD

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John Wakefield
Australian Labor Party



Dominic Wy Kanak
Greens



Leon Goltsman
Liberal Party of Australia

HUNTER WARD



Sally Betts
Liberal Party of Australia



Steven Lewis
Australian Labor Party



Will Nemesh
Liberal Party of Australia

LAWSON WARD



Angela Burrill
Liberal Party of Australia



Elaine Keenan
Deputy Mayor, Greens



Paula Masselos
Mayor, Australian Labor Party

WAVERLEY WARD



Tony Kay
Liberal Party of Australia



George Copeland
Greens



OUR ORGANISATION

OUR VISION

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

OUR MISSION

Wow! This is Waverley.

OUR VALUES

“We are the guardians for our place and our people”

- We work TOGETHER and with our community - in our teams and across Council, no silos; building collaborative partnerships
- We CARE and demonstrate RESPECT – in our work and in our dealings with others, we take ownership for things, engaging and listening
- We strive for EXCELLENCE – to do the right job and to improve and innovate
- We DO WHAT WE SAY WE WILL – we honour our commitments and we are accountable.

COUNCIL IS MADE UP OF FIVE DIRECTORATES:

1

GENERAL
COUNSEL

2

FINANCE

3

PLANNING,
ENVIRONMENT AND
REGULATORY

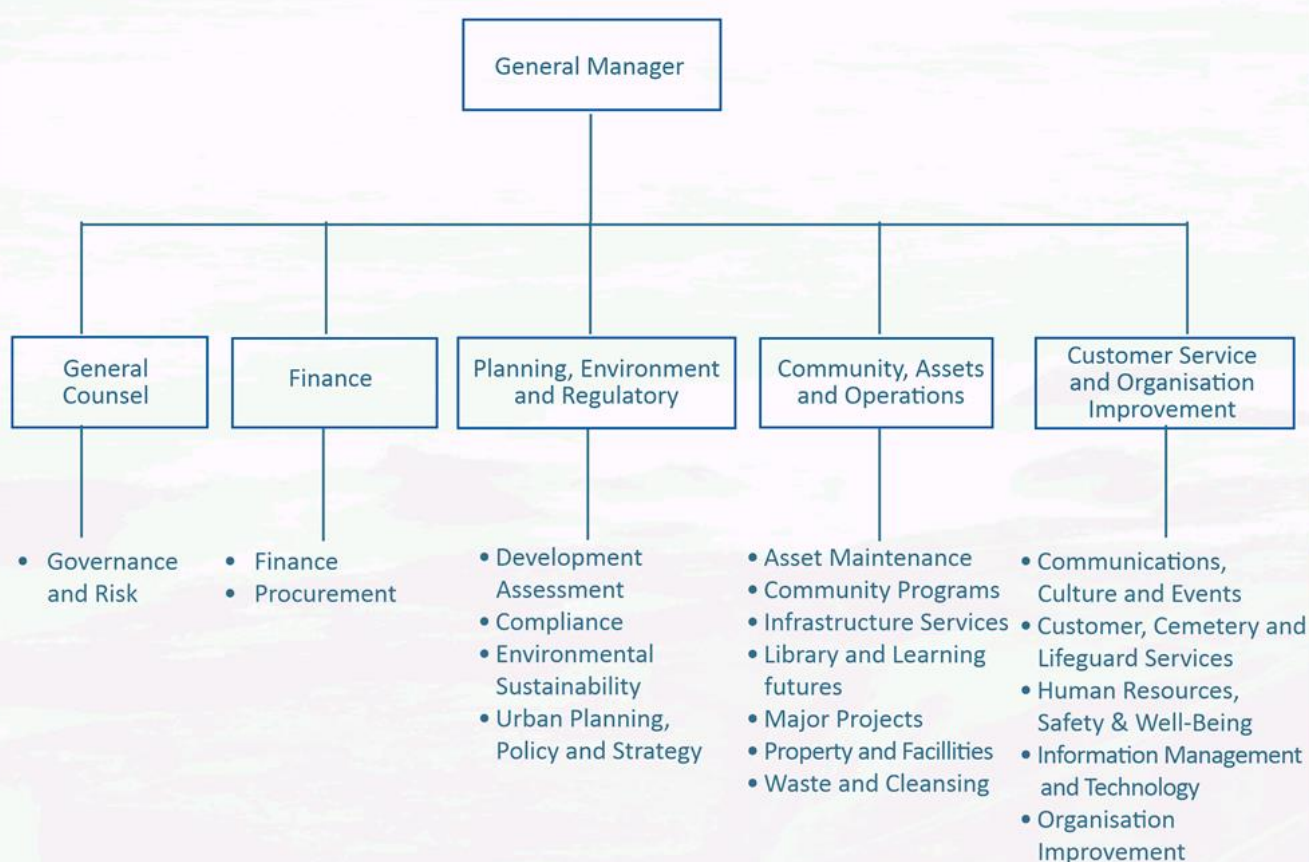
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COMMUNITY,
ASSETS AND
OPERATIONS

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CUSTOMER SERVICE
AND ORGANISATION
IMPROVEMENT

ORGANISATIONAL STRUCTURE



OUR PLANNING FRAMEWORK

All councils in NSW are required to conduct their business based on an Integrated Planning and Reporting framework. The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by

planning holistically and sustainably for the future. The framework ensures long-term planning for the future with the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to

decision making which considers the Quadruple Bottom Line, social, economic, environmental and civic leadership, and the Social Justice Principles of equity, access, participation and rights. The diagram below shows the framework hierarchy:





HOW TO READ THIS PLAN

COMMUNITY VISION

The community vision is a succinct statement that captures the community's aspirations for the future of Waverley. The community vision is the foundation for the Community Strategic Plan



THEMES

How would we achieve the vision for the future of Waverley?

The priorities that we should focus on as a local government area is represented through 11 thematic areas that were identified as the most significant areas that we should focus on in the next 11 years.

1. Arts and Culture
2. Community Service and Well-being
3. Recreation and Open Spaces
4. Local Economy
5. Planning, Development and Heritage
6. Transport, Pedestrian and Parking
7. Building and Infrastructure
8. Sustainable Environment
9. Sustainable Waste
10. Corporate Leadership and Engagement
11. Knowledge and Innovation

What did the community say?

The community feedback received during the engagement forms the basis for our future priorities

Goals - What will be our focus?

The priorities we will focus on to achieve results in the next 11 years



Strategies - How will we achieve our goals?

The strategies are plans that will help us achieve our goals



Deliverables – What will we deliver for the period 2018-2022?

Deliverables are high level actions that Council will deliver in partnership with multiple stakeholders



Activities – What will we implement in 2021-22?

Activities are a combination of projects and actions that we will implement in 2021-22 to achieve the deliverables



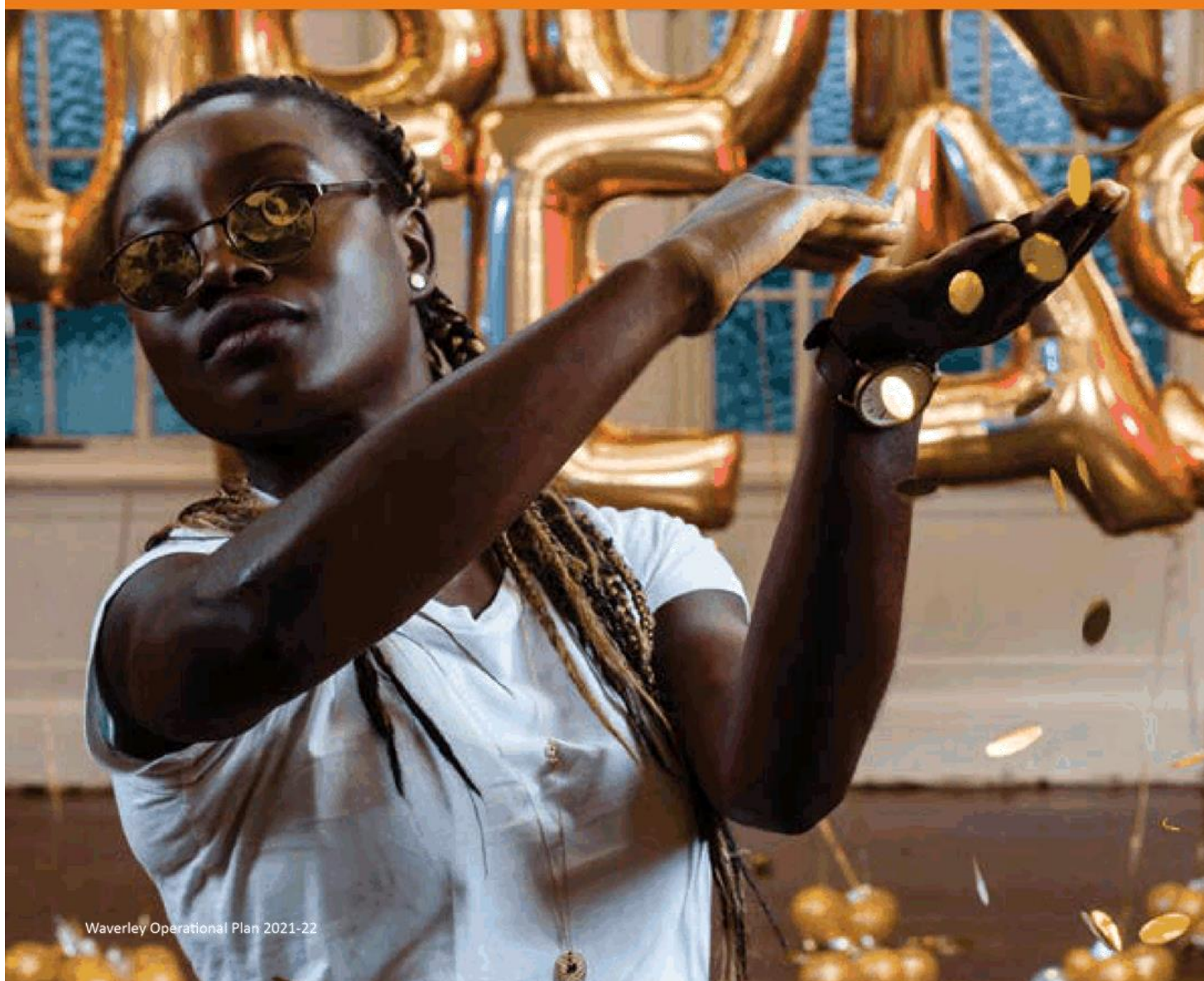
Measure - How will we measure our success?

The measures help us to monitor progress we are making in implementing a range of activities to achieve the desired outcome

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ARTS AND CULTURE



Waverley Operational Plan 2021-22

Goal 1.1: Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape

Strategies	Deliverables	Activity	Responsibility
1.1.1 Develop and implement a Cultural Plan for Waverley that delivers a diverse range of integrated cultural activities	Implement a rich and diverse program of cultural activities across a range of creative and performing art forms	Finalise Waverley Cultural Plan and implement prioritised actions for 2021-22	Communications, Culture and Events
	Build partnerships with key stakeholders and explore funding opportunities that support and enhance the cultural offering in Waverley	Partner with Commonwealth and State agencies to explore funding opportunities to contribute to the delivery of Waverley Cultural Plan	Communications, Culture and Events
1.1.2. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction	Deliver a diverse program of library activities that foster creativity	Provide creative library programs in online and face to face formats to suit the needs of the community	Library and Learning Futures
	Deliver a broad range of learning programs that educate and inspire	Implement a range of learning opportunities and identify activities that will assist the community	Library and Learning Futures
1.1.3. Provide a diverse program of recreational and entertainment events that balance community and visitor expectations	Provide a broad program of Council-delivered civic and community events	Organise and deliver citizenship and other civic ceremonies	Governance and Risk
	Co-ordinate the delivery of externally managed flagship events	Adapt and deliver an annual program of community events and festivals in alternative locations while the Bondi Pavilion is unavailable during the restoration project	Communications, Culture and Events

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Goal 1.2: Preserve and interpret the unique cultural heritage of Waverley

Strategies	Deliverables	Activity	Responsibility
1.2.1 Maintain the unique cultural value and heritage significance of key landmarks	Ensure future uses of Bondi Pavilion reflect its place as a significant cultural space	Prepare and implement new operating model for Bondi Pavilion to optimise delivery of cultural and community centre	Communications, Culture and Events
1.2.2. Plan and deliver a range of cultural heritage activities that inspire creativity, build participation and create learning opportunities	Deliver and partner with cultural heritage groups and other organisations to deliver culturally relevant activities	Explore and implement cultural heritage activities in alignment with the Cultural Plan, including development, research, installation and initial program activation for the Bondi Story Room	Communications, Culture and Events

Outcome Measures

Outcome Measure	Baseline	Target (2022)	Responsibility
Positive community and stakeholder feedback for evaluated events	91% positive feedback for evaluated events (2020)	Minimum 80% positive community and stakeholder feedback	Communications, Culture and Events
Increase in number of partnerships to facilitate growth for our cultural and creative sector	12 event and program partnerships (2020)	Maintain number of event and program partnerships with consideration to restrictions on public gatherings	Communications, Culture and Events



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COMMUNITY SERVICES AND WELL-BEING



Goal 2.1: Create a resilient, caring and cohesive community

Strategies	Deliverables	Activity	Responsibility
2.1.1 Provide a range of needs-based, flexible and accessible services, buildings and facilities	Develop and implement an integrated social sustainability framework in partnership with other agencies	Work with internal and external partners to integrate social sustainability into the Resilience Framework	Community Programs
		Enhance service delivery during Mill Hill refurbishments and transition within the Mill Hill Precinct model	Community Programs
	Improve the delivery and viability of integrated early childhood and family support services, Community and Seniors Centre and NDIS registered disability service	Implement report recommendations to deliver flexible and responsive high quality community services including: Early Education Centres, Community and Seniors Centres, Family Day Care program, Waverley Community Living Program (Service for people with intellectual disability)	Community Programs
	Deliver a transparent, targeted and outcome-focused grants program in response to changing community needs and expectations	Engage grantees and community networks in service planning and coordination to optimise Council funding	Community Programs
	Improve the capacity of services to better respond to people with complex needs (eg. young people, mental health, homelessness)	Continue to participate in Elder Abuse Forum initiatives and support collaborative interagencies/ partnerships addressing unmet community needs (E.g. Eastern Suburbs Homeless Assertive Outreach Coalition)	Community Programs

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Goal 2.1: Create a resilient, caring and cohesive community

Strategies	Deliverables	Activity	Responsibility
2.1.2. Provide and manage social and affordable rental housing, community venues and facilities	Manage Council's affordable and social housing programs and partner with other agencies to improve provision	Provide policy advice and research to support Council's Housing Advisory Committee	Community Programs
		Explore the adequacy of housing and support options for women experiencing family violence	Community Programs
	Deliver accessible community facilities and venues that cater for the diverse needs of the community	Promote Council's community venues and facilities and investigate opportunities to increase utilisation	Property and Facilities

Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change

Strategies	Deliverables	Activity	Responsibility
2.2.1 Facilitate social inclusion and neighbourhood programs to strengthen community connections	Implement and facilitate resident-led projects and encourage creative community interactions	Support initiatives that strengthen community connections	Community Programs
	Enhance organisational support for volunteering opportunities and recognise and celebrate volunteers	Implement Volunteer Management Policy	Community Programs
	Provide programs that inform, educate and support Waverley's community	Deliver workshops, information sessions and seminars to inform and support people's well-being and resilience	Community Programs
		Deliver surf awareness and beach safety talks to local schools and groups within Waverley Council area	Customer, Cemetery and Lifeguard Services
		Develop Volunteer Program for cemeteries services to enhance community connection and provide additional maintenance support	Customer, Cemetery and Lifeguard Services
	Connect with older people and assist residents to remain healthy and active in their homes and communities with good access to information, services and support	Explore improvement options for enhanced connections between services and programs within the Mill Hill Precinct	Community Programs

Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change

Strategies	Deliverables	Activity	Responsibility
2.2.2. Manage and regulate public places to achieve safe and healthy lifestyles	Prepare and implement proactive health and safety strategies to improve community health and address anti-social behaviour	Partner with key internal and external stakeholders to develop programs to address anti-social behaviour issues impacting beach safety	Customer, Cemetery and Lifeguard Services
		Undertake daily patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches	Compliance
		Partner with NSW Police to patrol and target anti-social behaviour and noise related issues within hot-spots	Compliance
		Undertake inspections to regulate food handling, sewerage, excessive noise and other issues	Compliance
		Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots	Compliance

24 Goal 2.3: Strengthen people's inclusion in community life, promote diversity and celebrate Aboriginal culture past, present and future

Strategies	Deliverables	Activity	Responsibility
2.3.1 Improve access, participation and inclusion for everyone	Implement Disability Inclusion Action Plan (DIAP), Reconciliation Action Plan (RAP) and other key plans and policies	Prepare Disability Inclusion Action Plan 2022-26 and progress implementation of Council's Reconciliation Action Plan 2019-21	Community Programs
	Strengthen Waverley Council's capacity for collaboration and effective partnerships to deliver community and social well-being projects	Deliver joint projects with community groups and government agencies to harness resources for community benefit such as Transition to School forums, Intergenerational project and Child Safe Policy	Community Programs
	Deliver and facilitate inclusive, informal and family-friendly local programs that promote harmony and respect	Implement the Cultural Diversity Strategy 2021-2025	Community Programs
		Coordinate and support initiatives that facilitate inclusion and promote local connections	Community Programs

Outcome Measures

Outcome Measure	Baseline	Target (2022)	Responsibility
Maintain the activities that promote community connection(dependent on COVID-19 context)	25 (2020)	25	Community Programs
Participant satisfaction with capacity building workshops	80% (2020)	Satisfaction greater than 80%	Community Programs
Community services maintain quality accreditation	Meet accreditation and quality rating	Meet accreditation and quality rating	Community Programs
Increase in number of beach safety talks	1 beach safety talk completed (2020)	6 beach safety talks	Customer, Cemetery and Lifeguard Services



RECREATION AND OPEN SPACES



26 Goal 3.1. Improve health and quality of life through a range of recreational opportunities and quality open spaces

Strategies	Deliverables	Activity	Responsibility
3.1.1 Retain, protect, and improve the quality, capacity and accessibility of parks, open spaces, sporting and recreational facilities	Prepare and implement an Open Space Strategy that caters to and balances the needs of all users	Undertake park and playground upgrades at multiple locations including Waverley Park, Belgrave Street Reserve and Onslow Street Reserve	Infrastructure Services and Major Projects

Goal 3.2. Expand the diverse network of parks and open spaces, sporting and recreational facilities

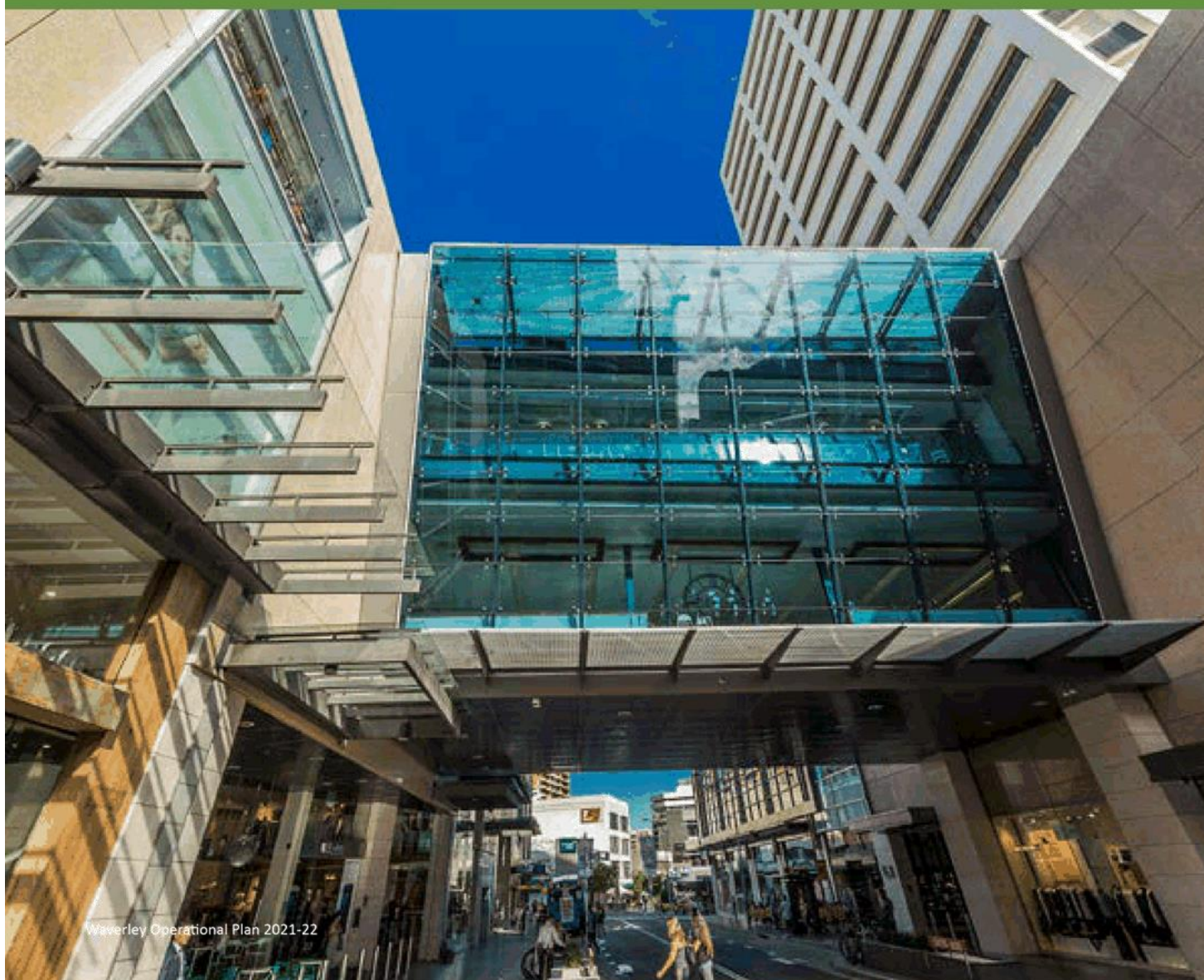
Strategies	Deliverables	Activity	Responsibility
3.2.1 Improve access to private and public recreation facilities and open spaces	Partner with key stakeholders to maximise the use and access to private and public open spaces, recreation and sports fields	Promote Council's sportsfields and facilities and investigate opportunities to achieve optimal use	Property and Facilities
	Integrate innovation and emerging technologies in planning and design of open spaces and recreational facilities	Incorporate design elements including emerging materials that provide cost, lifecycle, environmental and social benefits	Infrastructure Services

Outcome measures

Outcome Measures	Baselines	Target (2022)	Responsibility
Asset Maintenance Ratio	108.9% (2019–20)	Above 100%	Infrastructure Services, Major Projects, Asset Maintenance



LOCAL ECONOMY



Waverley Operational Plan 2021-22

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Goal 4.1: Promote Waverley as a significant sustainable economy and innovation precinct

Strategies	Deliverables	Activity	Responsibility
4.1.1 Facilitate networking and collaboration between Waverley's independent professionals and aspiring start-ups	Implement innovative and alternative mechanisms to encourage collaboration and networking	Organise Waverley Business Forum interactive events on a range of themes including on innovation that support local business	Urban Planning, Policy and Strategy
4.1.2. Develop approaches to increase employment opportunities among the highly skilled and educated workforce, including young graduates	Undertake initiatives to facilitate employment opportunities	Partner with private operators, universities and state agencies to release Council held data (open data) to stimulate employment opportunities for highly skilled businesses	Urban Planning, Policy and Strategy

Goal 4.2: Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services

Strategies	Deliverables	Activity	Responsibility
4.2.1 Enhance the commercial core of Bondi Junction to increase employment	Investigate and implement strategies to facilitate commercial office floorspace in Bondi Junction and other centres	Implement recommendations of Our Liveable Places Strategy	Urban Planning, Policy and Strategy

Goal 4.2: Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services

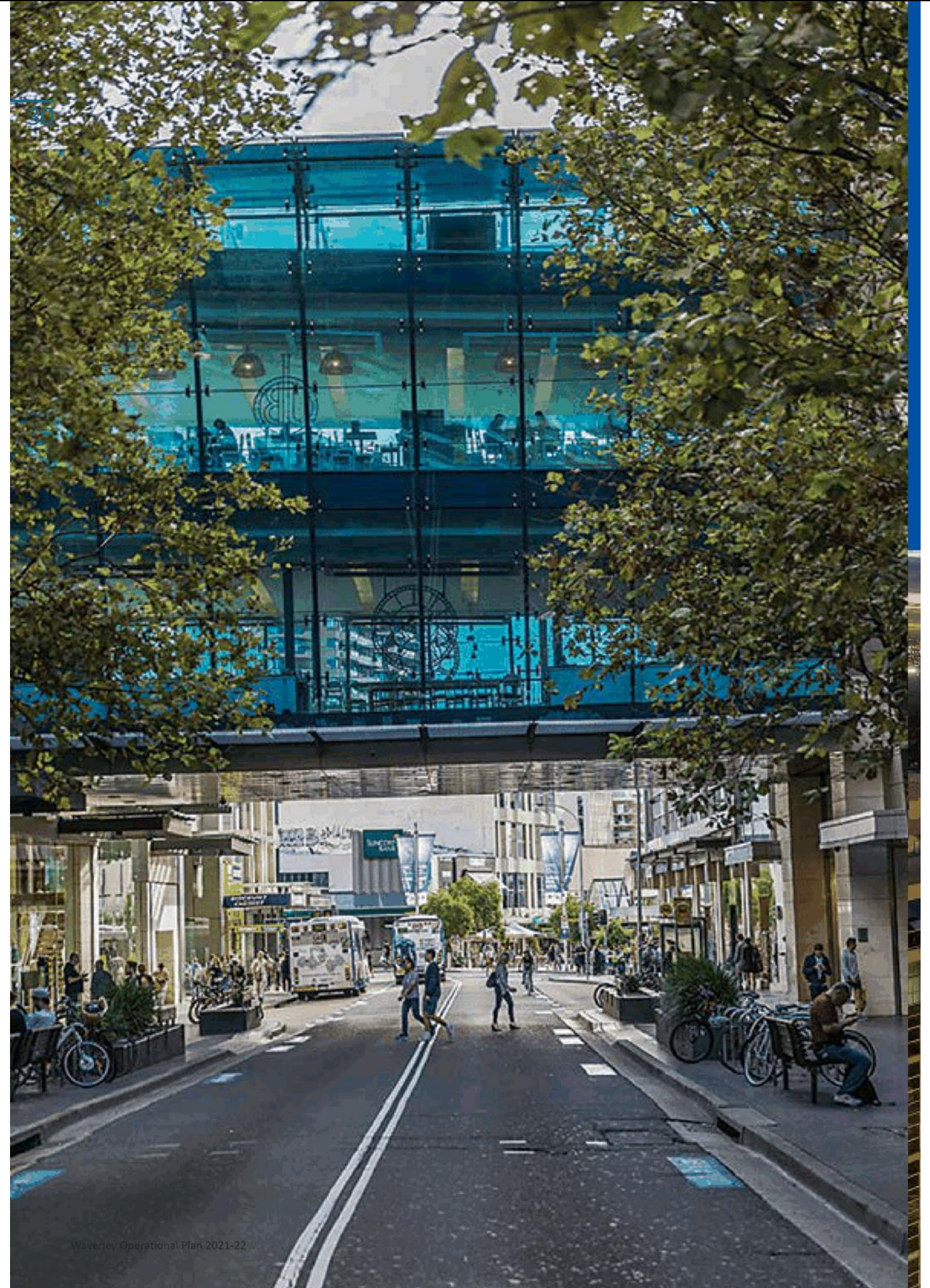
Strategies	Deliverables	Activity	Responsibility
4.2.2. Support the efforts of a range of stakeholders to increase the diversity of the local economy	Partner with JobsNSW and other agencies to support start-ups and small and medium enterprises	Partner with the Business Resource Centre to support local businesses including start ups and SMEs	Urban Planning, Policy and Strategy
	Implement an Easy To Do Business with Council policy	Work with Service NSW Business Concierge to support the Easy to Do Business Program	Urban Planning, Policy and Strategy

Goal 4.3: Encourage tourism to support to the local economy and contribute to local amenity

Strategies	Deliverables	Activity	Responsibility
4.3.1. Ensure tourism contributes to natural and cultural attractions and local amenity	Lobby State government to amend legislation to better manage short-term holiday lettings	Continue to monitor and lobby state government regulatory developments on short-term lettings	Urban Planning, Policy and Strategy
4.3.2 Support and enhance the tourist economy	Promote and educate visitors on local history, landscape, businesses and cultural assets	Promote self guided heritage walks and Bondi to Manly walk	Urban Planning, Policy and Strategy
	Prepare and implement Waverley Sustainable Visitation Strategy	Establish and coordinate ongoing work of the Tourism Working Group to facilitate implementation of planned activities	Urban Planning, Policy and Strategy

Outcome Measures

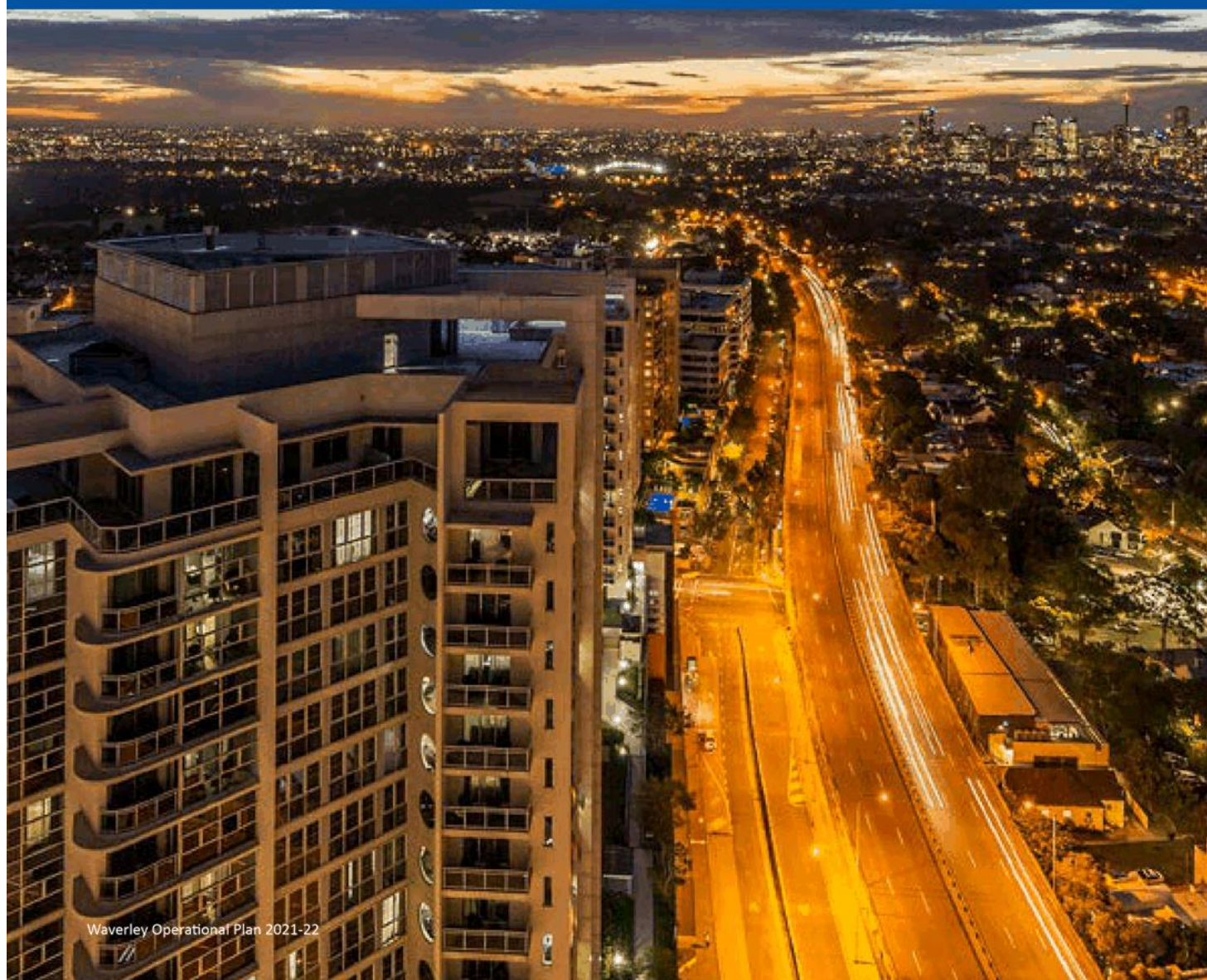
Outcome Measure	Baseline	Target (2022)	Responsibility
Commercial Centre Occupancy Rate	92.7% (August 2020)	Greater than or equal to 90%	Urban Planning, Policy and Strategy



Waverley Operational Plan 2021-22



PLANNING, DEVELOPMENT AND HERITAGE



Waverley Operational Plan 2021-22

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Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods

Strategies	Deliverables	Activity	Responsibility
5.1.1 Facilitate and enable a diverse range of housing options and other land uses	Develop and implement planning policies to increase affordable housing options	Implement the Waverley Local Housing Strategy	Urban Planning, Policy and Strategy
	Align local planning policy regularly with metropolitan planning directions and ensure a diversity of uses are provided	Prepare a new comprehensive Local Environment Plan(LEP) and Development Control Plan(DCP)	Urban Planning, Policy and Strategy
5.1.2. Ensure new development maintains or improves the liveability and amenity of existing neighbourhoods	Ensure planning policy and agreements provide improvements to the surrounding facilities and areas	Implement updated Voluntary Planning Agreement Policy and Affordable Housing Contribution Scheme	Urban Planning, Policy and Strategy
5.1.3. Ensure new development provides a high standard of design quality and does not impact on the amenity of neighbours or the wider community	Provide timely determinations of applications for developments	Implement assessment procedures that deliver high quality outcomes and efficient determination	Development Assessment
	Ensure new development meets the aims and objectives of the LEP and DCP	Assess all applications against relevant and provisions of the LEP and DCP and other relevant legislation	Development Assessment
5.1.4. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity	Ensure the development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier	Assess applications for a construction certificate against the development consent and legislation and ensure compliance during required inspections	Compliance
	Provide efficient and professional certification	Implement assessment and inspection procedures that deliver high quality outcomes and efficient determinations	Compliance
		Undertake swimming pool inspections in compliance with Swimming Pool Act and Regulation	Compliance

Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods

Strategies	Deliverables	Activity	Responsibility
5.1.4. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity	Ensure new buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier	Compliance
		Undertake fire safety inspections where potential fire safety issues are identified	Compliance
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Investigate complaints and take appropriate enforcement action relating to illegal use/ building works in a timely manner	Compliance
5.1.5. Encourage energy and water efficiency, best practice waste management and zero carbon buildings for all developments	Update planning policies, consider incentives and lobby for improved regulations	Investigate BASIX performance under climate projections through the Increasing Resilience to Climate Change grant project, and implement complementary measures or prepare guidance	Environmental Sustainability
		Research and prepare a Planning Proposal to improve energy and water efficiency for all developments and investigate zero carbon targets for all developments	Urban Planning, Policy and Strategy

Goal 5.2: Value and embrace Waverley's heritage items and places

Strategies	Deliverables	Activity	Responsibility
5.2.1 Protect, respect and conserve items and places of heritage significance within Waverley	Prepare and implement Conservation Management Plans (CMPs) and Conservation Strategies	Complete structural engineer's report for the contemplation shelters at Waverley Cemetery to prioritise and schedule future works	Customer, Cemetery and Lifeguard Services
	Implement events to promote local heritage	Partner with community and relevant heritage bodies to implement programs such as Heritage Awards that promote local heritage	Urban Planning, Policy and Strategy

34 Goal 5.2: Value and embrace Waverley's heritage items and places

Strategies	Deliverables	Activity	Responsibility
5.2.1 Protect, respect and conserve items and places of heritage significance within Waverley	Prepare and implement Waverley Heritage Study	Implement Waverley Heritage Assessment 2020 recommendations	Urban Planning, Policy and Strategy

Goal 5.3: Encourage new developments to achieve design excellence

Strategies	Deliverables	Activity	Responsibility
5.3.1 Ensure development and construction in the public and private domain achieves excellence in design	Ensure new developments and building upgrades achieve high quality design outcomes	Refer relevant applications to the Waverley Design Excellence Advisory Panel	Development Assessment
	Expand the concept of Complete Streets to all of Waverley local government area and prepare and implement the Street Design Manual	Integrate the Street Design Manual into the Charing Cross Streetscape Upgrade and Newland Street Streetscape Upgrade	Urban Planning, Policy and Strategy and Major Projects
5.3.2. Encourage creativity and innovation in the planning, design and delivery of new buildings, streetscape and public places upgrades	Adapt and implement 3D modelling to increase user understanding and appreciation of place	Expand 3D model for community use	Urban Planning, Policy and Strategy

Outcome Measures

Outcome Measures	Baseline	Target (2022)	Responsibility
Legislative compliance achieved on all matters investigated by Council	100% (2019–20)	100%	Compliance
Percentage of applications that meet LEP and DCP are determined within 40 working days after notification	80% (2018-19)	85%	Development Assessment
Increase in affordable housing investments through VPA negotiations	10% negotiated VPAs are invested in affordable housing (2019–20)	Increase investment from 10% to 25%	Urban Planning, Policy and Strategy
Public domain meets best practise standards(public domain manual guidelines)	50% public domain proposals have used existing public domain documents	90% of all public domain proposals have used the Public Domain Technical Manual	Urban Planning, Policy and Strategy and Major Projects



TRANSPORT, PEDESTRIANS AND PARKING



Waverley Operational Plan 2021-22

36 Goal 6.1. Provide a wide range of transport options so people can easily move within and beyond Waverley

Strategies	Deliverables	Activity	Responsibility
6.1.1 Enable people to walk and cycle easily around the local area	Prepare and implement a Walking Audit and Walking Strategy	Undertake pedestrian audits at Newland Street	Major Projects
	Implement Waverley Bike Plan 2013 and prepare a Cycling Strategy for separated cycling infrastructure	Deliver Bondi Junction Cycleway and Streetscape project	Major Projects
	Continue to implement a partnership program with schools and businesses to promote and encourage active transport	Partner with schools to deliver safer school travel initiatives	Urban Planning, Policy and Strategy
6.1.2. Improve accessibility to public transport and ride sharing	Partner with State government to undertake major improvements to Bondi Junction Interchange, and bus services on Bondi Road Corridor	Finalise and evaluate the performance of the PUDO Project (Mobility as a Service) with key industry and government stakeholders	Urban Planning, Policy and Strategy
		Liaise with Transport for NSW to improve safety for pedestrians and commuters accessing the Bus Rail Interchange and deliver the Rowe Street Development Assessment	Urban Planning, Policy and Strategy
	Encourage more ride sharing, shared vehicles and electric vehicles through our policies, planning and facilities management	Trial bike hubs in key locations	Urban Planning, Policy and Strategy
		Install car share pods in multiple locations	Urban Planning, Policy and Strategy
6.1.3. Reduce the need to own and travel by private motor vehicle	Implement an integrated approach to parking, land use and travel demand through our planning instruments and parking policies	Incorporate strategic transport priorities into planning instruments	Urban Planning, Policy and Strategy

Goal 6.2. Build and maintain streetscapes that have a welcoming sense of place

Strategies	Deliverables	Activity	Responsibility
6.2.1 Improve accessibility and convenience with new and upgraded roads and footpaths that balance the needs of pedestrians, bicycles and other users	Adopt the Transport Hierarchy into all road and footpath works undertaken by Council, for both capital and maintenance works	Incorporate transport hierarchy principles into civil designs of asset renewal projects	Infrastructure Services, Urban Planning, Policy and Strategy
6.2.2. Deliver improved access to popular destinations such as Bondi Junction, Bondi Beach and local villages	Implement Complete Streets and other improvements to Bondi Junction and implement Campbell Parade Streetscape Upgrade	Manage delivery of Bondi Junction Cycleway: Remaining length of Oxford Street and Bronte Road	Major Projects

Goal 6.3. Create safe streets and footpaths with fair access to parking

Strategies	Deliverables	Activity	Responsibility
6.3.1 Build and maintain streets and footpaths that are safe for everybody	Reduce road speeds in Waverley local government area to 40kmh throughout and 10kmh in select locations	Partner with Transport for NSW and NSW Centre for Road Safety to reduce road speeds	Infrastructure Services and Urban Planning, Policy and Strategy

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Goal 6.3. Create safe streets and footpaths with fair access to parking

Strategies	Deliverables	Activity	Responsibility
6.3.2. Prioritise residential access to car parking	Review arrangements for parking to address changing community needs including parking permit and electronic permit systems	Implement a fit for purpose online parking permit system and promote to the community	Customer, Cemetery and Lifeguard Services
6.3.3. Ensure that on-street and off-street parking is fairly and effectively managed	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	Undertake feasibility assessment and implement smart parking options in Council's car parks and other relevant locations as applicable; research and replace on-street parking meters	Property and Facilities and Compliance
	Ensure residential and commercial parking areas are patrolled as per Service Level Agreement	Continue to patrol residential and commercial parking areas and address areas of concern via enforcement action	Compliance

Outcome Measures

Outcome Measures	Baseline	Target (2022)	Responsibility
Increase in metres of separated cycleway	0(2018–19)	310 metres	Major Projects



BUILDINGS AND INFRASTRUCTURE



40 Goal 7.1. Undertake long-term maintenance and renewal of Council assets that meet community expectations and statutory obligations

Strategies	Deliverables	Activity	Responsibility
7.1.1. Implement a sustainable asset management policy and strategy	Implement adopted Asset Management Plans (AMPs) for all infrastructure types	Deliver proactive maintenance activities to ensure all Council's civil infrastructure assets meet standards	Asset Maintenance
		Manage design and delivery of asset renewal projects identified in AMPs and included in Capital Works Program (CWP)	Major Projects
	Implement continual Improvement Plan for all asset categories	Deliver annual SAMP building renewal program as part of the Capital Works Program	Property and Facilities

Goal 7.2. Construct and upgrade new buildings and infrastructure that meet current and future community needs

Strategies	Deliverables	Activity	Responsibility
7.2.1 Work with the community to deliver long-term building and infrastructure plans	Deliver a community infrastructure Capital Works Program	Prepare and implement annual Community Infrastructure Program	Infrastructure Services
	Develop and implement a Strategic Property Investment framework to effectively manage Council's property portfolio	Implement strategic actions identified in the Property Strategy Implementation Plan for delivery in 2021-22	Property and Facilities

Outcome Measures

Outcome Measures	Baseline	Target (2022)	Responsibility
Infrastructure Backlog Ratio	1.01% (2019-20)	Less than 2%	Infrastructure Services, Major Projects
Buildings and Infrastructure Renewal Ratio	158.13% (2019-20)	Greater than or equal to 100%	Property and Facilities, Infrastructure Services, Major Projects



SUSTAINABLE ENVIRONMENT



Waverley Operational Plan 2021-22

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Goal 8.1. Reduce greenhouse gas emissions and prepare for the impacts of climate change

Strategies	Deliverables	Activity	Responsibility
8.1.1. Improve energy efficiency of Council and community buildings and infrastructure	Upgrade lighting, heating, cooling and operations to improve energy efficiency	Upgrade Library Heating Ventilation and Cooling system through data enabled control system	Environmental Sustainability
		Partner with Ausgrid to upgrade and improve street lighting performance	Environmental Sustainability
	Improve environmental performance of new and existing buildings	Facilitate energy savings through energy efficiency, solar and batteries for strata and multi-unit dwellings	Environmental Sustainability
8.1.2 Increase uptake of renewable energy	Deliver programs to increase the amount of solar and battery installed on community and Council properties and buildings, schools and residential properties	Establish quarterly reporting and monitoring of energy use and greenhouse gas emissions across key departments	Environmental Sustainability
		Facilitate installation of solar at Eastern Suburbs Schools	Environmental Sustainability
	Increase proportion of renewables in Council electricity through our electricity procurement and facilitate community uptake of renewable energy use	Implement projects to increase fuel efficiency of Council vehicles	Environmental Sustainability
8.1.3 Plan and respond to the impacts of climate change	Prepare and implement a Waverley Climate Change Adaptation Risk Assessment and Adaptation Plan	Undertake climate change risk assessment of assets and operations	Environmental Sustainability
		Prepare regional climate change scenario for Eastern Beaches region	Environmental Sustainability

Goal 8.2. Conserve water and improve water quality

Strategies	Deliverables	Activity	Responsibility
8.2.1 Increase water harvesting through stormwater harvesting schemes and rainwater capture	Maintain and increase stormwater infrastructure at Bronte, Tamarama and Bondi Beaches	Connect stormwater harvesting system to the Bondi Pavilion restoration project	Environmental Sustainability

Strategies	Deliverables	Activity	Responsibility
8.2.2. Improve water efficiency of new and existing community and Council buildings and infrastructure	Utilise water saving devices and practices across parks, beaches and facilities	Upgrade rainwater tank controls on Council assets for improved efficiency	Environmental Sustainability
	Engage with the community and businesses to promote water savings devices and practices	Partner with Sydney Water to run the WaterFix Strata project to reduce potable water consumption and improve water conservation behaviour in line with strengthened water restrictions	Environmental Sustainability

Strategies	Deliverables	Activity	Responsibility
8.2.3. Reduce pollutants entering waterways	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	Upgrade Gross Pollutant Trap (GPT) in North Bondi	Environmental Sustainability
	Manage existing sewer overflows and legacy issue of sewer outfalls at Diamond Bay and Vacluse	Support Sydney Water to commence upgrade of Diamond Bay and Eastern Beaches sewer outfalls	Environmental Sustainability

Goal 8.3. Protect and increase our local bushland, parks, trees and habitat

Strategies	Deliverables	Activity	Responsibility
8.3.1 Improve the condition and increase the extent of remnant bushland sites	Implement the Biodiversity Action Plan- Remnant sites, and volunteer bushcare program	Continue implementation of the Biodiversity Action Plan- Remnant Sites by engaging and managing contractors to undertake bush regeneration activities	Environmental Sustainability
	Support the delivery of the threatened species sunshine wattle (acacia terminalis) and Eastern Suburbs Banksia Scrub Recovery Plans	Continue implementation of the Biodiversity Action Plan- Remnant Sites including Loombah Road Reserve and York Road	Environmental Sustainability
8.3.2 Develop and implement coastal bushland and habitat improvement plans	Implement the Bronte, Tamarama and Thomas Hogan Ecological Restoration Plans	Continue to implement Bronte Ecological Restoration Action Plan, Tamarama Ecological Restoration Framework and Action Plan and Thomas Hogan Ecological Restoration Action Plan	Environmental Sustainability
	Prepare and implement the Coastal Bushland Restoration Plan	Implement slope planting at Calga Reserve	Environmental Sustainability

Goal 8.3. Protect and increase our local bushland, parks, trees and habitat

Strategies	Deliverables	Activity	Responsibility
8.3.3 Increase the quantity of trees and plants in public spaces, parks and streets	Prepare and implement an Urban Tree and Canopy Strategy	Prepare Urban Tree and Canopy Strategy	Environmental Sustainability
		Implement a tree planting program to increase tree canopy cover	Asset Maintenance
		Implement Tree Management Policy	Asset Maintenance
	Deliver the Living Connections and Habitat Stepping Stones programs to improve habitat on private land in Waverley	Implement the Living Connections program to increase and improve native habitat in Waverley, focussing on Bronte and Tamarama	Environmental Sustainability

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Outcome Measures

Outcome Measures	Baseline	Target (2022)	Responsibility
Reduction in water consumption for Council operations	61,786 kilolitres(2016-17)	Less than 61,786 kilolitres	Environmental Sustainability
Reduction in water consumption for Waverley LGA	6,208,915 kilolitres (2016-17)	Less than 6,208,915 kilolitres	Environmental Sustainability
Reduction in water consumption	7,849 tonnes CO2 emissions across Waverley Council sites	4,500 tonnes CO2 across Waverley Council sites	Environmental Sustainability
Increase in solar installations in Waverley LGA	Local renewable energy capacity of 3314 KW(2017-18)	5,900 KW of solar installed locally	Environmental Sustainability
No loss of remnant vegetation	5.6 hectares (2019)	5.9 hectares	Environmental Sustainability
Increase in the amount of remnant vegetation in good condition	9% in good condition in 2020	10% in good condition	Environmental Sustainability



SUSTAINABLE WASTE



Waverley Operational Plan 2021-22

48 Goal 9.1. Reduce the amount of waste generated

Strategies	Deliverables	Activity	Responsibility
9.1.1 Engage with residents, visitors and businesses to promote sustainable consumption and waste avoidance	Develop and deliver targeted engagement programs to facilitate re-use, repair and sustainable purchasing	Deliver Waste Avoidance/Reuse program for schools, businesses, and the community	Environmental Sustainability
	Develop and deliver programs targeted at residents and businesses to reduce single-use plastics		Environmental Sustainability
9.1.2. Lead advocacy campaigns, policy development and research into systems to reduce waste	Work with businesses, government and industry stakeholders to increase waste recycling and reduction	Develop a Waste Minimisation Strategy in line with the NSW 20 Year Waste Strategy	Environmental Sustainability

Goal 9.2. Facilitate best practise in waste management to increase recycling and recovery

Strategies	Deliverables	Activity	Responsibility
9.2.1 Deliver engagement programs and services to increase waste diversion from landfill	Identify and deliver targeted engagement programs to residents, schools and businesses to increase recycling and lower contamination rates	Deliver Sustainable Waste program at schools, businesses, and in the community to reduce waste generation and increase recycling	Environmental Sustainability
		Deliver Compost Revolution program to increase uptake of organics recycling by residents	Environmental Sustainability
	Provide waste collection points and recovery programs for problem waste items	Provide recycling drop off locations or events for problem waste items	Environmental Sustainability

Goal 9.2. Facilitate best practise in waste management to increase recycling and recovery

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Strategies	Deliverables	Activity	Responsibility
9.2.2. Provide efficient collection of Waverley's waste and recycling to minimise waste to landfill	Provide an optimal, efficient and reliable kerbside recycling and waste collection service	Continue to provide residential waste services that meet the needs of the community	Environmental Sustainability
		Implement the Waste Management System to facilitate optimal kerbside collections	Waste and Cleansing
	Provide a bulky waste collection service which is processed to recover as much waste as possible	Undertake a review of the bulky waste collection service and implement the Waste Management System to facilitate optimal bulky item collections	Waste and Cleansing
9.2.3. Incorporate the most advanced waste management and treatment technologies to maximise diversion from landfill	Partner with regional stakeholders and State government to investigate and implement new waste technologies to maximise resource recovery	Continue to work with waste processing contractors and the NSW Environment Protection Authority to improve landfill diversion rates and to apply principles of responsible, best practice waste management	Waste and Cleansing, Environmental Sustainability
	Kerbside and public bin waste processed through advanced waste treatment or other technology to maximise diversion from landfill	Process kerbside and public place waste in a waste treatment system that reduces landfill, in accordance with the established NSW Environment Protection Authority regulations for waste and recycling	Waste and Cleansing

50 Goal 9.3. Keep our streets, beaches and parks clean and free of litter, rubbish and pollution

Strategies	Deliverables	Activity	Responsibility
9.3.1 Undertake programs and services to reduce litter and create clean and attractive public spaces	Deliver education, engagement, and enforcement to reduce litter and dumping in Waverley	Deliver litter and illegal dumping prevention programs to raise awareness that littering and dumping is an offence	Environmental Sustainability
	Develop and support partnerships to reduce litter and dumping on streets, parks and beaches	Build strategic partnerships with strata managers, building managers, real estate agents, cleaners and community groups to improve management of unwanted bulky items and reduce illegal dumping and litter	Environmental Sustainability
9.3.1 Undertake programs and services to reduce litter and create clean and attractive public spaces	Provide public place waste and recycling infrastructure and improve the cleanliness of streets, litter hotspots and beaches	Implement the Litter Prevention Program	Environmental Sustainability
		Undertake beach, park and public place cleaning program according to schedule	Waste and Cleansing
		Manage waste and recycling infrastructure to improve operational effectiveness	Waste and Cleansing

Outcome Measures

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Outcome measures	Baseline	Target (2022)	Responsibility
Reduction in dumped rubbish incidents reported	1256 incidents (base year 2019)	20% reduction in illegal dumping incidents (879 incidents)	Environmental Sustainability
Reduction in litter on our beaches	Average litter count of 78, 16 and 23 for Bondi, Tamarama and Bronte Beaches respectively (excluding micro particles) in 2018 audit	20% reduction in litter on our beaches in summer	Environmental Sustainability
Increase recycling rates in apartments	90% of bins were contaminated at apartment buildings participating in Recycling Improvement Program (2018–19)	Only 40% of bins are contaminated at apartment buildings participating in Recycling Improvement Program	Environmental Sustainability
Cleaning program completed according to schedule and service standards	100%	100%	Waste and Cleansing
Waste collection program completed according to schedule and standards	100%	100%	Waste and Cleansing



Waverley Operational Plan 2021-22



CORPORATE LEADERSHIP AND ENGAGEMENT



Waverley Operational Plan 2021-22

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Goal 10.1. Engage the local community in shaping the future of Waverley

Strategies	Deliverables	Activity	Responsibility
10.1.1 Provide opportunities for the community to contribute to decision making	Develop and maintain a suite of integrated corporate plans that meet legislative requirements	Undertake Council's Integrated Planning and Reporting (IPR) activities in alignment with legislative requirements and provide community engagement opportunities	Finance
		Implement Waverley Community Engagement Strategy	Communications, Culture and Events
	Implement Waverley Community Engagement Strategy	Provide training for relevant internal stakeholders on community engagement procedures	Communications, Culture and Events
		Engage Precinct committees on strategic issues	Governance and Risk
		Develop a proposal that outlines a process to enable Combined Precincts' group host public forums	Governance and Risk

Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council

Strategies	Deliverables	Activity	Responsibility
10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making	Develop and implement an Enterprise Risk Management framework	Conduct Business Continuity Plan training for key staff including a scenario exercise	Governance and Risk
	Review and implement a governance framework	Review and update relevant governance policies, including Councillor Expenses and Facilities Policy, Code of Meeting Practice, Code of Conduct, and Precinct Policy and Handbook	Governance and Risk
		Review Council Committee Charters	Governance and Risk
		Develop and implement GIPA training program	Governance and Risk
		Provide support to the Returning Officer for the Local Government Election	Governance and Risk
		Develop and implement Induction program for the newly elected Councillors	Governance and Risk
		Develop Governance Framework in line with the NSW Audit Office Lighthouse Model	Governance and Risk
		Implement Fraud and Corruption Control Framework	Governance and Risk
		Implement an Information Management Framework	Information Management and Technology
		Implement a new Information and Communication Technology (ICT) operating model	Information Management and Technology

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Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council

Strategies	Deliverables	Activity	Responsibility
10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making	Review and implement a governance framework	Review and update financial policies, systems procedures and business processes to improve financial compliance and risk mitigation	Finance
		Implement the Procurement Framework and Procurement Policy, processes and procedures to improve transparency and efficiency	Finance
10.2.2. Deliver long-term financial and economic programs that improve financial sustainability	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies	Finance
	Prepare and implement strategies to improve financial performance	Undertake service reviews to improve services, operational efficiencies and reduce costs over time	Finance
10.2.3. Strengthen capabilities and resources to deliver Waverley Community Strategic Plan 2018-2029 outcomes	Implement the Workforce Management plan	Prepare the Waverley 2022-2032 Workforce Plan to support the Delivery Program implementation	Human Resources, Safety and Well-Being
	Implement a Leadership and Employee Development program	Design and Deliver a comprehensive Leadership Development Program for senior, middle and front-line managers and supervisors	Human Resources, Safety and Well-Being

Goal 10.3. Build an organisation that places customers and the community at the heart of service delivery

Strategies	Deliverables	Activity	Responsibility
10.3.1 Engage and partner with the community to provide services that meet its needs and expectations	Pilot and deliver new customer service ideas focussing on community needs	Develop a Customer Experience Strategy	Customer, Cemetery and Lifeguard Services
		Investigate opportunities to enhance the customer experience within Cemetery Services	Customer, Cemetery and Lifeguard Services
		Prepare and implement Lifeguard Services Operational Plan (Service Statement)	Customer, Cemetery and Lifeguard Services
		Develop new memorialisation products	Customer, Cemetery and Lifeguard Services
		Continue revocation and renewal of burial sites in accordance with NSW State legislation	Customer, Cemetery and Lifeguard Services
	Review and implement a Customer Experience Strategy	Undertake Customer Journey Mapping to analyse customer experience	Customer, Cemetery and Lifeguard Services

58 Goal 10.3. Build an organisation that places customers and the community at the heart of service delivery

Strategies	Deliverables	Activity	Responsibility
10.3.2. Use technology to streamline and enhance customer interactions with Council	Increase in end-to-end service delivery offerings	Upgrade Council's enterprise application in line with Information and Communication Technology (ICT) Strategy to improve services to our community	Information Management and Technology
		Investigate and implement online chat as a customer communication channel	Customer, Cemetery and Lifeguard Services
		Develop and initiate a process to assess customer insights and determine service trends	Customer, Cemetery and Lifeguard Services
10.3.3. Deliver efficient and effective services to increase value for money	Develop and undertake a Business Improvement and Service Review program	Deliver service improvements in support of the ICT Strategy and other organisation improvement programs	Organisation Improvement
		Establish an integration platform to provide seamless and connected service delivery	Information Management and Technology
		Prepare Channel Strategy to improve communication platforms for community to interact with Council	Information Management and Technology
	Undertake resource sharing and/or service delivery partnerships with other councils and community organisations	Partner with other Councils, industry experts and/or community organisations to facilitate best practice outcomes	Organisation Improvement

Outcome Measures

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Outcome Measures	Baseline	Target (2022)	Responsibility
Community satisfaction with availability of appropriate opportunities to participate and contribute to Council decision making	73% community satisfaction rating(2018)	80% community satisfaction rating	Communications, Culture and Events
Enhance financial sustainability for Cemeteries	28 new memorialisation products available for sale (2021)	50 new memorialisation products available for sale	Customer, Cemetery and Lifeguard Services
Customer complaints management	TBC	80% complaints resolved within 30 days	Customer, Cemetery and Lifeguard Services
Precinct satisfaction against 2020 baseline (including very satisfied and satisfied rating)	TBC	TBC	Governance and Risk
Reduction in enterprise risks outside of risk appetite against 2020-21 baseline	TBC	2021/22 less than 2020/21	Human Resources, Safety and Well-Being
Increased performance engagement scores from low to moderate in five performance improvement areas identified in organisational survey	5 below 50% (indicates low score) (2018-19)	5 above 50% (indicates moderate score)	Human Resources, Safety and Well-Being
Reduced manual processes and increased system efficiency	Manual processes across siloed systems	Integration platform established and at least two systems integrated	Information Management and Technology
Operating Performance Ratio	Operating Performance Ratio of- 8.13% including COVID-19 impact and - 1.13% excluding COVID-19 impact (2019-20)	Greater than zero	Finance
Own Source Operating Revenue Ratio	79.17% (2019-20)	Greater than 60%	Finance
Unrestricted current ratio	\$7.22 of unrestricted assets available (2019-20)	Greater than 1.50 times	Finance
Debt Service Ratio	11.18 times (2019-20)	Greater than 2 times	Finance
Rates and Annual Charges Outstanding Ratio	5.06% (2019-20)	Less than 5%	Finance
Cash Expense Cover Ratio	13.38 months (2019-20)	>3 months	Finance
Increase in financial and legislative compliance	100% (2019-20)	100%	Finance
Increase in compliance with NSW Audit Office procurement recommendations	65% (2020)	80%	Finance



KNOWLEDGE AND INNOVATION



Waverley Operational Plan 2021-22

Goal 11.1. Enable our community to embrace economic opportunities using knowledge-based and other emerging technologies

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Strategies	Deliverables	Activity	Responsibility
11.1.1 Use smart city technology to improve the quality of life, optimise resources and economic sustainability	Prepare and Implement the Smart City Strategy	Facilitate the delivery of Smart Waverley 2023 Strategy priority projects such as formation of Smart Cities Advisory Group and Governance Framework	Urban Planning, Policy and Strategy and Information Management and Technology
11.1.2. Expand opportunities for the community to access and utilise digital technology	Expand free Wi-Fi network to neighbourhood centres	Pilot public Wi-Fi in targeted neighbourhood centres	Information Management and Technology
	Initiate a small grant technology start-up scheme	Facilitate and deliver access to a grants platform and organise a workshop to assist small businesses in grant opportunities	Urban Planning, Policy and Strategy
	Explore feasibility of developing data- sharing partnerships	Explore new data sharing partnerships with other government agencies	Urban Planning, Policy and Strategy
11.1.3. Encourage knowledge intensive and innovative industries	Develop and implement a strategy to attract knowledge-intensive public sector and private sector employers	Undertake research on knowledge intensive industries and launch branding and promotional initiatives to promote Waverley's strengths and opportunities to attract knowledge intensive industries	Urban Planning, Policy and Strategy

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Goal 11.2. Provide multi-purpose community spaces where innovation and collaboration can occur

Strategies	Deliverables	Activity	Responsibility
11.2.1 Create innovative spaces for business incubation and knowledge transfer	Plan and finalise the concept of the Knowledge and Innovation Hub based around the Boot Factory	Plan for the launch and activation of the Knowledge and Innovation Hub at the Boot Factory	Library and Learning Futures
		Complete the restoration of the Boot Factory including the Innovation Civic Hall	Major Projects
11.2.2. Deliver and facilitate access to emerging technologies and library collections	Develop and implement a new Library Strategic Plan to guide the provision of technology and learning opportunities to support community engagement	Conduct community consultation and develop the Library Strategic Plan 2022-2026	Library and Learning Futures
	Deliver and facilitate access to emerging technologies and library collections	Launch new online platforms to provide access to an expanded library collection	Library and Learning Futures

Outcome Indicators

Outcome Indicators	Baseline	Target (2022)	Responsibility
Positive customer feedback for programs offered at the Library	80% positive customer feedback (2018-19)	Maintain or Increase 80% positive customer feedback	Library and Learning Futures
Community satisfaction with Library services	93% positive customer feedback(2018)	Maintain or Increase 80% positive customer feedback	Library and Learning Futures
Increase in Knowledge and Innovation sector of the local economy	4,661 (2018)	Increase by 2%	Urban Planning, Policy and Strategy



COMMUNITY GRANTS PROGRAM

WAVERLEY COUNCIL PROVIDES A COMMUNITY GRANTS PROGRAM TO ENSURE THE DELIVERY OF A RANGE OF SERVICES TO THE LOCAL COMMUNITY

In 2021-22, an estimated amount of \$372,091 will be provided to enable the delivery of services that meet outcomes described in Waverley Council's plans and support identified needs groups in Waverley such as:

- Children, women and families
- Young people and their families
- Tenants and people who are homeless
- People with disability and older people
- Neighbourhood Centres and outreach services

Funding also supports community based cultural organisations delivering participatory cultural activities.

BUDGET ESTIMATES

Budget Forecast for the Financial Year 2021-22

	2021-22
Operating Income	
Rates & Annual Charges	66,371,823
Investment Income	858,687
User Charges	45,596,845
Other Revenues	19,652,753
Grants Subsidies & Contributions	5,509,401
Total Operating Income	137,989,509
Operating Expenditure	
Employee Costs	(70,419,977)
Materials & Contracts	(22,589,550)
Borrowing Costs	(65,406)
Other Operating Expenses	(22,863,005)
Depreciation & Amortisation	(21,986,264)
Total Operating Expenditure	(137,924,201)
Operating Result Before Capital Income- Surplus/(Deficit)	65,308
Capital Income	
Grants Subsidies & Contributions	16,881,829
Sale of Assets	974,898
Total Capital Income	17,856,727
Operating Result- Surplus/(Deficit)	17,922,035
Cash Available to fund Capital	
Capital Expenditure	
Other Capital Purchases	(4,864,445)
Capital Works Program	(59,939,209)
Total Capital Expenditure	(64,803,654)
Cash Flow to Fund- In/(Out)	(46,881,619)
Financed By:	
Borrowings	
External Loan	-
Less: Loan Repayments on External Loan	(447,206)
Net Borrowing	(447,206)
Reserve Movements	
Transfers to Reserves	(12,657,225)
Transfer from Reserves	38,018,696
Net Reserve Movements	25,361,471
Depreciation & Amortisation Expenses	21,986,264
Net Budget Result- Surplus/(Deficit)	18,910

Waverley Operational Plan 2021-22



STATEMENT OF REVENUE POLICY

STATEMENT WITH RESPECT TO RATE LEVY (SECTION 405 (2) LOCAL GOVERNMENT ACT, 1993)

1. ORDINARY RATES

1.1. OBJECTIVE

The levying of rates and charges by Council will be in a manner that is transparent, fair and equitable to all ratepayers so as to provide a sustainable source of revenue that endows all members of the community with high quality services, infrastructure and facilities.

1.2. RATE PEGGING

The NSW Government introduced rate pegging in 1977, making several amendments to the methodology resulting in the system in use since 1987. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified percentage.

In 2010, the State Government board, the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) was delegated responsibility for determining the allowable annual increase in general rates income.

IPART is the independent regulator that determines the maximum prices that can be charged for not only local government rates but also certain retail energy, water, and transport services in New South Wales.

The rate increase was determined using a Local Government Cost Index (LGCI) to June 2020 of 1.8%, setting the productivity factor to 0.0%, and adding an adjustment of 0.2% for the costs of the 2021 local government elections. IPART has set the 2021-22 rate peg at 2.0%.

Accordingly, the total rate income received from ordinary rates for this financial year will be increased by 2.0%.

1.3. GENERAL PRINCIPLES

Rates are an important source of Council's operating revenue, contributing approximately 36% of the total operating income in 2020-21. Rates are used to provide essential infrastructure and services such as roads, footpaths, parks, sporting fields, playgrounds,

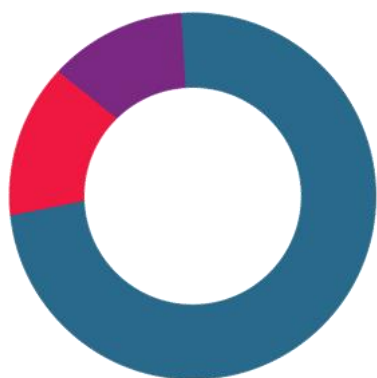
stormwater drainage, swimming pools, community centres, cycle ways, public amenities and Waverley Library.

The distribution of the rate levy will be made in accordance with the principles of the financial capacity of the ratepayer and to ensure an equitable level of services are provided to all ratepayers and residents.

However, the total rate revenue between the categories is at the discretion of Council.

The following graph details the proportion each category and sub category contributes to the total rates revenue received for this financial year. The proportional balance is unchanged from prior years to ensure a stable pricing structure for the community.

RATING INCOME STRUCTURE



Business - Ordinary: \$5,381,334	11%
Business - Bondi Junction: \$7,515,267	16%
Residential - \$35,252,644	73%

1.3.1. ORDINARY RATES

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

A centre of activity sub category will apply to business land within the Bondi Junction defined area. The determination has been made that the increased structural costs required in maintaining and improving a central business district requires a higher contribution from those community members.

Rate sub categories will not be applied to land deemed to be categorised residential.

1.3.2. SPECIAL RATES

Council is not proposing to levy any special rates for the 2021-22 year.

1.4. LAND VALUATION

The rates are calculated in accordance with the land value determined by the Valuer General's Office with a base date of 1 July 2019.

Supplementary valuations supplied after 1 July will only be used to calculate rate levies where a plan of subdivision or strata plan has been registered after this date in accordance with the amended land value supplied by the Valuer General of NSW.

The ordinary rates and charges will only be calculated on a pro-rata basis where the rateability status changes in accordance with section 555 of the Local Government Act, 1993.

1.5. MIXED DEVELOPMENT APPORTIONMENT FACTOR

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

1.6. AGGREGATION OF LAND

Aggregation of ordinary rate levy in accordance with Section 548A will apply only in the following circumstances.

For all lots categorised as Residential or Business for rating purposes, separately titled car spaces and separately titled utility lots that are in the same ownership as the residential or business lot and are within the same building or strata plan.

All aggregations will only apply from the commencement of the quarter following the lodgement of the application with Council.

2. RATING STRUCTURE

2021-22 RATING STRUCTURE

Category	Sub-Category	Number of Assessments	Rate (¢ in \$)	Minimum Rate	Estimated Rates
Residential	Ordinary	29,229	0.116114	674.15	35,252,644
Business	Ordinary	962	0.503543		5,381,334
Business	Bondi Junction	883	0.831943		7,515,267
				Total	48,149,245

2.1. POLICY – RESIDENTIAL CATEGORY

1. The Residential category will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the residential criteria of Section 516 of the Local Government Act 1993.

2.2. POLICY – BUSINESS CATEGORY

1. The Business category, sub category Ordinary will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the business criteria of Section 518 of the Local Government Act 1993 with the exception of rateable assessments deemed to be within the sub category, Bondi Junction.

2. The Business category, sub category Bondi Junction will apply to rateable assessments that satisfy the business criteria of Sections 518 and 529 (2) (d) of the Local Government Act 1993 that satisfy the criteria of being within the centre of activity of Bondi Junction.

3. INTEREST CHARGES

In accordance with Section 566(3) of the Local Government Act 1993, the Minister for Local Government determines the maximum rate of interest payable on overdue

rates and charges for the 2021-22 financial year, the amount will be set when the rate is issued. Council will apply the maximum rate of interest in 2021-22 on all un-paid rates and annual charges.

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

4. SECTION 611 CHARGES – GAS MAINS

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

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

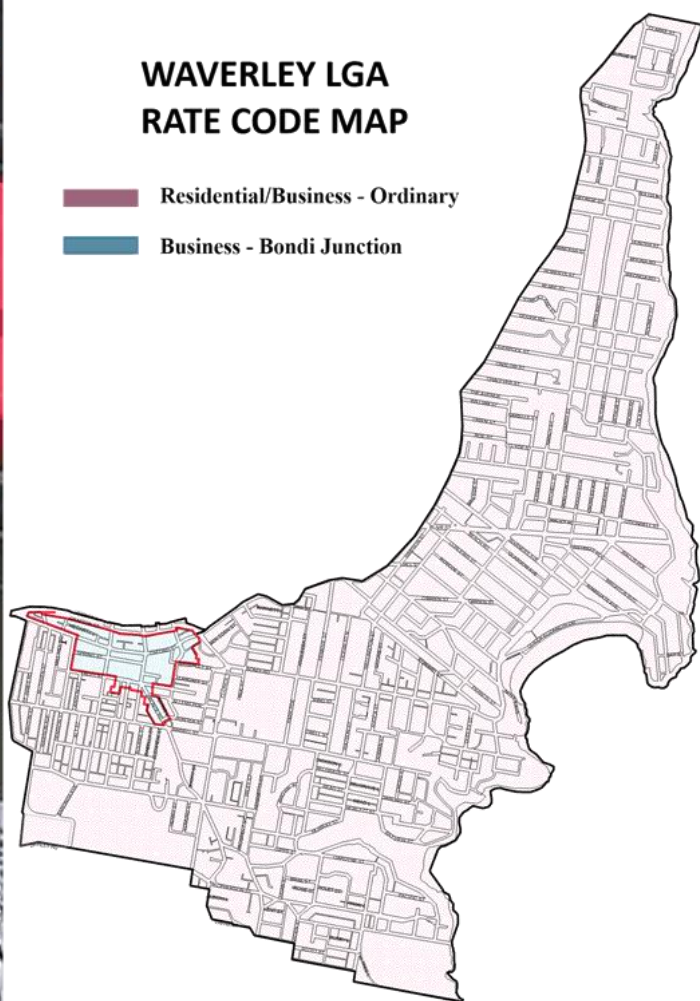
This is assessed in accordance with the judgement by Justice Pike (AGL v. Glebe Municipal Council) and the charge to be calculated using the independent audited figures

prepared for the Local Government Association of New South Wales (LGANSW) and the apportionment determined by the LGANSW.

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WAVERLEY LGA RATE CODE MAP

- Residential/Business - Ordinary
- Business - Bondi Junction



DOMESTIC WASTE MANAGEMENT CHARGE

The annual Domestic Waste Management Charge is a fee to manage and collect residential waste. This is authorised under Section 496 of the Local Government Act 1993. This charge is mandatory and will apply uniformly to each separate residential occupancy of rateable land for which the service is available. For all other residential premises with self-contained units (non-shared bathroom and/or kitchen), one charge will apply per unit. The Council will exercise discretion regarding section 496 and may vary the charge and/or service in evaluation of the individual circumstances.

The domestic waste management charge for 2021-22 is \$588. This is an increase of \$12 from 2020-21.

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

The Domestic Waste Management Charge covers the cost for collection, processing and disposal of all domestic waste and recycling, bulky household waste, problem waste, illegal dump removal, provision of waste avoidance, reuse and recycling initiatives and education programs that support a circular economy and reduce waste to landfill.

The Domestic Waste Charge also includes costs incurred from the

NSW Government Waste Levy
Under conditions of the NSW Waste Levy Council is required to pay a contribution for each tonne of waste received at the facility. The Waste Levy is administered by the NSW State Government with the objective to reduce the amount of waste being landfilled and promote recycling and resource recovery.

ADDITIONAL DOMESTIC WASTE MANAGEMENT CHARGE

The Additional Domestic Waste Management Charge is a fee for any additional waste and/or recycling bin(s) and associated servicing of those bins at a rateable property currently paying a Domestic Waste Management Charge. The Additional Domestic Waste Management Charge for 2021-22 is \$588.

BIN ALLOCATION

For Single Unit Dwellings (individual house), the bin allocation includes one bin of 140L for each of the following: general waste, container recycling, paper recycling and garden organics (optional).

Residential apartment buildings containing three or more dwellings (whether attached or detached) on one lot of land, including boarding houses and service apartments, receive bin allocation based

on their waste generation rate according to the published rates in Development Control Plan (DCP), 2012. Allocations for these property types do not directly relate to the number Domestic Waste Charges of a rateable property. The standard bin size for residential apartment buildings is 240L for each of the following: general waste, container recycling, paper recycling and garden organics (optional). Bulk 660L and 1100L bin sizes may be considered for Council approval for larger buildings.

UPSIZED DOMESTIC WASTE MANAGEMENT CHARGE

For Single Unit Dwellings (individual house) residents have the option to upsize their 140L general waste bin to a 240L general waste bin. The upsized Domestic Waste Management Charge for 2021-22 is \$1,008.

DISPUTED DOMESTIC WASTE MANAGEMENT CHARGE

The annual rate notice that is issued by Council each year in July includes details of the Domestic Waste Management Charge attributed to each property, including any Additional Domestic Waste Charges. Where the ratepayer believes they are being incorrectly charged and advises Council prior to the due date for payment of the first instalment, Council will verify the charge for the property and contact the ratepayer with the outcome. If the ratepayer was incorrectly charged, the charge will be amended on the next rates notice.

PLEASE NOTE: Recycling and waste bins are specifically allocated to each property and are not transferable between properties at any time.



STORMWATER MANAGEMENT SERVICE CHARGE

The stormwater management service charge (the levy) is intended as a mechanism for Councils to raise income to invest in improving the stormwater systems in urban areas. It is in addition to what is raised through general rates and other charges. Council undertakes ongoing planning for, and assessment, construction and maintenance of stormwater assets, as well as stormwater education, to:

- Reduce the impact of localised flooding
- Reduce pollution reaching our waterways
- Use stormwater as a resource e.g. through collection, treatment and irrigation of playing fields
- Reduce erosion of waterways
- Upgrade the drainage system as pipes fail or become undersized for the amount of water they need to carry
- Ensure that residents and businesses are doing their bit to help manage stormwater.

Since 2006, Council was able to levy a stormwater management service charge under the Local Government Amendment (Stormwater) Act 2005 No 70. However, Council introduced the Levy for the first time in 2019-20.

The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m² of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5.

The revenue raised from the stormwater levy will allow Council to cover costs to implement projects in relation to capacity and water quality as well as works arise from the Catchment Flood Study. The expected annual revenue from the Stormwater Management Service Charge for 2021-22 is \$529,022.

Projects funded through the Levy

Charing Cross Streetscape

Pits & Pipes Renewal

Drainage works at various locations

Urgent Works



CAPITAL WORKS

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CSP Theme	Project Description	2021-22
Art and Culture	Public Art Commissions- every two years	50,000
Buildings and Infrastructure	Bondi Pavilion Conservation and Restoration Project	8,200,000
Buildings and Infrastructure	Tamarama Surf Club Upgrade	5,518,523
Buildings and Infrastructure	Mill Hill Upgrade	2,688,100
Buildings and Infrastructure	2A Edmund St (Social housing) Redevelopment	2,500,000
Buildings and Infrastructure	SAMP5 Building Renewal Program	2,077,000
Buildings and Infrastructure	SAMP5 Roads Renewal Program	1,477,496
Buildings and Infrastructure	SAMP5 Footpath Renewal Program	1,380,000
Buildings and Infrastructure	Other Council Office Facilities Upgrades	1,000,000
Buildings and Infrastructure	SAMP5 Kerb and Gutter Renewal Program	872,960
Buildings and Infrastructure	Bondi Lifeguard Facilities Upgrade	500,000
Buildings and Infrastructure	SAMP5 Stormwater Drainage Renewal Program	500,000
Buildings and Infrastructure	Alexandria Integrated Facility washbay construction	400,000
Buildings and Infrastructure	Council Chambers Upgrade	400,000
Buildings and Infrastructure	Bronte Surf Life Saving Club & Community Facilities Upgrade	250,000
Buildings and Infrastructure	Bondi Surf Bathing Life Saving Club Conservation and Upgrade Project	250,000
Recreation and Open Spaces	Bondi Park Plan of Management Landscape Works	5,200,000
Recreation and Open Spaces	SAMP5 Bondi Park Lighting Renewal and Upgrades	772,000
Recreation and Open Spaces	Eastern Avenue and Diamond Bay Boardwalk	405,000
Recreation and Open Spaces	Waverley Park Slope Stabilisation and Path to Netball Courts	320,000
Recreation and Open Spaces	SAMP5- Other: Fences, Stairs, Edging, Walls /Retaining Walls	300,000
Recreation and Open Spaces	North Bondi Mosaic Renewal	280,000
Recreation and Open Spaces	SAMP5- Bus Shelters, Seats and Benches, bike furniture, bins, bollards and wheelstops	250,000
Recreation and Open Spaces	SAMP5 Park & Playground Planning & Design	220,000
Recreation and Open Spaces	Waverley Park Fitness Station Upgrade	220,000
Recreation and Open Spaces	Coastal Fencing Renewal	100,000

Waverley Operational Plan 2021-22

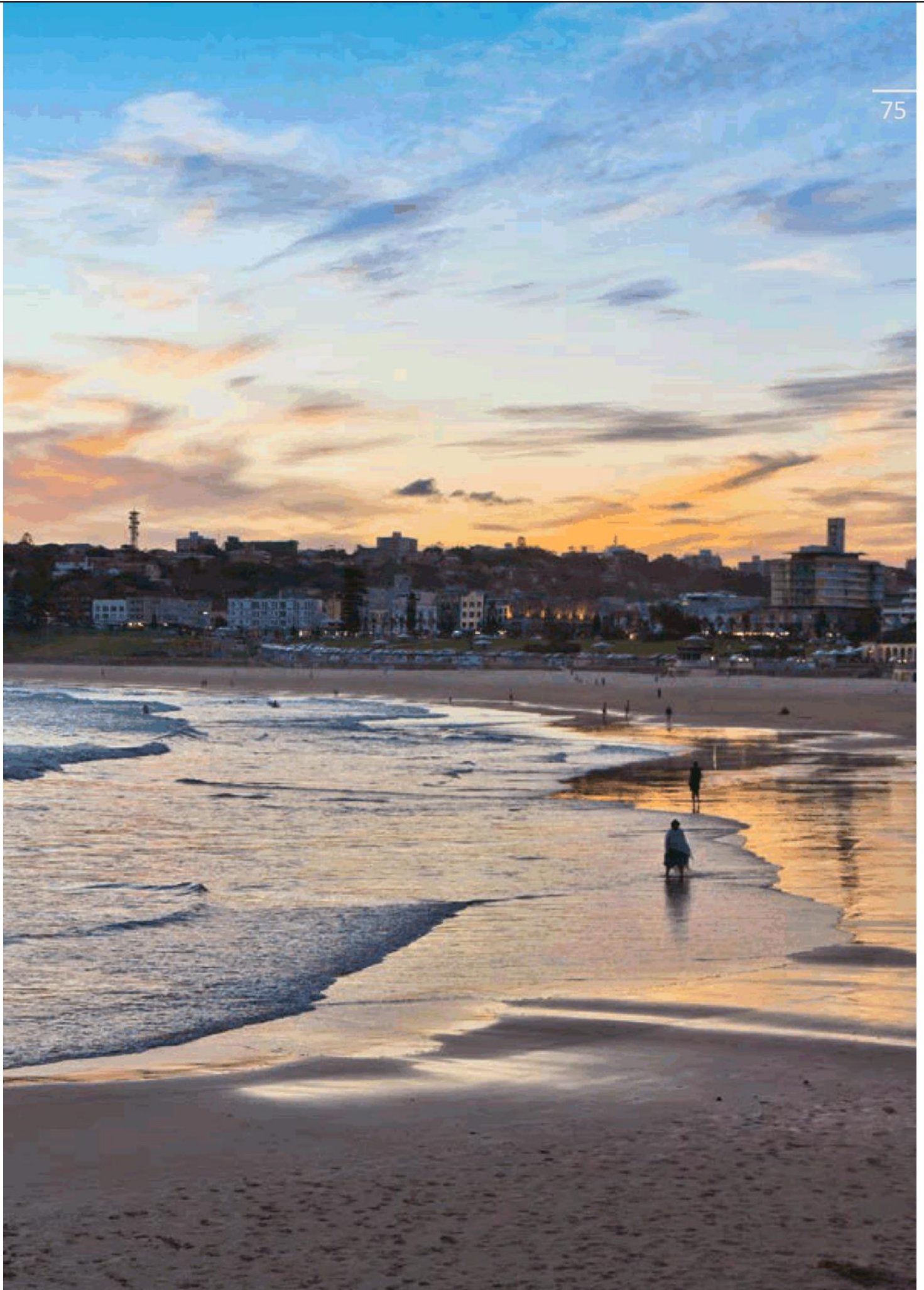
CSP Theme	Project Description	2021-22
Recreation and Open Spaces	Waverley Signage Strategy Implementation	100,000
Recreation and Open Spaces	Onslow Street Reserve Park and Playground Upgrade	80,000
Recreation and Open Spaces	SAMP5 Renewal Heritage Significant Element & Contemplation Shelters	75,000
Recreation and Open Spaces	Belgrave Street Reserve Park and Playground Upgrade	65,000
Recreation and Open Spaces	South Head Cemetery Retaining Wall Reconstruction	50,000
Recreation and Open Spaces	Waverley Cemetery Retaining Wall Investigation	50,000
Transport, Pedestrians and Parking	Bondi Junction Cycleway and Streetscape Upgrade	7,530,398
Transport, Pedestrians and Parking	Charing Cross Streetscape Upgrade	4,300,000
Transport, Pedestrians and Parking	Car Park Ticketless Parking Infrastructure at Eastgate Carpark	800,000
Transport, Pedestrians and Parking	Bronte Cutting Safety Upgrade	750,000
Transport, Pedestrians and Parking	Safety by design in public places	500,000
Transport, Pedestrians and Parking	Speed Zone Implementation(40Km/H)	500,000
Transport, Pedestrians and Parking	SAMP5 Renewal Roundabouts / Speedhumps Traffic Islands/ Line Marking Renewal Program	150,000
Transport, Pedestrians and Parking	Complete Streets- Newland Street Design	100,000
Transport, Pedestrians and Parking	Street Signage Renewal Program	70,000
Transport, Pedestrians and Parking	Road safety and traffic calming	50,000
Environmental Sustainability	North Bondi Gross Pollutant Trap	390,000
Environmental Sustainability	SAMP5 Tree Planting Program	140,000
Environmental Sustainability	Facilities Sustainable Energy upgrades (Social Housing Solar)	125,000
Environmental Sustainability	SAMP5 Living Infrastructure Turf Replacement Program	110,000
Environmental Sustainability	SAMP5 Lighting & Electrical Infrastructure Renewal	100,000
Environmental Sustainability	Installation of Electric Vehicle Charging Stations	93,000
Environmental Sustainability	SAMP5 Renewal of SQID's & Harvesting Systems	67,861
Environmental Sustainability	SAMP5 Water Equipment Renewal	50,000
Environmental Sustainability	Thomas Hogan Environmental Restoration Action Plan regeneration	30,000
Environmental Sustainability	SAMP5 Renewal of Tanks and Pumps	11,649

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CSP Theme	Project Description	2021-22
Environmental Sustainability	SAMP5 Renewal of Solar Energy Infrastructure	5,222
Sustainable Waste	Varna Park SQID	305,000
Corporate Leadership & Engagement	Council ICT Strategy	4,580,000
Knowledge and Innovation	Boot Factory Restoration	2,630,000
Total		59,939,209

CAPITAL WORKS PROGRAM FUNDING SOURCES:

Project Description	2021-22
Grants/Contributions	12,144,355
S94A funds	3,488,026
Planning Agreement Funds	3,716,407
Domestic Waste reserve	935,484
Affordable Housing Contribution Reserve	2,500,000
Affordable Housing Program Reserve	32,000
Property Investment Strategy Reserve	15,313,100
Car Park Reserve	946,000
Computer Reserve	1,064,780
Infrastructure Park Open Reserve	547,746
Stormwater Management Reserve	500,000
SAMP Coastal and Retaining Reserve	55,000
SAMP Other Reserve	145,000
Cemetery Reserve	127,700
Carry Over Reserve	1,778,348
Centralised Reserve	1,636,596
Social Housing Reserve	95,000
Infrastructure Footpath Reserve	31,666
Infrastructure Road Reserve	300,000
Surplus Land Sale Reserve	200,000
Neighbourhood Amenity Reserve	300,000
Council General Revenue	14,082,001
Total Funding Sources	59,939,209



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**WAVERLEY**
COUNCIL

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Waverley Operational Plan 2021-22



WAVERLEY
COUNCIL

PRICING POLICY FEES & CHARGES 2021–22

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Pricing Methodologies

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

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

Terms and Explanations:

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

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

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

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

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

Categories

Under section 610E of the Local Government Act, Council may waive or reduce a fee in a particular case if Council is satisfied that the case falls within a category of hardship or any other category in respect of which Council has determined payment should be so waived or reduced.

Council has established the categories below. Not all categories apply to all fees. Please refer to each fee to see if a category applies, as well as the level of the discount offered.

Charity/community/not-for-profit

This category applies to groups that are either:

1. Registered as a charity or not-for-profit organisation, or
2. 'Non-profit'; i.e. apply only a very small fee to help cover costs.

Critical support services

1. Groups that provide support to community members affected by dependency on drugs, alcohol, gambling, or
2. Other groups that are part of a 12-step recovery program.

Theatre/music/film hire

This category applies to venue hirers who are able to demonstrate that they are undertaking the proposed activity primarily for the creation and dissemination of cultural material as the proposed hire purpose. Activities that are skewed predominantly towards commercial outcomes will attract the standard fees.

Local Primary schools: Schools within the Waverley LGA

Non Local Primary schools: Schools from outside the Waverley Local Government Area.

Students: Students with current student card or other evidence of enrolment in a primary, second or tertiary educational institution

Government authorities: Local, state or federal government authority or agency

The following additional categories have been established and may apply to any fees.

Where a service is not provided or is disrupted

Where a service is not provided, Council may, at its discretion, refund or credit the fee.

Where a service is disrupted, Council may, at its direction, refund or credit the fee in full or in part.

Pricing Methodologies

Commercial

Where Council, or its contractor, operates a service and reduction of the fee is required to compete in the market

Community recognition and community fundraising. Applicable fees and charges may be waived for initiatives that:

- recognise and/or celebrate the achievements of an entity within the Waverley LGA (for example, street banners)
- generate donations on behalf of, and/or for provision to charitable fundraising authority holders where it is demonstrated that all revenue exceeding costs of the specified activity is donated (for example, facility hire for disaster recovery events)

Goods and Service Tax (GST)

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

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

Sustainability Implications

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

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

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

Relevant legislative provisions

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

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
1. ABANDONED VEHICLES								
Removal of Abandoned Vehicles	per vehicle		127.00	Exempt	per vehicle	131.00	B	3.15%
Vehicle Impounding Administration Fee	per vehicle		515.00	Exempt	per vehicle	515.00	C	0.00%
Vehicle Storage Fee	per day		40.00	Exempt	per day	45.00	B	12.50%
2. ACCESS TO INFORMATION/RECORDS								
2.1. Access to Council Records								
Access applications(Counts as payment towards any processing charge payable by the applicant, as provided for at Section 64(3) of GIPA Act	per application		30.00	Exempt	per application	30.00	F	0.00%
Processing Fees	per hour		30.00	Exempt	per hour	30.00	F	0.00%
Processing Charge for applicant's personal information (first 20 hours: no charge)	per hour		30.00	Exempt	per hour	30.00	F	0.00%
Processing charge for applicant suffering financial hardship (pensioner, full time student or non- profit organisation)	per hour		15.00	Exempt	per hour	15.00	F	0.00%
Processing charge where there is a special benefit to the public	per hour		15.00	Exempt	per hour	15.00	F	0.00%
Application for internal review	per application		40.00	Exempt	per application	40.00	F	0.00%
2.2 Subpoenas	per subpoena		100.00	Exempt	per subpoena	100.00	B	0.00%
Note: Conduct money is not payable for subpoenas to produce								
3. ANIMALS								
3.1. Companion Animals Act								
Registration fee for a dog desexed by six months of age	per registration		\$60	Exempt	per registration	60	F	0%
Dog owned by an eligible pensioner and desexed	per registration		\$26	Exempt	per registration	26	F	0%
Desexed dog sold by eligible pound/shelter	per registration		\$30	Exempt	per registration	30	F	0%
Combined registration fee and additional fee for a dog not desexed by six months of age	per registration		\$216	Exempt	per registration	216	F	0%
Dog with written notification from a vet that it should not be desexed	per registration		\$60	Exempt	per registration	60	F	0%
Dog not desexed and kept by a recognised breeder for breeding purposes	per registration		\$60	Exempt	per registration	60	F	0%
Working dog	per registration		-	Exempt	per registration	-	F	0%
Dog in the service of the State, for example, a police dog	per registration		-	Exempt	per registration	-	F	0%
Animal under 6 months of age training to be an assistance animal, for example, a guide dog	per registration		-	Exempt	per registration	-	F	0%
Desexed or non-desexed cat	per registration		\$50	Exempt	per registration	50	F	0%
Desexed cat owned by an eligible pensioner	per registration		\$26	Exempt	per registration	26	F	0%
Desexed cat sold by an eligible pound/shelter	per registration		\$25	Exempt	per registration	25	F	0%
Cat with written notification from a vet that it should not be desexed	per registration		\$50	Exempt	per registration	50	F	0%
Cat not desexed and kept by a recognised breeder for breeding purposes	per registration		\$50	Exempt	per registration	50	F	0%
Annual Permit								
Cat not desexed by 4 months of age	per year		80	Exempt	per year	80	F	0%
Dog declared to be dangerous	per year		195	Exempt	per year	195	F	0%
Dog declared to be a restricted breed or restricted by birth	per year		195	Exempt	per year	195	F	0%
Note: An additional \$17 late fee is applicable if a permit is not paid for by 28 days after the permit requirement took effect.								
3.2. Animal Impounding Fees								
Fees and charges as per the Pound schedule fees	Cost Recovery		Cost Recovery	Taxable	Cost Recovery	Cost Recovery	C	ok
4. BUILDING RELATED CERTIFICATES								
4.1. Building Certificates fees								
Class 1 or Class 10 building	per application		250.00	Exempt	per application	250.00	F	0.00%
Class 2 to 9 building as detailed: Floor area of building or part								
Not exceeding 200 square metre	per application		250.00	Exempt	per application	250.00	F	0.00%
Exceeding 200 square metre but not exceeding 2,000 square metre - Base fee Plus	per application		250.00	Exempt	per application	250.00	F	0.00%
Additional fee per square metre over 200 square metre (50 cents persquare metre)	per square metre		0.50	Exempt	per square metre	0.5	F	0.00%
Exceeding 2,000 square metre - Base fee plus:	per application		1,165.00	Exempt	per application	1,165.00	F	0.00%
Additional fee per square metre over 2,000 square metre (7.5 cents per square metre)	per square metre		0.075	Exempt	per square metre	0.075	F	0.00%
Part of building only external wall no floor area	per application		250.00	Exempt	per application	250.00	F	0.00%
Each additional inspection fee	per inspection		90.00	Exempt	per inspection	90.00	f	0.00%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
Additional Fee - for assessment of building or assessment of building certificates relating to unauthorised building work/development or certification		Fee based on estimated cost of development and council's standard fees for a development application (including notification fees) and construction certificate or complying development certificate, including PCA fees (as applicable)		Exempt	Fee based on estimated cost of development and council's standard fees for a development application (including notification fees) and construction certificate or complying development certificate, including PCA fees(as applicable)		C ok
Fee for copy of the Building Certificate		per copy	13.00	Exempt	per copy	13.00	F 0.00%
4.2. Building Matters							
Building and Environmental Enforcement Fee - applied to every newDA for regulatory monitoring and investigation of building compliance for privately certified development		per application	0.1% (0.001) x estimated cost of work. Min fee 100.00 Maximum fee 5000.00	Exempt	per application	0.15% x estimated cost of work. Min fee \$125 Max fee \$5500	B percentage increased
4.3.Principal Certifying Authority (PCA) Inspection fees							
Inspection fee where Council is appointed as Principal Certifying Authority (PCA). Fee based on estimated building cost							
Up to \$50,000		per application	840.00	Taxable	per application	900.00	E 7.14%
\$50,001 to \$100,000		per application	1,050.00	Taxable	per application	1,150.00	E 9.52%
\$100,001 to \$250,000		per application	1,470.00	Taxable	per application	1,600.00	E 8.84%
\$250,001 to \$500,000		per application	1,890.00	Taxable	per application	2,050.00	E 8.47%
\$500,001 to \$1,000,000		per application	2,100.00	Taxable	per application	2,300.00	E 9.52%
\$1,000,001 to \$2,000,000		per application	3,500.00	Taxable	per application	3,800.00	E 8.57%
\$2,000,001 to \$5,000,000		per application	Price on Arrival	Taxable	per application	Price on Arrival	E Price on arrival
Above \$5,000,001		per application	Price on Arrival	Taxable	per application	Price on Arrival	E Price on arrival
Occupation certificate application fee		per application	300.00	Taxable	per application	320.00	E 6.67%
5.CEMETERY SERVICES							
5.1 Ash Interment Services							
Interment Fee all locations (Monday - Friday)		per interment	1,075.00	Taxable	per interment	1,100.00	E 2.33%
Additional Fee for weekend services		per interment	255.00	Taxable	per interment	260.00	E 1.96%
5.2. Memorial Garden Section							
Single Garden Interments (including plaque)							
25 Year Renewable Interment Right		per interment right	3,070.00	Taxable	per interment right	3,150.00	E 2.61%
Double Garden Interments (including plinth)							
25 Year Renewable Interment Right		per interment right	5,125.00	Taxable	per interment right	5,250.00	E 2.44%
Family Memorial Garden (exclusive use)				Taxable	per interment space	5,250.00	E
Niche Walls							
Niche Wall - Memorial Garden							
25 Year Renewable Interment Right		per interment right	5,125.00	Taxable	per interment right	3,150.00	E -38.54%
Niche Wall - Quinn Road							

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
25 Year Renewable Interment Right				Taxable	per interment right	6,300.00	E	
5.3. Circular Mound Memorial								
Double Interments								
Outer Garden								
25 Year Renewable Interment Right		per interment right	8,200.00	Taxable		remove fee - no longer available		
Outer Wall (including Plinth)								
25 Year Renewable Interment Right		per interment right	10,250.00	Taxable	per interment right	10,500.00	E	2.44%
Central Garden (Including Plinth)								
25 Year Renewable Interment Right		per interment right	12,300.00	Taxable	per interment right	12,600.00	E	2.44%
5.4. Scatter Ash Garden						Renamed- Previously Triangle Ash Gardens		
Single Interments								
Ash Interment (no memorial)		per interment	405.00	Taxable	per interment	415.00	E	2.47%
5.5. Duff Memorial Ash Gardens								
Double Interments								
25 Year Renewable Interment Right		per interment right	12,300.00	Taxable	per interment right	12,600.00	E	2.44%
5.6. Niche Wall - South Head General Cemetery								
Single Interments								
25 Year Renewable Interment Right		per single niche	5,125.00	Taxable	per single niche	5,250.00	E	2.44%
5.7. Coffin / Casket Interment Services								
Interment in an allotment (Monday - Friday)		per interment	3,590.00	Taxable	per interment	3,700.00	E	3.06%
Interment in a Vault Mausoleum (Monday to Friday)		per interment	2,565.00	Taxable	per interment	1,100.00	E	-57.12%
Exploratory Investigation (Third interment or shallow burial inquiry)		per investigation	66.50	Exempt	per investigation	70.00	E	5.26%
Shallow burial supply of concrete cover (additional to interment fee)		per burial	462.00	Taxable	per burial	475.00	E	2.81%
Additional Fee Weekend Services		per interment	500.00	Taxable	per interment	515.00	E	3.00%
Additional Fee for services after 2:30 pm (Monday to Friday)		per interment	205.00	Taxable	per interment	210.00	E	2.44%
Exhumation Fee		per exhumation	12,312.00	Exempt	per exhumation	12,600.00	E	2.34%
5.8. Interment Rights								
Purchase of 25 year Renewable Interment Right		per interment site	26,980.00	Taxable	per interment site	27,500.00	E	1.93%
Renewal of Unexercised current Interment Right (cannot exceed 99years cumulatively)		per 5 years	5,400.00	Taxable	per 5 years	5,500.00	E	1.85%
Renewal of Unexercised expired Interment Right*		per interment site	26,980.00	Taxable	per interment site	27,500.00	E	1.93%
Renewal of Exercised Interment Right (cannot exceed 99 yearscumulatively)		per 5 years	2,700.00	Taxable	per 5 years	2,750.00	E	1.85%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Transfer of Renewable Interment Right		per transfer	255.00	Exempt	per transfer	260.00	E	1.96%
Transfer of Perpetual Interment Right		per transfer	2,565.00	Exempt	per transfer	2,650.00	E	3.31%
* Only applicable within two years of date of expiry								
Purchase of 25 year Renewable Interment Right (limited burial capacity)				Taxable	per interment site	20,000.00	E	
Purchase of 25 year Renewable Interment Right (impacted by pre-existing monumental work)				Taxable	per interment site	22,500.00	E	
5.9. Memorial Pieces								
Sloper Stones								
Sandstone Sloper		each	825.00	Taxable		remove fee - no market demand		
Granite Sloper		each	825.00	Taxable		remove fee - no market demand		
Plinths								
Single Marble plinth		each	660.00	Taxable	each	675.00	E	2.27%
Double Marble Plinth with vase		each	725.00	Taxable	each	750.00	E	3.45%
Plaques								
Small Bronze Plaques - Max Size 135mm x 115 mm (Inscribed and installed)		per piece	755.00	Taxable	per piece	775.00	E	2.65%
Large Bronze Plaques - up to 380 mm x 210mm (Inscribed and installed)		per plaque	1,231.00	Taxable	per plaque	1,260.00	E	2.36%
Ivy Leaf Memorial Wall Plaque (includes inscription and installation)		per piece	1,475.00	Taxable	per piece	750.00	E	-49.15%
Replacement Leaf - Ivy Leaf Wall		per replacement	260.00	Taxable	per replacement	150.00	E	-42.31%
Grave Marker								
Temporary White cross marker — Burial Area Only		each piece	226.00	Taxable		remove - no market demand		
Vases / Urns								
Plastic Vase for in Ground placement		per piece	10.00	Taxable		remove - no market demand		to be removed
Metal Flower vase with Chrome Lid (all sizes)		per piece	33.50	Taxable		remove - no market demand		to be removed
Bronze Vase for attachment to Plaque		per piece	226.00	Taxable		remove - no market demand		to be removed
Scatter Ash Tubes - Small		per piece	51.50	Taxable		remove - no market demand		to be removed
Scatter Ash Tubes - Large		per piece	103.00	Taxable		remove - no market demand		to be removed
Square Ash box - Large		per piece	154.00	Taxable		remove - no market demand		to be removed
5.10. Application Fees								
Monumental Masonry								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Monumental Work - Construct / Repair / Replace		per permit	360.00	Exempt	per permit	370.00	E	2.78%
Minor Monumental Work - Add inscription / repaint / regild / reinscribe		per permit	154.00	Exempt	per permit	160.00	E	3.90%
Monumental Work Community Group		per permit	NIL	Exempt	per permit	NIL	A	nil
War Grave application for maintenance		per application	102.50	Exempt	per application	105.00	E	2.44%
Allotment Plant Out								
Permission to plant allotment with approved plants		per application	51.50	Exempt		remove fee - acts as a disincentive for improving cemetery appearance		
5.11. Allotment Maintenance								
One Off Services								
Turfing of Allotment		per allotment	290.00	Taxable	per allotment	350.00	C	20.69%
Re-soiling and planting allotment		per allotment	236.00	Taxable	per allotment	430.00	C	82.20%
Grave Care Stone Wash		per wash	260.00	Taxable	per wash	270.00	C	3.85%
One off Clean up		per allotment	125.00	Taxable	per allotment	130.00	C	4.00%
Grave Infill - fill plus mulch cover				Taxable	per allotment	200.00	C	
Basic Care Maintenance Plans								
1 year		per allotment	236.00	Taxable	per allotment	240.00	B	1.69%
1 year (Pensioner)		per allotment	118.00	Taxable	per allotment	120.00	B	1.69%
5.12. Miscellaneous Services								
Provision of Information								
Copy of Right of Burial Certificate		per copy	20.50	Exempt		remove fee - lack of demand		
Supply of Photographic images of an allotment (max 2 images)		for 2 images	26.00	Taxable		remove fee - lack of demand		
Equipment Hire								
Use of Canopy, 12 Charis, 1 table and funeral support items, (tissues and water)		per occasion	360.00	Taxable		Remove this equipment hire fee		to be removed
Educational / Instructional / Interpretive use of grounds - not for profit organisation								
Educational / Instructional / Interpretive use of grounds - commercial organisation				Taxable	per person	10.00	B	
0 - 50 people		per person	13.50	Taxable		Remove		
51 - 100 people		per person	9.00	Taxable		Remove		

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
101+ people		per person	8.00	Taxable		Remove		
6. CHILDREN'S SERVICES								
6.1.Early Education Centres								
6.1.Early Education Centres								
Children under 3 years of age (1 day per week)		per bond	274.70	Exempt	per bond	284.00	G	3.39%
Children under 3 years of age (2 days per week)		per bond	549.40	Exempt	per bond	568.00	G	3.39%
Children under 3 years of age (3 days per week)		per bond	824.10	Exempt	per bond	852.00	G	3.39%
Children under 3 years of age (4 days per week)		per bond	1,098.80	Exempt	per bond	1,136.00	G	3.39%
Children under 3 years of age (5 days per week)		per bond	1,373.50	Exempt	per bond	1,420.00	G	3.39%
Children 3 years of age and over (1 day per week)		per bond	262.40	Exempt	per bond	276.00	G	5.18%
Children 3 years of age and over (2 days per week)		per bond	524.80	Exempt	per bond	552.00	G	5.18%
Children 3 years of age and over (3 days per week)		per bond	787.20	Exempt	per bond	828.00	G	5.18%
Children 3 years of age and over (4 days per week)		per bond	1,049.60	Exempt	per bond	1,104.00	G	5.18%
Children 3 years of age and over (5 days per week)		per bond	1,312.00	Exempt	per bond	1,380.00	G	5.18%
Daily fee per child - in rooms for children under 3 years of age*		per day	137.35	Exempt	per day	142.00	G	3.39%
Daily fee per child - in rooms for children 3 years of age and over*		per day	131.20	Exempt	per day	138.00	G	5.18%
Note: Enrolment bond is based on daily fee								
Waiting List Fee		per child	30.00	Taxable	per child	30.00	B	0.00%
Enrolment Fee		per family	128.00	Exempt	per family	142.00	B	10.94%
Late Pick-up Fee - after closing time		per minute	2.60	Exempt	per minute	2.60	B	0.00%
6.2.Family Day Care								
Enrolment Fee (payable at interview)		per enrolment	120.00	Exempt	per enrolment	120.00	B	0.00%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Administration Levy	per hour/child		1.60	Taxable	per hour/child	1.65	B	3.12%
Educator Levy	% of educator's daily core hours fee		0.12	Taxable	% of educator's daily core hours fee	0.13	B	8.33%
Waiting List Fee	per child		30.00	Taxable	per child	30.00	B	0.00%
Administration fee for late/ incomplete time sheets	each		20.00	Exempt	each	20.00	B	0.00%
Educator Registration Package (includes policy folder, Regulations documents and receipt book)	per educator registration		560.00	Taxable	per educator registration	560.00	B	0.00%
Early/Late Fee: Parents may be liable for a fee for arriving before or after contracted hours	per hour or part thereof		charged by FDC educator as per contract with family based on individual payment terms and conditions	Exempt	per hour or part thereof	charged by FDC educator as per contract with family based on individual payment terms and conditions	B	charged as per contract
Re-registration Fee	per educator		265.00	Taxable	per educator	265.00	B	0.00%
Educator's Bond*	per educator		1,500.00	Exempt	per educator	1,500.00	G	0.00%
* Refundable upon leaving the scheme and after a minimum of three years continuous registration								
7. CIVIL WORKS AND ENGINEERING ASSESSMENTS								
7.1. Engineering Assessment (Plan Assessment & Inspections) & Civil Works within Roadways.								
Note: Includes Public Domain Plan Assessment, Paving, footpaths, tree pits, street lighting, road, k&G and Driveways								
Driveway Application and two inspections	per application		586.00	Exempt		Removed- fee further subdivided		to be removed
Application Fee (Non-Refundable)				Exempt	per application	312.00	E	New - subdivided fee
Inspection / Site visit - one before and one after the concrete has been poured.				Exempt	per site visit	160.00	E	New - subdivided fee
Public Infrastructure - Plan Assessment Fee (Single Dwelling) - (up to dual occupancy)	per application		1,200.00	Exempt	per application	1,234.00	E	2.83%
Public Domain Plan Assessment Fee (Dual Occupancy Only)				Exempt	per application	1,800.00	E	
Public Infrastructure - Plan Assessment Fee (Larger than Dual Occupancy) based on Linear metre of frontage	per metre		287.00	Exempt	per metre	295.00	E	2.79%
Construction/Hold Point Inspection Fee	per application		298.00	Exempt	per site visit	160.00	E	-46.31%
Issue of Compliance Certificate (up to dual occupancy)	Per Certificate		200.00	Exempt	Per Certificate	205.00	E	2.50%
Issue of Compliance Certificate (Larger than Dual Occupancy)	Per Certificate		400.00	Exempt	Per Certificate	410.00	E	2.50%
Rock/ Sand Anchors - Under Council Property	per anchor		853.00	Exempt	per anchor	877.00	D	2.81%
Dewatering Connection Fee				Exempt	per connection	760.00	E	New
7.2 Traffic Management Assessment								
Note: includes assessment of construction vehicle management plan to manage traffic including pedestrians in a range of contexts, including single property frontages, lane closures, crane permits, road closures, multiple frontages, Police, TfNSW review and Waverley Traffic Committee review.								

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Traffic Management Plan Assessment Fee - Non Complex	per application	150.00	Exempt		Remove, new structure to be introduced as in line with full service review			to be removed
Traffic Management Plan Assessment Fee - Moderately Complex	per application	450.00	Exempt		Remove, new structure to be introduced as in line with full service review			to be removed
Traffic Management Plan Assessment Fee - Very Complex	per application	1,400.00	Exempt		Remove, new structure to be introduced as in line with full service review			to be removed
Supervision Fee	per hour	194.00	Exempt		Remove, new structure to be introduced as in line with full service review			to be removed
Driveway Line Marking - 2 Lines	per request	155.00	Exempt		Remove, new structure to be introduced as in line with full service review			to be removed
Single residential or dual occupancy dwellings			Exempt	per application	210.00	E		New structure as per service review
Apartment buildings up to 20 dwellings			Exempt	per application	625.00	E		New structure as per service review
Apartment buildings with more than 20 dwellings			Exempt	per application	1,460.00	E		New structure as per service review
Commercial developments up to 2,500 m2 GFA			Exempt	per application	625.00	E		New structure as per service review
Commercial developments greater than 2,500 m2 GFA			Exempt	per application	1,460.00	E		New structure as per service review
Assessments requiring submission to Waverley Traffic Committee (other than construction zones and temporary road closures for construction activities)			Exempt	per hour	160.00	E		New structure as per service review
Driveway line-marking								
Driveway Line Marking - 2 Lines			Exempt	per request	160.00	E		New structure as per service review

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
7.3 Stormwater & Flooding Assessments including coastal risk							
Onsite Detention Compliance Certificate- OSD (up to dual occupancy)	Per application	200.00	Exempt		Remove (Not Something that is mandated or used)		to be removed
Onsite Detention Compliance Certificate - OSD (larger than DualOccupancy)	Per application	400.00	Exempt		Remove (Not Something that is mandated or used)		to be removed
Flood Level Information Report	Per application	200.00	Exempt	Per application	205.00	E	2.50%
Stormwater Flow Information Report (DRAINS)	Per application	200.00	Exempt	Per application	205.00	E	2.50%
Stormwater Connection to Gully Pit (or like) - Private	Per application	610.00	Exempt	Per application	625.00	D	2.46%
Stormwater Connection to kerb (or like) - Private	Per application	217.00	Exempt	Per application	220.00	D	1.38%
Right to Drain Stormwater through Council Property	Per application	650.00	Exempt	Per application	665.00	E	2.31%
Construction/Hold Point Inspection Fee	per application	298.00	Exempt	per application	160.00	E	-46.31%
Coastal Risk Assessment - Geotechnical & Inundation	per application	550.00	Exempt	per application	600.00	E	9.09%
On-Site Stormwater Detention System - Marker Plate (Supply & Inspection)	per application	320.00	Exempt		Remove (Not Something that is mandated or used)		to be removed
Positive Covenant			Exempt	Per item	515.00	E	New
Security Bond (required if Council's stormwater pipe traverses the property)			Exempt	Per item	20,000.00	E	New
Temporary Occupation of Public Domain for Construction Activities (Areas adjacent to roads and in public reserves)			Exempt	Per m2/week	45.00	E	New
8. CLOTHING BINS							
Clothing Bin - Charities/Associate NACRO member+A259	per bin	750.00	Exempt	per bin	760.00	B	1.33%
9. COMMERCIAL WASTE AND RECYCLING COLLECTION							
Please call Council on 9083 8000 for information or quotes							
Commercial Waste and Recycling Fees and Charges are prepared in alignment with Clause 201(4) of the Local Government (General) Regulation 2005 which states: The statement of fees and the statement of the pricing methodology need not include information that could confer a commercial advantage on a competitor of the							
10. COMMUNITY INFORMATION AND EDUCATION							
Adult classes/workshops	per head	0-100.00	Taxable	per head	0-100.00	B	Range
Active Over 50s Program	per session	3.00-30.00	Taxable	per session	3.00-30.00	B	Range
Note: Fee varies based on the class or workshop							
11. COMMUNITY GARDEN							
Plot Licence Fee	per year	79.00	Exempt	per year	81.00	B	2.53%
Community Garden Membership	per membership	35.00	Taxable	per membership	36.00	B	2.86%
12. CONSTRUCTION CERTIFICATE AND COMPLYING DEVELOPMENT CERTIFICATE							
i) Assessment fee up to \$5000	building cost	0.6% of cost	Taxable	building cost	0.6% of cost	B	
ii) Assessment fee \$5001 - \$100,000:	building cost	(i) + 0.5% for next \$95,000.00	Taxable	building cost	(i) + 0.5% for next \$95,000.00	B	
iii) Assessment fee \$100,001-\$250,000:	building cost	(i)+(ii) + 0.4% for next \$150,000.00	Taxable	building cost	(i)+(ii) + 0.4% for next \$150,000.00	B	
iv) Assessment fee \$250,001 to \$1,000,000:	building cost	(i) +(ii)+(iii)+ 0.2% for amount over \$750,000.00	Taxable	building cost	(i) +(ii)+(iii)+ 0.2% for amount over \$750,000.00	B	

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
v) Assessment fee \$1,000,001 +	building cost	(i)+(ii)+(iii)+(iv)+ 0.15% for amount over \$1,000,000		Taxable	building cost	(i)+(ii)+(iii)+(iv)+ 0.15% for amount over \$1,000,000	B	
Notification fee for Complying Development Certificate	per application	246.00	Taxable	per application	275.00	B	11.79%	
Occupation certificate application fee (interim or final)	per application	300.00	Taxable	per application	330.00	B	10.00%	
13. CULTURAL ACTIVITIES								
13.1. Bondi Pavilion Community Cultural Centre								
Pottery Classes								
Fees based on 10 week term / pro rata shorter terms								
Adult - Wheel work - standard (charge excluding clay)	per head	370.00	Taxable	per head	TBA	B	Bondi Pav	
Adult - Wheel work - concession (charge excluding clay)	per head	285.00	Taxable	per head	TBA	B	Bondi Pav	
Adult - Wheel work - casual concession (charge excluding clay)	per head	42.00	Taxable	per head	TBA	B	Bondi Pav	
Adult - standard charge excluding clay	per head	300.00	Taxable	per head	TBA	B	Bondi Pav	
Adult - concession excluding clay	per head	220.00	Taxable	per head	TBA	B	Bondi Pav	
Adult - casual excluding clay	per head	36.00	Taxable	per head	TBA	B	Bondi Pav	
Adult - casual - concession excluding clay	per head	26.00	Taxable	per head	TBA	B	Bondi Pav	
Child - wheel work - standard (charge excluding clay)	per head	260.00	Taxable	per head	TBA	B	Bondi Pav	
Child - standard charge including clay	per head	215.00	Taxable	per head	TBA	B	Bondi Pav	
Child - concession including clay	per head	145.00	Taxable	per head	TBA	B	Bondi Pav	
Child - casual including clay	per head	24.00	Taxable	per head	TBA	B	Bondi Pav	

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Employee cost increase by approx. 2.5%.								
Child - casual - concession including clay	per head	16.00	Taxable	per head	TBA	B	Bondi Pav	
Note: Centrelink issued low income card holders and Seniors Cardholders are eligible of concession rates								
13.2.School Holiday Activities								
Workshops and performances	per head	0.00-300.00	Taxable	per head	0.00-300.00	B	Range	
Concession	per head	0.00-250.00	Taxable	per head	0.00-250.00	B	Range	
Note: Fee varies based on the class or workshop								
13.3.Concerts/ Festivals								
Entry	per head	0.00 - 300.00	Taxable	per head	0.00 - 300.00	B	Range	
Workshop	per head	0.00 - 300.00	Taxable	per head	0.00 - 300.00	B	Range	
Note: Fee varies based on the class or workshop								
13.4. Project Workshops	per head	0.00-500.00	Taxable	per head	0.00-500.00	B	Range	
13.5. Waverley Library								
Art Gallery Hiring Fee								
Art Gallery - Foyer and Atrium	per exhibition	564.00	Taxable	per exhibition	550.00	B	-2.48%	
Art Gallery - Atrium	per exhibition	369.00	Taxable	per exhibition	350.00	B	-5.15%	
Art Gallery - Foyer	per exhibition	270.00	Taxable	per exhibition	250.00	B	-7.41%	
14. DEVELOPMENT APPLICATIONS								
14.1- Development Applications Note: A planning reform fee is also payable to the NSW Department of Planning for all applications (Council is a collecting agent for this fee)								
A – Assessment Fee Assessment Fees (based on development cost)								
i) Dwelling houses where the estimated cost of the development is \$100,000 or less	per application	455.00	Exempt	per application	455	F	0%	
ii) Development that does not involve the erection of a building, carrying out of work, the subdivision of land or the demolition of a building or work	per application	285.00	Exempt	per application	285	F	0%	

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.							
iii) Development involving the erection of a building or carrying out of work or the demolition of a building or work(unless otherwise specified in these fees)	per application	Amount calculated in accordance with Table 1 below, based upon the estimated cost of the development	Exempt	per application	Amount calculated in accordance with Table 1 below, based upon the estimated cost of the development	F	no change
iv) Development for one or more Advertising Structures	per application	\$285.00 plus \$93.00 for each advertisement in excess of 1 or fees in Table 1, whichever is the greater	Exempt	per application	\$285.00 plus \$93.00 for each advertisement in excess of 1 or fees in Table 1, whichever is the greater	F	no change
v) Assessment of Amended Plans	per item	50% of original DA fee	Exempt	per item	50% of original DA fee	B	no change
vi) Staged Development Applications							
a) Stage 1 Development Application	per application	60% of DA Fee for the total value of the development	Exempt	per application	60% of DA Fee for the total value of the development	F	no change
b) Applications resulting from approved Stage 1 DA	per application	40% of DA Fee for the total value of the development	Exempt	per application	40% of DA Fee for the total value of the development	F	no change
The total combined assessment fee payable for staged development applications must equal the fee payable as if a single application was required							
vii) Development for the subdivision of land involving:							
a) new road (other than strata subdivision)	per application	665.00 plus 65 per additional lot	Exempt	per application	665.00 plus 65 per additional lot	F	no change
b) no new road(other than strata subdivision)	per application	330.00 plus 53.00 per additional lot	Exempt	per application	330.00 plus 53.00 per additional lot	F	no change
c) strata title	per application	330.00 plus 65.00 per additional lot	Exempt	per application	330.00 plus 65.00 per additional lot	F	no change
viii) In respect of the proposed lopping, and/or pruning of a tree which would otherwise covered by a Tree Preservation Order and which is within a Heritage Conservation Area or on the site of a Heritage Item	per item	285.00	Exempt	per item	285	F	0%
Table 1 –Assessment Fees (based on development cost)							
Up to \$5,000	per application	110.00	Exempt	per application	110	F	0%
\$5,001 – \$50,000	per application	170.00 plus an additional 3.00 for each 1,000.00 (or part of 1,000.00) of the estimated cost	Exempt	per application	170.00 plus an additional 3.00 for each 1,000.00 (or part of 1,000.00) of the estimated cost	F	no change
\$50,001 – \$250,000	per application	352.00 plus an additional 3.64 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 50,000.00	Exempt	per application	352.00 plus an additional 3.64 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 50,000.00	F	no change
\$250,001 – \$500,000	per application	1,160.00 plus an additional 2.34 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 250,000.00	Exempt	per application	1,160.00 plus an additional 2.34 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 250,000.00	F	no change

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.							
\$500,001 – \$1,000,000	per application	1,745.00 plus an additional 1.64 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 500,000.00	Exempt	per application	1,745.00 plus an additional 1.64 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 500,000.00	F	no change
\$1,000,001 – \$10,000,000	per application	2,615.00 plus an additional 1.44 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 1,000,000.00	Exempt	per application	2,615.00 plus an additional 1.44 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 1,000,000.00	F	no change
More than \$10,000,000	per application	15,875.00 plus an additional 1.19 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 10,000,000.00	Exempt	per application	15,875.00 plus an additional 1.19 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 10,000,000.00	F	no change
B – Notification and Advertising Fees							
Less than \$100,000	per application	256.50	Exempt	per application	262.00	B	2.14%
\$100,001 - \$250,000	per application	359.00	Exempt	per application	367.00	B	2.23%
\$250,001 – \$500,000	per application	513.00	Exempt	per application	524.00	B	2.14%
\$500,001 – \$1,000,000	per application	769.00	Exempt	per application	785.00	B	2.08%
More than \$1,000,000	per application	1,133.00	Exempt	per application	1,156.00	B	2.03%
Designated Development	per application	2,220.00	Exempt	per application	2220	F	0.00%
Prohibited Development	per application	1,105.00	Exempt	per application	1105	F	0.00%
Amended Plans for all applications where re-notification required	per item	original notification and advertising fee	Exempt	per item	original notification and advertising fee	B	no change
C – File retrieval charge							
Required for all Development applications - (cost of retrieval of archival and/or electronic files required for assessment)	per application	77.00	Exempt	per application	79.00	B	2.60%
D - Information Management Fee							
Required for all Development Applications	per application	51.30	Exempt	per application	53.00	B	3.31%
E – Integrated Development and Concurrence Fees							
Integrated development and developments requiring concurrence	per referral	140.00 plus an additional cheque for 320.00 made payable to the relevant approval or concurrence body	Exempt	per referral	140.00 plus an additional cheque for 320.00 made payable to the relevant approval or concurrence body	F	no change
F – Designated Development Fees							
Designated Development	per application	920.00	Exempt	per application	920	F	0.00%
G – Design Excellence Panel Fees							
DA Consultation with Panel (Payable each time application referred to the panel)	per item	3,000.00	Exempt	per item	3000	F	0.00%
H - Building Enforcement Fee							
Building and Environmental Enforcement Fee - applied to every new DA for regulatory monitoring and investigation of building compliance for privately certified development	per application	0.1% (0.001) x estimated cost of work. Min fee 100.00 Maximum fee 5000.00	Exempt	per application	0.1% (0.001) x estimated cost of work. Min fee 100.00 Maximum fee 5000.00	B	no change

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.						
14.2 – Modification of consents and review of determinations						
A – Assessment Fee						
(i) Modifications under Sections 4.55(1)	per application	71.00	Exempt	per application	71	F 0.00%
(ii) Modification under Sections 4.55(1A)	per application	\$645.00 or 50% of the original DA fee whichever is the lesser	Exempt	per application	\$645.00 or 50% of the original DA fee whichever is the lesser	F no change
(iii) Modification under Sections 4.55(2), or Review of Determination under Section 8.2, 8.3, 8.4 and 8.5						
(a) If the original fee was less than \$100	per application	50% of fee of the original DA fee	Exempt	per application	50% of fee of the original DA fee	F no change
(b) If the fee for the original application was \$100 or more and the DA doesn't involve erection of a building or carrying out of a work or the demolition of a work or building	per application	50% of fee of the original DA fee	Exempt	per application	50% of fee of the original DA fee	F no change
(c) If the fee for the original application was \$100 or more and the DA involves the erection of a dwelling house with a cost of construction of \$100,000 or less	per application	190.00	Exempt	per application	190	F 0.00%
(d) In the case of an application with respect to any other development application, the fees are based on the estimated cost as set out below:						
Up to \$5,000	per application	55.00	Exempt	per application	55	F 0.00%
\$5,001 – \$250,000	per application	85.00 plus an additional 1.50 for each 1,000.00 (or part of 1,000.00) of the estimated cost	Exempt	per application	85.00 plus an additional 1.50 for each 1,000.00 (or part of 1,000.00) of the estimated cost	F no change
\$250,001 – \$500,000	per application	500.00 plus an additional 0.85 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 250,000.00	Exempt	per application	500.00 plus an additional 0.85 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 250,000.00	F no change
\$500,001 – \$1,000,000	per application	712.00 plus an additional 0.50 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 500,000.00	Exempt	per application	712.00 plus an additional 0.50 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 500,000.00	F no change
\$1,000,001 – \$10,000,000	per application	987.00 plus an additional 0.40 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 1,000,000.00	Exempt	per application	987.00 plus an additional 0.40 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 1,000,000.00	F no change
More than \$10,000,000	per application	4,737.00 plus an additional 0.27 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 10,000,000.00	Exempt	per application	4,737.00 plus an additional 0.27 for each 1,000.00 (or part of 1,000.00) by which the estimated cost exceeds 10,000,000.00	F no change
iv) Review of Modification Application under Section 96(AB)	per application	50% of the fee for the modification application	Exempt	per application	50% of the fee for the modification application	F no change
B – Notification and Advertising Fees						

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%							
i) Notification Fee and Advertising fees for Review (Section 8.2, 8.3, 8.4, 8.5) or Modification (Section 4.55)	per application	As per Development application notification and advertising fees upto a maximum of 750.00	Exempt	per application	As per Development application notification and advertising fees up to a maximum of 750.00	B, F	no change
C – File retrieval charge							
Required for all Review applications (Section 8.2, 8.3, 8.4, 8.5) and Modification applications (Section 4.55) - (cost of retrieval of archival and/or electronic files required for assessment)	per application	77.00	Exempt	per application	78.55	B	2.01%
D – Information Management Fee							
Required for all Review Applications (Section 8.2, 8.3, 8.4, 8.5) and Modification Applications (Section 4.55)	per application	51.30	Exempt	per application	53.00	B	3.31%
E – Integrated Development and Concurrence Fees							
Integrated Development and Concurrence Fees	per application	As per Development Application Integrated Development and Concurrence Fees above	Exempt	per application	As per Development Application Integrated Development and Concurrence Fees above	F	no change
F – Design Excellence Panel Fees							
DA Consultation with Panel (Payable each time application is referred to the panel)	per item	3,000.00	Exempt	per item	3000	F	0.00%
14.3 – Subdivisions							
A – Subdivision Assessment Fee							
i) Land Subdivision Fee (Deposited - Plans)							
Subdivision lodgement fee	per application	682.00	Exempt	per application	696	E	2.05%
plus fee per lot	per lot	662.00	Exempt	per lot	676	E	2.11%
ii) Strata Subdivision Fees							
Strata Subdivision lodgement fee	per application	682.00	Exempt	per application	696	E	2.05%
plus per Lot intended to be used for human occupation as residence, office, shop or the like (max \$15,000)	per lot	578.00	Exempt	per lot	590	E	2.08%
iii) Community Titles subdivision involving a new road	per application	682.00 plus 778 per lot to be created	Exempt	per application	696.00 plus 794 per lot to be created	E	2.00%
iv) Community Titles subdivision not involving a new road	per lot	788.00	Exempt	per lot	804	E	2.03%
v) Boundary adjustment when no additional lot is created	per application	436.00	Exempt	per application	445	E	2.06%
vi) Consolidation of lots per lot (minimum fee \$842.00)	per lot	452.00	Exempt	per lot	461	E	1.99%
vii) Registration of Certificates issued by private accredited certifiers	per item	36.00	Exempt	per item	36.00	F	Bondi Pav
viii) Stratum Subdivision fee	per Stratum	1,200.00	Exempt	per Stratum	1224	E	2.00%
B- Signing of documents for registration with LPI (including 88B, 88E instruments and termination of Strata Plans)	per item	505.00	Exempt	per item	515.00	E	1.98%
C – Information Management Fee							
Information Management Fee	per application	51.30	Exempt	per application	53.00	B	3.31%
14.4 –Pre-lodgement Advice(Pre - DA Application)							
A – Assessment Fee (based on development cost)							
Up to \$500,000	per application	504.50	Taxable	per application	515.00	B	2.08%
\$500,001 to \$1,000,000	per application	999.00	Taxable	per application	1,019.00	B	2.00%
\$1,000,001 to \$2,000,000	per application	1,261.00	Taxable	per application	1,287.00	B	2.06%
\$2,000,001 to \$5,000,000	per application	1,892.00	Taxable	per application	1,930.00	B	2.01%
More than \$5,000,000	per application	2,629.00	Taxable	per application	2,682.00	B	2.02%
B - Information Management Fee							
Required for all Pre-Development Applications	per application	51.30	Exempt	per application	53.00	B	3.31%
C – Design Excellence Panel Fees							
Pre – DA Consultation with Panel	per item	1,539.00	Exempt	per item	1,570.00	B	2.01%
DA Consultation with Panel (Payable each time application referred to the panel)	per item	3,000.00	Exempt	per item	3000.00	F	Bondi Pav
14.5 – Miscellaneous Assessment Services							
Development Advisory Service - meeting with DA Area Manager or Executive Manager (approval of Executive Manager required)	per meeting for 1 hour	400.00	Taxable	per meeting for 1 hour	408.00	B	2.00%
Meetings beyond 1 hour will be charged in 15 minute increments at \$300 per hourfee							

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Employee cost increase by approx. 2.5%.								
Application for Heritage Exemption Certificate (heritage minor works clause 5.10(3) of the LEP	per application		154.00	Exempt	per application	157.10	B	2.01%
Assessment and determination of any application or written request in relation to an existing condition of development consent	per application including up to 1 hour assessment time		308.00 Plus 308.00/hour for each additional hour assessment time	Exempt	per application including up to 1 hour assessment time	314.00 Plus 314.00/hour for each additional hour assessment time	B	2%
Legal Appeals – Any other required notification of amended plans or material (not covered by prescribed notification fee)	per instance		513.00	Exempt	per instance	524.00	B	2.14%
15. ELECTRIC VEHICLES CHARGING								
2.00pm - 8.00pm, Monday to Friday	per kWh		0.25	Taxable	per kWh	0.28	B	12.00%
7.00am - 2:00pm and 8.00pm - 10:00pm, Monday to Friday	per kWh		0.15	Taxable	per kWh	0.17	B	13.33%
2.00pm - 8.00pm, Monday to Friday	per kWh		0.25	Taxable	per kWh	0.275	B	10.00%
7.00am - 2:00pm and 8.00pm - 10:00pm, Monday to Friday	per kWh		0.15	Taxable	per kWh	0.165	B	10.00%
All other times	per kWh		0.10	Taxable	per kWh	0.11	B	10.00%
16. IMPOUNDING FEE								
Item/article requires more than one person to move/lift item/article (including but not limited to bicycles)	per item/article		79.00	Exempt	per item/article	81.00	C	2.53%
Shopping Trolleys	per item/article		51.30	Exempt	per item/article	52.00	C	1.36%
Storage	per item/article/per day		21.50	Exempt	per item/article/per day	23.00	C	6.98%
Item/article able to be moved/lifted by one person (including, but not limited to crates)	per item/article		21.50	Exempt	per item/article	22.00	C	2.33%
17. LIBRARY SERVICES								
Reservations Only	per item		1.00	Exempt	per item	1.00	B	0.00%
Inter Library Loans & Charges incurred from other libraries are passed on to borrower	per item		As charged by other libraries	Taxable	per item	As charged by other libraries	C	market reference
Replacement Borrower Cards	per card		5.00	Exempt	per card	5.00	B	0.00%
USB storage device	per USB		12.00	Taxable	per USB	12.00	D	0.00%
Headsets - Earbuds	per earbud		10.00	Taxable	per earbud	10.00	D	0.00%
Library Activities	per booking based on activity		0.00-200.00	Taxable	per booking based on activity	0.00-200.00	B	Range
Library Carry Bags	per bag		1.00-10.00	Taxable	per bag	1.00-10.00	B	Range
Lost or damaged items - Replacement cost is the cost of the item plus administration fee	per item		Actual Cost plus \$12	Exempt	per item	Actual Cost plus \$12	C	Cost + fee
17.1. Audio Visual Material								

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Employee cost increase by approx. 2.5%.								
Replacement barcode/RFID tag		per item	5.75	Exempt	per item	6.00	C	4.35%
Replacement case for Kit		per item	14.00	Exempt	per item	15.00	C	7.14%
17.2. Overdue Items								
First notice		per notice	3.00	Exempt	per notice	3.00	B	0.00%
Second notice		per notice	6.00	Exempt	per notice	6.00	B	0.00%
17.3.Reference/ Local Studies								
Note: Searching of original resources owned or controlled by Waverley Council (For example, rate books, minutes, cemetery books, maps). Includes photocopying of up to 10 pages then 20 cents per page								
Extended research for community purposes – more than 2 hours		per search session	65.00	Exempt	per search session	65.00	B	0.00%
Extended research for commercial purposes - per 2 hours or partthereof		per search session	100.00	Exempt	per search session	100.00	C	0.00%
Fax Service								
18. LIFEGUARD SERVICES								
Education Services provided by Council Lifeguard e.g. talk, presentation for a commercial organisation - Monday - Friday		per request/event	cost recovery	Taxable	per request/event	\$60 per hour per Lifeguard plus travel expenses	C	Charge split into weekdays/ weekends
Education Services provided by Council Lifeguard (e.g. talk, presentation) for a commercial organisation - Weekend/Public Holiday		per request/event	cost recovery	Taxable	per request/event	\$120 per hour per Lifeguard plus travel expenses	C	Charge split into weekdays/ weekends
Education Services provided by Council Lifeguard (e.g. talk, presentation) for a school or not for profit organisation		per request/event	free	Exempt	per request/event	free	A	free
Lifeguard Services provided by Council Lifeguard (e.g. first aid or water safety for an event or participation in filming) within the Waverley LGA - Monday - Friday		per request/event	cost recovery	Taxable	per request/event	\$60 per hour per Lifeguard	C	Charge split into weekdays/ weekends
Lifeguard Services provided by Council Lifeguard (e.g. first aid or water safety for an event or participation in filming) within the Waverley LGA - Weekend / Public Holiday		per request/event	cost recovery	Taxable	per request/event	\$120 per hour per Lifeguard	C	Charge split into weekdays/ weekends
Jet Ski hire (inc Lifeguard) (min 4 hrs) for water events		per 4 hr	510.00	Taxable	per 4 hr	640.00	C	25.49%
19. MAINTENANCE AND REPAIR OF COUNCIL PROPERTY								
19.1 Road Opening Permits & Contributions to Cost of Road Work Note: Council reserves the right to negotiate restoration quotes with government agencies and utility providers based on cost recovery where projects are deemed large. Fees listed under 19.1 will apply where Council deems the scope as minor/medium in nature.								
Sundry Items								
Road Opening Permit application Fee (Non-Refundable)		per application	126.00	Exempt	per application	129.00	D	2.38%
Site Inspection Fee		per inspection	298.00	Exempt	per inspection	160.00	D	-46.31%
Supervision Fee for Utility and Developer Undertaken Restorations (Min 2 Hours)		per hour	194.00	Exempt	per hour	160.00	D	-17.53%
Traffic Control (Controller and Equipment)		per controller/hr	101.00	Exempt	per controller/hr	105.00	D	3.96%
Plant Opening Fees for Nightworks		per night	3,105.00	Exempt	per night	3,192.00	D	2.80%
Make Safe Temporary Restoration (Callout and Materials Fee)		per callout	611.00	Exempt	per callout	628.00	D	2.78%
Line Marking (Road/Driveway and Cycleway, Minimum 2 metre)		per metre	48.00	Exempt	per m2	400.00	D	733.33%

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Employee cost increase by approx. 2.5%.							
Street Furniture (bollard, seat, bin enclosure, lighting, bus stop, bike hoop, traffic signs,multifunction pole, Bubbler, structural tree pits,planting & rain gardens)	Each	Determined by Assessment	Exempt	Each	Determined by Assessment	D	Determined by Assessment
Surcharges							
Night and Weekend Surcharge	on total cost	40% of maintenance/repair cost	Exempt	on total cost	40% of maintenance/rep air cost	E	%
Reduced Asset life Integrity - payable when a third party /applicant (including utilities) are approved to undertake restorations.Applied on total restoration charge	on total cost	25% of maintenance/repair cost	Exempt	on total cost	25% of maintenance/rep air cost	E	%
Discounts							
Discounts apply for restorations of areas (Road & Footpath):							
30m2 to 50m2	on total cost	20%	Exempt	on total cost	20%	E	%
50m2 to 100m2	on total cost	25%	Exempt	on total cost	25%	E	%
100m2 and above	on total cost	30%	Exempt	on total cost	30%	E	%
Roads/Cycleway							
(Minimum 1.5m2)							
Asphaltic concrete on road base	per m2	424.00	Exempt	per m2	436.00	E	2.83%
Asphaltic concrete with concrete base	per m2	703.80	Exempt	per m2	723.00	E	2.73%
Concrete (200mm)	per m2	579.60	Exempt	per m2	596.00	E	2.83%
Beams (Notts Avenue)			Exempt	Each/per m2	Determined by Assessment	E	New
Structural Slabs (Notts Avenue) (NEW)			Exempt	per m2	Determined by Assessment	E	New
Traffic Islands/Speed humps/Thresholds	per m2	579.60	Exempt	per m2	596.00	E	2.83%
Footpaths / Cycleway (Minimum 1.5m2)							
Concrete/Asphalt	per m2	300.00	Exempt	per m2	308.00	D	2.67%
Standard Paving on Gravel Base	per m2	486.00	Exempt	per m2	500.00	D	2.88%
Block Paving on Concrete Base (minimum charge \$1,500)	per m2	843.00	Exempt	per m2	867.00	D	2.85%
Permeable Paving	per m2	460.00	Exempt	per m2	473.00	D	2.83%
Granite Paving on Concrete Base (minimum charge \$1,800)	per m2	1,087.00	Exempt	per m2	1,117.00	D	2.76%
Concrete exposed aggregate (minimum charge \$3,510)	per m2	435.00	Exempt	per m2	447.00	D	2.76%
Concrete residential driveways (125mm)	per m2	387.00	Exempt	per m2	398.00	D	2.84%
Concrete industrial driveways (150mm)	per m2	520.00	Exempt	per m2	535.00	D	2.88%
Concrete industrial driveways (200mm)	per m2	732.00	Exempt	per m2	752.00	D	2.73%
Kerb Ramp (Standard)	per ramp	1,594.00	Exempt	per ramp	2,500.00	D	56.84%
Grass area/general landscaping	per m2	119.00	Exempt	per m2	122.00	D	2.52%
Tree Surround Resin Bound Stone	per m2	460.00	Exempt	per m2	473.00	D	2.83%
Tactile Ground Surface indicators (Pavers & Buttons)	per 300mm2	80.00	Exempt	per 300mm2	82.00	D	2.50%
Cleaning & Sealing of Paving	per m2	48.00	Exempt	per m2	49.00	D	2.08%
Telecommunications Pit Lids (Steel surround and infill lid) (Installed)	each	2,235.00	Exempt	each	2,300.00	D	2.91%
Kerb & Gutter per metre (Minimum 1m)							
Concrete kerb and gutter	per m	342.00	Exempt	per m	345.00	D	0.88%
Stone Kerb and Concrete Gutter	per m	1,242.00	Exempt	per m	1,277.00	D	2.82%
Dish Crossing (Standard or Heavy Duty)	per m	414.00	Exempt	per m	426.00	D	2.90%
Stormwater Connection to Gully Pit (or like)	per connection	610.00	Exempt	per connection	627.00	D	2.79%
Kerb outlet	per hole	217.00	Exempt	per hole	223.00	D	2.76%
Drainage Pits	each	Determined by Assessment	Exempt	each	Determined by Assessment	D	Determined by Assessment

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Bespoke assets in the Road Reserve that hold significant social and							
Circular Art Works & Tree Pits							
Market Replacement Cost: security deposit in the form of an unconditional Bank Guarantee	per item	12,312.00	Exempt	per item	20,000.00	G	62.44%
20. PARKING							
20.1. Beach Parking Permits							
Waverley Ratepayers or Residents - 6 month permit	per permit	95.00	Exempt	per permit	95.00	B	0.00%
Waverley Ratepayers or Residents - 12 month permit	per permit	150.00	Exempt	per permit	160.00	B	6.67%
Waverley Ratepayers or Residents - Concession (Pensioner, Youth Allowance, Senior & Gold Veterans Card Holders) - 6 month permit	per permit	70.00	Exempt	per permit	70.00	B	0.00%
Waverley Ratepayers or Residents - Concession (Pensioner, Youth Allowance, Senior & Gold Veterans Card Holders) - 12 month permit	per permit	112.50	Exempt	per permit	115.50	B	2.67%
Non Waverley Resident - 12 month permit	per permit	1,745.00	Exempt	per permit	1,790.00	E	2.58%
Non Waverley Resident - 6 month permit	per permit	872.50	Exempt	per permit	895.00	E	2.58%
Non Waverley Resident - 3 month permit	per permit	436.25	Exempt	per permit	447.50	E	2.58%
Non Waverley Resident - SLSC Member (Bronte / Bondi / North Bondi members - active membership) - 12 month permit	per permit	211.00	Exempt	per permit	216.00	E	2.37%
Beach Operational Parking Permit (eligibility criteria apply)	per permit	210.00	Exempt	per permit	215.00	E	2.38%
Replacement of Lost/Stolen/Damaged Permit	per permit	20.50	Exempt	per permit	21.00	C	2.44%
Teachers Beach Parking Permit	per permit	450.00	Exempt	per permit	450.00	E	0.00%
20.2. Car Share Permits							
Investigation of new car share allocated space	per space	528.90	Exempt	per space	540.00	B	2.10%
Annual Fee for Car Share space	per permit	455.00	Exempt	per permit	455.00	E	0.00%
Annual Fee for Car Share space in RPPS area - low emission vehicle	per permit	227.00	Exempt		To be removed		to be removed
Annual Fee for Car Share space in RPPS area - electric vehicle**	per permit	72.00	Exempt	per permit	135.00	B	87.50%

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.							
Annual Fee for Car Share space in non-RPPS area - ordinary vehicle	per permit	138.50	Exempt	per permit	To be removed		to be removed
Annual Fee for Car Share space in non-RPPS area - electric vehicle**	per permit	free	Exempt	per permit	free	A	0.00%
Replacement for Car Share Permits(lost, stolen, damaged or update)	per permit	49.00	Exempt	per permit	50.00	C	2.04%
**Note: This reduced fee for electric vehicles is intended to support the introduction of electric vehicles in Waverley and is under the condition that infrastructure for the electric vehicles (charging stations, etc.) is provided and funded by car share operators							
20.3. Residential Parking Permits							
Registration - Valid for 6 months							
1st permit (single registration) where there are no off-street spaces*	per permit	free	Exempt	per permit	free	A	free
1st permit (single registration) where there are no off-street spaces*Concession	per permit	free	Exempt	per permit	free	A	free
1 st permit (single registration) where there is one off-street space*	per permit	91.50	Exempt	per permit	95.00	B	3.83%
1 st permit (single registration) where there are two off-street spaces*	per permit	140.00	Exempt	per permit	145.00	B	3.57%
2 nd permit (single registration) where there are no off-street spaces*	per permit	91.50	Exempt	per permit	95.00	B	3.83%
2 nd permit (single registration) where there are no off-street spaces*(low emission vehicle)	per permit	33.00	Exempt	per permit	35.00	B	6.06%
25% discount for DVA card holders applies to the 2nd permit (single registration - valid for 6 months) where there are no off-street spaces	per permit	68.60	Exempt	per permit	71.25	B	3.86%
2 nd permit (single registration) where there is one off-street space*	per permit	140.00	Exempt	per permit	145.00	B	3.57%
2 nd permit (single registration) where there is one off-street space*(low emission vehicle)	per permit	91.50	Exempt	per permit	95.00	B	3.83%
3 rd permit (single registration) where there are no off-street spaces*	per permit	140.00	Exempt	per permit	145.00	B	3.57%
3 rd permit (single registration) where there are no off-street spaces*(low emission vehicle)	per permit	91.50	Exempt	per permit	95.00	B	3.83%
Replacement of Parking Permits – excluding 1 st Residential and Motorcycle or Motor Scooter Resident Permit (lost, stolen, damaged or update)	per permit	21.00	Exempt	per permit	21.00	C	0.00%
Registration - Valid for 12 months							
1st permit (single registration) where there are no off-street spaces*	Per permit	free	Exempt	per permit	free	A	free
1st permit (single registration) where there are no off-street spaces*	Per permit	free	Exempt	per permit	free	A	free
1st permit (single registration) where there are no off-street spaces* (low emission vehicle)	Per permit	free	Exempt	per permit	free	A	free
1 st permit (single registration) where there is one off-street space*	per permit	150.00	Exempt	per permit	155.00	B	3.33%
1st permit (single registration) where there is one off-street space (low emission vehicle)	per permit	48.50	Exempt	per permit	50.00	B	3.09%
1 st permit (single registration) where there are two off-street spaces*	per permit	226.00	Exempt	per permit	232.00	B	2.65%
2 nd permit (single registration) where there are no off-street spaces*	per permit	150.00	Exempt	per permit	155.00	B	3.33%
2 nd permit (single registration) where there are no off-street spaces*(low emission vehicle)	per permit	48.50	Exempt	per permit	50.00	B	3.09%
2 nd permit (single registration) where there is one off-street space*	per permit	226.00	Exempt	per permit	232.00	B	2.65%
2 nd permit (single registration) where there is one off-street space*(low emission vehicle)	per permit	150.00	Exempt	per permit	155.00	B	3.33%
3 rd permit (single registration) where there are no off-street spaces*	per permit	226.00	Exempt	per permit	232.00	B	2.65%
3 rd permit (single registration) where there are no off-street spaces*(low emission vehicle)	per permit	150.00	Exempt	per permit	155.00	B	3.33%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
Other Parking Permits							
Motorcycle or Motor Scooter Resident Permit	per permit	free	Exempt	per permit	free	A	free
Replacement of 1 st Residential and Motorcycle or Motor Scooter Resident Permit (lost, stolen, damaged or update)	per permit	free	Exempt	per permit	free	A	free
Electric Motorbike/Scooter Resident Permit(6 months/12 months)	per permit	free	Exempt	per permit	free	A	free
Dual Registration Resident Permit	per permit	150.00	Exempt	per permit	155.00	B	3.33%
Interim Resident Permit to facilitate Interstate Registration Transfer(up to 3 months)**	per permit	155.00	Exempt	per permit	160.00	B	3.23%
Interim Resident Permit to facilitate NSW Address Registration Transfer(up to 30 days)***	per permit	48.50	Exempt	per permit	50.00	B	3.09%
Tradesperson's Permit (for RPS non-metered areas)	per week	90.00	Exempt	per permit	90.00	B	0.00%
Residents' Visitor Parking Permit							
Daily Visitors' Permit (per pack of 10 maximum permit allowance per residence applies)	per permit	24.00	Exempt	per permit	25.00	B	4.17%
Short-term Visitors' Permit (single registration for up to 30 days)	per permit	48.50	Exempt	per permit	50.00	B	3.09%
Annual Visitors' Permit (single registration per permit/ year)	per permit	180.00	Exempt	per permit	185.00	B	2.78%
Annual Visitors' Permit (up to 3 registrations per permit/year with unlimited updates)	per permit	520.00	Exempt	per permit	535.00	B	2.88%
Annual Permit for Registered Carers	per permit	50.00	Exempt	per permit	50.00	B	0.00%
* at the residential address at which the vehicle is registered							
** legislative requirement to transfer registration to NSW address for long-term stays (over 3 months)							
*** legislative requirement to notify RMS of change of address within 14 days							
20.4. Parking Meters							
Residential Streets	hourly fee	6.40	Taxable	hourly fee	6.60	E	3.12%
Bondi Junction and Bondi Beach - inner core commercial	hourly fee	5.60	Taxable	hourly fee	5.80	E	3.57%
Bondi Junction and Bondi Beach - outer core commercial	hourly fee	6.00	Taxable	hourly fee	6.20	E	3.33%
Bondi Beach long term beach parking – Queen Elizabeth Drive and Park Drive North	hourly fee	9.00	Taxable	hourly fee	9.30	E	3.33%
Bondi Beach long term beach parking on beach perimeter – Ramsgate Avenue and North Campbell Parade	hourly fee	9.00	Taxable	hourly fee	9.30	E	3.33%
Bondi Beach – Park Drive South – Summer Rate – Sept to May	hourly fee	9.00	Taxable	hourly fee	9.30	E	3.33%
Bondi Beach – Park Drive South – Winter Rate – June to August	hourly fee	5.20	Taxable	hourly fee	5.40	E	3.85%
Bronte inner core commercial	hourly fee	4.90	Taxable	hourly fee	5.10	E	4.08%
Bronte long term beach parking - Bronte Cutting- Summer Rate (September to May)	hourly fee	6.00	Taxable	hourly fee	6.50	E	8.33%
Bronte long term beach parking – Bronte Cutting - Winter Rate (June to August)	hourly fee	no charge	Exempt	hourly fee	no charge	E	no charge
Bronte long term beach parking – Bronte Cutting - (all day rate)	per day	30.00	Taxable	per day	32.50	E	8.33%
Campbell Parade Bus Zone/Coaches	hourly fee	9.80	Taxable	hourly fee	10.20	E	4.08%
To occupy any metered car parking space (per day)	per space per day	145.00	Taxable	per space per day	150.00	D	3.45%
To occupy any metered car parking space (per week)	per space per week	377.00	Taxable	per space per week	385.00	D	2.12%
Relocation of parking metre (including restoration of footpath)	per parking meter	1,262.00	Taxable	per parking meter	1,400.00	C	10.94%
Relocation of metered parking space (includes signage, line marking, bay marking, reprogramming)	per space	3,365.00	Exempt	per space	3,450.00	D	2.53%
Loss of metered parking space associated with new commercial or multi-unit development	per space	43,118.00	Exempt	per space	52,630.00	E	22.06%
20.5. Car Parks							

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Refund / Reversal of transaction				Taxable	per transaction	1.00	B	New
Credit card surcharge on parking (Car Parks)				Taxable	per transaction	0.80%	B	New
Bondi Junction Eastgate Car Park								
0-1 hour		per day	free	Taxable	per day	free	A	free
1-2 hours		per day	2.60	Taxable	per day	2.60	E	0.00%
2-3 hours		per day	8.60	Taxable	per day	9.00	E	4.65%

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance	
						Policy	
Employee cost increase by approx. 2.5%.							
3 - 3.5 hours	per day	15.00	Taxable	per day	15.00	E	0.00%
3.5 - 4 hours	per day	20.00	Taxable	per day	20.00	E	0.00%
4 - 4.5 hours	per day	25.00	Taxable	per day	25.00	E	0.00%
4.5 - 5 hours	per day	30.00	Taxable	per day	30.00	E	0.00%
5+ hours	per day	35.00	Taxable	per day	35.00	E	0.00%
Overnight (plus parking fee)	per day	30.00	Taxable	per day	30.00	E	0.00%
Eastgate Car Park Monthly Parking Permit (unreserved)	per day	320.00	Taxable	per day	320.00	E	0.00%
Administrative Fee for new or replacement permit card	per day	30.00	Taxable	per day	30.00	E	0.00%
Opening fee outside normal operational hours	per day	350.00	Taxable	per hour	360.00	E	2.86%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
All day parking (rooftop level only)	per day		17.00	Taxable	per day	17.00	E	0.00%
Late bird Parking (entry after 6pm close)	per day		10.00	Taxable	per day	10.00	E	0.00%
Major Event Parking* (applies on advertised days only available in all of car park)	per day		20.00	Taxable	per day	20.00	E	0.00%
Lost Ticket fee	per day	maximum timed parking rate		Taxable	per day	35.00	E	no change
Pre-Paid Bulk Purchase All-Day Parking Tickets (minimum quantity 100 tickets)	per day		15.00	Taxable	per day	15.00	E	0.00%
Hollywood Avenue Car Park								
0-1 hour	per day		3.00	Taxable	per day	3.00	E	0.00%
1-2 hours	per day		6.00	Taxable	per day	7.00	E	16.67%
2-3 hours	per day		10.00	Taxable	per day	11.00	E	10.00%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
3-4 hours	per day		13.00	Taxable	per day	14.00	E	7.69%
4- 5 hours	per day		17.00	Taxable	per day	18.00	E	5.88%
5+ hours	per day		20.00	Taxable	per day	21.00	E	5.00%
Overnight (plus parking fee)	per day		30.00	Taxable	per day	30.00	E	0.00%
Hollywood Avenue Car Park Monthly Parking Permit (unreserved)	per month		280.00	Taxable	per month	285.00	E	1.79%
Hollywood Avenue Car Park Monthly Overnight Resident Parking Permit (unreserved - available daily, arrive after 5:00 pm, exit before 9:00 am)	per month		144.00	Taxable	per month	144.00	E	0.00%
Administrative Fee for new or replacement permit card	per month		30.00	Taxable	per month	30.00	E	0.00%
Opening fee outside normal operational hours	per month		350.00	Taxable	per month	360.00	E	2.86%
Operational Parking Permit (eligibility criteria apply)	per month		145.00	Taxable	per month	145.00	E	0.00%
Super Early bird parking (available Monday – Friday, arrive between 7am and 9am exit after 4pm))	per day		12.00	Taxable	per day	12.00	E	0.00%
Early bird parking (available Monday – Friday, arrive arrive between 9am and 11am exit after 4pm)	per day		14.00	Taxable	per day	14.00	E	0.00%
Weekend Shopper Rate (available on Saturdays and Sundays only, no time restrictions)	per day		12.00	Taxable	per day	14.00	E	16.67%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Lost Ticket fee	per day	maximum timed parking rate		Taxable	per day	21.00	E	no change
Waverley Library Carpark								
0 - 2 hours	per day	free		Taxable	per day	free	A	no change
2-3 hours	per day	10.00		Taxable	per day	11.00	E	10.00%
3-4 hours	per day	14.00		Taxable	per day	14.00	E	0.00%
4 - 5 hours	per day	18.00		Taxable	per day	19.00	E	5.56%
5+ hours	per day	22.00		Taxable	per day	23.00	E	4.55%
Overnight (plus parking fee)	per day	30.00		Taxable	per day	30.00	E	0.00%
Monthly rate unreserved parking	per day	300.00		Taxable	per day	300.00	E	0.00%
Admin Fee for new or replacement permit card	per day	30.00		Taxable	per day	30.00	E	0.00%
Opening fee outside normal operational hours	per day	350.00		Taxable	per day	360.00	E	2.86%
Operational Parking Permit (eligibility criteria apply)	per day	145.00		Taxable	per day	145.00	E	0.00%
Early bird parking (arrive before 10am - leave after 3pm)	per day	15.00		Taxable	per day	15.00	E	0.00%
Lost Ticket fee	per day	maximum timed parking rate		Taxable	per day	23.00	E	no change
21. PAYMENT TRANSACTIONS, RATES AND NOTICES								
Credit Card Fee: For payments made by credit card through Council's cashier and Internet an administration fee applies on total value of credit card payment (only Visa/ MasterCard and American Express accepted). GST is included (or is not included) to the same extent that GST applies (or does not apply) to the underlying supply. Credit Card fees are no longer being charged for parking meters from 2016/17	per transaction	0.8%		Variable	per transaction	0.8%	B	0.00%
Late payment fee on overdue invoice	per month	5.15		Taxable	per month	5.25	B	2.00%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
21.1. Rating & Property Information							
Certificate Fees							
Rate Information confirmation Certificate (Section 603 Local Government Act 1993)	per certificate	85.00	Exempt	per certificate	85.00	F	0.00%
Urgent (24 hour) rate information confirmation Certificate (Section 603 Local Government Act 1993)	per certificate	155.00	Exempt	per certificate	155.00	B	0.00%
Copy of Rate & Instalment Notices	per notice	12.50	Exempt	per notice	12.75	B	2.00%
Extra Charges							
Extra charges on overdue rates (Section 566 (3) of the Local Government Act 1993)	per year	7%	Exempt	per year	7%	F	0.00%
Dishonoured Cheque Fee	per dishonour	21.00	Exempt	per dishonour	21.40	B	1.90%
Reconciliation of rate account (5 years only)							
First year	per assessment	33.00	Exempt	per assessment	33.65	B	1.97%
Subsequent years per year	per assessment	33.00	Exempt	per assessment	33.65	B	1.97%
22. PHOTOCOPYING, PRINTING AND PUBLICATIONS							
22.1. Photocopying and Printing							
Photocopy Black and White A4 size (per page)	per page	0.20	Exempt	per page	0.21	B	5.00%
Photocopy Black and White A6 size (per page)	per page	0.30	Exempt	per page	0.31	B	3.33%
Photocopy Black and White A3 size (per page)	per page	0.40	Exempt	per page	0.41	B	2.50%
Photocopy Colour A4 size (per page)	per page	1.05	Exempt	per page	1.07	B	1.90%
Photocopy Colour A3 size (per page)	per page	1.55	Exempt	per page	1.58	B	1.94%
Printing Black and White - A4 size (per page)	per copy	0.20	Taxable	per copy	0.20	B	0.00%
Printing Black & White - A3 size (per page)	per copy	0.40	Taxable	per copy	0.40	B	0.00%
Printing Colour - A4 size (per page)	per copy	1.00	Taxable	per copy	1.00	B	0.00%
Printing Colour - A3 size (per page)	per copy	1.50	Taxable	per copy	1.50	B	0.00%
Document scanning	per item	0.10	Taxable	per page	0.10	B	0.00%
3D printing set up fee	per job	3.00	Taxable	per job	3.00	B	0.00%
3D printing	per hour or part thereof	5.00	Taxable	per hour or part thereof	5.00	B	0.00%
Guest ticket	per ticket	1.00	Taxable	per ticket	1.00	B	0.00%
Printing Colour - A2 size (per page)	per copy	26.00	Exempt	per copy	27.00	B	3.85%
Printing Colour - A1 size (per page)	per copy	36.00	Exempt	per copy	37.00	B	2.78%
Printing Colour - A0 size (per page)	per copy	46.00	Exempt	per copy	47.00	B	2.17%
22.2. Publications							
Copy of Classification of Public Land	per request	51.30	Exempt	per request	52.35	C	2.05%
Copy of Planning Instrument	per item	20.50	Exempt	per item	20.90	C	1.95%

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Full set DCP copy	per item	102.60	Exempt	per item	104.65	C	2.00%
LEP/DCP written instrument – repealed documents	per item	20.50	Exempt	per item	20.95	C	2.20%
S94/S94A plans	per item	25.65	Exempt	per item	26.20	C	2.14%
Copy of Section 94 Contributions Plan	per copy	30.80	Exempt	per copy	31.45	C	2.11%
Other planning policies	per page	2.15	Exempt	per page	2.20	B	2.33%
Waverley Park and Pavilion Plan of Management	each	20.50	Exempt	each	21.00	B	2.44%
Bronte Plan of Management	each	20.50	Exempt	each	21.00	B	2.44%
Bondi Park, Beach and Pavilion Plan of Management	each	20.50	Exempt	each	21.00	B	2.44%
Thomas Hogan Reserve Plan of Management	each	20.50	Exempt	each	21.00	B	2.44%
Small Parks Plan of Management	each	20.50	Exempt	each	21.00	B	2.44%
Digital Data, CAD - Survey Information, Flood Modeling							
Survey Plan/Digital Data/CAD Preparation (Individuals & Businesses)	per hour	134.00	Exempt	per hour	138.00	D	2.99%
Survey Plan/Digital Data/CAD Preparation (Community Groups & Government Departments)	per hour	67.00	Exempt	per hour	69.00	D	2.99%
DRAINS Model	per application	2,270.00	Exempt	per application	2,334.00	E	2.82%
TUFlow Model	per application	5,000.00	Exempt	per application	5,140.00	E	2.80%
23. PUBLIC PLACE CLEANING EQUIPMENT HIRE							
Roadway Sweeper Hire with operator	per hour	115.00	Taxable	per hour	120.00	D	4.35%
Small Footpath Sweeper hire with operator	per hour	100.00	Taxable	per hour	105.00	D	5.00%
Labourer	per hour	60.00	Taxable	per hour	65.00	D	8.33%
15m3 waste compactor with driver	per hour	160.00	Taxable	per hour	165.00	D	3.13%
Mobile high pressure cleaning truck with operator	per hour	100.00	Taxable	per hour	105.00	D	5.00%
24. REGISTRATION OF PREMISES							
24.1. Cooling water systems							
Regulated system audit/administration - cooling tower/warm water systems	per system	300.00	Exempt	per system	308.00	B	2.67%
Cooling Towers - Notification Fee	per notification	115.00	Exempt	per notification	115.00	F	0.00%
Issue improvement notice or prohibition order for Regulated System	per notice	560.00	Exempt	per notice	560.00	F	0.00%
Vapour Recovery and Underground Storage Tanks							
Vapour Recovery Inspection for storage tanks on petrol service stations and control equipment for petrol dispensers	per inspection	266.00	Exempt	per inspection	272.00	C	2.26%
24.2. Food Premises - NSW Food Regulation Partnership							
Annual Registration, Inspection & Administration Fees							
Food Business with up to 5 full time equivalent food handlers (includes home based food businesses)	per inspection	350.00	Exempt	per inspection	360.00	E	2.86%
Food Business with more than 5 but less than 50 full time equivalent food handlers	per inspection	563.00	Exempt	per inspection	570.00	E	1.24%
Food Business with more than 50 full time equivalent food handlers	per inspection	785.00	Exempt	per inspection	790.00	E	0.64%
School Canteen Inspection (run by P & C - not for profit)	per inspection	Free	Exempt	per inspection	Free	B	Free
Educational Premises Inspection (run for profit)	per inspection	350.00	Exempt	per inspection	355.00	B	1.43%
Temporary Food Stall Application Assessment	per assessment	70.00	Exempt	per assessment	72.00	B	2.86%
Temporary Food Stall Inspection	per inspection	170.00	Exempt	per inspection	173.00	B	1.76%
Food Business re-inspection Fee	per inspection	300.00	Exempt	per inspection	305.00	B	1.67%
Food Improvement Notices (Administration Fee to issue an Improvement Notice under the Food Act 2003)	per notice	330.00	Exempt	per notice	330.00	F	0.00%
Clearance certificate (including inspection)	per certificate/inspection	350.00	Exempt	per certificate/inspection	350.00	E	0.00%
Food business on-site training	per hour	121.00	Taxable	per hour	123.00	E	1.65%
Advisory Inspection (including but not limited to pre- occupation fit out inspection)	per hour	123.00	Exempt	per hour	125.00	E	1.63%
Food sampling / testing (as per laboratory schedule of fees)	per sample	cost recovery	Taxable	per sample	cost recovery	C	cost recovery
24.3. Registered Public Health Premises (Fees include associated administration)							
Hair Salon/Beauty Salon/ Barber Shop inspection (no skin penetration procedures)	per inspection	282.00	Exempt	per inspection	285.00	B	1.06%
Skin penetration inspection (including Beauty Salons with skin penetration services)	per inspection	282.00	Exempt	per inspection	285.00	B	1.06%
Advisory Inspection (including but not limited to pre- occupation fit out inspection)	per hour	123.00	Exempt	per hour	130.00	E	5.69%
Skin penetration notification fee	per inspection	100.00	Exempt	per inspection	100.00	F	0.00%
Sex Premises Inspection	per inspection	284.00	Exempt	per inspection	300.00	B	5.63%
Backpacker accommodation inspection	per inspection	284.00	Exempt	per inspection	290.00	B	2.11%
Bed and Breakfast establishments Inspection	per inspection	284.00	Exempt	per inspection	290.00	B	2.11%
Boarding houses Inspection	per inspection	284.00	Exempt	per inspection	290.00	B	2.11%
Re-inspection of registered health premises	per inspection	123.00	Exempt	per inspection	130.00	B	5.69%
Inspection of unregistered premises	per inspection	352.00	Exempt	per inspection	360.00	B	2.27%
Issue improvement notice or prohibition order - excluding Regulated Systems	per notice	270.00	Exempt	per notice	270.00	F	0.00%
25. SALE/LEASE OF COUNCIL PROPERTY							
Applications for Purchase/ Lease of Miscellaneous Council Property/ Laneways/ Roads etc.							

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Initial application for consideration (non- refundable)	per application	990.00	Taxable	per application	1,005.00	C	1.52%
26. SECURITY DEPOSITS							
Security Deposits – Building Applications							
Related to building cost							
less than \$9,999	per application	1,170.00	Exempt	per application	1,200.00	G	2.56%
\$10,000 to \$24,999	per application	1,640.00	Exempt	per application	1,680.00	G	2.44%
\$25,000 to \$49,999	per application	2,230.00	Exempt	per application	2,290.00	G	2.69%
\$50,000 to \$99,999	per application	2,760.00	Exempt	per application	2,830.00	G	2.54%
\$100,000 to \$149,999	per application	3,610.00	Exempt	per application	3,700.00	G	2.49%
\$150,000 to \$199,999	per application	5,520.00	Exempt	per application	5,670.00	G	2.72%
\$200,000 to \$299,999	per application	6,680.00	Exempt	per application	6,860.00	G	2.69%
\$300,000 to \$399,999	per application	8,700.00	Exempt	per application	8,940.00	G	2.76%
\$400,000 to \$499,999	per application	10,930.00	Exempt	per application	11,230.00	G	2.74%
\$500,000 to \$749,999	per application	16,340.00	Exempt	per application	16,790.00	G	2.75%
\$750,000 to \$999,999	per application	22,280.00	Exempt	per application	22,900.00	G	2.78%
Over \$1,000,000	per application	Determined based on 2% of the value of the development	Exempt	per application	Determined based on 2% of the value of the development	G	Percentage
27. STORMWATER MANAGEMENT SERVICE CHARGE							
Residential property	per property	25.00	Exempt	per property	25.00	F	0.00%
Residential strata property	per property	12.50	Exempt	per property	12.50	F	0.00%
Business property	per 350 m2 (or part thereof)	25.00	Exempt	per 350 m2 (or part thereof)	25.00	F	0.00%
Business strata property	per 350 m2 (or part thereof) levied equally to strata unit entitlement with a minimum of \$5	25.00	Exempt	per 350 m2 (or part thereof) levied equally to strata unit entitlement with a minimum of \$5	25.00	F	0.00%
28. SWIMMING POOL COMPLIANCE AND FIRE AND SAFETY INSPECTIONS							
28.1. Swimming Pool Compliance							
Under Swimming Pools Act, 1992 (unless otherwise prescribed by Regulation)							
Swimming Pool inspection First inspection or first inspection since a certificate of compliance ceased to be valid	per inspection	150.00	Taxable	per inspection	150.00	F	0.00%
Swimming Pool Inspection Any or all subsequent inspections after the first inspection	per inspection	100.00	Taxable	per inspection	100.00	F	0.00%
Copies of Certificates/Correspondence	per copy	40.00	Taxable	per copy	45.00	B	12.50%
Provision of registration information	per request	10.00	Taxable	per request	10.00	F	0.00%
Request for Exemption (i.e. Section 22)	per request	250.00	Exempt	per request	250.00	F	0.00%
Note: If the fee is not prescribed in the regulations, a minimum application fee of \$250 applies for any certificate, report or request for an exemption							
28.2. Registration of Certificates							
Issued by accredited/private certifiers Includes: Construction certificates, complying development certificates, subdivision certificates, occupation certificates and other certificates issued by private accredited certifiers	per certificate	36.00	Exempt	per certificate	36.00	F,G	0.00%
28.3. Fire Safety & Essential Fire Safety Services							
Minimum fee per building	per building	150.00	Exempt	per building	175.00	C	16.67%
Provision of copy of fire safety schedule/certificate/statement	per item	36.00	Exempt	per item	45.00	C	25.00%
28.4. Outstanding Notices/Orders							
Outstanding Environment Health and Building Notices and Orders on properties per rateable premises or strata							
Issuing of Certificate	per certificate	120.00	Exempt	per certificate	140.00	C	16.67%
Urgency fee	per certificate	105.00	Exempt	per certificate	120.00	C	14.29%
28.5. Miscellaneous Fees and Services							

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Application Fee for other types of application/services (other than the specified types of applications)		per application	262.90	Exempt	per application	268.15	C	2.00%
29. SUPPLY OF COMPOST BINS AND WORM FARMS								
Compost Bin		per bin	9.95	Taxable	per bin	9.95	B	0.00%
Compost Stirrer (previously called Compost Mate or Aerator)		per stirrer	3.95	Taxable	per stirrer	3.95	B	0.00%
Delivery of Compost Bin and/or Compost Stirrer			no charge			no charge	A	no charge
Worm farm		per farm	18.95	Taxable	per farm	18.95	B	0.00%
Worms (500)		per 500	8.95	Taxable	per 500	8.95	B	0.00%
Delivery of Worm farm and/or without worms			no charge			no charge	A	no charge
Extra worms (1000)		per 1000	15.95	Taxable	per 1000	15.95	B	0.00%
Bokashi Bin		per bin	19.95	Taxable	per bin	Delete - Not required		To be removed
Delivery of Bokashi Bin		per bin	14.90	Taxable	per bin	Delete - Not required		To be removed
Compact Compost Bin		per bin	169.95	Taxable	per bin	9.95	B	-94.15%
Delivery of Compact Compost Bin		per bin	18.90	Taxable	per bin	no charge	A	no charge
Premium Tumbling Compost Bin		per bin	84.95	Taxable	per bin	199.00	B	134.26%
Delivery of Premium Tumbling Compost Bin		per bin	23.90	Taxable	per bin	no charge	A	no charge
Premium compact worm farm		per bin	49.95	Taxable	per bin	59.90	B	19.92%
Delivery of Premium compact worm farm		per bin	16.90	Taxable	per bin	no charge	A	no charge
Drain Tube = Accessory for Premium Compoact Worm Farm				Taxable	per tube	4.90	B	New
Delivery of Drain Tube if not shipped with worm farm				Taxable	per tube	no charge	C	No charge
Extra Working Tray Accessory for Premium Compoact Worm Farm				Taxable	per tray	19.90	B	New
Delivery of Extra Working Tray if not sent with worm farm				Taxable	per tray	11.00	C	New
Plastic Legs - Accessory for Premium Compact Worm Farm				Taxable	per set of 4	4.90	B	New
Delivery of plastic legs if not delivered with worm farm				Taxable	per set of 4	No charge	C	No charge
Wooden Legs - Accessory for Premium Compact Worm Farm				Taxable	per set of 4	29.90	B	New
Delivery of wooden legs if not delivered with worm farm				Taxable	per set of 4	10.00	C	New
30. TOWN PLANNING								
Development Control Plans(DCP) Stage 1: Assessment of draft DCP controls for inclusion in Council DCPas new								
Stage 2: Notification, review and finalisation								
Development Control Plans – Stage 1		per item	15,038.60	Exempt	per item	15340.00	C	2.00%
Development Control Plans – Stage 2		per item	5,994.40	Exempt	per item	6114.30	C	2.00%
Planning Certificate – Section 10.7(2)		per certificate	53.00	Exempt	per certificate	53.00	F	0%
Planning Certificate – Section 10.7(2)&(5)		per certificate	133.00	Exempt	per certificate	133.00	F	0%
Fee for Certified copy of plan, map or plan held by a Council department		per copy	53.00	Exempt	per copy	53.00	F	0%
Change or Issue of Street Address Application Fee		per application	599.00	Exempt	per application	611.00	C	2.00%
Microfilm Copy of Plans		30 minutes	10.25	Exempt	30 minutes	10.50	C	2.38%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
Property Research Fee	per item	164.00 includes retrieval up to 2 files plus 61.50 for each additional file retrieval	Exempt	per item	167.30 includes retrieval up to 2 files plus 62.75 for each additional file retrieval	C	ok
Stamping of Additional Plans – Dwellings	per item/article	61.50	Exempt	per item/article	62.75	C	2.03%
Stamping of Additional Plans – All Other Plans	per item/article	154.00	Exempt	per item/article	157.10	C	2.01%
Rezoning: Local Environment Plans							
Pre-application	per application	2,629.15	Exempt	per application	2682.00	C	2.01%
(i) Minor Planning Proposal							
Stage 1 – Pre gateway determination	per item	14,933.45	Exempt	per item	15233.00	C	2.01%
Stage 2 – Post gateway determination	per item	6,415.10	Exempt	per item	6544.00	C	2.01%
Local Planning Panel Fee	per item	2,313.65	Exempt	per item	2360.00	C	2.00%
Total Fee	per item	23,662.15	Exempt	per item	24136.00	C	2.00%
(ii) Major Planning Proposal							
Stage 1 – Pre gateway determination	per item	31,549.50	Exempt	per item	32180.00	C	2.00%
Stage 2 – Post gateway determination	per item	14,723.10	Exempt	per item	15018.00	C	2.00%
Local Planning Panel Fee	per item	2,313.65	Exempt	per item	2360.00	C	2.00%
Total Fee	per item	48,586.25	Exempt	per item	49558.00	C	2.00%
(iii) Complex Planning Proposal							
Stage 1 – Pre gateway determination	per item	42,066.00	Exempt	per item	42907.30	C	2.00%
Stage 2 – Post gateway determination	per item	16,300.05	Exempt	per item	16626.00	C	2.00%
Local Planning Panel Fee	per item	11,857.40	Exempt	per item	12095.00	C	2.00%
Total Fee	per item	70,223.45	Exempt	per item	71628.00	C	2.00%
Note: Council may seek to recover a higher fee, with agreement of the proponent							
Note: Minor planning proposals: A minor planning proposal generally refers to a single allotment spot rezoning generated by a planning anomaly or inconsistency. Major planning proposals refer to applications requiring a higher level of investigation, possibly involving several disciplines within Council or that may generate considerable community interest. Complex planning proposals will require extensive investigation, generate considerable community interest and are likely to be the catalyst for consideration of planning controls on sites further afield than the subject site.							
31. TREES							
Application to lop/remove private trees (TPOs)							
1st tree	per tree	79.00	Exempt	per tree	81.00	B	2.53%
Additional tree	per tree	32.00	Exempt	per tree	32.65	B	2.03%
Pensioner concession	per application	75% discount against respective fee	Exempt	per application	75% discount against respective fee	B	%
Review of application	per review	72.00	Exempt	per review	73.45	B	2.01%
Off Set Tree Planting Private Trees / Tree Permits	per tree	273.00	Exempt	per tree	278.50	B	2.01%
32. USE AND HIRE OF COUNCIL PROPERTY							
Definition of categories							
Standard rate							
Applies to all hirers, including commercial operators, except: 1. Hirers who fall within a category below. 2. Children's parties or functions. Different rates apply to children's parties and functions for some venues. Hire for these types of events are available at specific venues between specified times. Rates are itemised for each venue below where applicable							

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
Charity/community/not-for-profit							
This category applies to groups that are either: 1. Registered as a charity or not-for-profit organisation, or 2. 'Non-profit'; i.e. apply only a very small fee to help cover costs. This category does not apply to children's parties or functions. Charity/community/not-for-profit rates are set at levels to support these groups using Waverley Council venues. This category applies to all indoor venue hire							
Critical support services receive a 50% discount on the charity/community/not-for-profit rate. This category applies to all indoor venue hire							
Explanatory notes							
A three tiered banding structure is used to standardise the hire fees for rooms of a similar size that offer a similar level of amenity across all Council venues. The bands are community halls/large rooms, standard rooms and small meeting rooms							
All bookings are subject to availability and terms and conditions of hire							
Hire fees are for indoor venues only, use of parks and reserves must be hired separately (see Use and Hire of Public Open Spaces)							
Corporate hires are priced on application for all Waverley Council indoor venues							
Security bonds apply to all hires. Bonds are set between \$20-\$5000 depending on the scale and the nature of the hire							
Bonds are fully refundable provided the Terms and Conditions of Hire are met in full							
32.1. Kimberley Reserve Community Centre Hall							
Standard rate	per hour	42.10	Taxable	per hour	43.00	E	2.14%
Charity/Community/Not for profit groups	per hour	21.05	Taxable	per hour	21.50	B	2.14%
Children's parties 4hr minimum booking, 8am- 12pm or 1pm- 5pm Saturdays and Sundays	per booking	210.50	Taxable	per booking	215.00	E	2.14%
Cleaning Fee (compulsory)	per booking	62.00	Taxable	per booking	65.00	E	4.84%
32.2. Wairoa Avenue Community Centre Hall							
Standard rate	per hour	42.10	Taxable	per hour	43.00	E	2.14%
Charity/Community/Not for profit groups	per hour	21.05	Taxable	per hour	21.50	B	2.14%
Children's parties 4hr minimum booking, 8am to 12pm or 1pm to 5pm Saturdays and Sundays	per booking	210.50	Taxable	per booking	215.00	E	2.14%

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Cleaning fee (compulsory)		per booking	62.00	Taxable	per booking	65.00	E	4.84%
32.3. Thomas Hogan Reserve Community Hall								
Peak 5.00pm-close weekdays and all day weekends		per hour	52.30	Taxable	per hour	54.00	E	3.25%
Off Peak 7.00am-5pm weekdays		per hour	42.00	Taxable	per hour	43.00	E	2.38%
Charity/Community/Not for profit groups								
Peak 5.00pm-close weekdays and all day weekends		per hour	26.15	Taxable	per hour	27.00	B	3.25%
Off Peak 7.00am-5pm weekdays		per hour	21.00	Taxable	per hour	21.50	B	2.38%
Children's parties 4 hr minimum bookings Saturdays and Sundays		per booking	210.50	Taxable	per booking	215.00	E	2.14%
Cleaning fee (compulsory)		per booking	62.00	Taxable	per booking	65.00	E	4.84%
Function rate available from 5pm to midnight Friday to Sunday (Special conditions apply)								
Private functions (minimum 4 hr bookings)								
Half day (4 hours)		per half day	344.00	Taxable	per half day	355.00	E	3.20%
Full day (8 hours)		per day	688.00	Taxable	per day	710.00	E	3.20%
Additional hours		per hour	100.00	Taxable	per hour	102.00	E	2.00%
Charity/Community/Not for profit groups 50% discount on private function rates								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Commercial functions/events additional 50% premium on private function rates								
32.4. Hugh Bamford Reserve Community Hall								
Peak 5.00pm-close weekdays and all day weekends	per hour		52.30	Taxable	per hour	54.00	E	3.25%
Off Peak 7.00am-5pm weekdays	per hour		42.00	Taxable	per hour	43.00	E	2.38%
Charity/Community/Not for profit groups								
Peak 5.00pm-close weekdays and all day weekends	per hour		26.15	Taxable	per hour	27.00	B	3.25%
Off Peak 7.00am-5pm weekdays	per hour		21.00	Taxable	per hour	21.50	B	2.38%
Children's parties 4 hr minimum bookings Saturdays and Sundays	per booking		210.50	Taxable	per booking	215.00	E	2.14%
Cleaning fee (compulsory)	per booking		62.00	Taxable	per booking	65.00	E	4.84%
Function rate available from 5pm to midnight Friday to Sunday(Special conditions apply)								
Private functions (minimum 4 hr bookings)								
Half day (4hours)	per half day		344.00	Taxable	per half day	355.00	E	3.20%
Full day (8 hours)	per day		688.00	Taxable	per day	710.00	E	3.20%
Additional hours	per hour		100.00	Taxable	per hour	102.00	E	2.00%
Charity/Community/Not for profit groups 50% discount on private function rates								
Commercial functions/events additional 50% premium on private function rates								
32.5. Mill Hill Community Centre								
Community Hall (only available during peak times as specified below)								
Standard rate								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Peak 5.00pm-close weekdays and all day on weekends	per hour		52.30	Taxable	per hour	54.00	E	3.25%
Charity/Community/Not for profit groups								
Peak 5.00pm close weekdays and all day on weekends	per hour		26.15	Taxable	per hour	27.00	B	3.25%
Function rate available from 5pm to midnight Fridays and 4pm to midnight Saturday and Sundays								
Private functions (minimum 4hr bookings)								
Half day (4 hours)	per half day		344.00	Taxable	per half day	355.00	E	3.20%
Full day (8 hours)	per day		688.00	Taxable	per day	710.00	E	3.20%
Additional hours	per hour		100.00	Taxable	per hour	102.00	E	2.00%
Charity/Community/Not for profit groups 50% discount on private function rates								
Commercial functions / events additional 50% premium on private function rates								
Community Hall Kitchen								
Per use	per use		57.50	Taxable	per use	60.00	B	4.35%
Rooms 1,3 and 4								
(Rooms 3 and 4 are only available after 5pm weekdays and all day onweekends)								To be removed
Standard rate	per hour		37.00	Taxable		To be removed		To be removed
Charity/Community/Not for profit groups	per hour		18.50	Taxable		To be removed		To be removed
Room 2								To be removed
Standard rate	per hour		42.10	Taxable		To be removed		To be removed

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Charity/Community/Not for profit groups	per hour	21.05	Taxable		To be removed			To be removed
32.6. Bondi Pavilion Community Cultural Centre								
Seagull Room or High Tide Room								
Standard rate								
Peak 5.00pm close weekdays and all day on weekends	per hour	52.30	Taxable		TBA			TBA
Off peak 7.00am-5.00pm weekdays	per hour	42.10	Taxable		TBA			Bondi Pavilion
Charity/Community/Not for profit groups					TBA			Bondi Pavilion
Peak 5.00pm close weekdays and all day on weekends	per hour	26.15	Taxable		TBA			Bondi Pavilion
Off peak 7.00am-5.00pm weekdays	per hour	21.05	Taxable		TBA			Bondi Pavilion
Beach view rooms - Function rate (Seagull Room, Ocean Room, Northern Foyer & Balcony North)								Bondi Pavilion
Functions available from 4pm to midnight Friday, Saturday and Sundays only (some weekdays on application)					TBA			Bondi Pavilion
Private functions (minimum 4hr bookings)					TBA			Bondi Pavilion
Half day (4 hours)	per half day	344.00	Taxable		TBA			Bondi Pavilion
Full day (8 hours)	per day	790.00	Taxable		TBA			Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Additional hours	per hour	100.00	Taxable		TBA		Bondi Pavilion
Cleaning fee (compulsory)	per booking	At cost	Taxable		TBA		Bondi Pavilion
Charity/Community/Not for profit groups 50% discount on private function rates					TBA		Bondi Pavilion
Commercial functions /events 50% premium on private function rate					TBA		Bondi Pavilion
First Floor Bar Area (hired in conjunction with Beach View Rooms) where there is no alcohol service	per event	318.00	Taxable		TBA		Bondi Pavilion
High Tide room - Function rate					TBA		Bondi Pavilion
Functions available from 4pm to midnight, Friday, Saturday and Sundays only					TBA		Bondi Pavilion
Private functions (minimum 4hr bookings)					TBA		Bondi Pavilion
Half day (4 hours)	per half day	344.00	Taxable		TBA		Bondi Pavilion
Full day (8 hours)	per day	688.00	Taxable		TBA		Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Additional hours	per hour	100.00	Taxable		TBA		Bondi Pavilion
Cleaning fee (compulsory)	per booking	At cost	Taxable		TBA		Bondi Pavilion
Charity/Community/Not for profit groups 50% discount on private function rates					TBA		Bondi Pavilion
Commercial functions / events 50% premium on private function rate					TBA		Bondi Pavilion
Children's parties 9.00am-12.30pm or 12.30pm -4.00pm	per booking	210.50	Taxable		TBA		Bondi Pavilion
Southern Courtyard					TBA		Bondi Pavilion
When hired in conjunction with the High Tide Room for a function	per use	359.00	Taxable		TBA		Bondi Pavilion
Exhibition Gallery					TBA		Bondi Pavilion
Weekly Gallery Fee (amended fee title to clarify usage from previous (Installation Fee which was applied across multiple weeks even though "installation" only occurred once	per week	300.00	Taxable		TBA		Bondi Pavilion
Commission on sales	per sale	25%	Taxable		TBA		Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Music Studio 1 or Studio 2						TBA	Bondi Pavilion
Standard rate	per hour	36.00	Taxable		TBA		Bondi Pavilion
Rehearsals/Charity/Community/Not for Profit groups	per hour	18.50	Taxable		TBA		Bondi Pavilion
Off peak rate	per hour	18.50	Taxable		TBA		Bondi Pavilion
Individual rate	per hour	14.50	Taxable		TBA		Bondi Pavilion
Standard rate (over 10 hours)	per day	360.00	Taxable		TBA		Bondi Pavilion
Rehearsals /Charity/ Community/ Not for Profit groups (over 10 hours)	per day	175.00	Taxable		TBA		Bondi Pavilion
Music Studio Equipment Hire						TBA	Bondi Pavilion
Drum kit (cymbals, snare drum and kick pedal not included)	per session	16.50	Taxable		TBA		Bondi Pavilion
Guitar Amplifier	per session	16.50	Taxable		TBA		Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Keyboard & Amplifier	per session		16.50	Taxable		TBA		Bondi Pavilion
One Music Studio plus Recording Control Room and Sound Engineer						TBA		Bondi Pavilion
Standard rate	per hour		100.00	Taxable		TBA		Bondi Pavilion
Standard full day rate (over 9 hours)	per day		635.00	Taxable		TBA		Bondi Pavilion
Induction rate	one off		130.00	Taxable		TBA		Bondi Pavilion
One Music Studio plus Recording Control Room - No Sound Engineer						TBA		Bondi Pavilion
Standard rate	per hour		36.00	Taxable		TBA		Bondi Pavilion
Standard full day rate (over 9 hours)	per day		370.00	Taxable		TBA		Bondi Pavilion
Ocean Room or Dolphin Room						TBA		Bondi Pavilion
Standard rate	per hour		37.00	Taxable		TBA		Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Charity/Community / Not for Profit groups	per hour	18.50	Taxable		TBA		Bondi Pavilion
Amphitheatre (ground floor work space)					TBA		Bondi Pavilion
Standard rate	per hour	42.10	Taxable		TBA		Bondi Pavilion
Charity/Community/Not for Profit groups	per hour	21.05	Taxable		TBA		Bondi Pavilion
Standard rate	per day	262.00	Taxable		TBA		Bondi Pavilion
Charity/Community/Not for Profit groups	per day	131.00	Taxable		TBA		Bondi Pavilion
Amphitheatre (performance plus ground floor work space)					TBA		Bondi Pavilion
Standard rate	per day	528.00	Taxable		TBA		Bondi Pavilion
Charity/Community / Not for Profit groups	per day	262.00	Taxable		TBA		Bondi Pavilion
Standard rate	per week	2,102.00	Taxable		TBA		Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Charity/Community / Not for Profit groups	per week	1,051.00	Taxable		TBA		Bondi Pavilion
Bondi Pavilion Theatre and Theatre in the Park					TBA		Bondi Pavilion
Standard hire	weekly hire	4,500.00	Taxable		TBA		Bondi Pavilion
Theatre - Additional hour / charged hourly	per hour	180.00	Taxable		TBA		Bondi Pavilion
Charity/Community/Not for Profit Groups	weekly hire	1,875.00	Taxable		TBA		Bondi Pavilion
Theatre - Additional hour / charged hourly	per hour	90.00	Taxable		TBA		Bondi Pavilion
Theatre/Music/Film hire*	weekly hire	1,875.00	Taxable		TBA		Bondi Pavilion
Standard hire	per day	1,500.00	Taxable		TBA		Bondi Pavilion
Charity/Community/Not for Profit Groups	per day	750.00	Taxable		TBA		Bondi Pavilion
Theatre/Music/Film hire*	per day	750.00	Taxable		TBA		Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
Standard hire	half day	900.00	Taxable		TBA		Bondi Pavilion
Charity/Community/Not for Profit Groups	half day	450.00	Taxable		TBA		Bondi Pavilion
Theatre/Music/Film hire*	half day	450.00	Taxable		TBA		Bondi Pavilion
Rehearsal rate no technology/technician	per hour (min 3 hours)	30.00	Taxable		TBA		Bondi Pavilion
Note: *In order to receive the music /theatre/film rate, hirers must be able to demonstrate they are undertaking the proposed activity primarily for the creation and dissemination of cultural material as the proposed hire purpose. Activities that are skewed predominantly towards commercial outcomes will attract the standard fees					TBA		Bondi Pavilion
Half Day bookings include meetings, talks, film screenings with minimal technical set up. All bookings requiring more than basic technical services will be charged daily rates 10am-4pm / 5pm-10pm					TBA		Bondi Pavilion
Additional hourly rates apply after the half day hours have been exceeded. This does not include bookings that require technical set up and production, which are subject to daily hire rates.					TBA		Bondi Pavilion
Staffing					TBA		Bondi Pavilion
Production Coordination	Per hour (min 3 hours)	55.00	Taxable		TBA		Bondi Pavilion
AV Technician	Per hour (min 3 hours)	55.00	Taxable		TBA		Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Front of house staff	Per hour (min 3 hours)	45.00	Taxable		TBA			Bondi Pavilion
Staging Staff	Per hour (min 3 hours)	30.00	Taxable		TBA			Bondi Pavilion
Bar Manager	Per hour (min 4 hours)	75.00	Taxable		TBA			Bondi Pavilion
Bar Staff	Per hour (min 4 hours)	55.00	Taxable		TBA			Bondi Pavilion
Merchandise commission	percentage sale price	10%	Taxable		TBA			Bondi Pavilion
Cross hired technical requirement and services	variable	actual cost + 30%	Taxable		TBA			Bondi Pavilion
Ticket fees per ticket	per ticket	0-10.00	Taxable		TBA			Bondi Pavilion
Art Studio					TBA			Bondi Pavilion
Standard rate	per week	190.00	Taxable		TBA			Bondi Pavilion
Charity/Community / Not for Profit groups	per week	95.00	Taxable		TBA			Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Southern or Northern Courtyards						TBA	Bondi Pavilion
Standard rate	per day		1,472.00	Taxable		TBA	Bondi Pavilion
Charity/Community / Not for Profit groups	per day		736.00	Taxable		TBA	Bondi Pavilion
Standard rate	per week		4,210.00	Taxable		TBA	Bondi Pavilion
Charity/Community / Not for Profit groups	per week		2,105.00	Taxable		TBA	Bondi Pavilion
Large scale events incorporating the Pavilion's indoor spaces and courtyards						TBA	Bondi Pavilion
Standard rate	per day		8,412.00	Taxable		TBA	Bondi Pavilion
Charity/Community / Not for Profit groups	per day		4,206.00	Taxable		TBA	Bondi Pavilion
Corporate	per day		23,136.00	Taxable		TBA	Bondi Pavilion
Security bond for large scale events	per event		10,250.00	Taxable		TBA	Bondi Pavilion

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
First Floor - Pavillion Gatehouse						TBA		Bondi Pavilion
Community Office Spaces 1, 2 and 3 are available only for the purpose of providing an administrative support base for events and programs supported by Council and delivered at the Bondi Pavilion						TBA		Bondi Pavilion
Standard rate	per week		102.60	Taxable		TBA		Bondi Pavilion
Charity/Community / Not for Profit groups	per week		51.30	Taxable		TBA		Bondi Pavilion
32.7. Waverley Library - Ron Lander Centre								
Friends' Meeting Room								
Standard rate	per hour		37.00	Taxable	per hour	38.00	E	2.70%
Charity/Community/Not for Profit groups	per hour		18.50	Taxable	per hour	19.00	B	2.70%
Ground Floor Children's Activity Room								
Standard rate	per hour		42.10	Taxable	per hour	43.00	E	2.14%
Charity/Community / Not for Profit groups	per hour		21.05	Taxable	per hour	21.50	B	2.14%
Theatrette								
Standard rate (minimum 2 hour booking)								
Peak 5.00pm-9.00pm weekdays and during weekend opening hours	per hour		52.33	Taxable	per hour	54.00	E	3.19%
Off peak 9.30am-5.00pm weekdays	per hour		42.10	Taxable	per hour	43.00	E	2.14%
Charity/Community/Not for profit groups (minimum 2 hour booking)								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Peak 5.00pm-9.00pm weekdays and during weekend opening hours	per hour	26.15	Taxable	per hour	27.00	B		3.25%
Off peak 9.30am-5.00pm weekdays	per hour	21.05	Taxable	per hour	21.50	B		2.14%
Theatrette Kitchenette	per use	32.00	Taxable	per use	32.50	B		1.56%
Theory Room								
Standard rate	per hour	37.00	Taxable	per hour	38.00	E		2.70%
Charity/Community/Not for Profit groups	per hour	18.50	Taxable	per hour	19.00	B		2.70%
Library Computer Training Room								
Standard rate			Taxable	per hour	38.00	E		
Charity/Community/Not for Profit groups			Taxable	per hour	19.00	B		
Half day (4 hours)	per half day	336.50	Taxable	per half day	343.00	E		1.93%
Charity/Community/Not for profit groups -Half day (4 hours)	per half day	168.25	Taxable	per half day	171.50	E		1.93%
Full day (8 hours)	per day	568.40	Taxable	per day	580.00	E		2.04%
Charity/Community/Not for profit groups -Full day (8 hours)	per day	284.20	Taxable	per day	290.00	E		2.04%
32.8.School of Arts								
Community Hall								
Standard rate								
Peak 5.00pm close weekdays and all day on weekends	per hour	52.30	Taxable	per hour	54.00	E		3.25%
Off peak 7.00am-5.00pm weekdays	per hour	42.10	Taxable	per hour	43.00	E		2.14%
Charity/Community / Not for profit groups								
Peak 5.00pm close weekdays and all day on weekends	per hour	26.15	Taxable	per hour	27.00	B		3.25%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Off peak 7.00am-5.00pm weekdays	per hour		21.05	Taxable	per hour	21.50	B	2.14%
Private functions(minimum 4 hours booking)								
Half day(4 hours)	per half day		369.30	Taxable	per half day	355.00	E	-3.87%
Full day(8 hours)	per day		738.60	Taxable	per day	710.00	E	-3.87%
Additional hours	per hour		100.00	Taxable	per hour	102.00	E	2.00%
Charity/Community/Not for profit groups 50% discount on private function rates								
Commercial functions/events additional 50% premium on Private function rates								
Room A								
Standard rate	per hour		37.00	Taxable	per hour	38.00	E	2.70%
Charity/Community/Not for Profit groups	per hour		18.50	Taxable	per hour	19.00	B	2.70%
32.9. Margaret Whitlam Recreation Centre								
Indoor Sports Court								
Standard rate								
Peak 5.00pm close weekdays and all day on weekends	per hour		79.00	Taxable	per hour	81.00	E	2.53%
Off peak 7.00am-5.00pm weekdays	per hour		68.70	Taxable	per hour	71.00	E	3.35%
Sports clubs, community sports organisations and schools								
Peak 5.00pm close weekdays and all day on weekends	per hour		65.10	Taxable	per hour	67.00	B	2.92%
Off peak 7.00am-5.00pm weekdays	per hour		52.30	Taxable	per hour	54.00	B	3.25%
Hire of sports balls, equipment etc.	per session		5.00-30.00	Taxable	per session	5.00-30.00	B	Range
Pop up tent hire (3mx3m)	per hire		52.00	Taxable	per hire	53.00	B	1.92%
Security bond (refundable)	per hire		250.00	Taxable	per hire	250.00	G	0.00%
Half-Court casual hire - maximum 6 participants	per person per hour		6.00	Taxable	per person per hour	6.50	B	8.33%
Community Room								
Standard rate								
Peak 5.00pm close weekdays and all day on weekends	per hour		52.30	Taxable	per hour	54.00	E	3.25%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Off peak 7.00am-5.00pm weekdays	per hour		42.10	Taxable	per hour	43.00	E	2.14%
Charity/Community/Not for profit groups								
Peak 5.00pm close weekdays and all day on weekends	per hour		26.15	Taxable	per hour	27.00	B	3.25%
Off peak 7.00am-5.00pm weekdays	per hour		21.05	Taxable	per hour	21.50	B	2.14%
Private functions (minimum 4 hour booking)								
Half day (4 hours)	per half day		379.60	Taxable	per half day	390.00	E	2.74%
Full day (8 hours)	per day		759.20	Taxable	per day	780.00	E	2.74%
Additional hours	per hour		102.00	Taxable	per hour	102.00	E	0.00%
Hire of AV Equipment	per use		5.15-308.00	Taxable	per use	5.00-300.00	B	Range rounded
Charity/Community/Not for profit groups 50% discount on private function rate								
Commercial functions / events additional 50% premium on private function rates								
Community Room Kitchen								
Standard rate	per use		75.90	Taxable	per use	78.00	B	2.77%
Charity/Community / Not for profit groups	per use		37.95	Taxable	per use	39.00	B	2.77%
Club Room (north or south)								
Standard rate	per hour		37.00	Taxable	per hour	38.00	E	2.70%
Charity/Community/ Not for Profit groups	per hour		18.50	Taxable	per hour	19.00	B	2.70%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Children's parties from 8.00am-12.00pm or 1pm-5.00pm	per booking		210.30	Taxable		To be removed		To be removed
Licensed Sports Club Day Rate	per day		60.00	Taxable	per day	61.00	B	1.67%
Home Changing Room	per hour		32.00	Taxable	per hour	33.00	B	3.13%
Visitor Changing Room	per hour		32.00	Taxable	per hour	33.00	B	3.13%
Grandstand (when used as venue for events, filming purposes)	per booking		164.15	Taxable	per booking	167.50	F	2.04%
Kiosk	per booking		63.10	Taxable	per booking	64.50	B	2.22%
Note: Referees and First Aid rooms are available free of charge with the hire of Waverley Oval								
Waverley Park Amenity Building								
Standard rate	per hour		37.00	Taxable	per hour	38.00	E	2.70%
Charity/Community / Not for Profit groups	per hour		18.50	Taxable	per hour	19.00	B	2.70%
Children's parties from 8.00am-12.00pm or 1pm-5.00pm	per booking		210.30	Taxable	per booking	215.00	B	2.23%
Cleaning fee (compulsory)	per booking		62.00	Taxable	per booking	65.00	C	4.84%
Hire of Additional Equipment and Facilities								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
Note: Not all equipment items are available at all venues, please contact the relevant Venue Coordinator to enquire about availability							
Storage cupboards (limited availability)	per week		5.00-100.00	taxable	per week	10.00-100.00	E Range
Portable staging 2m x 1m x .4m (maximum of 10 pieces)	per staging piece		5.00-25.00	taxable		To be removed	to be removed
AV equipment (specifications vary between venues)	per use		10.00-500.00	taxable	per use	10.00-500.00	E Range
Additional services for hire or use of above listed Council properties (as required)							
Security guard (outside normal hours)	per hour		actual cost	taxable	per hour	charged at cost	C charged at cost
Cleaning fee	per hour		actual cost	taxable	per hour	charged at cost	C charged at cost
33. USE AND HIRE OF PUBLIC OPEN SPACES(PARKS, BEACHES, FOOTPATHS AND PEDESTRIAN MALLS)							
33.1. Application Administration Fee (non- refundable)							
Standard fee(applies to all outdoor venue hire excluding filming and sporting fields)	per application		195.00	Taxable	per application	200.00	E 2.56%
Fundraising Permit				Taxable	per application	200.00	E New
Short Notice Fee (less than 48 hours)	per application		257.00	Taxable	per application	263.00	E 2.33%
Amendments to approval	per application		74.00	Taxable	per application	76.00	E 2.70%
33.2.General Fees							
Cancellation fee (less than 4 weeks' notice)	per application		25% of hire fee	Taxable	per application	25% of hire fee	B %
Use of Council utilities e.g. water & electricity			cost recovery	Taxable		cost recovery	C cost recovery
Use of Council resources (waste recovery, site preparation, cleaning)			cost recovery	Taxable		cost recovery	C cost recovery
Traffic management requirements			cost recovery	Taxable		cost recovery	C cost recovery
Sports field line markings (one off)	per event		293.00	Taxable	per event	300	B 2%
Event management & compliance staff (after hours and weekends, 4 hr min)	per hr		110.00	Taxable	per hr	113.00	B 2.73%
Event bump in/bump out requirements (occupation period of 4 days)	per event		25% of hire fee	Taxable	per event	25% of hire fee	B
Event bump in/bump out requirements (Occupation period of 5 days or more)	per event			Taxable	per event	50% of hire fee	B
33.3.Commercial Fitness Training Use of Public Open Spaces							
Bondi Park, Bronte Park, Hunter Park, Marks Park, Tamarama Park,Waverley Park							
Organised or commercial fitness groups and personal trainers							
1-6 participants (fixed location, equipment)	per year		670.00	Taxable	per year	683.50	E 2.01%
7-12 participants (fixed location, equipment)	per year		1,840.00	Taxable	per year	1,877.00	E 2.01%

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.							
13-18 participants (fixed location, equipment)	per year	3,105.00	Taxable	per year	3,167.00	E	2.00%
Barracuff Park, Diamond Bay Reserve, Dudley Page Reserve, Hugh Bamford Reserve, Rodney Reserve, Upper Dickson Reserve, Varna Park							
Organised or commercial fitness groups and personal trainers							
1-6 participants (fixed location, equipment)	per year	345.00	Taxable	per year	352.00	E	2.03%
7-12 participants (fixed location, equipment)	per year	1,000.00	Taxable	per year	1,020.00	E	2.00%
13-18 participants (fixed location, equipment)	per year	2,025.00	Taxable	per year	2,065.50	E	2.00%
33.4. Filming and Commercial Photography in public open spaces							
Filming in Public Open Spaces							
Note: number of crew is inclusive of crew, technicians, caterers, contractors, talent							
Administration fee (non-refundable)							
Low Impact (11-25 crew, minimal equipment, no vehicles)	per application	150.00	Exempt	per application	150.00	F	0.00%
Medium Impact (26-50 crew, max 10 trucks, equipment, unit base)	per application	300.00	Exempt	per application	300.00	F	0.00%
High Impact (More than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base)*	per application	500.00	Exempt	per application	500.00	F	0.00%
Site inspection (per hour)	per hour	50.00	Taxable	per hour	51.00	C	2.00%
Site supervision (per hour, minimum 4 hour call out out)	per hour	110.00	Taxable	per hour	113.00	B	2.73%
Traffic Control Assessment							
Low Impact (Partial Road Closure - stop/slow traffic control on local or council managed road - Police consultation required)	per assessment	100.00	Exempt	per assessment	100.00	F	0.00%
Medium Impact (Partial Road Closure - stop/slow traffic control on multi-lane or state road - Police and RTA consultation required)	per assessment	300.00	Exempt	per assessment	300.00	F	0.00%
High Impact - Road closure fees and charges are subject to fees outlined in 36.8. Temporary Road Closure Application (non-refundable). Other fees such as Police and RTA consultation may also	per assessment	Standard road closure fee apply	Exempt	per assessment	Standard road closure fee apply	F	
Commercial Photography in Public Open Spaces (Standard Application fee plus Location Fee applies)							
The following groups pay application fee only: 1. Charity/Community/Not for Profit group 2. Students 3. Government authorities							
Note: Number of crew is inclusive of crew, technicians, caterers, contractors, talent.							
Location Fee (Bondi, Bronte Tamarama beaches and parks)							
1-3 people		No fee			No fee	A	free
Low Impact (4-10 people)	per hour	230.00	Exempt	per hour	236.00	D	2.61%
Medium Impact (11-25 people)	per hour	295.00	Exempt	per hour	302.00	D	2.37%
High Impact and/or exclusive use (25+ people)	per hour	420.00	Exempt	per hour	430.00	D	2.38%
Location Fee (all other public space)							
1-3 people		No fee			No fee	A	free
Low Impact (4-10 people)	per hour	175.00	Exempt	per hour	180.00	D	2.86%
Medium Impact (11-25 people)	per hour	230.00	Exempt	per hour	236.00	D	2.61%

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High Impact and/ or exclusive use (25+people)	per hour	295.00	Exempt	per hour	302.00	D	2.37%
34. HIRE OF PUBLIC OPEN SPACE FOR EVENT USE							
Explanatory Notes							
Refer to Council's Events Policy and Event Management & Delivery Requirements							
Impact assessed as per Council's Events Policy. High Impact 2 cost ranges will be determined by assessment.							
Activations/Promotions at Council Events to be negotiated with reference to alignment with low, medium and high impact event fees. Further premium based on the marketbale value of the event may be applied.							
Methodology Stall hire at Council Run Events To be determined by site footprint. 3x3 site = Middle banding 6x6 site = Top of banding Bigger sites will be determined by a pro rata method.							

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21-30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.							
Methodology Concerts/Festivals/Events ticket prices							
Cost Recovery events, to be determined by event delivery cost.							
Commercial events, ticket price, to be determined by Council							
Public use: an event held for commercial or personal gain							
Private use: an event that is not accessible to the general public, does not involve ticket sales and is not held for the purposes of commercial or financial gain.							
Community Events eligible for fee waiver for 'Low Impact' events and 50% fee reduction for Medium/High Impact events.							
Not for Profit Events eligible for 50% fee waiver for all events							
Off Peak Season: May- August							
Shoulder Season: February - April ,September - November							
Peak Season: December - January							
34.1. Application and Administration Fee (non- refundable)							
Standard fee	per application	195.00	Taxable	per application	200.00	B	2.56%
Surf Club Application Fee: for low impact fundraising activities as defined by and in accordance with Councils Event Policy and Guidelines. Activities to take place in the immediate Vicinity OF the Surf Club buildings	per application	100.00	Taxable	per application	103.00	B	3.00%
Fundraising Permit (Charity and fundraiser organisation fee for low impact fundraising activity as defined by and in accordance with Council's 'Charity Permit Application' requirements)			Taxable	per application	200.00	B	New
Short Notice Fee (less than 48 hours)	per application	255.00	Taxable	per application	261.00	B	2.35%
Amendments to approval	per application	74.00	Taxable	per application	76.00	B	2.70%
Stall hire at Council Run Events	per stall	0.00 - 670.00	Taxable	per stall	0.00 - 685.00	E	Range
City to Surf Beach Marquee hire	per 5x10m marquee	7200.00 - 8250.00	Taxable	per 5x10m marquee	7640	E	0%
Concerts/Festivals/Events	per ticket	0 - 310.00	Taxable	per ticket	0.00 - 320.00	E	Range

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Event site supervisor to provide Council supervision for events (minimum 4 hour call)	per hour		110.00	Taxable	per hour	113.00	C	2.73%
34.2.Event Operations Parking fees								
Queen Elizabeth Drive & Park Drive	per space per day		90.00	Taxable	per space per day	93.00	C	3.33%
On-Street - Metered car parking space (per day)	per space per day		143.00	Taxable	per space per day	150.00	C	4.90%
On-Street - Metered car parking space (per week)	per space per day		377.00	Taxable	per space per day	385.00	C	2.12%
On-Street - Residential Parking Scheme Area	per space per day		21.00	Taxable	per space per day	21.00	C	0.00%
Charity/Community/Not for profit groups - 50% discount on Event Operations Parking Fees								
Off-Street Parking standard park charges apply								
Late application fee*	per permit		52.00	Taxable	per permit	52.00	D	0.00%
Note: Parking permit applications for Event Operations require at least 2 business days' notice								
34.3. Bondi Beach (Sand Area) (no product sampling or flyering)								
Public Use								
Peak Season not available (Dec -Jan)								
Shoulder Season (Feb - Apr , Sept- Nov)								
Low impact (max 4 hours)	per hour		685.00	Taxable	per hour	705.00	B	2.92%
Low impact - (more than 4 hours, max 48 hours)	per event		7,730.00	Taxable	per event	7,925.00	B	2.52%
Medium impact 1 - 3 days					per event	27,000.00	B	
Medium impact 4 - 10 days					per event	34,750.00	B	
Medium impact 11 - 20 days					per event	42,500.00	B	
Medium impact 21 - 30 days					per event	50,250.00	B	
Medium impact 31 - 52 days	per event		26,000.00-56,500.00	Taxable	per event	58,000.00	B	
High impact	per event		31,000.00-67,000.00	Taxable	per event	To be determined by Council	B	
Off Peak Season (May - Aug)								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Low impact (max 4 hours)	per hour		660.00	Taxable	per hour	680.00	B	3.03%
Low impact - (more than 4 hours, max 48 hours)	per event		3,890.00	Taxable	per event	3990.00	B	2.57%
Medium impact 1 - 3 days				Taxable	per event	11,000.00	B	
Medium impact 4 - 10 days				Taxable	per event	15,000.00	B	
Medium impact 11 - 20 days				Taxable	per event	19,000.00	B	
Medium impact 21 - 30 days				Taxable	per event	24,000.00	B	
Medium impact 31 - 52 days				Taxable	per event	27,000.00	B	
Medium impact	per event		10,300.00-26,000.00	Taxable				
High impact	per event		10,260.00- 205,200.00	Taxable	(Max 4 hours)	To be determined by Council	B	
Private Use								
Peak Season not available(Dec -Jan)								
Shoulder Season(Feb - Apr , Sept- Nov)								
Low impact (Max 4 hours)	per hour		165.00	Taxable	per hour	300.00	B	81.82%
Medium impact - not available	per hour		220.00	Taxable	per hour	not available		to be removed
High impact - not available	per hour		525.00 - 1155.00	Taxable	per hour	not available		to be removed
Off Peak Season(May - Aug)								
Low impact (Max 4 hours)				Taxable	per hour	125.00	B	New

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Medium impact - not available	per hour		360.00 - 820.00	Taxable	per hour	not available		to be removed
High impact - not available	per event		10,300.00-26,000.00	Taxable	per event	not available		to be removed
34.4. Bondi Park, Bondi Pavilion Forecourt								
Public Use								
Peak Season(Dec -Jan)								
Low impact (max 4 hours)	per hour		790.00	Taxable	per hour	810.00	B	2.53%
Low impact - more than 4 hours	per event		6,500 - 15,000	Taxable				
Low impact 1 - 3 days					per event	7,500.00	B	
Low impact 4 - 10 days					per event	10,000.00	B	
Low impact 11 - 20 days					per event	12,500.00	B	
Low impact 21 - 30 days					per event	15,000.00	B	
Low impact 31 - 52 days					per event	17,500.00	B	
Medium impact	per event		28,000 - 60,000	Taxable				
Medium impact 1 - 3 days				Taxable	per event	20,000.00	B	
Medium impact 4- 10 days				Taxable	per event	30,500.00	B	
Medium impact 11 - 20 days				Taxable	per event	41,000.00	B	
Medium impact 21 - 30 days				Taxable	per event	51,500.00	B	
Medium impact 31 - 52 days				Taxable	per event	62,000.00	B	
High impact	per event		40,000 - 85,000	Taxable	per event	To be determined by Council	B	
Shoulder Season(Feb - Apr , Sept- Nov)								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Low impact (max 4 hours)	per hour		610.00	Taxable	per hour	630.00	B	3.28%
Low Impact (more than 4 hours)	per event		4,500 - 10,000	Taxable				
Low impact 1 - 3 days				Taxable	per event	5,000.00	B	
Low impact 4 - 10 days				Taxable	per event	7,500.00	B	
Low impact 11 - 20 days				Taxable	per event	1,000.00	B	
Low impact 21 - 30 days				Taxable	per event	12,500.00	B	
Low impact 31 - 52 days				Taxable	per event	15,000.00	B	
Medium impact event hourly rate (max 4 hours)				Taxable	per hour	820.00	B	New
Medium impact	per event		18,000 - 45,000	Taxable				
Medium impact 1 - 3 days					per event	10,000.00	B	
Medium impact 4- 10 days					per event	17,500.00	B	
Medium impact 11 - 20 days					per event	25,000.00	B	
Medium impact 21 - 30 days					per event	32,500.00	B	
Medium impact 31 - 52 days					per event	50,000.00	B	
High impact	per event		30,000 - 80,000	Taxable	per event	To be determined by Council	B	
Off Peak Season(May - Aug)								
Low impact (max 4 hours)	per hour		475.00	Taxable	per hour	490.00	B	3.16%
Low Impact (more than 4 hours)	per event		3,500 - 8,000	Taxable				
Low impact 1 - 3 days				Taxable	per event	3,600.00	B	
Low impact 4 - 10 days				Taxable	per event	5,400.00	B	
Low impact 11 - 20 days				Taxable	per event	7,200.00	B	
Low impact 21 - 30 days				Taxable	per event	9,000.00	B	

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Low impact 31 - 52 days				Taxable	per event	10,800.00	B	
Medium impact	per event	13,000 - 30,000	Taxable					
Medium impact 1 - 3 days			Taxable	per event	10,000.00	B		
Medium impact 4 - 10 days			Taxable	per event	17,500.00	B		
Medium impact 11 - 20 days			Taxable	per event	25,000.00	B		
Medium impact 21 - 30 days			Taxable	per event	32,500.00	B		
Medium impact 31 - 52 days			Taxable	per event	40,000.00	B		
High impact	per event	20,000 - 50,000	Taxable	per event	To be determined by Council	B		Price band expanded to enable appropriate charging
Private Use								
Peak Season(Dec -Jan)								
Low impact (max 4 hours)	per hour	345.00	Taxable	per hour	355.00	B		2.90%
Medium - not available	per hour	475.00	Taxable	per hour	not available			to be removed
High impact - not available	per event	18,468 - 41,040	Taxable	per event	not available			to be removed
Shoulder Season(Feb - Apr , Sept- Nov)								
Low impact (max 4 hours)	per hour	320.00	Taxable	per hour	330.00	B		3.13%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Medium - not available	per hour	400.00	Taxable	per hour	not available			to be removed
High impact - not available	per event	13,340-28,730	Taxable	per event	not available			to be removed
Off Peak Season(May - Aug)								
Low impact (max 4 hours)	per hour	250.00	Taxable	per hour	260.00	B		4.00%
Medium impact - not available	per hour	370.00	Taxable	per hour	not available			to be removed
High impact - not available	per event	9,234 - 20,520	Taxable	per event	not available			to be removed
34.5. Bronte Beach, Tamarama Beach(Sand Area)								
Event fees do not include bump in/bump out								
Public Use -Not available								
Private Use								
Peak Season(Dec - Jan)								
Low impact - not available								
Medium impact - not available								
High impact - not available								
Shoulder Season (Feb - Apr, Sept - Nov)								
Low impact (max 4 hours)	per hour	530.00	Taxable	per hour	545.00	B		2.83%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Medium impact - not available	per hour	630.00	Taxable	per hour	not available			to be removed
High impact - not available		n/a			n/a			ok
Off Peak Season(May - Aug)								
Low impact (max 4 hours)	per hour	235.00	Taxable	per hour	240.00	B		2.13%
Medium impact - not available	per hour	350.00	Taxable	per hour	not available			to be removed
High impact - not available		n/a			n/a			ok
34.6. Bronte Park, Tamarama Park								
Public Use								
Low impact	per hour	400.00	Taxable	per hour	410.00	B		2.50%
Medium impact	per hour	505.00	Taxable	per hour	520.00	B		2.97%
High impact - not available		n/a			n/a			ok
Private Use								
Peak Season(Dec - Jan)								
Low impact (max 4 hours)	per hour	400.00	Taxable	per hour	410.00	B		2.50%
Medium - not available	per hour	505.00	Taxable	per hour	not available			to be removed
High impact - not available		n/a			n/a			ok

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy
Employee cost increase by approx. 2.5%.							
Shoulder Season(Feb - Apr, Sept - Nov)							
Low impact	per hour	505.00	Taxable	per hour	430.00	B	-14.85%
Medium impact	per hour	420.00	Taxable	per hour	520.00	B	23.81%
High impact - not available		n/a			n/a		ok
Off Peak Season (May - Aug)							
Low impact	per hour	240.00	Taxable	per hour	250.00	B	4.17%
Medium impact	per hour	350.00	Taxable	per hour	360.00	B	2.86%
High impact - not available		n/a			n/a		ok
34.7. Dudley Page Reserve, Marks Park							
Event fees do not include bump in/bump out							
Public Use							
Peak Season(Dec - Jan)							
Low impact	per hour	520.00	Taxable	per hour	535.00	B	2.88%
Medium impact	per hour	895.00	Taxable	per hour	920.00	B	2.79%
High impact	per event	21,000 - 47,000	Taxable	per event	To be determined by Council	B	
Shoulder Season(Feb - Apr, Sept - Nov)							
Low impact	per hour	385.00	Taxable	per hour	395.00	B	2.60%
Medium impact	per hour	645.00	Taxable	per hour	660.00	B	2.33%
High impact	per event	15,500 - 36,000	Taxable	per event	To be determined by Council	B	
Off Peak Season(May - Aug)							
Low impact	per hour	265.00	Taxable	per hour	270.00	B	1.89%
Medium impact	per hour	445.00	Taxable	per hour	455.00	B	2.25%
High impact	per event	10,500 - 26,000	Taxable	per event	To be determined by Council	B	
Private Use							
Peak Season (Dec - Jan)							
Low impact	per hour	370.00	Taxable	per hour	380.00	B	2.70%
Medium impact	per hour	580.00	Taxable	per hour	595.00	B	2.59%
High impact	per event	15,500 - 36,000	Taxable	per event	To be determined by Council	B	2.5% increase
Shoulder Season(Feb - Apr, Sept - Nov)							
Low impact	per hour	240.00	Taxable	per hour	245.00	B	2.08%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Medium impact	per hour		400.00	Taxable	per hour	410.00	B	2.50%
High impact	per event		11,045.00	Taxable	per event	To be determined by Council	B	
Off Peak Season (May - Aug)								
Low impact	per hour		190.00	Taxable	per hour	195.00	B	2.63%
Medium impact	per hour		260.00	Taxable	per hour	265.00	B	1.92%
High impact	per event		7,735.00	Taxable	per event	To be determined by Council	B	
34.8. Calga Reserve, Gaerloch Reserve, Diamond Bay, Hugh Bamford Reserve, Hunter Park, Waverley Memorial Park, Caffyn Park								
Public Use not available								
Private Use								
Peak Season (Dec - Jan)								
Low impact	per hour		230.00	Taxable	per hour	235.00	B	2.17%
Medium impact	per hour		350.00	Taxable	per hour	360.00	B	2.86%
High impact - not available			n/a			n/a		ok
Off Peak Season (May - Aug)								
Low impact	per hour		130.00	Taxable	per hour	135.00	B	3.85%
Medium impact	per hour		180.00	Taxable	per hour	185.00	B	2.78%
High impact - not available			n/a			n/a		ok
34.9. Barracluff park, Clementson Park, Kimberley Reserve, Thomas Hogan Reserve, Varna Park, Upper Dickson Reserve, Rodney Reserve								
Public Use - not available								
Private Use								
Low impact	per hour		100.00	Taxable	per hour	105.00	B	5.00%
Medium impact	per hour		190.00	Taxable	per hour	195.00	B	2.63%
High impact - not available			n/a			n/a		ok
35. USE AND HIRE OF PLAYING FIELDS AND OUTDOOR SPORTS								
Definition of categories								
Standard rate								
Standard rate applies to all hirers, including commercial operators and Children's parties or functions, except hirers who fall within a category below								
Charity/community/not-for-profit								
This category applies to groups that are either: 1. Registered as a sporting group or not-for-profit organisation, or 2. 'Non-profit'; i.e. apply only a very small fee to help cover costs. This category does not apply to children's parties or functions. Charity/community/not-for-profit rates are set at levels to support these groups using Waverley Council venues. Rates are itemised for each venue below where applicable.								
35.1. Playing Fields								
Waverley Oval								
General use								

IPART Council rate Increase for 2021 is 2.0% Employee cost increase by approx. 2.5%.		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Weekday (7 hours or more)	per hour		745.00	Taxable	per hour	760.00	E	2.01%
Weekend (7 hours or more)	per hour		867.00	Taxable	per hour	884.50	E	2.02%
Weekday	per hour		104.00	Taxable	per hour	106.00	E	1.92%
Weekend	per hour		127.50	Taxable	per hour	130.00	E	1.96%
Outer oval fee. Includes synthetic cricket nets (summer months only)	per hour		52.00	Taxable	per hour	53.00	E	1.92%
School athletics carnivals								
Local primary schools	per hour		110.00	Taxable	per hour	112.00	B	1.82%
Non local primary schools	per hour		194.00	Taxable	per hour	198.00	E	2.06%
Waverley Park No 2 Synthetic								
Sport								
Standard Rate								
Peak 5:00pm close weekdays and all day on weekends	per hour		205.00	Taxable	per hour	215.00	E	4.88%
Off Peak 7:00am-5:00pm weekdays	per hour		185.00	Taxable	per hour	195.00	E	5.41%
Peak Half pitch 5:00pm –close weekdays and all day on weekends	per hour		112.00	Taxable	per hour	122.00	E	8.93%
Off Peak Half pitch 7:00am-5:00pm weekdays	per hour		102.00	Taxable	per hour	112.00	E	9.80%
Charity/Community/Not for Profit								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Peak 5:00pm-close weekdays and all day on weekends	per hour		102.00	Taxable	per hour	107.50	B,E	5.39%
Off Peak 7:00am-5:00pm weekdays	per hour		92.00	Taxable	per hour	97.50	B,E	5.98%
Peak Half pitch 5:00pm –close weekdays and all day on weekends	per hour		56.00	Taxable	per hour	61.00	B,E	8.93%
Off Peak Half pitch 7:00am-5:00pm weekdays	per hour		51.00	Taxable	per hour	56.00	B,E	9.80%
Local Primary School rate								
Half pitch School hours 9am - 3pm	per hour		27.50	Taxable	per hour	28.00	B,E	1.82%
Full pitch School hours 9am - 3pm	per hour		53.00	Taxable	per hour	54.00	B,E	1.89%
Non-local Primary School rate								
Half pitch School hours 9am - 3pm	per hour		38.00	Taxable	per hour	39.00	B,E	2.63%
Full pitch School hours 9am - 3pm	per hour		65.00	Taxable	per hour	66.50	B,E	2.31%
Waverley Park No 3, Hugh Bamford Reserve (Sports field), Barracluff Park (Sports field), Dudley Page Reserve(Sports Field)								
Sport								
Standard Rate	per hour		51.00	Taxable	per hour	52.00	E	1.96%
Charity/Community/Not for Profit	per hour		41.00	Taxable	per hour	42.00	B	2.44%

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Local School Rate Mon-Fri 9am to 3pm(bookings must be made)	per hour		20.50	Taxable	per hour	21.00	B	2.44%
Rodney Reserve (Sports field)								
Standard Rate	per hour		61.00	Taxable	per hour	62.50	E	2.46%
Standard Rate full day (7 hours or more)	per booking		408.00	Taxable	per booking	416.00	E	1.96%
Charity/Community/Not for Profit	per hour		41.00	Taxable	per hour	42.00	B	2.44%
Charity/Community/Not for Profit full day (7 hours or more)	per booking		265.00	Taxable	per booking	270.00	B	1.89%
Local Primary and High School Rate Mon-Fri between 9am and 3pm(booking must be made)	per hour		Nil	Taxable	per hour	Nil	A	ok
35.2. Outdoor Sports Courts								
Netball Courts								
Waverley Park								
Standard Rate								
Peak 5:00pm close weekdays and all day on weekends	per hour		28.50	Taxable	per hour	30.00	E	5.26%
Off Peak 7:00am-5:00pm weekdays	per hour		24.50	Taxable	per hour	25.00	E	2.04%
Charity/Community/Not for Profit groups								
Peak 5:00pm close weekdays and all day on weekends	per hour		15.00	Taxable	per hour	15.50	B	3.33%
Off Peak 7:00am-5:00pm weekdays	per hour		13.00	Taxable	per hour	13.50	B	3.85%
Multi-Purpose Courts								
Waverley Park								
Standard Rate								

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Peak 5:00pm close weekdays and all day on weekends	per hour		36.00	Taxable	per hour	40.00	E	11.11%
Off Peak 7:00am-5:00pm weekdays	per hour		32.00	Taxable	per hour	35.00	E	9.38%
Charity/Community/Not for Profit groups								
Peak 5:00pm close weekdays and all day on weekends	per hour		18.00	Taxable	per hour	19.00	B	5.56%
Off Peak 7:00am-5:00pm weekdays	per hour		16.00	Taxable	per hour	16.50	B	3.13%
36. USE OF ROADS, FOOTPATHS AND PEDESTRIAN MALLS								
36.1. Bondi Town Centre, Roscoe Street Mall, Campbell Parade								
Public Use								
Off Peak Season: May - August	per hour or part thereof		470.00	Exempt	per hour or part thereof	485.00	E	3.19%
Shoulder Season: February - April , September- November	per hour or part thereof		560.00	Exempt	per hour or part thereof	575.00	E	2.68%
Peak Season : December -January	per hour or part thereof		630.00	Exempt	per hour or part thereof	645.00	E	2.38%
Charity/Community/Not for Profit groups								
Off Peak Season: May - August	per hour or part thereof		235.00	Exempt	per hour or part thereof	240.00	E	2.13%
Shoulder Season: February - April, September- November	per hour or part thereof		280.00	Exempt	per hour or part thereof	290.00	E	3.57%
Peak Season : December -January	per hour or part thereof		315.00	Exempt	per hour or part thereof	325.00	E	3.17%
36.2. Charing Cross, Oxford Street Mall, Waverley Street Mall								
Product sampling, promotions and static displays	per hour or part thereof		630.00	Exempt	per hour or part thereof	645.00	E	2.38%
Charity/Community/Not for Profit groups	per hour or part thereof		315.00	Exempt	per hour or part thereof	325.00	B	3.17%
Distribution of leaflets/ promotional material (minimum of 2 hours)	per hour or part thereof		190.00	Exempt	per hour or part thereof	195.00	B	2.63%
36.3. Banner Installation - Note: Includes installation of banners on Multi Function Poles, banner poles, street light poles and other Council assets.								
Application fee (non- refundable)	per application		126.00	Exempt	per application	130.00	B	3.17%
Approved commercial use	per week/banner		100.00	Exempt	per week/banner	103.00	E	3.00%
Approved Charity/Community/Not for Profit groups	per week/banner		75.00	Exempt	per week/banner	77.00	E	2.67%
Per banner installation and removal	market rate		100.00	Taxable	market rate	103.00	E	3.00%
36.4. Footpath Seating								
Application fee	per application		400.00	Exempt	per application	400.00	B	0%
Notification and Advertising Fee	per application		268.00	Exempt	per application	268.00	B	0%
Provision of footpath markers	per application		200.00	Exempt	per application	200.00	B	0%
Bond Fee for footpath seating permit (refundable)	per licence		equivalent to 3 month licence fees	Exempt	per licence	equivalent to 3 month licence fees	G	0%
Location A: Oxford Street Mall, Bondi Junction	per m2 annually		720.00	Exempt	per m2 annually	735.00	D	2.08%
Location B: Waverley Street Mall, Bondi Junction	per m2 annually		610.00	Exempt	per m2 annually	625.00	D	2.46%
Location C: Campbell Parade (between Lamrock Avenue & Beach Road including Roscoe Street Mall (DCP)	per m2 annually		930.00	Exempt	per m2 annually	950.00	D	2.15%
Location D: Bronte Road, Bronte Beach	per m2 annually		685.00	Exempt	per m2 annually	700.00	D	2.19%
Location E: Hall Street and Campbell Parade (outside areas)	per m2 annually		610.00	Exempt	per m2 annually	625.00	D	2.46%

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%							
Location F: Other areas	per m2 annually	495.00	Exempt	per m2 annually	505.00	D	2.02%
36.5. Footway Use Permits							
Goods display							
Application fee	per application	300.00	Exempt	per application	300.00	D	0.00%
Permit fee per year	per m2	450.00	Exempt	per m2	470.00	D	4.44%
36.6. Sign display							
Application fee	per application	300.00	Exempt	per application	300.00	D	0.00%
Permit fee per year	per permit	470.00	Exempt	per permit	470.00	D	0.00%
36.7. Roadway Use Permits - Skip Bin/Container/Storage unit							
Metered parking space (maximum fee \$305.00 per week for a maximum period of two weeks)	per day	145.00	Exempt	per day	150.00	D	3.45%
Residential parking space(after the first week)	per week	77.00	Exempt	per week	80.00	D	3.90%
Residential parking space	1st week	154.00	Exempt	1st week	156.00	D	1.30%
Restricted Residential parking space (up to 7 days or part thereof for maximum period of 4 weeks)	per week	154.00	Exempt	per week	156.00	D	1.30%
Urgency Fee - Assessment to be undertaken within 2 working days	per assessment	65.00	Exempt	per assessment	70.00	D	7.69%
36.8. Temporary Road Closure Application (non- refundable)							
Road Closure - Community Event, Street Play, Street Party (one off/Per annum)	per application	158.00	Exempt	per application	100.00	B	-36.71%
Road Closure - Insurance Cover	per event per day	60.00	Exempt		To be removed		to be removed
Commercial events	per application	632.00	Exempt	per application	650.00	C	2.85%
36.9. Temporary Road Closure for Construction Activities - PublicSpace Occupation note: includes parking lane, road lane, cycleway & footpath occupation/closure by mobile crane/concrete boom pump/line pump/scissor lift/cherry picker or other similar equipment. The rates are charged per lane per day.							
Application fee - Full road closure (non refundable)	per day	740.00	Exempt	per day	760.00	D	2.70%
Application fee - Partial road closure (non refundable)	per day	370.00	Exempt	per day	380.00	D	2.70%
Occupation of any non metered area (in addition)	per linear m/ day	15.00	Exempt		To be removed		New dissection
Occupation of any metered parking space (in addition)	per space per day	145.00	Exempt		To be removed		New dissection
Traffic management / control plan assessment fee							
- Non-Complex (dealt with via telephone/email)			Exempt	per application	154.00	E	New dissection
- Moderately Complex (site inspection and/or meetings required with applicant)			Exempt	per application	460.00	E	New dissection
- Very Complex (report required to go to Waverley Traffic Committee)			Exempt	per application	1,435.00	E	New dissection
Occupation fee							
- Parallel parking			Exempt	per metre per day	15.00	E	New dissection
- Angle parking			Exempt	per metre per day	30.00	E	New dissection
- Footpath / cycleway / verge / open space closure			Exempt	per metre per day	15.00	E	New dissection
Occupation of metered parking spaces (in addition to the occupation fee)			Exempt	per space per day	142.00	E	New dissection
Late fee – for applications lodged less than 5 working days prior to the start of activity. Note, this fee only applies to late applications that are able to be processed in time for the proposed works.			Exempt	per application	312.00	E	New dissection
Supervision Fee per supervisor			Exempt	per hour	160.00	E	New dissection
36.11. Construction Zone Fee - Public Space Occupation note: includes parking lane, road lane, cycleway & footpath occupation. The rates are charged per lane per day							
Application fee (non-refundable)	per application	500.00	Exempt	per application	514.00	D	2.80%
Note: A fee applies per week per metre or part thereof, and such fee to be paid 3 monthly, in advance. The hours of restriction to be indicated by Council, but generally 7.00am to 5.00pm, Monday to Friday & 8.00am till 4.00pm Saturday. Licenses to be granted by Council on authorisation and under such conditions as may be imposed by the Traffic Committee. Further, one week's notice to be given on the completion of the work to enable authorisation of the removal of the signs to be undertaken.							

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Fee (residential area) plus parking metre fee in metered areas	per metre per week	69.00	Exempt		To be removed		New dissection	
Fee (mixed use/ commercial area) plus relevant occupation fee	per metre per week	95.00	Exempt		To be removed		New Categorisation	
Amendment or change of date fee	per application	158.00	Exempt		To be removed		New Categorisation	
Fast track or urgency – additional fee (<2 working days)	per application	210.00	Exempt		To be removed		New Categorisation	
Occupation fee of any non metered area (in addition)	per metre per week	50.00	Exempt		To be removed		New Categorisation	
Occupation fee of any metered parking space (in addition)	per space per week	377.00	Exempt		To be removed		New Categorisation	
Fee (Areas zoned low, medium, or high density residential)				per metre per week	70.00	E	New Categorisation	
- Parallel parking				per metre per week	139.00	E	New Categorisation	
- Angle parking								
Fee (Areas zoned neighbourhood centre, commercial core, or mixed use)				per metre per week	97.00	E	New Categorisation	
- Parallel parking				per metre per week	190.00	E	New Categorisation	
- Angle parking				per space per week	387.00	E	New Categorisation	
Occupation of metered parking spaces (in addition to the above fees)								
36.12. Footpath Use Fees								
Footpath Hoarding Fees								
Application fee (non-refundable)	per application	365.00	Exempt	per application	375.00	D	2.74%	
Fee (Standard A Class less than 1 metre from boundary)	per lineal metre per week	42.00	Exempt	per lineal metre per week	45.00	D	7.14%	
Fee (Standard A or B Class greater than 1 metre from boundary)	per m2/week	42.00	Exempt	per m2/week	45.00	D	7.14%	
(Fees must be paid 3 months in advance)								
37. WASTE SERVICES								
Residential Properties – Domestic waste and recycling collection for single dwelling and multi-unit properties (Domestic Waste Charge)	per year	576.00	Exempt	per year	588.00	C	2.08%	
Residential Properties – Domestic waste and recycling collection for single dwelling (240L red bin) (Domestic Waste Charge)			Exempt	per year	1,008.00	C	New	
Collection of additional domestic garbage and recycling bins for single dwelling and multi-unit properties (Additional Domestic Waste Charge)	per year	576.00	Exempt	per year	588.00	C	2.08%	
Collection of additional domestic garbage and recycling bins for single dwelling (240L red bin) (Additional Domestic Waste Charge)			Exempt	per year	1,008.00	C	New	
Additional collection of 80/140/240 litre mobile garbage bin (Red /Green/Yellow/Blue Lid)	per bin	30.00	Exempt	per bin	32.00	C	6.67%	
Supply and delivery of 80/140/240 litre mobile garbage bin (Red/Green/Yellow/Blue Lid)	per bin	76.00	Exempt	per bin	78.00	C	2.63%	
Supply and delivery 660 litre mobile garbage bin	per bin	400.00	Exempt	per bin	408.00	C	2.00%	
Clean-up, prevention and noise control notices	per notice	577.00	Exempt	per notice	no change	F	0%	
38. WAVERLEY COMMUNITY LIVING PROGRAM								

IPART Council rate Increase for 2021 is 2.0%	Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.							
Note: NDIS price guide has changed descriptions of services significantly. The WCLP section has been updated in a separate section below as new entries don't match 2020 line items.							
38.1. Individual Core Supports							
Establishment Fee - New participant	one off	500.00	Exempt	one off	554.70	F	10.94%
Assistance with Daily Living weekday	per hour	52.85	Exempt	per hour	55.47	F	4.96%
Telehealth - Assistance with Daily Living - Weekday				per hour	55.47	F	new
Assistance with Social and Community Participation weekday	per hour	52.85	Exempt	per hour	55.47	F	4.96%
Assistance with Social and Community Participation - Saturday	per hour	77.81	Exempt	per hour	77.81	F	0.00%
Assistance with Social and Community Participation - Sunday	per hour	100.16	Exempt	per hour	100.16	F	0.00%
Assistance with overnight support for Weekend Getaway	per night	214.03	Exempt		To be removed		to be removed
Establishment Fee - Participant changing providers	one off	250.00	Exempt		To be removed		to be removed
38.2. Group Core Services							
Group Activities in a centre 1:2 ratio weekday	per hour	31.70	Exempt	per hour	33.21	F	4.76%
Group Activities in a centre 1:3 ratio weekday	per hour	23.94	Exempt	per hour	25.08	F	4.76%
Telehealth - Group Activities in a centre 1:3 ratio - Weekday			Exempt	per hour	25.08	F	New
Group Activities in a centre 1:4 ratio weekday	per hour	20.07	Exempt	per hour	21.10	F	5.13%
Telehealth - Group Activities in a centre 1:4 ratio - Weekday			Exempt	per hour	21.10	F	New
Group Activities in a centre 1:5 ratio weekday	per hour	17.74	Exempt	per hour	18.57	F	4.68%
Telehealth - Group Activities in a centre 1:5 ratio - Weekday			Exempt	per hour	18.57	F	New
Group Activities in a centre 1:3 ratio - Saturday			Exempt	per hour	34.31	F	New
Group Activities in a centre 1:3 ratio - Sunday			Exempt	per hour	43.55	F	New
Provider travel - labour cost MMM1-3			Exempt	30mins	16.60 - 64.93	F	New
Provider travel - non labour cost			Exempt	per km	1.00	F	New
Activity Based Transport - priced on support category			Exempt	per km	1.00	F	New
38.3. Individual Capacity Building Supports							
Improved Living Arrangements	per hour	60.16	Exempt	per hour	63.21	F	5.07%
Skills Development	per hour	58.52	Exempt	per hour	63.21	F	8.01%
Telehealth - Skills Development			Exempt	per hour	63.21	F	New
Improved Daily Living Skills			Exempt	per hour	55.47	F	New
Support Connections	per hour	60.16	Exempt		To be removed		to be removed
38.4. Group Capacity Building Services							
Skills Development in a group	per hour	29.26	Exempt		To be removed		to be removed
38.5. Capacity Building and Core mixed pricing							
Weekend Getaway Service Friday - Sunday, 1 service per annum	48 hours	1,669.24	Exempt	48 hours	2,600.58	F	55.79%
38.6 WCLP Non NDIS Supports and Services							
Additional Supports and Services as per request	per hour	15.00-80.00	Taxable	per hour	15.00-80.00	F	Charged in range
Cooking class			Taxable	per service	12.00	F	New
Cook, Eat and Enjoy Class - Food Cost	per service	12.00	Taxable		To be removed		to be removed
Cook and Carry - Food Cost	per service	12.00	Taxable		To be removed		to be removed
Weekend Getaway Accommodation cost	per service	290.00	Taxable		To be removed		to be removed
39 Waverley Community & Seniors Centre							

IPART Council rate Increase for 2021 is 2.0%		Unit	2020/21 Fee or Charge \$ (01/01/21- 30/06/21)	GST	Unit	2021/22 Fee or Charge \$	Pricing % variance Policy	
Employee cost increase by approx. 2.5%.								
Fitness, educational and social activities	per session	0-40.00	Exempt	per session	0-40.00	B	Charged in range	
40 Environmental Sustainability engagement								
Environmental presentations and education services provided by Council for a commercial organisation or for a paid event.	per request/event		Taxable	per request/event	\$120 per hour per staff member plus travel expenses	C	New	
Environmental presentations and education services provided by Council for a not for profit organisation.	per request/event		Exempt or taxable.	per request/event	\$0 - \$120 per hour per staff member plus travel expenses	B	New	
Environmental workshops and engagement activities	per head		Taxable	per head	0-\$100.00	B	New	
Note: Fee varies depending on the class, workshop or presentation and associated costs.								



WAVERLEY
COUNCIL

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Budget Statement Council

Budget Statement - \$'000	Draft 2021/22 Budget	2020/21 Current Approved Budget	2019/20 Actuals	2018/19 Actuals	\$ change on 20/21 Current Approved Budget	% change on 20/21 Current Approved Budget
Operating Revenue						
Rates & Annual Charges	67,507	66,109	64,192	62,224	1,398	2.1%
Investment Income	859	1,754	3,622	4,927	(896)	-51.1%
User Charges	45,597	39,876	36,836	41,888	5,720	14.3%
Other Revenues	19,653	18,278	17,363	17,859	1,375	7.5%
Grants Subsidies & Contributions - Operational	5,509	5,876	5,896	5,033	(367)	-6.2%
Total Operating Revenue	139,125	131,894	127,909	131,931	7,231	5.5%
Operating Expense						
Employee Costs	(70,420)	(68,994)	(70,101)	(64,059)	(1,426)	2.1%
Materials & Contracts	(22,590)	(26,175)	(23,355)	(23,383)	3,585	-13.7%
Operating Expenses	(22,863)	(22,129)	(21,085)	(21,349)	(734)	3.3%
Rates & Annual Charges	(1,135)	(1,134)	(1,098)	(1,109)	(1)	0.1%
Borrowing Expenses	(65)	(78)	(94)	(90)	12	-15.6%
Total Operating Expense	(117,073)	(118,509)	(115,733)	(109,990)	1,436	-1.2%
Operating Surplus (excl. Depreciation)	22,052	13,385	12,176	21,941	8,667	64.8%
Capital Income						
Proceeds from Assets Disposal	975	895	469	992	80	8.9%
Grants Subsidies & Contributions - Capital	16,882	18,143	20,194	9,411	(1,261)	-7.0%
Total Capital Income	17,857	19,038	20,663	10,404	(1,181)	-6.2%
Capital Expense						
Capital Works Program	(59,939)	(73,985)	(42,381)	(18,927)	14,046	-19.0%
Other Capital Expense	(4,864)	(4,148)	(1,653)	(5,861)	(716)	17.3%
Total Capital Expense	(64,804)	(78,134)	(44,034)	(24,788)	13,330	-17.1%
Net Capital Income/(Expense)	(46,947)	(59,095)	(23,371)	(14,385)	12,149	-20.6%
Loan Repayment - Principle	(447)	(435)	(423)	(412)	(12)	2.8%
Total Net Revenue/(Expense)	(25,343)	(46,146)	(11,618)	7,145	20,803	
Reserves transfer (to)/from	25,361	46,146	11,663	(7,130)	(20,784)	
Net Budget Surplus/(Deficit)	19	-	45	15	19	-

Budget Statement By Directorate

Community, Assets & Operations	Draft 2021/22 Budget	2020/21 Current Approved Budget	2019/20 Actuals	2018/19 Actuals	\$ change on 20/21 Current Approved Budget	% change on 20/21 Current Approved Budget
Budget Statement - \$'000						
Operating Revenue						
Rates & Annual Charges	18,829	18,407	17,884	17,486	422	2.3%
Investment Income	-	-	139	158	-	-
User Charges	24,279	21,096	20,787	21,882	3,183	15.1%
Other Revenues	6,678	7,219	6,971	7,014	(541)	-7.5%
Grants Subsidies & Contributions - Operational	2,876	2,919	2,939	2,466	(42)	-1.4%
Total Operating Revenue	52,662	49,641	48,720	49,006	3,021	6.1%
Operating Expense						
Employee Costs	(35,089)	(34,529)	(35,704)	(33,614)	(560)	1.6%
Materials & Contracts	(10,192)	(12,129)	(10,517)	(10,164)	1,937	-16.0%
Operating Expenses	(14,537)	(14,563)	(14,421)	(14,345)	26	-0.2%
Rates & Annual Charges	(776)	(755)	(722)	(723)	(21)	2.8%
Total Operating Expense	(60,595)	(61,976)	(61,363)	(58,847)	1,381	-2.2%
Operating Surplus (excl. Depreciation)	(7,933)	(12,335)	(12,643)	(9,841)	4,402	-35.7%
Capital Income						
Proceeds from Assets Disposal	975	895	469	992	80	8.9%
Grants Subsidies & Contributions - Capital	11,420	14,143	9,712	1,839	(2,724)	-19.3%
Total Capital Income	12,394	15,038	10,182	2,831	(2,644)	-17.6%
Capital Expense						
Capital Works Program	(4,187)	(4,082)	(1,520)	(5,792)	(104)	-18.0%
Other Capital Expense	(59,939)	(73,072)	(40,701)	(18,240)	13,132	2.6%
Total Capital Expense	(64,126)	(77,154)	(42,221)	(24,031)	13,028	-16.9%
Net Capital Income/(Expense)	(51,732)	(62,116)	(32,039)	(21,200)	10,384	-16.7%
Total Net Revenue/(Expense)	(59,665)	(74,451)	(44,682)	(31,041)	14,787	
Reserves transfer (to)/from	32,050	49,203	13,777	5,861	(17,153)	
Net Budget Surplus/(Deficit)	(27,614)	(25,249)	(30,906)	(25,180)	(2,366)	9.4%

Customer Service & Organisation Improvement		2020/21			\$ change on	% change
Budget Statement - \$'000	Draft 2021/22	Current	2019/20	2018/19	20/21	on 20/21
	Budget	Approved	Actuals	Actuals	Current	Current
		Budget			Approved	Approved
		Budget			Budget	Budget
Operating Revenue						
Investment Income	-	10	23	59	(10)	-100.0%
User Charges	4,009	3,232	2,990	2,241	777	24.0%
Other Revenues	927	400	928	1,118	527	131.8%
Grants Subsidies & Contributions - Operational	103	229	70	94	(126)	-55.0%
Total Operating Revenue	5,039	3,871	4,011	3,511	1,168	30.2%
Operating Expense						
Employee Costs	(16,612)	(15,829)	(16,168)	(14,258)	(783)	4.9%
Materials & Contracts	(5,808)	(6,461)	(5,367)	(5,594)	653	-10.1%
Operating Expenses	(1,182)	(1,512)	(1,003)	(1,022)	330	-21.8%
Total Operating Expense	(23,602)	(23,802)	(22,538)	(20,873)	200	-0.8%
Operating Surplus (excl. Depreciation)	(18,563)	(19,931)	(18,527)	(17,362)	1,367	-6.9%
Capital Expense						
Other Capital Expense	(678)	(26)	(133)	(70)	(651)	2503.7%
Total Capital Expense	(678)	(26)	(133)	(70)	(651)	2503.7%
Net Capital Income/(Expense)	(678)	(26)	(133)	(70)	(651)	2503.7%
Total Net Revenue/(Expense)	(19,241)	(19,957)	(18,660)	(17,432)	716	
Reserves transfer (to)/from	(100)	2,443	1,286	(322)	(2,543)	
Net Budget Surplus/(Deficit)	(19,341)	(17,514)	(17,374)	(17,753)	(1,827)	10.4%

Finance		2020/21			\$ change on	% change
Budget Statement - \$'000	Draft 2021/22	Current	2019/20	2018/19	20/21	on 20/21
	Budget	Approved	Actuals	Actuals	Current	Current
		Budget			Approved	Approved
		Budget			Budget	Budget
Operating Revenue						
Rates & Annual Charges	48,678	47,702	46,308	44,738	976	2.0%
Investment Income	859	1,744	3,385	4,607	(886)	-50.8%
User Charges	304	221	239	211	83	37.8%
Other Revenues	169	95	170	163	74	77.5%
Grants Subsidies & Contributions - Operational	1,719	1,719	1,974	1,882	-	0.0%
Total Operating Revenue	51,728	51,481	52,077	51,601	247	0.5%
Operating Expense						
Employee Costs	(2,589)	(2,323)	(2,083)	(1,677)	(266)	11.5%
Materials & Contracts	(540)	(732)	(687)	(846)	192	-26.2%
Operating Expenses	(295)	(291)	(276)	(226)	(4)	1.3%
Rates & Annual Charges	(359)	(379)	(376)	(385)	20	-5.2%
Borrowing Expenses	(65)	(78)	(94)	(90)	12	-15.6%
Total Operating Expense	(3,849)	(3,803)	(3,516)	(3,225)	(46)	1.2%
Operating Surplus (excl. Depreciation)	47,880	47,678	48,561	48,377	201	0.4%
Capital Income						
Grants Subsidies & Contributions - Capital	-	-	51	2,000	-	-
Total Capital Income	-	-	51	2,000	-	-
Capital Expense						
Other Capital Expense	-	(40)	-	-	40	-100.0%
Total Capital Expense	-	(40)	-	-	40	-100.0%
Net Capital Income/(Expense)	-	(40)	51	2,000	40	-100.0%
Loan Repayment - Principle	(447)	(435)	(423)	(412)	(12)	2.8%
Total Net Revenue/(Expense)	47,432	47,203	48,189	49,965	229	
Reserves transfer (to)/from	(1,319)	(2,324)	6,165	(7,036)	1,005	
Net Budget Surplus/(Deficit)	46,114	44,879	54,353	42,929	1,234	2.8%

Planning, Environment & Regulatory		2020/21			\$ change on	% change
Budget Statement - \$'000	Draft 2021/22	Current	2019/20	2018/19	20/21	on 20/21
	Budget	Approved	Actuals	Actuals	Current	Current
		Budget			Approved	Approved
		Budget			Budget	Budget
Operating Revenue						
Investment Income	-	-	75	104	-	-
User Charges	17,002	15,323	12,818	17,551	1,680	11.0%
Other Revenues	11,880	10,555	9,293	9,563	1,325	12.6%
Grants Subsidies & Contributions - Operational	811	1,010	913	591	(199)	-19.7%
Total Operating Revenue	29,693	26,888	23,099	27,810	2,805	10.4%
Operating Expense						
Employee Costs	(14,071)	(14,323)	(14,351)	(12,828)	252	-1.8%
Materials & Contracts	(5,451)	(6,114)	(5,984)	(6,075)	663	-10.8%
Operating Expenses	(4,569)	(4,081)	(4,020)	(4,162)	(487)	11.9%
Total Operating Expense	(24,090)	(24,518)	(24,356)	(23,065)	428	-1.7%
Operating Surplus (excl. Depreciation)	5,603	2,369	(1,257)	4,745	3,233	136.5%
Capital Income						
Grants Subsidies & Contributions - Capital	5,462	4,000	10,430	5,572	1,462	36.6%
Total Capital Income	5,462	4,000	10,430	5,572	1,462	36.6%
Capital Expense						
Capital Works Program	-	(914)	(1,680)	(687)	914	-100.0%
Total Capital Expense	-	(914)	(1,680)	(687)	914	-100.0%
Net Capital Income/(Expense)	5,462	3,086	8,750	4,885	2,376	77.0%
Total Net Revenue/(Expense)	11,065	5,456	7,493	9,630	5,609	
Reserves transfer (to)/from	(5,537)	(3,073)	(9,394)	(5,520)	(2,465)	
Net Budget Surplus/(Deficit)	5,528	2,383	(1,901)	4,110	3,144	131.9%

General Counsel		2020/21			\$ change on	% change
Budget Statement - \$'000	Draft 2021/22	Current	2019/20	2018/19	20/21	on 20/21
	Budget	Approved	Actuals	Actuals	Current	Current
		Budget			Approved	Approved
		Budget			Budget	Budget
Operating Revenue						
User Charges	3	5	3	2	(2)	-49.2%
Other Revenues	-	9	0	1	(9)	-
Total Operating Revenue	3	14	3	3	(11)	-81.9%
Operating Expense						
Employee Costs	(2,059)	(1,991)	(1,796)	(1,683)	(68)	11.9%
Materials & Contracts	(598)	(739)	(799)	(704)	141	3.4%
Operating Expenses	(2,280)	(1,681)	(1,365)	(1,593)	(599)	-19.0%
Total Operating Expense	(4,937)	(4,411)	(3,960)	(3,979)	(526)	11.9%
Operating Surplus (excl. Depreciation)	(4,935)	(4,397)	(3,957)	(3,977)	(537)	12.2%
Total Net Revenue/(Expense)	(4,935)	(4,397)	(3,957)	(3,977)	(537)	
Reserves transfer (to)/from	268	(103)	(170)	(114)	371	
Net Budget Surplus/(Deficit)	(4,667)	(4,500)	(4,127)	(4,091)	(167)	3.7%

Capital Works Program for 2021/22																									
No.	LTFP 5.3 No	Project	Updated Proposed 2021/22	Grants/Contributions Total	Carry Over Reserve	Infrastructure Footpath Reserve	Surplus Land Sale Reserve	Infrastructure Park Open Space Reserve	SAMP Coastal & Retaining Reserve	Affordable Housing Contribution reserve	Infrastructure Road Reserve	SAMP Other Reserve	Investment Strategy Reserve	Car Parking reserve	Cemetery Reserve	S94 Contribution funds	Centralised reserve	Stormwater Management Reserve	Social Housing reserve	Affordable Housing program reserve	Planning Agreement funds	Domestic Waste Reserve	Computer Reserve	Neighbourhood Amenity Reserve	Council General Revenue
		Building Infrastructure	26,413,623	0																					
1	1	Bondi Lifeguard Facilities Upgrade	500,000	500,000																					0
2	2	Bondi Pavilion Conservation and Restoration Project	8,200,000	0									8,200,000												0
3	3	Bronte Surf Life Saving Club & Community Facilities Upgrade	250,000	125,000												125,000									0
4	5	Council Chambers Upgrade	400,000	0									400,000												0
5	6	Other Coucil Office Facilties Upgrades	1,000,000	0									1,000,000												0
6	7	Mill Hill Upgrade	2,688,100	0									2,688,100												0
7	8	Boot Factory Restoration	2,630,000	0									2,630,000												0
8	9	SAMP5 Building Renewal Program	2,077,000	48,800									135,000	146,000	27,700	324,500	215,200		95,000	32,000					1,052,800
9	10	Tamarama Surf Club upgrade	5,518,523	925,000	1,013,113											5,410	900,000								2,675,000
10	12	Bondi Surf Bathers Life Saving Club Conservation and Upgrade Project	250,000	125,000	48,725																				76,275
11	13	2A Edmund St (Social housing) Redevelopment	2,500,000	0						2,500,000									0						0
12	16	AIF washbay construction	400,000	200,000			200,000																		0
		Living Infrastructure	280,000	0																					
13	17	Thomas Hogan Environmental Restoration Action Plan regeneration	30,000	0																	30,000				0
14	19	SAMP5 Tree Planting Program	140,000	100,000																	40,000				0
15	20	SAMP5 Living Infrastructure Turf Replacement Program	110,000	0																	55,000				55,000
		Parking Infrastructure	800,000	0																					
16	21	Car Park Ticketless Parking Infrastructure at Eastgate Carpark	800,000	0										800,000											0
		Public Domain Infrastructure	2,252,000	0																					
17	24	Coastal Fencing Renewal	100,000	0					55,000									45,000							0
18	25	SAMP5 - Bus Shelters, Seats and Benches, bike furniture, bins, bollards and wheelstops	250,000	0												220,000	30,000								0
19	26	SAMP5 - Other: Fences, Stairs, Edging, walls / Retaining walls	300,000	0								70,000					60,000							50,000	120,000
20	27	SAMP5 Lighting & Electrical Infrastructure Renewal	100,000	0																					100,000
21	28	SAMP5 Water Equipment Renewal	50,000	0																					50,000
22	35	Waverley Cemetery Retaining Wall at ? Investigation	50,000	0											50,000										0
23	37	South Head Cemetery Retaining wall reconstruction	50,000	0											50,000										0
24	38	SAMP5 Renewal Heritage Significant Element & Contemplation Shelters	75,000	0								75,000													0
25	40	Waverley signage strategy Implementation	100,000	0													51,396								48,604
26	41	Eastern Avenue and Diamond Bay Boardwalk	405,000	405,000																					0
27	42	SAMP5 Bondi Park Lighting renewal and upgrades	772,000	0				467,163	0							304,837									0

No.	LTFP 5.3 No	Project	Updated Proposed 2021/22	Grants/Contributions Total	Carry Over Reserve	Infrastructure Footpath Reserve	Surplus Land Sale Reserve	Infrastructure Park Open Space Reserve	SAMP Coastal & Retaining Reserve	Affordable Housing Contribution reserve	Infrastructure Road Reserve	SAMP Other Reserve	Investment Strategy Reserve	Car Parking reserve	Cemetery Reserve	S94 Contribution funds	Centralised reserve	Stormwater Management Reserve	Social Housing reserve	Affordable Housing program reserve	Planning Agreement funds	Domestic Waste Reserve	Computer Reserve	Neighbourhood Amenity Reserve	Council General Revenue
		Recreational & Public Spaces Infrastructure	6,435,000	0																					
28	44	Bondi Park Plan of Management Landscape works	5,200,000	0				80,583								550,327					411,570				4,157,520
29	45	Public Art Commissions - every two years	50,000	0																					50,000
30	46	SAMP5 Park & Playground Planning & Design	220,000													220,000									0
31	48	Waverley Park Slope Stabilisation and Path to Netball Courts	320,000													15,163					304,837				0
32	49	Belgrave Street Reserve Park and Playground Upgrade	65,000													65,000									0
33	50	Onslow Street Reserve Park and Playground Upgrade	80,000													80,000									0
34	52	Waverley Park Fitness Station Upgrade	220,000	0																	220,000				0
35	53	North Bondi Mosaic Renewal	280,000	0																					280,000
		Road Infrastructure	18,180,854	0																					
36	58	Complete Streets - Newland Street Design	100,000	0																	100,000				0
37	59	Bondi Junction Cycleway and Streetscape Upgrade	7,530,398	7,530,398																					0
38	61	Charing Cross Streetscape Upgrade	4,300,000	1,000,000												430,000	215,000				2,555,000			100,000	0
39	62	Road safety and traffic calming	50,000	0													50,000								0
40	63	SAMP5 Roads Renewal Program	1,477,496	857,707							300,000					319,789									0
41	64	SAMP5 Stormwater Drainage Renewal Program	500,000	0														500,000							0
42	65	SAMP5 Footpath Renewal Program	1,380,000	0		31,666										828,000									520,334
43	66	SAMP5 Kerb and Gutter Renewal Program	872,960	156,450	716,510																				0
44	68	SAMP5 Renewal Roundabouts / Speedhumps Traffic Islands/ Line Marking Renewal Program	150,000	0																				50,000	100,000
45	70	Street Signage Renewal Program	70,000	0													70,000								0
46	72	Bronte Cutting Safety Upgrade	750,000	0																					750,000
47	73	Speed Zone Implementation(40Km/H)	500,000	0																				100,000	400,000
48	74	Safety by design in public places	500,000	171,000																					329,000
		Sustainability Infrastructure	997,732	0																					
49	75	North Bondi GPT	390,000.00	0																					390,000
50	77	Facilities Sustainable Energy upgrades (Social Housing Solar)	125,000.00	0																					125,000
51	79	SAMP5 Renewal of Solar Energy Infrastructure	5,222.00	0																					5,222
52	80	SAMP5 Renewal of SQID's & Harvesting Systems	67,861.00	0																					67,861
53	81	SAMP5 Renewal of Tanks and Pumps	11,649.00	0																					11,649
54	83	Varna Park SQID	305,000.00	0																					305,000
55	84	Installation of EV Charging Stations	93,000.00	0																					93,000
		IT Infrastructure	4,580,000	0																					
56	85	Council ICT Strategy	4,580,000	0									260,000										935,484	1,064,780	2,319,736
Grand Total			59,939,209.00	12,144,355	1,778,348	31,666	200,000	547,746	55,000	2,500,000	300,000	145,000	15,313,100	946,000	127,700	3,488,026	1,636,596.00	500,000	95,000	32,000	3,716,407	935,484	1,064,780	300,000	14,082,001.00



WAVERLEY
COUNCIL

LONG TERM FINANCIAL PLAN

5.3

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1. EXECUTIVE SUMMARY

Waverley Council's Long Term Financial Plan (LTFP 5.3) contains a set of long range financial projections based on an informed set of assumptions. It is designed to reflect the financial impacts of providing the current service levels and our programs of capital works. The LTFP 5.3 covers the 11 year time period from 2021/22 to 2031/32. This iteration of the Plan focuses on delivering community needs and Council's strategic priorities (including asset renewal).

The LTFP 5.3 indicates that Council will generate sufficient funds and has adequate reserves available to implement its programs and to achieve a balanced budget in each year throughout the planning period. LTFP 5.3 enables all asset backlogs identified in the adopted Strategic Asset Management Plan (SAMP 5) to be addressed and assets class conditions to be maintained to a standard meeting community expectations. Service delivery, organisational capability and financial stability will also be maintained.

2. INTRODUCTION

The Long Term Financial Plan (LTFP) is a core element of Council's strategic planning process. The LTFP addresses the financial resourcing capacity requirements to deliver our Community Strategic Plan 2018-2029. The LTFP enables the community's aspirations and demand for services to be tested against the financial opportunities and limitations likely to be encountered within the next 10 years, it includes financial modelling and the planning assumptions that have been identified as affecting the financial capacity of the Council. The LTFP enables the community and the Council to set priorities to meet future needs.

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

A year ago, on 11 March 2020, the World Health Organisation (WHO) officially called novel coronavirus (COVID-19) a pandemic. COVID-19 forced many countries to close their borders and lockdown cities, restrict many businesses' operations and community movements in an attempt to manage the spread of the virus spread. In this volatile and challenging times, it is difficult to predict the real magnitude of the financial impact on the economy and Council in the future. With the commencement of COVID-19 vaccine roll-out programs in Australia and around the world, the revision of this Plan assumes the impacts of the pandemic, at least in Australia, will not continue in the 2021/22 financial year. With the Australian and our local economy is transitioning into a phase of recovery.

The Plan is being prepared in an environment of heightened uncertainty given the global and national impacts of COVID-19. Incorporating assumptions on the recovery from COVID-19 is essential. Some of the key COVID-19 macroeconomic assumptions that are:

- No further lockdowns
- Economic activities returns to pre-covid levels

- Overseas tourism remains suppressed for most of FY2021/22
- Domestic tourism spending increases given international border restrictions.

Despite these challenges Council faces, Council is committed to:

- maintaining the current service delivery levels
- maintaining organisational capability,
- meeting its obligations to our staff,
- prudently managing Council's and the community's resources and assets
- reprioritising resource allocation to where they are most needed
- providing financial assistance to our local community and businesses when needed
- maintaining our long term financial sustainability while at the same time building our fiscal resilience to enable Council to respond to unexpected crises.

3. OBJECTIVES

Legislated Principles

Section 8B of the Local Government Act 1993 states that the following principles of sound financial management apply to councils:

- a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - i. Performance management and reporting,
 - ii. Asset maintenance and enhancement,
 - iii. Funding decisions,
 - iv. Risk management practices.
- d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - i. Policy decisions are made after considering their financial effects on future generations,
 - ii. The current generation funds the cost of its services.

The LTFP is developed to give effect to the Community Strategic Plan, deliver Council's program and aspirations over time, and provide strong stewardship for community assets and resources. It contains a set of long-range financial projections based on an informed set of assumptions.

In addition to the legislated principles of sound financial management, Waverley Council has 5 financial objectives that it applies to its financial planning, control and management.

1. **Ensure financial sustainability** - to generate its own operating revenue and having sufficient assets to serve its liabilities with the aim of achieving all of the “fit for the future” financial sustainability benchmarks.
2. **Delivery a balanced budget** - ensure that each financial year’s expenses are funded by identified funding sources.
3. **Fund existing service levels** - ensure existing service levels that council currently provide continue to be fully funded when preparing budgets and making financial decisions.
4. **Funding Infrastructure renewals** - the funding allocated to annual capital works programs to ensure all infrastructure assets meets the determined satisfactory condition level.
5. **Financial responsible** ensure costs are well-considered and money is responsibly spent. We have carefully budgeted for a range of new initiatives to ensure Waverley remains affordable and sustainable well into the future.

4. STRUCTURE

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

5. CURRENT FINANCIAL POSITION OF COUNCIL

Waverley Council operates at present from a sound financial position. The 2019/20 audited Annual Financial Statements reported that all but one of Waverley Council’s key ratios are performing better than the Industry Benchmark. Only the operating performance ratio in 19/20 was below its benchmark due to the impact of COVID-19 as shown in the table 1 below:

Table 1: Local Government Key Performance Measures					
Indicator	Quantitative Measure	Industry Benchmark	Waverley 2019/20	Waverley 2018/19	Waverley 2017/18
Operating Performance Ratio	Measures a Council’s ability to contain operating expenditure within operating revenue	> 0	-8.34%	0.78%	1.76%
Own Source Operating Revenue Ratio	Measures the level of a Council’s fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions	> 60%	79.17%	87.13%	86.46%
Unrestricted Current Ratio	The Unrestricted Current Ratio is specific to local government and is designed to represent a Council’s ability to meet debt payments as they fall due	> 1.5x	7.22x	11.13x	10.15x

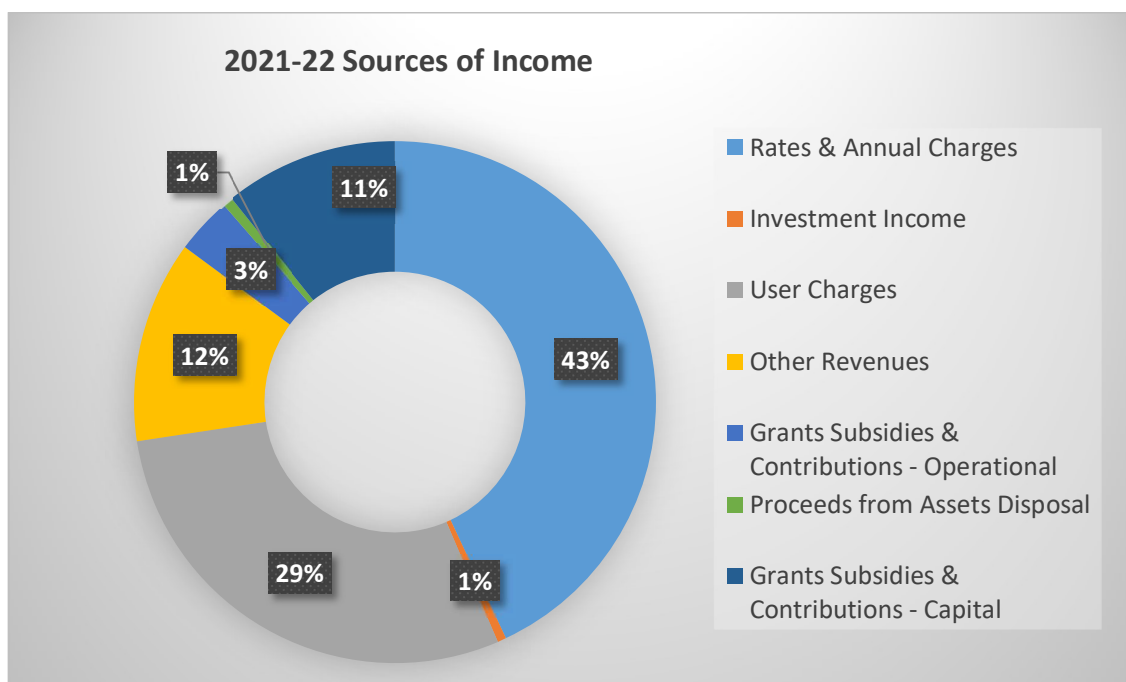
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	> 2x	11.18x	42.77x	23.78x
Cash Expense Cover Ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow	> 3 mths	13.38 mths	15.22 mths	14.82 mths
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 assets that increase capacity or performance.	>=100%	158.13%	82.57%	94.13%
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a Council's infrastructure	< 2%	1.01%	1.01%	1.05%

Council in 2020/21 developed and implemented a program to assist the LGA recover from the effects of the pandemic. A Resilient Waverley – A response to COVID-19 Plan focuses on key areas where Council offered support to the local community and outlined actions to be delivered by Council that support the recovery following COVID-19. The plan has divided into two parts - **Community** that focuses on social aspects in Waverley, and **Business** that focuses on the local business community. The plan is a work in progress at the time of writing LTFP 5.3.

The 2021/22 Budget forecasts Council's operating income will recover from the impact of the pandemic to be \$139.13 million, an increase of \$7.23 million (+5.5%) compared to the current approved budget of 2020/21. The total income is projected to be \$156.98 million, an increase of \$6.05 million (+4.0%) compared to the 2020/21 current budget.

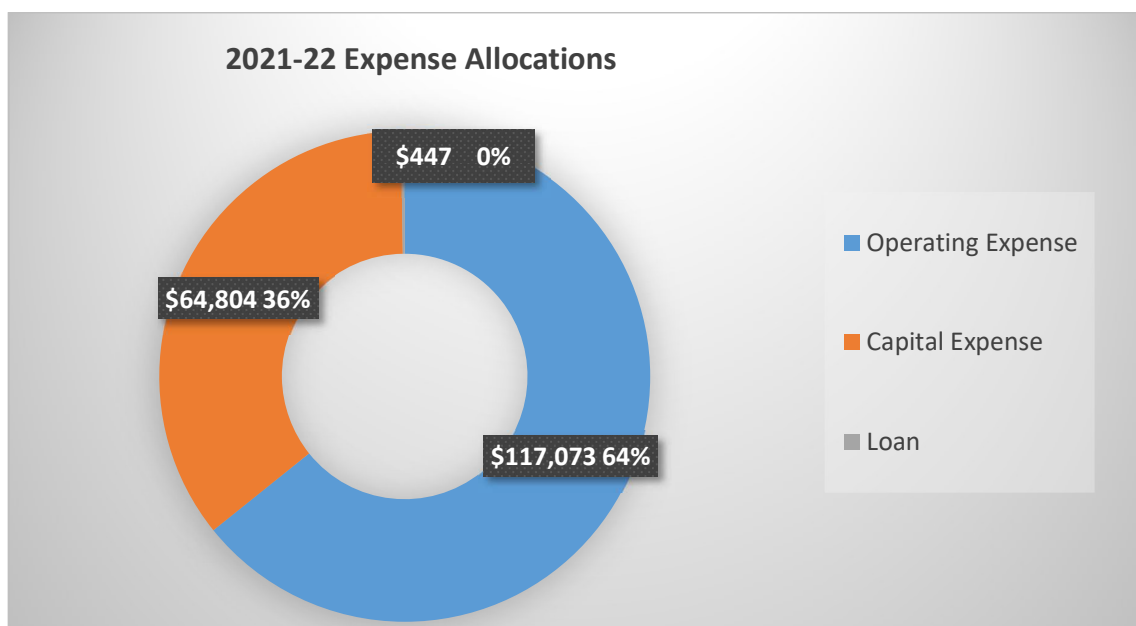
Income - \$'000	Draft 2021/22 Budget	2020/21 Current Approved Budget	\$ change on 20/21 Current Approved Budget	% change on 20/21 Current Approved Budget
Operating Income	139,125	131,894	7,231	5.5%
Rates & Annual Charges	67,507	66,109	1,398	2.1%
Investment Income	859	1,754	(896)	-51.1%
User Charges	45,597	39,876	5,720	14.3%
Other Revenues	19,653	18,278	1,375	7.5%
Grants Subsidies & Contributions - Operational	5,509	5,876	(367)	-6.2%
Capital Income	17,857	19,038	(1,181)	-6.2%
Proceeds from Assets Disposal	975	895	80	8.9%
Grants Subsidies & Contributions - Capital	16,882	18,143	(1,261)	-7.0%
Total Income	156,982	150,932	6,050	4.0%

The following chart shows the major categories of revenue for Council in 2021/22:



Rates and Annual Charges have remained at 43% of the total revenues and is the largest category of Council revenue. IPART sets the maximum allowable increases in rates each year based on a review of the Local Government Cost Index that they have developed. The maximum allowable increase for 2021/22 is at 2%.

The 2021/22 budget estimates that Council's total expenditure, excluding depreciation expense will be \$182.32 million, including loan repayments, as illustrated in the chart below.

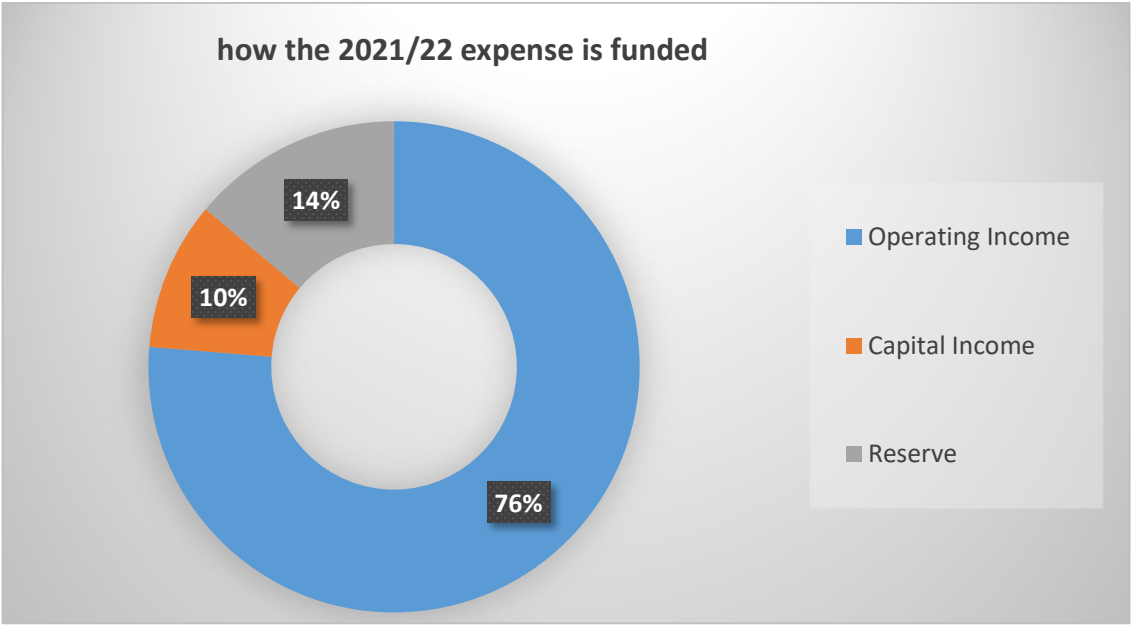


The table below reports the expense forecast for 2021/22 compared to the current approved budget of 2020/21:

Expense - \$'000	Draft 2021/22 Budget	2020/21 Current Approved Budget	\$ change on 20/21 Current Approved Budget	% change on 20/21 Current Approved Budget
Operating Expense	(117,073)	(118,509)	1,436	-1.2%
Employee Costs	(70,420)	(68,994)	(1,426)	2.1%
Materials & Contracts	(22,590)	(26,175)	3,585	-13.7%
Operating Expenses	(22,863)	(22,129)	(734)	3.3%
Rates & Annual Charges	(1,135)	(1,134)	(1)	0.1%
Borrowing Expenses	(65)	(78)	12	-15.6%
Capital Expense	(64,804)	(78,134)	13,330	-17.1%
Capital Works Program	(59,939)	(73,985)	14,046	-19.0%
Other Capital Expense	(4,864)	(4,148)	(716)	17.3%
Loan	(447)	(435)	(12)	2.8%
Loan Repayment - Principle	(447)	(435)	(12)	2.8%
Total Expense	(182,324)	(197,078)	14,754	-7.5%

Council projects an operating surplus before depreciation of \$22.05 million. This operating surplus will be used to fund the loan repayment and partly fund the capital works program.

The 2021/22 expense program is funded from various sources, the following chart shows the funding sources for the 2021/22 expense program.

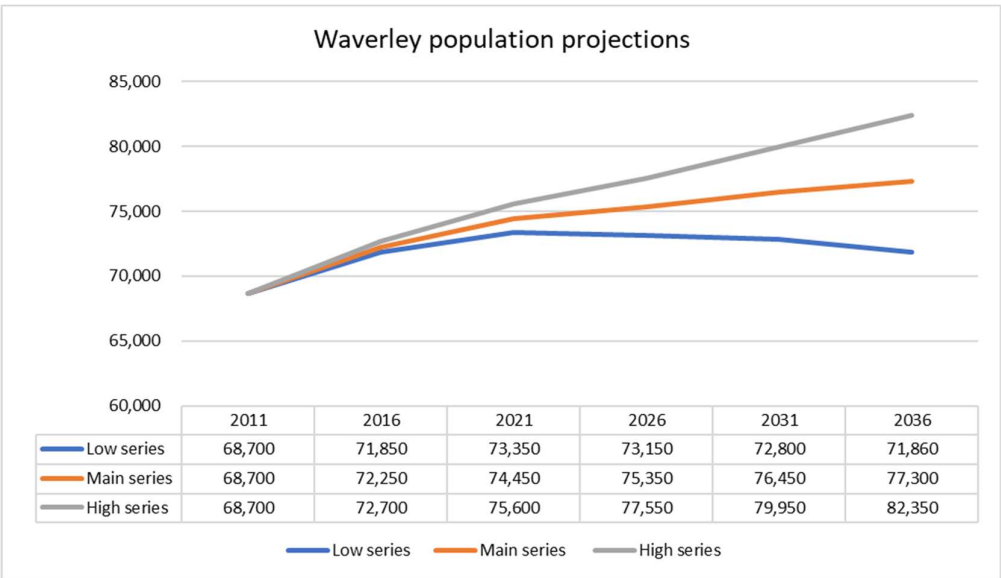


6. LTFP ASSUMPTIONS

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

5.1 Population

The Waverley Community Strategic Plan forecasts Waverley’s population to grow from 72,700 in 2016 to 82,350 in 2036 at the high series, as shown in the following graph.



Source: DPIE, ‘LGA Population Projections’, 2016

5.2 Economic Growth

Economic growth within the local government area is expected to remain effectively static over the life of the LTFP, with limited scope for the introduction of new industries or services. Table 2 below illustrates the gross product measures for the last 10 year period between 2009 and 2019.

Table 2: Waverley Council area - Gross Regional Product measures

Year ending June	Headline GRP \$m	% change from previous year	Local industry GRP \$m	Local residents GRP \$m	Local industry to residents ratio
2019	4,952	2.9	4,837	7,520	0.64
2018	4,815	2.0	4,841	7,488	0.65
2017	4,719	-2.0	4,780	7,280	0.66
2016	4,816	2.0	4,697	7,170	0.66
2015	4,720	4.1	4,516	6,955	0.65
2014	4,533	5.8	4,398	6,720	0.65
2013	4,285	2.0	4,310	6,548	0.66
2012	4,201	1.2	4,259	6,563	0.65
2011	4,152	1.7	4,149	6,312	0.66
2010	4,081	4.7	4,081	6,129	0.67
2009	3,899	-0.6	3,845	5,874	0.65

Source: National Institute of Economic and Industry Research (NIEIR) ©2019. Compiled and presented in economy.id by .id formed decisions.

5.3 Levels of service to the community

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

5.4 Capital works program

Council's extensive capital works program aims to deliver much needed renewal of infrastructure assets including roads, community buildings, open space, parks & reserves and transport infrastructure. The total proposed value of works in Council's 2021/22 capital works program is \$59.94 million.

The LTFP capital works program 2021/22 to 2031/32 outlines all infrastructure renewal works arising from Council's Strategic Asset Management Plan (SAMP 5) and capital enhancements from Environmental Action Plan (EAP 4) and other strategic plans (see Appendix 1 for further detail).

The program includes a number of major capital projects, for example:

- Bondi Pavilion restoration and conservation project completion
- Bondi Junction Cycleway & Streetscape upgrade completion
- Waverley Park Indoor Cricket Nets Facility
- Council Chamber upgrade
- Campbell Parade Streetscape upgrade
- Bronte, Tamarama and Bondi surf club upgrades
- Structural renewal of Bondi, Bronte and Tamarama Promenade & sea walls

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

5.5 Debt Policy

Council's level of debt is low, with total outstanding loans of \$2.04 million as at 30 June 2022. An increase in debt will therefore be considered from time to time if it will allow Council to spread the burden of costs more equitably across current and future generations in alignment with benefits and/or reduce the growth in renewal costs that may arise from delay in investment in assets. Assuming Council has capacity to service more debt, the use of debt financing is more likely to increase during the life of this plan:

- for investments which can generate sufficient financial returns to repay the debt, or
- where cash flow issues are holding up necessary works and can be reliably resolved by loans which can be repaid in future years, or
- where it will allow Council to spread the burden of cost more equitably across generations in alignment with benefits, or
- where it represents a cost-effective method of financing in particular circumstances.

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

5.6 Reserve Funding

Council holds limited externally restricted cash reserves, covering Domestic Waste, Housing Contribution, Stormwater Management Services Charge, Section 7.12 Fixed Developer Contributions and Section 7.4 Planning Agreement Contributions. These funds are only to be used for the purpose for which they were raised.

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

5.7 Revenue

5.7.1 Rates

Rate is a major source of Council's income, representing approximately 31.9% of the total revenue in the draft 2021/22 budget. This income projection is based on the Independent Pricing and Regulatory Tribunal (IPART) announced rate peg of 2% for 2021/22. The rate pegging assumption for the subsequent years are in line with the projected CPI for the life of the LTFP.

The approved annual rate pegging limit since 2004/05 is shown in the table 3 below, along with the actual rate increase adopted by Council. This table shows that over this period the average annual rate pegging limit has been 2.8%, this was higher than the average annual CPI of 2.3%. Council's average increase of 4.5% is the result of a special rate variation approved for 2011/12 to 2013/14 financial years.

Table 3: Allowable increase in Rates and CPI			
Year	Rate Pegging limit %	Waverley Council's increase %	CPI (weighted average all capital cities) %
2004/05	3.5%	3.5%	2.5%
2005/06	3.5%	3.5%	4.0%
2006/07	3.6%	3.6%	2.1%
2007/08	3.4%	3.4%	4.4%
2008/09	3.2%	3.2%	1.4%
2009/10	3.5%	3.5%	3.1%
2010/11	2.6%	2.6%	3.5%
2011/12	2.8%	14.5%	1.2%
2012/13	3.6%	13.5%	2.4%
2013/14	3.4%	12.5%	3.0%
2014/15	2.3%	2.3%	1.5%
2015/16	2.4%	2.4%	1.0%
2016/17	1.8%	1.8%	1.9%
2017/18	1.5%	1.5%	2.1%
2018/19	2.3%	2.3%	1.9%
2019/20	2.7%	2.7%	2.0%
2021/22	2.6%	2.6%	1.5%
Total cumulative increase	50.70%	81.40%	41.30%
Average annual increase (18 years - 2004/05 to 2021/22)	2.82%	4.52%	2.29%

5.7.2 Domestic Waste charges

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

5.7.3 Stormwater Management Service Charges

The Stormwater Management Service Charge (SMSC) is intended as a mechanism for NSW councils to raise income to invest in improving the stormwater systems in urban areas, under the Local Government Amendment (Stormwater) Act 2005 No70, since 2006. Waverley Council is levying this Charge for the first time since 2019/20 financial year. The Charge is capped in the legislation and there has been no change to it since its inception.

The revenue raised from SMSC will be allocated to projects/activities in relation to capacity and water quality as well as works that arise from the Catchment Flood Study.

5.7.4 User Charges and Fees

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

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

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

During the course of the LTFP, Council will undertake a cost of service review and a funding review. The reviews will examine the actual cost of services and how funding mechanisms align with economic principles such as who benefits, the public/private benefit split, the exacerbator/pollutor pays principle, whether there are positive or negative externalities to be addressed and what funding mechanisms are available. These reviews are likely to inform the Pricing of Services and the setting of fees and charges in the future.

5.7.5 *Interest and investment revenue*

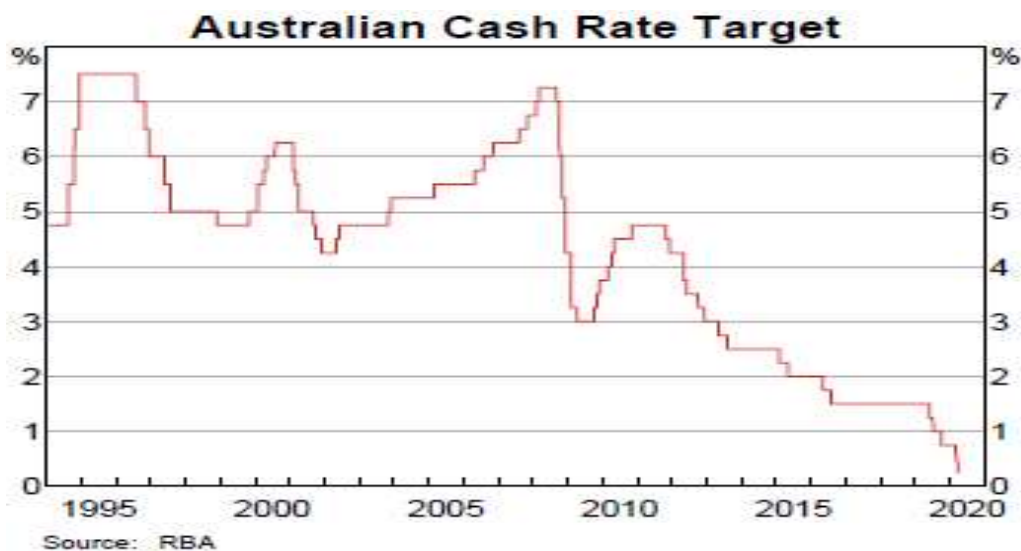
All cash investments made by councils in NSW are subject to Section 625 of the Local Government Act and associated regulations and circulars. All such investments must also be in accordance with the Council's Investment Policy.

Waverley's Investment Policy limits the proportion of investments Council can make in various types of facilities by limiting:

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

Council's Investment Policy is reviewed on an annual basis and was last revised in June 2017. Monthly reports, prepared by independent financial advisors, on the performance of investments and compliance with the Policy are provided to Council's monthly meeting. Waverley Council's investments yielded positive returns overall in 2019/20 and exceeded the benchmark return on an annual basis.

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



RBA cash rate expects to between 0.10% to 0.50% for the next several years.

In preparing longer term future interest revenue projections, Council received advice from its external investment advisers that the LTFP Projects future interest earning is between 0.5 - 0.6 point higher than the projected 90 days bank bill rate, averaging at 1.7% per annum over the next 11 years.

5.7.6 Other revenues

Other revenue increases have been projected to increase in line with projected CPI growth.

5.7.7 Grants and contributions

Council receives grants from the State and Federal Governments. These are either for discretionary or non-discretionary purposes. The majority of grants provided to Council are for specific purposes, such as infrastructure maintenance & upgrade, provision of community services and environmental programs. Grants and contributions in general are not subject to indexation.

5.7.8 Section 7.12 (94A) developer contributions

Section 7.12 of the Environmental Planning and Assessment Act 1979 enables councils to levy contributions for public amenities and services required as a consequence of development. Developer contributions are essential to providing key facilities and services for local residents. The s7.12 contributions are held as an externally restricted asset and they are allocated to fund the capital works program projects.

The level and timing of contributions fluctuate according to a variety of factors including economic growth and the level of development activity. In the LTFP, it is assumed that economic growth and development activities are relatively static throughout the life of the 11 years, recognising that there will be market fluctuations from time-to-time.

5.7.9 Section 7.4 Planning Agreements developer contributions

Section 7.4 of the Environmental Planning and Assessment Act 1979 enables councils to seek contributions for public amenities and services required as a consequence of

development. Planning Agreements can take a number of formats, including dedication of land free of cost, payment of a monetary contribution, or provision of any other material public benefit, or any combination of them, to be used for or applied towards a public purpose. The Waverley Planning Agreement Policy 2014 outlines a value sharing approach in which Council seeks a share of value uplift generated from new development which exceeds current floor space ratio controls.

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

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

The level and timing of Planning Agreement contributions for the LTFP 5.3 document fluctuate according to a variety of factors including economic growth and the level of development activity. There is a delay between when a contribution is agreed and when it is paid, given that contributions are not required to be paid until the occupation certificate is issued. Furthermore, given that Planning Agreements are voluntary in nature, this adds another level of uncertainty for the stability of this income stream. In the LTFP, it is assumed that economic growth and development activities are relatively static throughout the life of the 11 years, recognising that there will be market related fluctuations from time-to-time.

5.8 *Expenditure*

5.8.1 *Employee costs*

Employee costs include the payment of salary and wages, all leave types, superannuation, and training and workers compensation expenses. Overall employee costs comprise around 60% of Council's operating expenditure. The LTFP projection includes the Award increase of 2.0% for 2021/22 and 2022/23, and thereafter it is assumed the award rate will be in line with CPI growth.

For Council employees in the accumulation scheme, Council is required to make compulsory employer superannuation contributions in accordance with the compulsory employer superannuation contribution limits. As a result of legislative changes, this contribution will progressively increase from its current level of 9.5% to 12% in 2025/26. The current rate of 9.5% will be increased by 0.5% from 2021/22 until it reaches 12%.

For workers compensation, the budget provision is based on Council's provider insurance company's estimates for 2021/22. The subsequent year projects a gradual reduction on workers compensation in 2022/23 and 2023/24 by 30%. Thereafter it will increase in line with the forecast salary increase.

5.8.2 *Materials and contracts*

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

5.8.3 *Loan Borrowing Costs*

Whilst inflation remains low, interest rates are forecast to also remain low. The LTFP includes an average rate of 2.59% for loans with a 10 year term. This is considered conservative as it is

slightly above forecast borrowing rates for 2021/22. This conservative position is considered appropriate.

Council has not determined any new borrowing in the LTFP at this time but has signalled that it may utilise borrowing as a funding source within the LTFP period as set out in section 5.5, Debt Policy.

5.8.4 Depreciation

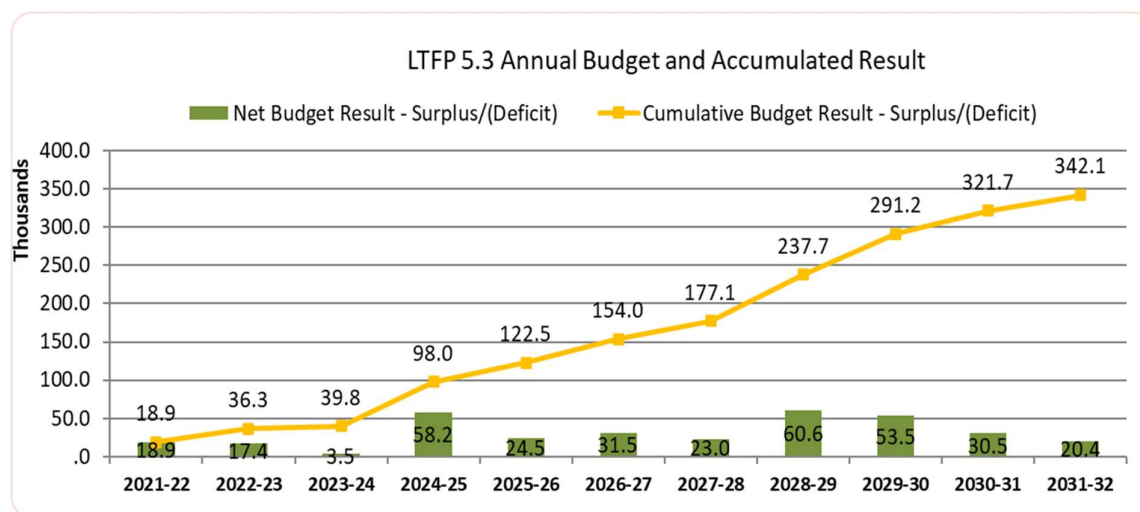
The LTFP projects annual depreciation expenditure be varied on the basis of the estimated capital expenditure levels in future years.

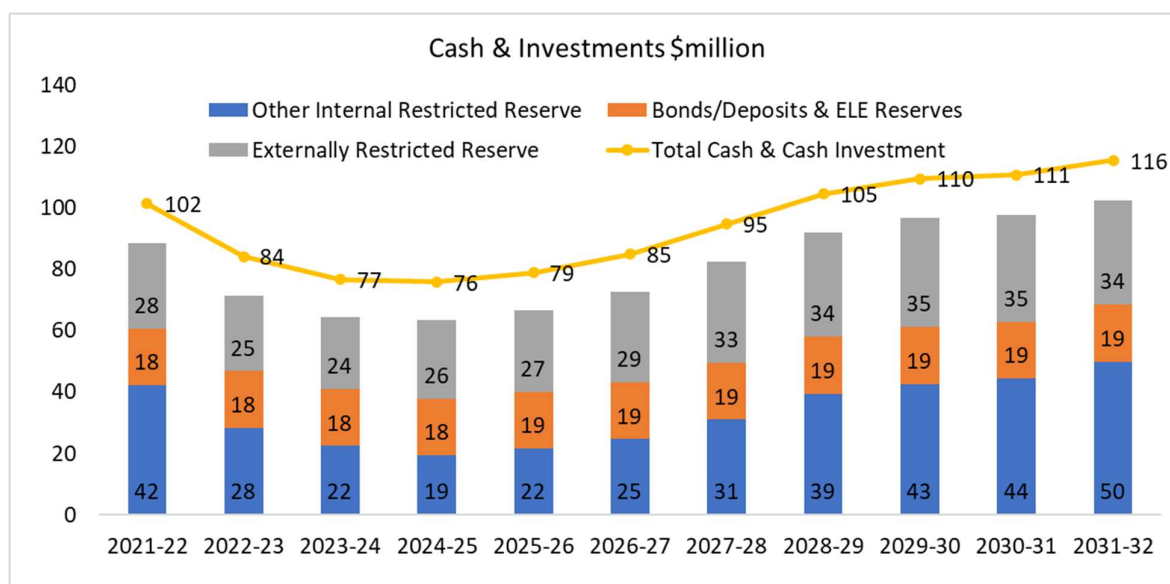
5.8.5 Other operating expenses

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

7. PROJECTED BUDGET RESULTS

In the LTFP, Council will continue to deliver a balanced budget supported by an operating surplus before depreciation. This will cumulate to a surplus of \$342K for the 11 years to 2031/32. The internal restricted reserves have been consumed to fund Council's program spending throughout the LTFP period. It is sensible to hold a reasonable level of reserve funds to be responsive to unforeseen needs and to meet its priorities, as illustrated in the graphs below:





The LTFP is obviously not just about whether the budget will balance on a year by year basis. It is about ensuring Council's financial sustainability remain over the longer term. The table below details Council's performance against the "Fit for the Future" financial indicators and the Local Government Industry benchmarks. All financial indicators are performing well against said benchmarks. However, we can see that Council's operating performance ratio is riding a knives edge over the term of the LTFP 5.3.

Year	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	Benchmark
Operating Performance Ratio	0.0%	0.1%	0.3%	0.0%	0.0%	0.1%	0.7%	0.9%	0.8%	1.5%	1.5%	> 0%
Own Source Operating Revenue Ratio	85.6%	89.8%	88.5%	88.1%	87.1%	89.1%	90.7%	91.9%	91.1%	93.4%	93.3%	> 60%
Unrestricted Current Ratio	3.7 : 1	3.2 : 1	2.9 : 1	2.8 : 1	2.9 : 1	3 : 1	3.3 : 1	3.5 : 1	3.6 : 1	3.7 : 1	3.8 : 1	> 1.5x
Debt Service Cover Ratio	43.0	45.5	47.0	46.7	47.3							> 2x
Cash Expense Cover Ratio	6.0	6.0	4.8	4.8	4.8	6.0	6.0	6.0	6.0	6.0	7.2	> 3 months

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

This iteration of the LTFP, the capital works program we propose to invest in over this planning period totalling to \$355M, with a projected \$78M grants income to funding the capital works program, as summarised in table 6 below. Refer to Appendix 1 for further detail.

Programme Description - \$'000	11 years (2021-22 to 2031-32)		
	Expense	Grants/Contributions Income	% of grant funding
Building Infrastructure	104,776	13,813	13.2%
Living Infrastructure	11,780	840	7.1%
Parking Infrastructure	4,800	0	0.0%

Table 6 – LTFP 5.3 Capital Works Program		11 years (2021-22 to 2031-32)	
Programme Description - \$'000	Expense	Grants/ Contributions Income	% of grant funding
Public Domain Infrastructure	77,699	28,870	37.2%
Recreational & Public Spaces Infrastructure	27,276	1,968	7.2%
Road Infrastructure	117,680	32,419	27.5%
Sustainability Infrastructure	5,178	496	9.6%
Information Communication Technology Strategy (ICT)	5,580	0	0.0%
Total	354,770	78,405	22.1%

Financial Results

The LTFP forecasts that Council will successfully manage the financial sustainability challenges while sustaining Council's current level of operations and capital program up to 2031/32. Internal restricted reserves are forecasted to be responsibly utilised to fund Council's program spending and balance the budget in a manner consistent with the purpose for which they were raised.

The annual review of the LTFP allows Council to vary its approach to sustainable financial management as it progresses through the planning period.

Like all councils, Waverley accesses funds through variety of sources including:

- Rates and other levies/charges
- Fees and Charges
- Loans
- Grants
- Council also has the ability to apply reserves.

Council also continuously reviews its operations with the aim to achieve cost efficiency improvements.

8. PRODUCTIVITY AND EFFICIENCIES

In preparing the 2021/22 budget, Council has committed to undertake a thorough review of Council services in order to improve the productivity and efficiency of our operation, as well as containing costs and exploring additional revenue streams to deliver existing and improved service levels. \$1.2 million of operational efficiencies been built into the 2021/22 budget. Council Staff are currently working through several initiatives that will assist in managing financial sustainability. These include:

- Council wide service reviews
- Employee Leave Management strategies
- Review of the Domestic Waste Charge and its application
- ICT strategy and resulting process and productivity efficiencies
- A WH&S improvement program to reduce the workplace injuries.

It is estimated that the benefits of these programs will provide a \$14.5M financial benefit across the period of this LTFP. These productivity efficiencies will offset rising costs over the life of the LTFP.

9. OPPORTUNITIES AND THREATS

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

- **Rate pegging:** NSW councils are subjected to rate pegging. Rate pegging is the maximum percentage limit by which NSW councils may increase the total income they receive from rates. The rate pegging percentage is set each year by IPART. A general observation that rate pegging has constrained the capacity of NSW councils to raise total revenue so that they can keep pace with cost increase and service expansions to meet community expectations. Decisions on rate pegging and rate variations above the peg can therefore pose a significant threat to the modelled financial outcomes. Waverley's experience is that rates revenue generates approximately 31% of the total revenue.
- **Non-rates revenue:** The Council is heavily dependent on variable non-rates sources of revenue, these represents over 56% of the total revenue. Many of these income items are volatile to economic conditions, e.g. the building construction market, property rental market.
- **Parking Income:** Income from parking fees and fines account for approximately 19% of Waverley's total income. Market conditions and Council's policies on public parking will have significant implications for Waverley's long term financial outlook.
- **Cost shifting from Federal and State Governments:** Cost shifting is a challenge confronting Local Government. Cost shifting occurs when there is a transfer of services from a Federal or State Government to Local Government without the provision of adequate funding required to provide the service. The LTFP assumes the current cost will increase annually by CPI, but no growth in cost shifting in the life of the LTFP.
- **Developer contributions:** In 2005 the Environmental Planning and Assessment Act was amended to introduce, among other things, a system for the negotiation of planning agreements between developers and planning authorities. The increased use of planning agreements, as well as changes in the application of section 7.12 (formerly S94A) contributions, have positively impacted on the Council's long term financial outlook. This income stream accounts for approximately 6.5% of Council's total revenue. The contributions can be significantly affected by construction market conditions.
- **Direct labour costs:** All councils in NSW, except the City of Sydney, are covered by the Local Government State Award which is centrally negotiated and largely beyond Council's control. Direct employee costs (namely salaries/wages, superannuation, leave and overtime) represent over 60% Council's operating expenditure (when depreciation is excluded). Salary/wage rates struck under the Award negotiations can have a significant impact on financial outcomes, especially when the Award increase is above rate pegging. This has the potential to significantly affect the reliability of the funding model.
- **Workers' compensation costs:** Variations in workforce safety performance pose a significant risk to the budget. In 2021/22 budget year, the workers compensation premium

is estimated to be \$3.1 million. Council is undertaking a program of improvements in WH&S in an effort to improve workplace safety. This improvement will result in premium reductions in the medium term. The LTFP assumes that our workers compensation premiums will be gradually reduced in the next two years by 30% from the 2021/22 level. However, threats to this may arise, due to Council's ageing workforce and our high exposure to manual handling areas - e.g. in childcare, resource recovery and open spaces, etc.

10. SENSITIVITY ANALYSIS

Council's LTFP covers an 11 year period based on assumptions regarding future financial trends. These assumptions include future rate variation limits (i.e. rate pegging), increase in CPI and employment costs. Many of these factors can fluctuate over time as they are influenced by a variety of circumstances, such as government policies, economic conditions and changing community expectations. As it is not possible to accurately predict movements in these factors in individual years over the long term, they have been projected on the basis of recent trends or forecasted CPI based on available information in the time when the plan is prepared. A full list of the assumptions underlying the projections in the LTFP is contained in Appendix 2.

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

A minor variance in some of the assumptions will have a relatively small impact on the projections contained in the LTFP. For example, increases in the level of grant income received for specific purposes would result in a corresponding increase in expenditure. Conversely, a change in the annual rate pegging limit or employee award rate will have a significant impact on future financial projections. Sensitivity analysis has been undertaken to assess the impact of changes in the factors which have been used to project future revenue and expenditure.

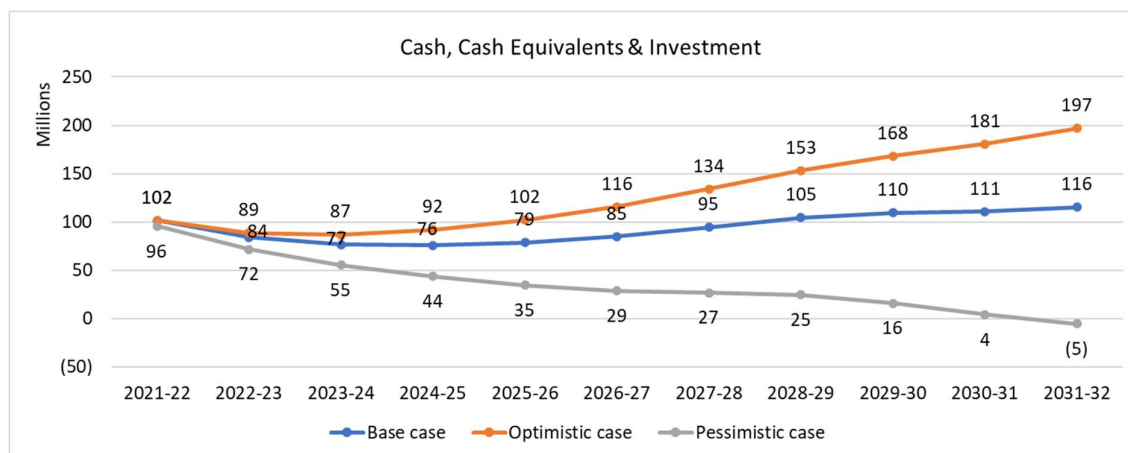
Sensitivity analysis involves developing different scenarios by varying the critical assumptions, such as the items described in the Opportunities and Threats section above. The different scenarios demonstrate the impact of these changes on Council's financial projections. Table 7 below examine the financial impact of those items:

Table 7: Positive & Negative Effects of Modelled Sensitivities on Financial Outcomes for LTFP 5.3				
Item	Optimistic Scenario		Pessimistic Scenario	
	Positive effect on modelled results - \$'000		Negative effect on modelled results - \$'000	
Rate Peg	Increase higher than current projection by 0.3%	9,094	Increase lower than current projection by 0.3%	(8,932)

Table 7: Positive & Negative Effects of Modelled Sensitivities on Financial Outcomes for LTFP 5.3				
Item	Optimistic Scenario		Pessimistic Scenario	
	Positive effect on modelled results - \$'000		Negative effect on modelled results - \$'000	
Planning Agreement contributions	Increase due to achieving additional 20% of the current projection	2,381	Achieve only 20% of the current projections	(2,381)
S7.12 contributions	Realised at current projection	0	Reduce due to growth less than projected	(21,834)
Staff Award rate	Increase lower than CPI by 0.5% for the next agreements	21,688	Increase higher than CPI by 0.5% for the next agreement	(22,342)
Grant Income	Realised at current projection	0	Grant for capital works program projects is lower than the projected level by 40%	(56,402)
Staff turnover rate	Consistent with current rate	9,230	Staff turnover rate improve	(23,255)
Rental Returns	Additional revenue from the Strategic Property Review	4,897	Realised at current projection	0
Bondi Pavilion	At Break Even level	5,983	Realised at current projection	0
Parking Revenue	Revenue increased by 10%	28,460	Revenue decreased by 10%	(28,460)
Temporary Positions	Realised at current projection	0	Continue after the current term expiry	(8,678)
Covid-19 Impact	Realised at current projection	0	Reduction of Income	(6,000)
Total		81,732		(121,883)

The following graph demonstrates the impact of the sensitivities when applied to the Council's LTFP 5.3. Obviously, the pessimistic case for Council would not be financially sustainable and would require major changes to our expenditure to rectify the situation dramatically impacting our operations and capital plans.

This emphasises the need for council to be financial vigilant and continually monitoring the performance of council.



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

11. MONITORING FINANCIAL PERFORMANCE

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

- Balanced Budget
- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio
- Debt Service Cover Ratio
- Cash Expense Cover Ratio
- Infrastructure Backlog Ratio

The annual budgets are set to maintain service delivery, organisational capability and financial stability and responses to the after COVID-19 pandemic. Budget control and monitoring is paramount for Council achieving the outcomes of this plan. Budgets are monitored internally on an on-going basis. Monthly financial reports are reported to the Executive Leadership Team (ELT) and Quarterly Budget Reviews are reported to Council and illustrate the progress against the adopted budgets.

12. CONCLUSION

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

The Council will continue to operate within the principle of a balanced budget and strive to provide excellent services to its community. The Council will evaluate its performance as it works through the LTFP planning period, as has a range of options to allow it to manage financial sustainability.

LIST OF APPENDICES

Appendix No.	Contents
Appendix 1	LTFP 5.3 Capital Works Program and funding sources
Appendix 2	LTFP 5.3 Assumptions
Appendix 3	Base Case Scenario budget statements
Appendix 4	Optimistic Scenario budget statements
Appendix 5	Pessimistic Scenario budget statements

		Summary LTFP 5.3 Capital Works Program														
		Asset Class	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	
		Building Infrastructure	13,812,650	26,413,623	16,174,656	18,814,625	10,201,200	7,683,260	3,579,100	5,592,020	4,102,819	4,220,345	3,997,300	3,997,300	104,776,248	
		Living Infrastructure	840,000	280,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	11,780,000	
		Parking Infrastructure	0	800,000	0	0	0	0	0	0	0	2,500,000	0	1,500,000	4,800,000	
		Public Domain Infrastructure	28,870,000	2,252,000	6,469,731	3,791,000	10,095,000	12,876,000	11,530,000	8,070,000	4,920,000	6,620,000	6,180,000	4,895,000	77,698,731	
		Recreational & Public Spaces Infrastructure	1,968,000	6,435,000	2,375,000	1,610,000	2,304,400	1,296,000	2,090,000	496,400	1,902,000	3,343,904	1,991,721	3,431,529	27,275,954	
		Road Infrastructure	32,418,609	18,180,854	17,194,718	12,394,776	10,170,000	7,270,000	8,470,000	7,620,000	7,970,000	8,370,000	11,220,000	8,820,000	117,680,348	
		Sustainability Infrastructure	495,916	997,732	425,169	373,024	64,072	210,821	611,702	259,414	611,454	1,125,000	200,000	300,000	5,178,390	
		ICT	0	4,580,000	1,000,000	0	0	0	0	0	0	0	0	0	5,580,000	
		Total	78,405,175	59,939,209	44,789,274	38,133,425	33,984,672	30,486,081	27,430,802	23,187,834	20,656,273	27,329,249	24,739,021	24,093,829	354,769,670	
		LTFP 5.3 Capital Works Program for period 2021/22 to 2031/32														
LTFP 5.2 No	LTFP 5.3 No	Project Description	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	% of grant funding
		Building Infrastructure	13,812,650	26,413,623	16,174,656	18,814,625	10,201,200	7,683,260	3,579,100	5,592,020	4,102,819	4,220,345	3,997,300	3,997,300	104,776,248	13.2%
2	1	Bondi Lifeguard Facilities Upgrade	500,000	500,000	0	0	0	0	0	0	0	0	0	0	500,000	100.0%
3	2	Bondi Pavilion Conservation and Restoration Project		8,200,000	0	0	0	0	0	0	0	0	0	0	8,200,000	0.0%
4	3	Bronte Surf Life Saving Club & Community Facilities Upgrade	3,580,000	250,000	4,273,048	4,705,000	0	0	0	0	0	0	0	0	9,228,048	38.8%
5	4	Council Accommodation and Services Projects			5,500,000	4,750,000	0	0	0	0	0	0	0	0	10,250,000	0.0%
	5	Council Chambers Upgrade		400,000											400,000	0.0%
	6	Other Council Office Facilities Upgrades		1,000,000											1,000,000	0.0%
6	7	Mill Hill Upgrade		2,688,100	0	0	0	0	0	0	0	0	0	0	2,688,100	0.0%
7	8	Boot Factory Restoration		2,630,000	0	0	0	0	0	0	0	0	0	0	2,630,000	0.0%
9	9	SAMP5 Building Renewal Program	1,232,650	2,077,000	4,045,700	4,274,900	3,551,200	3,433,260	3,579,100	5,592,020	4,102,819	4,220,345	3,997,300	3,997,300	42,870,944	2.9%
12	10	Tamarama Surf Club upgrade	925,000	5,518,523	0	0	0	0	0	0	0	0	0	0	5,518,523	16.8%
13	11	Bondi Diggers/Waverley Sub-Depot		0	408,125	2,500,000	2,400,000	0	0	0	0	0	0	0	5,308,125	0.0%
15	12	Bondi Surf Bathers Life Saving Club Conservation and Upgrade Project	4,375,000	250,000	0	48,725	4,250,000	4,250,000	0	0	0	0	0	0	8,798,725	49.7%
16	13	2A Edmund St (Social housing) Redevelopment		2,500,000	0	0	0	0	0	0	0	0	0	0	2,500,000	0.0%
17	14	SAMP5 Tunnel 1 Feasibility Study and design		0	0	811,000	0	0	0	0	0	0	0	0	811,000	0.0%
18	15	Waverley Park Indoor Cricket Nets Facility	3,000,000	0	1,947,783	1,725,000	0	0	0	0	0	0	0	0	3,672,783	81.7%
	16	AIF washbay construction	200,000	400,000											400,000	50.0%
		Living Infrastructure	840,000	280,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	11,780,000	7.1%
20	17	Thomas Hogan Environmental Restoration Action Plan		30,000	0	0	0	0	0	0	0	0	0	0	30,000	0.0%
25	18	SAMP5 Living Infrastructure _ Landscaping			650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	6,500,000	0.0%
26	19	SAMP5 Tree Planting Program	840,000	140,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,140,000	39.3%
27	20	SAMP5 Living Infrastructure Turf Replacement Program		110,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,110,000	0.0%
		Parking Infrastructure	0	800,000	0	0	0	0	0	0	0	2,500,000	0	1,500,000	4,800,000	0.0%
30	21	Car Park Ticketless Parking Infrastructure at Eastgate Carpark		800,000	0	0	0	0	0	0	0	0	0	1,500,000	2,300,000	0.0%

LTFP 5.2 No	LTFP 5.3 No	Project Description	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	% of grant funding
31	22	On Street Parking Infrastructure (Meter Replacement)		0	0	0	0	0	0	0	0	2,500,000	0	0	2,500,000	0.0%
		Public Domain Infrastructure	28,870,000	2,252,000	6,469,731	3,791,000	10,095,000	12,876,000	11,530,000	8,070,000	4,920,000	6,620,000	6,180,000	4,895,000	77,698,731	37.2%
32	23	Bondi Stormwater Harvesting System Extension		0	0	380,000	0	0	0	0	0	0	0	0	380,000	0.0%
33	24	Coastal Fencing Renewal		100,000	240,000	240,000	0	0	0	240,000	240,000	240,000	0	240,000	1,540,000	0.0%
35	25	SAMP5 - Bus Shelters, Seats and Benches, bike furniture, bins, bollards and wheelstops		250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,250,000	0.0%
36	26	SAMP5 - Other: Fences, Stairs, Edging, walls / Retaining walls		300,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,800,000	0.0%
37	27	SAMP5 Lighting & Electrical Infrastructure Renewal		100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,600,000	0.0%
38	28	SAMP5 Water Equipment Renewal		50,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	850,000	0.0%
39	29	SAMP5 Structural renewal of Bondi Promenade & sea walls	19,040,000	0	0	0	4,700,000	7,500,000	5,000,000	5,000,000	0	5,000,000	2,000,000	1,000,000	30,200,000	63.0%
40	30	SAMP5 Structural renewal of Bronte Promenade & sea walls	5,950,000	0	0	0	2,000,000	3,000,000	3,500,000	0	0	0	1,000,000	1,000,000	10,500,000	56.7%
41	31	SAMP5 Park Drive South Retaining Wall Upgrade		0	700,000	500,000	0	0	0	0	500,000	0	2,000,000	1,000,000	4,700,000	0.0%
42	32	SAMP5 Tamarama promenade & sea walls	2,660,000	0		0	0	1,000,000	0	0	2,800,000	0	0	0	3,800,000	70.0%
43	33	Waverley Cemetery Renewal and enhancements		0	175,000	275,000	0	0	500,000	500,000	0	0	0	275,000	1,725,000	0.0%
46	34	Cemetery Residence and Maintenance building Options.		0	75,000										75,000	0.0%
	35	Waverley Cemetery Retaining Wall at ? Investigation		50,000											50,000	0.0%
	36	South Head Cemetery Renewal and Enhancements			150,000	0	200,000	0	200,000	0	200,000	0	0	200,000	950,000	0.0%
	37	South Head Cemetery Retaining wall reconstruction		50,000		0	0								50,000	0.0%
	38	SAMP5 Renewal Heritage Significant Element & Contemplation Shelters		75,000	0	0	1,325,000	0	0	0	0	200,000	0		1,600,000	0.0%
	39	Waverley Park Landscape Lighting Upgrades		0	1,000,000	250,000	0	0	0	0	0	0	0	0	1,250,000	0.0%
45	40	Waverley signage strategy Implementation	220,000	100,000	349,731	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,349,731	16.3%
47	41	Eastern Avenue and Diamond Bay Boardwalk	1,000,000	405,000	1,400,000	0	0	0	0	0	0	0	0	0	1,805,000	55.4%
48	42	SAMP5 Bondi Park Lighting renewal and upgrades		772,000	1,000,000	966,000	690,000	196,000	1,150,000	1,150,000	0	0	0	0	5,924,000	0.0%
	43	Rockfall/cliff Remediation			500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,300,000	0.0%
		Recreational & Public Spaces Infrastructure	1,968,000	6,435,000	2,375,000	1,610,000	2,304,400	1,296,000	2,090,000	496,400	1,902,000	3,343,904	1,991,721	3,431,529	27,275,954	7.2%
49	44	Bondi Park Plan of Management Landscape works		5,200,000	1,125,000	0	1,500,000	750,000	1,500,000	0	0	1,500,000	0	1,500,000	13,075,000	0.0%
50	45	Public Art Commissions - every two years		50,000	100,000	0	100,000	0	100,000	0	100,000	0	100,000	0	550,000	0.0%
	46	SAMP5 Park & Playground Planning & Design	968,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	2,420,000	40.0%
51	47	SAMP5 Park & Playground Renewal and Upgrades			680,000	1,140,000	234,400	76,000	20,000	26,400	1,332,000	1,373,904	1,421,721	1,461,529	7,765,954	0.0%
61	48	Waverley Park Slope Stabilisation and Path to Netball Courts		320,000											320,000	0.0%
60	49	Belgrave Street Reserve Park and Playground Upgrade		65,000											65,000	0.0%
59	50	Onslow Street Reserve Park and Playground Upgrade		80,000											80,000	0.0%
63	51	SAMP5 Recreational Asset Renewal	1,000,000		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000	40.0%
	52	Waverley Park Fitness Station Upgrade		220,000											220,000	0.0%
	53	North Bondi Mosaic Renewal		280,000	0	0	0	0	0	0	0	0	0	0	280,000	0.0%

LTFP 5.2 No	LTFP 5.3 No	Project Description	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	% of grant funding
		Road Infrastructure	32,418,609	18,180,854	17,194,718	12,394,776	10,170,000	7,270,000	8,470,000	7,620,000	7,970,000	8,370,000	11,220,000	8,820,000	117,680,348	27.5%
64	54	Bike Plan Implementation		0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	0.0%
65	55	Parks Accessway Upgrades & Road Closures - Stairs/Ramps		0	600,000	0	0	0	0	0	0	0	0	0	600,000	0.0%
66	56	Campbell Parade Streetscape Upgrade Project		0	2,000,000	2,000,000	0	0	0	0	0	0	0	0	4,000,000	0.0%
67	57	Coastal Walk & Clifftop Upgrades		0	200,000	1,800,000	1,800,000	0	0	0	0	0	0	0	3,800,000	0.0%
	58	Complete Streets - Newland Street Design		100,000											100,000	0.0%
70	59	Bondi Junction Cycleway and Streetscape Upgrade	7,875,492	7,530,398	2,000,000										9,530,398	82.6%
74	60	Local Village Streetscape Improvements	1,000,000	0	0	0	0	0	1,250,000		1,250,000	1,250,000	0	2,000,000	5,750,000	17.4%
73	61	Charing Cross Streetscape Upgrade	1,000,000	4,300,000	4,300,000										8,600,000	11.6%
75	62	Road safety and traffic calming		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000	0.0%
76	63	SAMP5 Roads Renewal Program	9,428,407	1,477,496	1,925,488	1,974,776	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000	1,500,000	21,377,760	44.1%
77	64	SAMP5 Stormwater Drainage Renewal Program	4,200,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,500,000	40.0%
78	65	SAMP5 Footpath Renewal Program		1,380,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	2,800,000	1,000,000	19,580,000	0.0%
79	66	SAMP5 Kerb and Gutter Renewal Program	872,960	872,960	999,230	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,872,190	8.0%
80	67	SAMP5 Pedestrian Bridges Renewal Program		0	0	0	150,000	150,000	0	0	0	0	1,000,000	0	1,300,000	0.0%
81	68	SAMP5 Renewal Roundabouts / Speedhumps Traffic Islands/ Line Marking Renewal Program	825,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,650,000	50.0%
82	69	School Zone Safety Program		0	100,000	0	100,000	0	100,000	0	100,000	0	100,000	0	500,000	0.0%
85	70	Street Signage Renewal Program		70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	770,000	0.0%
86	71	Waverley LGA Mall Renewal Program		0	1,000,000	0	0	0	500,000	500,000	0	0	2,000,000	2,000,000	6,000,000	0.0%
88	72	Bronte Cutting Safety Upgrade		750,000	0	0	0	0	0	0	0	0	0	0	750,000	0.0%
91	73	Speed Zone Implementation(40Km/H)	1,900,000	500,000	150,000	1,500,000	1,500,000	0	0	0	0	0	0	0	3,650,000	52.1%
92	74	Safety by design in public places	5,316,750	500,000	800,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	0	7,300,000	72.8%
		Sustainability Infrastructure	495,916	997,732	425,169	373,024	64,072	210,821	611,702	259,414	611,454	1,125,000	200,000	300,000	5,178,390	9.6%
95	75	North Bondi GPT		390,000	0	0	0	0	0	0	0	0	0	0	390,000	0.0%
96	76	Calga Reserve SQID		0		0	0	0	350,000	0	0	0	0	0	350,000	0.0%
97	77	Facilities Sustainable Energy upgrades (Social Housing Solar)	360,000	125,000	0	150,000	0	125,000	125,000	125,000	125,000	125,000	0	0	900,000	40.0%
98	78	Malborough Park GPT		0	378,000	0	0	0	0	0	0	0	0	0	378,000	0.0%
99	79	SAMP5 Renewal of Solar Energy Infrastructure	135,916	5,222	5,337	34,785	5,575	5,697	5,823	5,951	6,082	500,000	100,000	100,000	774,472	17.5%
100	80	SAMP5 Renewal of SQID's & Harvesting Systems		67,861	39,006	4,119	37,282	65,555	130,880	113,858	450,000	300,000	0	100,000	1,308,562	0.0%
101	81	SAMP5 Renewal of Tanks and Pumps		11,649	2,826	4,119	21,215	14,568	0	14,605	30,373	200,000	100,000	100,000	499,356	0.0%
101	82	Water Quality Improvement Project – Dickson Park Bio Swale		0	0	180,000	0	0	0	0	0	0	0	0	180,000	0.0%
102	83	Varna Park SQID		305,000	0	0	0	0	0	0	0	0	0	0	305,000	0.0%
	84	Installation of EV Charging Stations		93,000	0	0	0	0	0	0	0	0	0	0	93,000	0.0%
		ICT	0	4,580,000	1,000,000	0	0	0	0	0	0	0	0	0	5,580,000	0.0%

LTFP 5.2 No	LTFP 5.3 No	Project Description	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	% of grant funding
	85	Council ICT Strategy		4,580,000	1,000,000	0	0	0	0	0	0	0	0	0	5,580,000	0.0%
		Grand Total	78,405,175	59,939,209	44,789,274	38,133,425	33,984,672	30,486,081	27,430,802	23,187,834	20,656,273	27,329,249	24,739,021	24,093,829	354,769,670	22.1%
		Capital Works Program Funding Sources:		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL	
		Grants/Contributions		12,144,355	5,376,520	8,615,997	10,293,675	12,585,302	9,042,620	6,258,791	4,304,257	5,978,750	2,528,000	1,276,907	78,405,175	
		Planning Agreement funds		3,716,407	6,125,000	3,200,000	294,400	136,000	830,000	86,400	2,211,782	2,211,782	1,259,599	3,243,079	23,314,449	
		S94 Contribution funds		3,488,026	3,018,844	3,101,085	2,951,502	2,889,878	3,466,080	3,767,830	3,508,528	3,406,190	3,783,515	3,725,505	37,106,983	
		Unexpended Grant reserve		0	135,010	135,010	135,010	135,010	135,010	135,010	135,010	135,010	135,010	135,093	1,350,183	
		Affordable Housing Contribution reserve		2,500,000	67,260	271,070	259,039	257,078	259,503	292,967	270,749	273,856	269,953	263,277	4,984,750	
		Stormwater Management Reserve		500,000	550,000	550,000	550,000	550,000	550,000	600,000	600,000	600,000	600,000	650,000	6,300,000	
		Investment Strategy Reserve		15,313,100	5,500,000	4,750,000	0	0	0	0	0	0	0	0	25,563,100	
		Sales of surplus land reserve		200,000	408,125	2,500,000	2,400,000	0	0	0	0	0	0	0	5,508,125	
		Car Parking reserve		946,000	192,171	203,058	200,380	244,620	255,011	398,431	303,208	316,526	299,798	1,807,298	5,166,500	
		Meter parking reserve		0	0	0	0	0	0	0	0	2,500,000	0	0	2,500,000	
		Affordable Housing reserve		32,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,832,000	
		Social Housing reserve		95,000	172,954	165,652	134,714	129,672	135,907	221,959	163,925	171,916	161,879	161,879	1,715,454	
		Computer Reserve		1,064,780	0	0	0	0	0	0	0	0	0	0	1,064,780	
		SAMP Parks Reserve		547,746	0	0	0	0	0	0	0	0	0	0	547,746	
		SAMP Footpath Reserve		31,666	0	0	0	0	0	0	0	0	0	0	31,666	
		SAMP Malls Reserve		0	1,000,000	0	0	0	500,000	500,000	0	0	2,000,000	2,000,000	6,000,000	
		SAMP Coastal & Retaining Reserve		55,000	60,000	60,000	0	0	0	60,000	60,000	60,000	0	60,000	415,000	
		SAMP Cemetery Reserve		0	348,060	298,060	223,060	23,060	723,060	523,060	223,060	23,060	23,060	486,356	2,893,900	
		SAMP Other Reserve		145,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	845,000	
		Cemetery Reserve		127,700	0	0	0	0	0	0	0	0	0	0	127,700	
		Carry Over Reserve		1,778,348	899,307	373,546	0	0	0	0	0	0	0	0	3,051,201	
		Centralised reserve		1,636,596	112,868	117,223	103,473	101,232	104,003	142,248	116,856	96,351	75,973	76,973	2,683,796	
		Infrastructure Building Reserve		0	39,006	4,119	37,282	65,555	130,880	113,858	450,000	300,000	0	100,000	1,240,701	
		Domestic Waste Reserve		935,484	95,100	0	0	0	0	0	0	0	0	0	1,030,584	
		Infrastructure Road Reserve		300,000	0	0	0	0	0	0	0	0	0	0	300,000	
		Neighbourhood Amenity Reserve		300,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	0	4,800,000	
		Council General Revenue		14,082,001	20,119,050	13,018,603	15,632,137	12,598,672	10,528,730	9,317,278	7,538,898	10,485,808	12,832,235	9,837,463	135,990,876	
		Total		59,939,209	44,789,274	38,133,425	33,984,672	30,486,081	27,430,802	23,187,834	20,656,273	27,329,249	24,739,021	24,093,829	354,769,670	

General Assumptions

Long term financial plan (LTFP 5.3) Financial year	Forecasts									
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029/30	2030/31	2031/32
CPI - Tcorp (January 2021)	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Revenue:										
Council Rate - IPART Fact Sheet "Council Notifications received by IPART for 2021/22	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Council Rate - New Assessments number	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Increase in number of Rate paying properties	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Rate Increase	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Pensioner rebates & Rate abandonment	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Domestic Waste Charge	1.75%	1.75%	1.88%	2.17%	2.13%	2.33%	2.15%	1.64%	2.30%	2.05%
Domestic Waste Charge \$	598	609	620	634	647	662	677	688	703	718
Domestic Waste Charge annual increase \$	10	10	11	13	14	15	14	11	16	14
Stormwater management service levy	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Car Park Revenue - increase by CP1 every 3 years	3.54%			2.25%			2.25%			2.50%
Parking Meter Revenue - increase by CPI increase	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Residential parking permit - increase by CPI plus 1% growth	2.75%	2.75%	3.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.50%	3.50%
Parking Fine income - increase by CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Plus Increase due to Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Parking Fine Income	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Commercial Properties rental income - increase by CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Plus market review every five years		1.00%					1.00%			
Total Commercial Properties rental income	1.75%	3.75%	2.00%	2.25%	2.25%	3.25%	3.25%	2.25%	2.50%	3.50%
Investment Revenue - based on Prudential's advice "Forecast Investment Revenues" on Jan 2021	0.78%	0.98%	1.35%	1.51%	1.80%	2.04%	2.20%	2.35%	2.50%	2.50%
User Charges - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Operating Grant & Contribution - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Other Operational Revenue - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Capital Revenue:										
S7.12 Fixed Developer Contributions income increase in line with CPI (construction cost increase)	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Planning Agreement income (as per schedule below)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Grant & Contribution - Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Sale	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Operating Expenditure:										
Employee Costs										
Direct Employment Costs:										
Award % increases	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Annual step increase in salary system as per Staff Establishment	0.34%	0.28%	0.20%	0.17%	0.17%	0.17%	0.17%	0.17%	0.17%	0.17%
Service Margin - staff become eligible each year	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
Position Regrading/Market Adjustments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Additional staffing numbers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Increase in provision for ELE	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Direct Employee Costs % increase	2.44%	2.38%	2.30%	2.52%	2.52%	2.52%	2.52%	2.52%	2.77%	2.77%
Total Direct Employee Costs % increase	2.44%	2.38%	2.30%	2.52%	2.52%	2.52%	2.52%	2.52%	2.77%	2.77%
Superannuation Costs										
Total Direct Employee Costs % increase	2.44%	2.38%	2.30%	2.52%	2.52%	2.52%	2.52%	2.52%	2.77%	2.77%
Additional Employer Superannuation Contribution	4.67%	4.82%	4.57%	4.80%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Superannuation Guarantee Contribution	7.11%	7.20%	6.87%	7.32%	2.52%	2.52%	2.52%	2.52%	2.77%	2.77%
Workers Compensation Premium	0.00%	-5.00%	-5.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Other Employment Costs - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Materials - increased by 0.5% lower than CPI	1.25%	1.25%	1.50%	1.75%	1.75%	1.75%	1.75%	1.75%	2.00%	2.00%
Contracts - increased by 0.5% lower than CPI	1.25%	1.25%	1.50%	1.75%	1.75%	1.75%	1.75%	1.75%	2.00%	2.00%

Long term financial plan (LTFP 5.3)

Financial year	Forecasts									
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029/30	2030/31	2031/32
Borrowing Costs - based on TCorp's advice "Forecast Borrowing Interest Rate" on January 2021	1.50%	2.25%	2.25%	2.50%	2.75%	3.00%	3.25%	3.25%	3.25%	3.25%
Other Operating Expense - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Internal Charges - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Capital Expenditure:										
Office Furniture & Equipment - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Library Resources - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Operating Plant & Equipment - Based on Fleet Replacement Schedule (see below)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Infrastructure Improvements - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Cemetery income - increased based on Cemetery CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%

Other assumptions

Other Income

S7.4 Planning Agreements	2,402,872	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Election cost every four years (cost increase by 8%)				486,000				524,880		

Fleet replacement program

passenger vehicles replacement cycle changes from 3 years to 4 years

Expense Cease

Temporary positions cease as per their expiry date where applicable
2021/22 identified unfunded positions will continue to be unfunded in the subsequently years
Grafton Street Office cease after the current lease expires

LTFP 5.3 - Sensitivity Analysis

- Optimistic Assumptions
 - Rate peg is higher than current projection by 0.3%;
 - S7.4 Planning Agreements income increase by 20% due to growth in building development
 - Staff Award rate is lower than CPI by 0.5%;
 - Consistent staff turnover rate, hence, the step progress increase is not required.
 - Improved rental returns from the Strategic Property Review which will generate additional \$500,000 p/y from 2023/24 and CPI then onwards
 - Bondi Pavilion operating model breakeven after depreciation
 - Parking revenue increase by 10%
- Pessimistic Assumptions
 - Rate Peg is lower than current projection by 0.3%;
 - S7.4 Planning Agreements income reduce by 20%
 - S7.12 Fixed Developer Contributions (s94A) reduce by 20% due to growth less than projected
 - Staff Award rate is higher than CPI by 0.5%
 - Grant income is lower than the current projected level by 40%
 - Temporary positions continue after the current term expiry.

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	66,371,823	67,542,417	68,733,501	70,095,171	71,668,638	73,269,293	74,945,416	76,623,211	78,227,457	80,153,075	82,069,520
Investment Income	858,687	563,449	634,350	905,975	1,108,175	1,418,216	1,822,189	2,232,059	2,653,062	3,145,039	3,338,267
User Charges	45,596,845	46,981,316	47,709,139	48,629,867	49,647,208	50,807,626	52,034,944	53,217,876	54,280,775	55,437,011	56,866,463
Other Revenues	19,652,753	21,013,572	21,378,607	21,803,085	22,290,203	22,788,247	23,297,485	23,818,198	24,350,619	24,955,528	25,575,546
Grants Subsidies & Contributions	5,509,401	5,498,071	5,552,671	5,616,168	5,689,025	5,763,524	5,839,699	5,917,588	5,997,232	6,087,714	6,180,458
Total Operating Income	137,989,509	141,598,825	144,008,268	147,050,266	150,403,249	154,046,906	157,939,733	161,808,932	165,509,145	169,778,367	174,030,254
Operating Expenditure											
Employee Costs	(70,419,977)	(71,966,574)	(73,448,125)	(75,427,064)	(77,093,586)	(79,889,996)	(81,895,137)	(83,950,622)	(86,057,723)	(88,431,175)	(90,870,108)
Materials & Contracts	(22,589,550)	(23,312,596)	(23,191,514)	(23,710,345)	(24,630,431)	(24,818,055)	(25,179,515)	(25,884,539)	(26,817,178)	(26,938,571)	(27,883,555)
Borrowing Costs	(65,406)	(52,954)	(40,152)	(26,991)	(13,459)	0	0	-	-	-	-
Other Operating Expenses	(22,863,005)	(22,919,304)	(23,234,088)	(23,946,617)	(24,413,646)	(24,720,568)	(25,325,628)	(26,143,169)	(26,711,738)	(27,143,430)	(27,772,929)
Depreciation & Amortisation	(21,986,264)	(23,152,976)	(23,595,929)	(23,921,585)	(24,232,896)	(24,396,431)	(24,428,087)	(24,433,516)	(24,596,265)	(24,771,191)	(24,880,667)
Total Operating Expenditure	(137,924,201)	(141,404,404)	(143,509,808)	(147,032,602)	(150,384,018)	(153,825,050)	(156,828,367)	(160,411,846)	(164,182,904)	(167,284,367)	(171,407,259)
Operating Result Before Capital Income - Surplus/(Deficit)	65,308	194,421	498,460	17,664	19,231	221,856	1,111,366	1,397,086	1,326,241	2,494,000	2,622,995
Capital Income											
Grants Subsidies & Contributions	16,881,829	10,094,391	12,451,509	13,676,296	16,021,983	12,534,576	9,807,267	7,930,523	9,664,107	5,530,491	5,948,210
Sale of Assets	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Total Capital Income	17,856,727	10,741,314	13,051,863	14,799,761	17,663,732	13,111,941	10,023,772	8,905,736	10,509,962	6,482,914	6,868,663
Operating Result - Surplus/(Deficit)	17,922,035	10,935,735	13,550,323	14,817,425	17,682,963	13,333,797	11,135,138	10,302,822	11,836,203	8,976,914	9,491,658
Capital Expenditure											
Other Capital Purchases	(4,864,445)	(5,856,044)	(5,668,038)	(5,118,018)	(7,795,099)	(4,288,398)	(2,560,970)	(4,384,303)	(4,553,981)	(7,873,364)	(5,649,270)
Capital Works Program	(59,939,209)	(44,789,274)	(38,133,425)	(33,984,672)	(30,486,081)	(27,430,802)	(23,187,834)	(20,656,273)	(27,329,249)	(24,739,021)	(24,093,829)
Total Capital Expenditure	(64,803,654)	(50,645,318)	(43,801,463)	(39,102,690)	(38,281,180)	(31,719,200)	(25,748,804)	(25,040,576)	(31,883,230)	(32,612,385)	(29,743,099)
Cash Flow to Fund - In/(Out)	(46,881,619)	(39,709,583)	(30,251,140)	(24,285,265)	(20,598,217)	(18,385,403)	(14,613,666)	(14,737,754)	(20,047,027)	(23,635,471)	(20,251,441)
Financed By:											
Borrowings											
External Loan	-	-	-	-	-	-	-	-	-	-	-
Less: Loan Repayments on External Loan	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-
Net Borrowing	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	0	0	-	-	-	-
Reserve Movements											
Transfers to Reserves	(12,657,225)	(6,748,001)	(13,995,119)	(11,235,948)	(14,714,090)	(16,371,878)	(19,181,090)	(22,018,984)	(19,059,475)	(17,001,427)	(22,131,929)
Transfer from Reserves	38,018,696	23,781,686	21,126,260	12,143,414	11,603,101	10,392,378	9,389,718	12,383,829	14,563,778	15,896,200	17,523,056
Net Reserve Movements	25,361,471	17,033,685	7,131,141	907,466	(3,110,989)	(5,979,500)	(9,791,372)	(9,635,155)	(4,495,697)	(1,105,227)	(4,608,873)
Depreciation & Amortisation Expenses (Contra)	21,986,264	23,152,976	23,595,929	23,921,585	24,232,896	24,396,431	24,428,087	24,433,516	24,596,265	24,771,191	24,880,667
Net Budget Result - Surplus/(Deficit)	18,910	17,420	3,471	58,165	24,537	31,528	23,049	60,607	53,541	30,493	20,353
Cumulative Budget Result - Surplus/(Deficit)	18,910	36,330	39,801	97,966	122,503	154,031	177,080	237,687	291,228	321,721	342,074

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	36,362,165	36,075,313	35,687,448	35,753,614	35,754,414	35,792,144	35,753,408	36,000,928	36,384,280	36,517,213	36,612,575
Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	57,255,050	62,810,512
Receivables	10,439,346	10,422,562	10,594,366	10,686,650	10,864,888	10,921,244	11,014,562	11,114,599	11,295,675	11,362,541	11,526,890
Other	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683
Total Current Assets	104,815,962	88,700,974	81,545,593	78,630,846	81,026,387	84,243,429	90,655,891	99,455,207	103,187,794	105,194,486	111,009,661
NON-CURRENT ASSETS											
Investments	7,193,780	5,984,630	5,807,490	7,989,798	8,902,593	11,774,277	15,223,273	16,422,548	17,766,350	17,083,046	16,155,310
Receivables	1,216,272	1,244,644	1,252,206	1,260,455	1,269,978	1,280,270	1,290,794	1,301,555	1,312,557	1,324,440	1,337,237
Infrastructure, Property, Plant & Equipment	1,025,270,570	1,052,762,913	1,072,968,447	1,088,149,552	1,102,197,836	1,109,520,605	1,110,841,321	1,111,448,381	1,118,735,347	1,126,576,540	1,131,438,972
Investment Property	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950
Total Non-Current Assets	1,148,557,277	1,174,822,841	1,194,498,797	1,211,990,459	1,227,081,061	1,237,405,806	1,241,826,042	1,243,763,138	1,252,524,908	1,259,814,680	1,263,762,173
Total Assets	1,253,373,239	1,263,523,815	1,276,044,390	1,290,621,304	1,308,107,448	1,321,649,235	1,332,481,933	1,343,218,345	1,355,712,702	1,365,009,166	1,374,771,834
CURRENT LIABILITIES											
Payables	27,299,836	26,972,852	26,723,440	26,794,900	26,917,480	26,952,806	26,956,385	27,214,631	27,696,045	27,831,708	28,037,061
Income Received in Advance	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000
Lease Liabilities	286,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Borrowings	435,000	435,000	435,000	435,000	123,807	123,807	123,807	123,807	123,807	123,807	123,807
Provisions	16,458,597	16,506,080	16,558,203	16,611,854	16,671,607	16,724,271	16,778,253	16,833,597	16,890,337	16,954,224	17,019,881
Total Current Liabilities	45,097,433	44,651,932	44,454,644	44,579,754	44,450,894	44,538,884	44,596,445	44,910,035	45,448,188	45,647,739	45,918,749
NON-CURRENT LIABILITIES											
Borrowings	1,605,699	1,146,041	673,581	187,960	-	-	-	-	-	-	-
Provisions	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358
Total Non-Current Liabilities	3,463,056	3,123,398	2,290,938	1,925,317	1,857,358	1,977,358	1,617,358	1,737,358	1,857,358	1,977,358	1,977,358
Total Liabilities	48,560,489	47,775,330	46,745,582	46,505,071	46,308,251	46,516,242	46,213,803	46,647,392	47,305,546	47,625,096	47,896,106
NET ASSETS	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070	1,326,875,727
EQUITY											
Retained Earning	677,406,715	695,328,750	706,264,485	719,814,808	734,632,233	752,315,196	765,648,993	776,784,131	787,086,953	798,923,156	807,900,070
Revaluation Reserves	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000
Retained Earning	1,186,890,715	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070
Net Operating Result - Surplus/(Deficit)	17,922,035	10,935,735	13,550,323	14,817,425	17,682,963	13,333,797	11,135,138	10,302,822	11,836,203	8,976,914	9,491,658
TOTAL EQUITY	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070	1,326,875,727
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	27,892,313	24,683,163	23,506,023	25,688,331	26,601,126	29,472,810	32,921,806	34,121,081	35,464,883	34,781,579	33,853,843
- Internal Restrictions	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	62,983,840	68,539,303
- Unrestricted	12,934,842	12,647,990	12,260,125	12,326,291	12,327,091	12,364,821	12,326,085	12,573,605	12,956,957	13,089,889	13,185,252

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Waverley Council - Proposed Budget	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Net Increase (Decrease) in cash held	(1,317,746)	(286,852)	(387,865)	66,166	800	37,729	(38,735)	247,520	383,352	132,933	95,362
Cash Assets & Investments at the beginning of the reporting period	37,679,911	36,362,165	36,075,313	35,687,448	35,753,614	35,754,414	35,792,144	35,753,408	36,000,928	36,384,280	36,517,213
Cash at the end of the reporting period	36,362,165	36,075,313	35,687,448	35,753,614	35,754,414	35,792,144	35,753,408	36,000,928	36,384,280	36,517,213	36,612,575
											0
Plus Other Current Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	57,255,050	62,810,512
Plus Other Non-Current Investments	7,193,780	5,984,630	5,807,490	7,989,798	8,902,593	11,774,277	15,223,273	16,422,548	17,766,350	17,083,046	16,155,310
Total Cash & Investment Securities	101,510,713	84,203,359	76,699,034	75,874,310	79,004,409	85,036,778	94,804,919	104,703,473	109,598,786	110,855,308	115,578,397
Statement of Changes in Equity											
Equity - Opening Balance	1,186,890,715	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070
Net Operating Result for the Year	17,922,035	10,935,735	13,550,323	14,817,425	17,682,963	13,333,797	11,135,138	10,302,822	11,836,203	8,976,914	9,491,658
Equity - Closing Balance	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070	1,326,875,727
RESERVE BALANCE											
External Restriction											
S7.4 Planning Agreements	10,956,983	6,607,559	4,505,648	4,933,934	5,520,142	5,411,863	6,046,689	4,555,630	3,064,058	2,524,073	0
S7.12 Fixed Developer Contributions	1,012	34,668	39,502	256,037	605,477	451,600	70,498	24,899	159,554	5,405	(0)
Affordable Housing Contributions	2,828,526	3,353,125	3,448,085	3,429,941	3,413,599	3,394,670	3,342,112	3,311,604	3,277,818	3,247,736	3,224,128
Specific Unexpended Grants/Subsidies	1,350,183	1,215,173	1,080,163	945,153	810,143	675,133	540,123	405,113	270,103	135,093	(0)
Domestic Waste Reserve	12,350,528	13,079,277	14,041,564	15,723,551	15,830,826	19,084,528	22,470,149	25,360,944	28,206,063	28,341,979	30,096,416
Stormwater Management Service Reserve	405,081	393,361	391,061	399,715	420,939	455,016	452,235	462,891	487,287	527,293	533,299
Total External Restricted Reserve	27,892,313	24,683,163	23,506,023	25,688,331	26,601,126	29,472,810	32,921,806	34,121,081	35,464,883	34,781,579	33,853,843
Internal Restriction											
Employees Leave Entitlements	5,275,186	5,288,369	5,303,050	5,319,626	5,337,935	5,353,076	5,368,579	5,384,459	5,400,723	5,419,086	5,437,939
Plant Replacement Reserve	2,075,950	2,246,634	2,162,091	1,938,021	1,777,601	2,039,493	3,300,262	3,398,038	3,968,352	4,010,950	4,220,537
IT Information Reserve	0	95,000	188,000	293,000	353,000	443,000	558,000	653,000	728,000	828,000	938,000</

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	66,371,823	67,686,865	69,027,886	70,545,874	72,283,372	74,055,673	75,911,329	77,776,824	79,577,226	81,711,128	83,845,949
Investment Income	858,687	563,449	634,350	905,975	1,108,175	1,418,216	1,822,189	2,232,059	2,653,062	3,145,039	3,338,267
User Charges	45,596,845	48,412,899	49,160,665	50,104,584	51,155,106	52,342,734	53,597,875	54,815,973	55,907,960	57,097,244	58,568,202
Other Revenues	19,652,753	22,685,732	23,080,030	23,538,536	24,064,702	24,602,672	25,152,734	25,715,191	26,290,294	26,943,695	27,004,064
Grants Subsidies & Contributions	5,509,401	5,498,071	5,552,671	5,616,168	5,689,025	5,763,524	5,839,699	5,917,588	5,997,232	6,087,714	6,180,458
Total Operating Income	137,989,509	144,847,016	147,455,602	150,711,137	154,300,380	158,182,819	162,323,826	166,457,635	170,425,774	174,984,820	178,936,940
Operating Expenditure											
Employee Costs	(70,419,977)	(71,190,324)	(72,130,473)	(73,591,981)	(74,736,817)	(76,992,700)	(78,434,918)	(79,903,970)	(81,400,414)	(83,129,690)	(84,895,503)
Materials & Contracts	(22,589,550)	(23,039,600)	(22,914,139)	(23,427,825)	(24,341,962)	(24,523,515)	(24,878,772)	(25,577,459)	(26,503,628)	(26,617,627)	(27,555,039)
Borrowing Costs	(65,406)	(52,954)	(40,152)	(26,991)	(13,459)	0	0	-	-	-	-
Other Operating Expenses	(22,863,005)	(22,797,801)	(23,110,459)	(23,820,516)	(24,284,712)	(24,588,734)	(25,190,832)	(26,005,341)	(26,570,801)	(26,998,966)	(27,624,859)
Depreciation & Amortisation	(21,986,264)	(23,152,976)	(23,595,929)	(23,921,585)	(24,232,896)	(24,396,431)	(24,428,087)	(24,433,516)	(24,596,265)	(24,771,191)	(24,880,667)
Total Operating Expenditure	(137,924,201)	(140,233,655)	(141,791,152)	(144,788,898)	(147,609,846)	(150,501,380)	(152,932,609)	(155,920,286)	(159,071,108)	(161,517,474)	(164,956,068)
Operating Result Before Capital Income - Surplus/(Deficit)	65,308	4,613,361	5,664,450	5,922,239	6,690,534	7,681,439	9,391,217	10,537,349	11,354,666	13,467,346	13,980,872
Capital Income											
Grants Subsidies & Contributions	16,881,829	10,574,965	12,751,509	13,876,296	16,221,983	12,734,576	10,007,267	8,130,523	9,864,107	5,730,491	6,148,210
Sale of Assets	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Total Capital Income	17,856,727	11,221,888	13,351,863	14,999,761	17,863,732	13,311,941	10,223,772	9,105,736	10,709,962	6,682,914	7,068,663
Operating Result - Surplus/(Deficit)	17,922,035	15,835,249	19,016,313	20,922,000	24,554,266	20,993,380	19,614,989	19,643,085	22,064,628	20,150,260	21,049,535
Capital Expenditure											
Other Capital Purchases	(4,864,445)	(5,856,044)	(5,668,038)	(5,118,018)	(7,795,099)	(4,288,398)	(2,560,970)	(4,384,303)	(4,553,981)	(7,873,364)	(5,649,270)
Capital Works Program	(59,939,209)	(44,789,274)	(38,133,425)	(33,984,672)	(30,486,081)	(27,430,802)	(23,187,834)	(20,656,273)	(27,329,249)	(24,739,021)	(24,093,829)
Total Capital Expenditure	(64,803,654)	(50,645,318)	(43,801,463)	(39,102,690)	(38,281,180)	(31,719,200)	(25,748,804)	(25,040,576)	(31,883,230)	(32,612,385)	(29,743,099)
Cash Flow to Fund - In/(Out)	(46,881,619)	(34,810,069)	(24,785,150)	(18,180,690)	(13,726,914)	(10,725,820)	(6,133,815)	(5,397,491)	(9,818,602)	(12,462,125)	(8,693,564)
Financed By:											
Borrowings											
External Loan	-	-	-	-	-	-	-	-	-	-	-
Less: Loan Repayments on External Loan	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-
Net Borrowing	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	0	0	-	-	-	-
Reserve Movements											
Transfers to Reserves	(12,657,225)	(7,228,574)	(14,295,119)	(11,435,948)	(14,914,090)	(16,571,878)	(19,381,090)	(22,218,984)	(19,259,475)	(24,701,427)	(25,831,929)
Transfer from Reserves	38,018,696	23,781,686	21,126,260	12,143,414	11,603,101	10,392,378	9,389,718	12,383,829	14,563,778	15,896,200	17,523,056
Net Reserve Movements	25,361,471	16,553,112	6,831,141	707,466	(3,310,989)	(6,179,500)	(9,991,372)	(9,835,155)	(4,695,697)	(8,805,227)	(8,308,873)
Depreciation & Amortisation Expenses (Contra)	21,986,264	23,152,976	23,595,929	23,921,585	24,232,896	24,396,431	24,428,087	24,433,516	24,596,265	24,771,191	24,880,667
Net Budget Result - Surplus/(Deficit)	18,910	4,436,361	5,169,461	5,962,740	6,695,840	7,491,111	8,302,900	9,200,870	10,081,966	3,503,839	7,878,230
Cumulative Budget Result - Surplus/(Deficit)	18,910	4,455,271	9,624,732	15,587,472	22,283,312	29,774,423	38,077,323	47,278,193	57,360,159	60,863,998	68,742,228

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	36,362,165	40,310,035	45,070,662	51,022,352	57,670,733	65,143,363	73,358,653	82,719,830	93,104,329	96,681,213	104,618,867
Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	64,755,050	73,810,512
Receivables	10,439,346	10,516,501	10,689,442	10,783,272	10,967,345	11,029,866	11,129,759	11,236,385	11,423,930	11,498,104	11,655,006
Other	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683
Total Current Assets	104,815,962	93,029,635	91,023,883	93,996,205	103,045,162	113,703,270	128,376,333	146,295,895	160,036,098	172,994,050	190,144,068
NON-CURRENT ASSETS											
Investments	7,193,780	6,465,203	6,588,063	8,970,371	10,083,166	13,154,850	16,803,846	18,203,121	19,746,923	19,263,619	18,535,883
Receivables	1,216,272	1,244,644	1,252,206	1,260,455	1,269,978	1,280,270	1,290,794	1,301,555	1,312,557	1,324,440	1,337,237
Infrastructure, Property, Plant & Equipment	1,025,270,570	1,052,762,913	1,072,968,447	1,088,149,552	1,102,197,836	1,109,520,605	1,110,841,321	1,111,448,381	1,118,735,347	1,126,576,540	1,131,438,972
Investment Property	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950
Total Non-Current Assets	1,148,557,277	1,175,303,414	1,195,279,370	1,212,971,032	1,228,261,634	1,238,786,379	1,243,406,615	1,245,543,711	1,254,505,481	1,261,995,253	1,266,142,746
Total Assets	1,253,373,239	1,268,333,050	1,286,303,253	1,306,967,237	1,331,306,796	1,352,489,649	1,371,782,949	1,391,839,606	1,414,541,579	1,434,989,303	1,456,286,814
CURRENT LIABILITIES											
Payables	27,299,836	26,904,413	26,653,873	26,722,072	26,841,116	26,872,794	26,872,609	27,126,971	27,604,377	27,735,679	27,936,521
Income Received in Advance	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000
Lease Liabilities	286,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Borrowings	435,000	435,000	435,000	435,000	123,807	123,807	123,807	123,807	123,807	123,807	123,807
Provisions	16,458,597	16,484,239	16,521,130	16,560,536	16,605,938	16,643,732	16,682,228	16,721,438	16,761,377	16,807,539	16,854,674
Total Current Liabilities	45,097,433	44,561,652	44,348,002	44,455,607	44,308,860	44,378,333	44,416,644	44,710,216	45,227,561	45,405,025	45,653,002
NON-CURRENT LIABILITIES											
Borrowings	1,605,699	1,146,041	673,581	187,960	-	-	-	-	-	-	-
Provisions	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358
Total Non-Current Liabilities	3,463,056	3,123,398	2,290,938	1,925,317	1,857,358	1,977,358	1,617,358	1,737,358	1,857,358	1,977,358	1,977,358
Total Liabilities	48,560,489	47,685,050	46,638,941	46,380,925	46,166,218	46,355,691	46,034,002	46,447,574	47,084,919	47,382,383	47,630,360
NET ASSETS	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920	1,408,656,454
EQUITY											
Retained Earning	677,406,715	695,328,750	711,163,999	730,180,312	751,102,312	775,656,578	796,649,958	816,264,947	835,908,032	857,972,660	878,122,920
Revaluation Reserves	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000
Retained Earning	1,186,890,715	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920
Net Operating Result - Surplus/(Deficit)	17,922,035	15,835,249	19,016,313	20,922,000	24,554,266	20,993,380	19,614,989	19,643,085	22,064,628	20,150,260	21,049,535
TOTAL EQUITY	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920	1,408,656,454
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	27,892,313	25,163,736	24,286,596	26,668,904	27,781,699	30,853,383	34,502,379	35,901,654	37,445,456	36,962,152	36,234,416
- Internal Restrictions	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	70,483,840	79,539,303
- Unrestricted	12,934,842	16,882,712	21,643,338	27,595,029	34,243,409	41,716,040	49,931,330	59,292,507	69,677,006	73,253,890	81,191,544

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Total	101,510,713	88,918,655	86,862,821	92,123,622	102,101,300	115,768,571	133,990,737	153,202,948	168,299,408	180,699,882	196,965,262
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts											
Rates	47,685,123	48,638,589	49,660,338	50,834,418	52,120,364	53,455,515	54,826,181	56,238,703	57,684,489	59,303,056	60,973,577
Domestic Waste Charge	18,660,264	18,979,826	19,321,436	19,697,329	20,120,887	20,552,534	21,032,727	21,492,224	21,851,564	22,353,922	22,817,713
User Charges & Fees	45,480,531	48,317,689	49,133,047	50,097,956	51,129,779	52,310,700	53,562,242	54,786,055	55,883,377	57,066,971	58,530,530
Investments Income	933,318	588,052	628,442	883,340	1,091,325	1,392,379	1,788,525	2,197,903	2,617,978	3,104,041	3,322,165
Grants & Contributions	22,434,344	16,220,294	18,244,702	19,469,054	21,850,894	18,582,622	15,912,143	14,093,493	15,816,603	11,919,456	12,315,702
Other Operating Receipts	19,424,779	22,572,003	23,038,644	23,503,258	24,015,518	24,550,831	25,098,859	25,662,394	26,237,322	26,881,808	26,955,764
	154,618,358	155,316,454	160,026,608	164,485,355	170,328,766	170,844,582	172,220,676	174,470,772	180,091,333	180,629,254	184,915,451
Payments											
Employee Benefits & On-Costs	67,153,877	68,076,131	69,376,025	70,774,062	72,381,705	73,732,596	75,100,091	76,492,954	77,911,701	79,546,155	81,220,426
Materials & Contracts	26,419,040	26,074,539	25,717,823	26,106,647	26,574,414	27,556,006	28,100,630	28,814,960	29,778,374	30,119,853	31,004,643
Borrowing Costs	78,026	65,927	53,491	40,704	27,558	14,023	-	-	-	-	-
Other Operating Expenses	22,735,592	22,809,113	23,056,218	23,697,333	24,204,181	24,535,991	25,086,378	25,864,037	26,472,703	26,924,686	27,516,277
	116,386,536	117,025,709	118,203,557	120,618,745	123,187,859	125,838,617	128,287,099	131,171,951	134,162,778	136,590,693	139,741,345
Net Cash provided by (or used in) Operating Activities	38,231,823	38,290,744	41,823,051	43,866,610	47,140,908	45,005,965	43,933,577	43,298,821	45,928,555	44,038,561	45,174,105
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Proceeds from sale of Investment Securities	25,126,292	16,539,929	6,816,460	3,073,198	0	0	0	0	0	483,304	727,736
	26,101,190	17,186,852	7,416,814	4,196,663	1,641,749	577,365	216,505	975,213	845,855	1,435,727	1,648,189
Payments											
Purchase of Infrastructure, Property, Plant & equipment	65,203,552	51,070,068	44,006,779	39,243,653	38,305,825	31,916,059	25,927,916	25,061,823	31,677,950	32,590,510	29,829,178
Purchase Investment Properties	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Securities	-	-	-	2,382,308	3,329,298	6,194,640	10,006,876	9,851,034	4,711,961	9,306,894	9,055,462
	65,203,552	51,070,068	44,006,779	41,625,961	41,635,124	38,110,700	35,934,792	34,912,857	36,389,912	41,897,404	38,884,640
Net Cash provided by (or used in) Investing Activities	(39,102,363)	(33,883,216)	(36,589,965)	(37,429,298)	(39,993,375)	(37,533,335)	(35,718,287)	(33,937,644)	(35,544,057)	(40,461,677)	(37,236,451)
CASH FLOW FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings and Advances	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayments of Borrowings & Advances	447,206	459,658	472,460	485,621	499,153	-	-	-	-	-	-
Lease Liabilities (Principal repayments)	0	0	0	0	0	0	0	0	0	0	0
	447,206	459,658	472,460	485,621	499,153	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Net Increase (Decrease) in cash held	(1,317,746)	3,947,871	4,760,626	5,951,691	6,648,380	7,472,631	8,215,290	9,361,177	10,384,499	3,576,884	7,937,654
Cash Assets & Investments at the beginning of the reporting period	37,679,911	36,362,165	40,310,035	45,070,662	51,022,352	57,670,733	65,143,363	73,358,653	82,719,830	93,104,329	96,681,213
Cash at the end of the reporting period	36,362,165	40,310,035	45,070,662	51,022,352	57,670,733	65,143,363	73,358,653	82,719,830	93,104,329	96,681,213	104,618,867
											0
Plus Other Current Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	64,755,050	73,810,512
Plus Other Non-Current Investments	7,193,780	6,465,203	6,588,063	8,970,371	10,083,166	13,154,850	16,803,846	18,203,121	19,746,923	19,263,619	18,535,883
Total Cash & Investment Securities	101,510,713	88,918,655	86,862,821	92,123,622	102,101,300	115,768,571	133,990,737	153,202,948	168,299,408	180,699,882	196,965,262
Statement of Changes in Equity											
Equity - Opening Balance	1,186,890,715	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920
Net Operating Result for the Year	17,922,035	15,835,249	19,016,313	20,922,000	24,554,266	20,993,380	19,614,989	19,643,085	22,064,628	20,150,260	21,049,535
Equity - Closing Balance	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920	1,408,656,454
RESERVE BALANCE											
External Restriction											
S7.4 Planning Agreements	10,956,983	6,967,989	5,091,078	5,669,364	6,405,572	6,447,293	7,232,119	5,891,060	4,549,488	4,159,503	1,785,430
S7.12 Fixed Developer Contributions	1,012	34,668	39,502	256,037	605,477	451,600	70,498	24,899	159,554	5,405	(0)
Affordable Housing Contributions	2,828,526	3,473,268	3,643,228	3,675,084	3,708,742	3,739,813	3,737,255	3,756,747	3,772,961	3,792,879	3,819,271
Specific Unexpended Grants/Subsidies	1,350,183	1,215,173	1,080,163	945,153	810,143	675,133	540,123	405,113	270,103	135,093	(0)
Domestic Waste Reserve	12,350,528	13,079,277	14,041,564	15,723,551	15,830,826	19,084,528	22,470,149	25,360,944	28,206,063	28,341,979	30,096,416
Stormwater Management Service Reserve	405,081	393,361	391,061	399,715	420,939	455,016	452,235	462,891	487,287	527,293	533,299
Total External Restricted Reserve	27,892,313	25,163,736	24,286,596	26,668,904	27,781,699	30,853,383	34,502,379	35,901,654	37,445,456	36,962,152	36,234,416
Internal Restriction											
Employees Leave Entitlements	5,275,186	5,288,369	5,303,050	5,319,626	5,337,935	5,353,076	5,368,579	5,384,459	5,400,723	5,419,086	5,437,939
Plant Replacement Reserve	2,075,950	2,246,634	2,162,091	1,938,021	1,777,601	2,039,493	3,300,262	3,398,038	3,968,352	4,010,950	4,220,537
IT Information Reserve	0	95,000	188,000	293,000	353,000	443,000	558,000	653,000	728,000	828,000	938,000
Centralised Reserve	1,462,744	1,151,292	3,000,738	4,468,217	7,752,854	8,468,238	11,499,148	16,494,389	18,578,594	25,584,288	32,346,744
Strategic Asset Management Plan (SAMP)											
Infrastructure	10,907,586	2,975,845	1,337,086	152,810	118,557	1,711,695	3,316,392	6,066,340	9,298,305	11,117,805	14,155,224
Election Reserve	165,000	247,620	378,840	514,920	165,000	254,230	395,948	542,914	165,000	261,368	414,423
Sale Surplus Land	5,626,469	5,218,344	2,718,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344
Bonds and Deposits	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437
Parking Meters	1,858,539	2,038,539	2,222,139	2,409,411	2,600,428	2,795,266	2,994,001	3,196,710	903,473	1,114,372	1,329,489
Car Park Parking Reserve	1,599,682	1,695,511	1,780,453	1,868,073	1,911,453	1,944,442	1,834,011	1,818,803	1,790,277	1,778,479	259,181
Affordable Housing	1,903,672	1,972,855	1,842,874	1,713,887	1,586,053	1,460,037	1,335,836	1,213,495	1,093,081	974,818	858,751
Social Housing	366,655	307,910	259,210	244,507	238,314	229,403	138,101	108,586	74,912	55,543	40,592
Carry Overs	1,303,414	404,107	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561
Cemeteries Reserve	212,346	212,626	235,490	340,872	409,188	519,050	835,531	1,150,835	1,195,011	1,357,913	1,557,204
Property Investment Strategy	14,713,042	9,804,281	6,260,737	5,034,166	4,263,630	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040
Neighbourhood Amenity Fund	-	-	-	-	-	-	-	-	-	-	-
Total Internal Restriction	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	70,483,840	79,539,303
Total Restricted Reserve Balance	88,575,872	72,035,942	65,219,482	64,528,592	67,857,891	74,052,531	84,059,407	93,910,441	98,622,402	107,445,992	115,773,718

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	66,371,823	67,397,970	68,439,984	69,647,115	71,059,305	72,492,107	73,993,594	75,489,761	76,905,168	78,631,207	80,339,420
Investment Income	858,687	563,449	634,350	905,975	1,108,175	1,418,216	1,822,189	2,232,059	2,653,062	3,145,039	3,338,267
User Charges	39,596,845	45,549,733	46,257,613	47,155,150	48,139,310	49,272,518	50,472,013	51,619,779	52,653,590	53,776,778	55,164,724
Other Revenues	19,652,753	19,841,412	20,185,934	20,586,559	21,046,305	21,516,361	21,996,982	22,488,433	22,990,935	23,561,852	24,147,028
Grants Subsidies & Contributions	5,509,401	5,498,071	5,552,671	5,616,168	5,689,025	5,763,524	5,839,699	5,917,588	5,997,232	6,087,714	6,180,458
Total Operating Income	131,989,509	138,850,635	141,070,552	143,910,967	147,042,120	150,462,726	154,124,477	157,747,620	161,199,987	165,202,590	169,169,897
Operating Expenditure											
Employee Costs	(70,419,977)	(72,998,050)	(74,855,022)	(77,240,892)	(79,341,063)	(82,590,747)	(85,072,439)	(87,628,689)	(90,261,746)	(93,197,867)	(96,229,520)
Materials & Contracts	(22,589,550)	(23,312,596)	(23,191,514)	(23,710,345)	(24,630,431)	(24,818,055)	(25,179,515)	(25,884,539)	(26,817,178)	(26,938,571)	(27,883,555)
Borrowing Costs	(65,406)	(52,954)	(40,152)	(26,991)	(13,459)	0	0	-	-	-	-
Other Operating Expenses	(22,863,005)	(22,919,304)	(23,234,088)	(23,946,622)	(24,413,659)	(24,720,585)	(25,325,648)	(26,143,195)	(26,711,762)	(27,143,453)	(27,772,950)
Depreciation & Amortisation	(21,986,264)	(23,152,976)	(23,595,929)	(23,921,585)	(24,232,896)	(24,396,431)	(24,428,087)	(24,433,516)	(24,596,265)	(24,771,191)	(24,880,667)
Total Operating Expenditure	(137,924,201)	(142,435,880)	(144,916,705)	(148,846,435)	(152,631,508)	(156,525,818)	(160,005,689)	(164,089,939)	(168,386,951)	(172,051,082)	(176,766,692)
Operating Result Before Capital Income - Surplus/(Deficit)	(5,934,692)	(3,585,245)	(3,846,153)	(4,935,468)	(5,589,388)	(6,063,092)	(5,881,212)	(6,342,319)	(7,186,964)	(6,848,492)	(7,596,795)
Capital Income											
Grants Subsidies & Contributions	16,881,829	7,158,209	7,912,273	8,148,990	9,221,817	6,845,623	4,967,107	3,632,967	4,492,814	1,851,232	1,958,076
Sale of Assets	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Total Capital Income	17,856,727	7,805,132	8,512,627	9,272,455	10,863,566	7,422,988	5,183,612	4,608,180	5,338,669	2,803,655	2,878,529
Operating Result - Surplus/(Deficit)	11,922,035	4,219,887	4,666,474	4,336,987	5,274,178	1,359,896	(697,600)	(1,734,139)	(1,848,295)	(4,044,837)	(4,718,266)
Capital Expenditure											
Other Capital Purchases	(4,864,445)	(5,856,044)	(5,668,038)	(5,118,018)	(7,795,099)	(4,288,398)	(2,560,970)	(4,384,303)	(4,553,981)	(7,873,364)	(5,649,270)
Capital Works Program	(59,939,209)	(44,789,274)	(38,133,425)	(33,984,672)	(30,486,081)	(27,430,802)	(23,187,834)	(20,656,273)	(27,329,249)	(24,739,021)	(24,093,829)
Total Capital Expenditure	(64,803,654)	(50,645,318)	(43,801,463)	(39,102,690)	(38,281,180)	(31,719,200)	(25,748,804)	(25,040,576)	(31,883,230)	(32,612,385)	(29,743,099)
Cash Flow to Fund - In/(Out)	(52,881,619)	(46,425,431)	(39,134,989)	(34,765,703)	(33,007,002)	(30,359,304)	(26,446,404)	(26,774,715)	(33,731,525)	(36,657,222)	(34,461,365)
Financed By:											
Borrowings											
External Loan	-	-	-	-	-	-	-	-	-	-	-
Less: Loan Repayments on External Loan	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-
Net Borrowing	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	0	0	-	-	-	-
Reserve Movements											
Transfers to Reserves	(12,657,225)	(6,267,426)	(13,695,119)	(11,035,948)	(14,514,090)	(16,171,878)	(18,981,090)	(21,818,984)	(18,859,475)	(24,301,427)	(25,431,929)
Transfer from Reserves	38,018,696	23,781,686	21,126,260	12,143,414	11,603,101	10,392,378	9,389,718	12,383,829	14,563,778	15,896,200	15,737,625
Net Reserve Movements	25,361,471	17,514,260	7,431,141	1,107,466	(2,910,989)	(5,779,500)	(9,591,372)	(9,435,155)	(4,295,697)	(8,405,227)	(9,694,304)
Depreciation & Amortisation Expenses (Contra)	21,986,264	23,152,976	23,595,929	23,921,585	24,232,896	24,396,431	24,428,087	24,433,516	24,596,265	24,771,191	24,880,667
Net Budget Result - Surplus/(Deficit)	(5,981,090)	(6,217,853)	(8,580,378)	(10,222,273)	(12,184,248)	(11,742,373)	(11,609,689)	(11,776,354)	(13,430,957)	(20,291,258)	(19,275,002)
Cumulative Budget Result - Surplus/(Deficit)	(5,981,090)	(12,198,943)	(20,779,321)	(31,001,594)	(43,185,842)	(54,928,215)	(66,537,904)	(78,314,258)	(91,745,215)	(112,036,473)	(131,311,475)

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	30,510,130	24,012,268	15,097,612	4,923,603	(7,233,262)	(18,976,690)	(30,647,679)	(42,228,624)	(55,285,226)	(75,486,680)	(94,652,652)
Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	64,755,050	73,810,512
Receivables	10,291,381	10,279,356	10,404,664	10,469,761	10,610,784	10,688,937	10,797,053	10,904,648	11,058,035	11,155,551	11,304,851
Other	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683
Total Current Assets	98,815,962	76,494,723	60,766,056	47,583,946	37,784,606	29,242,287	24,037,294	21,015,704	11,280,648	483,603	(9,477,606)
NON-CURRENT ASSETS											
Investments	7,193,780	5,504,055	5,026,915	7,009,223	7,722,018	10,393,702	13,642,698	14,641,973	15,785,775	14,902,471	15,560,166
Receivables	1,216,272	1,244,644	1,252,206	1,260,455	1,269,978	1,280,270	1,290,794	1,301,555	1,312,557	1,324,440	1,337,237
Infrastructure, Property, Plant & Equipment	1,025,270,570	1,052,762,913	1,072,968,447	1,088,149,552	1,102,197,836	1,109,520,605	1,110,841,321	1,111,448,381	1,118,735,347	1,126,576,540	1,131,438,972
Investment Property	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950
Total Non-Current Assets	1,148,557,277	1,174,342,266	1,193,718,222	1,211,009,884	1,225,900,486	1,236,025,231	1,240,245,467	1,241,982,563	1,250,544,333	1,257,634,105	1,263,167,029
Total Assets	1,247,373,239	1,250,836,989	1,254,484,278	1,258,593,829	1,263,685,092	1,265,267,519	1,264,282,762	1,262,998,267	1,261,824,981	1,258,117,708	1,253,689,423
CURRENT LIABILITIES											
Payables	27,299,836	26,972,852	26,723,440	26,796,840	26,921,453	26,958,912	26,964,728	27,225,319	27,709,188	27,847,456	28,055,548
Income Received in Advance	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000
Lease Liabilities	286,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Borrowings	435,000	435,000	435,000	435,000	123,807	123,807	123,807	123,807	123,807	123,807	123,807
Provisions	16,458,597	16,535,102	16,597,788	16,662,573	16,734,199	16,799,270	16,866,298	16,935,351	17,006,491	17,085,787	17,167,677
Total Current Liabilities	45,097,433	44,680,954	44,494,229	44,632,414	44,517,458	44,619,989	44,692,832	45,022,476	45,577,485	45,795,050	46,085,031
NON-CURRENT LIABILITIES											
Borrowings	1,605,699	1,146,041	673,581	187,960	-	-	-	-	-	-	-
Provisions	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358
Total Non-Current Liabilities	3,463,056	3,123,398	2,290,938	1,925,317	1,857,358	1,977,358	1,617,358	1,737,358	1,857,358	1,977,358	1,977,358
Total Liabilities	48,560,489	47,804,352	46,785,167	46,557,731	46,374,816	46,597,347	46,310,190	46,759,834	47,434,843	47,772,407	48,062,388
NET ASSETS	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301	1,205,627,034
EQUITY											
Retained Earning	677,406,715	689,328,750	693,548,637	698,215,111	702,552,098	707,826,276	709,186,172	708,488,572	706,754,433	704,906,138	700,861,301
Revaluation Reserves	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000
Retained Earning	1,186,890,715	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301
Net Operating Result - Surplus/(Deficit)	11,922,035	4,219,887	4,666,474	4,336,987	5,274,178	1,359,896	(697,600)	(1,734,139)	(1,848,295)	(4,044,837)	(4,718,266)
TOTAL EQUITY	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301	1,205,627,034
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	27,892,313	24,202,588	22,725,448	24,707,756	25,420,551	28,092,235	31,341,231	32,340,506	33,484,308	32,601,004	33,258,699
- Internal Restrictions	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	70,483,840	79,539,303
- Unrestricted	7,082,806	584,945	(8,329,711)	(18,503,720)	(30,660,585)	(42,404,013)	(54,075,003)	(65,655,947)	(78,712,549)	(98,914,003)	(118,079,975)

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Total	95,658,678	71,659,739	55,328,624	44,063,725	34,836,157	28,887,370	26,823,256	24,693,346	15,948,705	4,170,841	(5,281,974)
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts											
Rates	47,685,123	48,356,972	49,080,074	49,943,236	50,904,415	51,900,509	52,917,469	53,960,892	55,021,965	56,233,384	57,477,792
Domestic Waste Charge	18,660,264	18,979,826	19,321,436	19,697,329	20,120,887	20,552,534	21,032,727	21,492,224	21,851,564	22,353,922	22,817,713
User Charges & Fees	39,628,496	45,378,690	46,231,518	47,148,679	48,115,587	49,241,982	50,438,018	51,591,588	52,630,302	53,748,189	55,129,179
Investments Income	933,318	588,052	628,442	883,340	1,091,325	1,392,379	1,788,525	2,197,903	2,617,978	3,104,041	3,322,165
Grants & Contributions	22,434,344	12,889,616	13,442,167	13,762,300	14,882,451	12,666,143	10,851,113	9,582,245	10,466,982	8,002,828	8,133,420
Other Operating Receipts	19,424,779	19,799,340	20,146,319	20,551,729	20,998,726	21,466,356	21,945,093	22,437,380	22,939,619	23,502,060	24,085,607
	148,766,323	145,992,497	148,849,955	151,986,612	156,113,391	157,219,904	158,972,944	161,262,232	165,528,411	166,944,424	170,965,876
Payments											
Employee Benefits & On-Costs	67,153,877	69,832,994	72,074,778	74,375,237	76,914,063	79,233,355	81,613,650	84,065,869	86,592,194	89,402,322	92,310,201
Materials & Contracts	26,419,040	26,300,175	25,994,438	26,406,753	26,903,472	27,915,280	28,491,318	29,238,299	30,235,638	30,613,317	31,536,022
Borrowing Costs	78,026	65,927	53,491	40,704	27,558	14,023	-	-	-	-	-
Other Operating Expenses	22,735,592	22,909,537	23,179,478	23,823,009	24,332,636	24,667,338	25,220,679	26,001,364	26,613,125	27,068,562	27,663,742
	116,386,536	119,108,633	121,302,186	124,645,702	128,177,729	131,829,997	135,325,647	139,305,532	143,440,957	147,084,201	151,509,965
Net Cash provided by (or used in) Operating Activities	32,379,788	26,883,864	27,547,769	27,340,910	27,935,662	25,389,907	23,647,297	21,956,700	22,087,455	19,860,223	19,455,910
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Proceeds from sale of Investment Securities	25,126,292	17,501,077	7,416,460	3,073,198	0	0	0	0	0	883,304	0
	26,101,190	18,148,000	8,016,814	4,196,663	1,641,749	577,365	216,505	975,213	845,855	1,835,727	920,453
Payments											
Purchase of Infrastructure, Property, Plant & equipment	65,203,552	51,070,068	44,006,779	39,243,653	38,305,825	31,916,059	25,927,916	25,061,823	31,677,950	32,590,510	29,829,178
Purchase Investment Properties	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Securities	-	-	-	1,982,308	2,929,298	5,794,640	9,606,876	9,451,034	4,311,961	9,306,894	9,713,157
	65,203,552	51,070,068	44,006,779	41,225,961	41,235,124	37,710,700	35,534,792	34,512,857	35,989,912	41,897,404	39,542,335
Net Cash provided by (or used in) Investing Activities	(39,102,363)	(32,922,068)	(35,989,965)	(37,029,298)	(39,593,375)	(37,133,335)	(35,318,287)	(33,537,644)	(35,144,057)	(40,061,677)	(38,621,882)
CASH FLOW FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings and Advances	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayments of Borrowings & Advances	447,206	459,658	472,460	485,621	499,153	-	-	-	-	-	-
Lease Liabilities (Principal repayments)	0	0	0	0	0	0	0	0	0	0	0
	447,206	459,658	472,460	485,621	499,153	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Net Increase (Decrease) in cash held	(7,169,782)	(6,497,862)	(8,914,656)	(10,174,009)	(12,156,866)	(11,743,428)	(11,670,989)	(11,580,944)	(13,056,602)	(20,201,454)	(19,165,972)
Cash Assets & Investments at the beginning of the reporting period	37,679,911	30,510,130	24,012,268	15,097,612	4,923,603	(7,233,262)	(18,976,690)	(30,647,679)	(42,228,624)	(55,285,226)	(75,486,680)
Cash at the end of the reporting period	30,510,130	24,012,268	15,097,612	4,923,603	(7,233,262)	(18,976,690)	(30,647,679)	(42,228,624)	(55,285,226)	(75,486,680)	(94,652,652)
Plus Other Current Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	64,755,050	73,810,512
Plus Other Non-Current Investments	7,193,780	5,504,055	5,026,915	7,009,223	7,722,018	10,393,702	13,642,698	14,641,973	15,785,775	14,902,471	15,560,166
Total Cash & Investment Securities	95,658,678	71,659,739	55,328,624	44,063,725	34,836,157	28,887,370	26,823,256	24,693,346	15,948,705	4,170,841	(5,281,974)
Statement of Changes in Equity											
Equity - Opening Balance	1,186,890,715	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301
Net Operating Result for the Year	11,922,035	4,219,887	4,666,474	4,336,987	5,274,178	1,359,896	(697,600)	(1,734,139)	(1,848,295)	(4,044,837)	(4,718,266)
Equity - Closing Balance	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301	1,205,627,034
RESERVE BALANCE											
External Restriction											
S7.4 Planning Agreements	10,956,983	6,247,128	3,920,217	4,198,503	4,634,711	4,376,432	4,861,258	3,220,199	1,578,627	888,642	0
S7.12 Fixed Developer Contributions	1,012	34,668	39,502	256,037	605,477	451,600	70,498	24,899	159,554	5,405	(0)
Affordable Housing Contributions	2,828,526	3,232,981	3,252,941	3,184,797	3,118,455	3,049,526	2,946,968	2,866,460	2,782,674	2,702,592	2,628,984
Specific Unexpended Grants/Subsidies	1,350,183	1,215,173	1,080,163	945,153	810,143	675,133	540,123	405,113	270,103	135,093	(0)
Domestic Waste Reserve	12,350,528	13,079,277	14,041,564	15,723,551	15,830,826	19,084,528	22,470,149	25,360,944	28,206,063	28,341,979	30,096,416
Stormwater Management Service Reserve	405,081	393,361	391,061	399,715	420,939	455,016	452,235	462,891	487,287	527,293	533,299
Total External Restricted Reserve	27,892,313	24,202,588	22,725,448	24,707,756	25,420,551	28,092,235	31,341,231	32,340,506	33,484,308	32,601,004	33,258,699
Internal Restriction											
Employees Leave Entitlements	5,275,186	5,288,369	5,303,050	5,319,626	5,337,935	5,353,076	5,368,579	5,384,459	5,400,723	5,419,086	5,437,939
Plant Replacement Reserve	2,075,950	2,246,634	2,162,091	1,938,021	1,777,601	2,039,493	3,300,262	3,398,038	3,968,352	4,010,950	4,220,537
IT Information Reserve	0	95,000	188,000	293,000	353,000	443,000	558,000	653,000	728,000	828,000	938,000
Centralised Reserve	1,462,744	1,151,292	3,000,738	4,468,217	7,752,854	8,468,238	11,499,148	16,494,389	18,578,594	25,584,288	32,346,744
Strategic Asset Management Plan (SAMP)											
Infrastructure	10,907,586	2,975,845	1,337,086	152,810	118,557	1,711,695	3,316,392	6,066,340	9,298,305	11,117,805	14,155,224
Election Reserve	165,000	247,620	378,840	514,920	165,000	254,230	395,948	542,914	165,000	261,368	414,423
Sale Surplus Land	5,626,469	5,218,344	2,718,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344
Bonds and Deposits	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437
Parking Meters	1,858,539	2,038,539	2,222,139	2,409,411	2,600,428	2,795,266	2,994,001	3,196,710	903,473	1,114,372	1,329,489
Car Park Parking Reserve	1,599,682	1,695,511	1,780,453	1,868,073	1,911,453	1,944,442	1,834,011	1,818,803	1,790,277	1,778,479	259,181
Affordable Housing	1,903,672	1,972,855	1,842,874	1,713,887	1,586,053	1,460,037	1,335,836	1,213,495	1,093,081	974,818	858,751
Social Housing	366,655	307,910	259,210	244,507	238,314	229,403	138,101	108,586	74,912	55,543	40,592
Carry Overs	1,303,414	404,107	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561
Cemeteries Reserve	212,346	212,626	235,490	340,872	409,188	519,050	835,531	1,150,835	1,195,011	1,357,913	1,557,204
Property Investment Strategy	14,713,042	9,804,281	6,260,737	5,034,166	4,263,630	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040
Neighbourhood Amenity Fund	-	-	-	-	-	-	-	-	-	-	-
Total Internal Restriction	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	70,483,840	79,539,303
Total Restricted Reserve Balance	88,575,872	71,074,794	63,658,334	62,567,444	65,496,743	71,291,383	80,898,259	90,349,293	94,661,254	103,084,844	112,798,001



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Open Space and Recreation Strategy 2021 - 2031

Draft April 2021



Acknowledgment

Waverley Council acknowledges the Bidjigal and Gadigal people who traditionally occupied the Sydney Coast and we pay our respects to Elders past, present and future.

Our vision for reconciliation is for Waverley to be a vibrant, resilient, caring, and inclusive community where Aboriginal and Torres Strait Islander peoples:

- Practice and celebrate their culture and heritage proudly;*
- Are honored for their survival and resilience, and supported to continue to overcome adversity;*
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures.*
- Demonstrate and celebrate their living culture and ongoing heritage proudly.*

Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land, water and sky.

Chris Ingre, CEO of the La Perouse Local Aboriginal Land Council

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Our vision for open space and recreation:

“Waverley’s parks and reserves are available to everyone, supporting healthy and active lifestyles.

Our parks provide a green sanctuary by protecting and supporting biodiversity and provide an opportunity to implement the ongoing Aboriginal and traditional custodianship of land which forms our local government area.

Park design responds to the community’s recreation and social aspirations while telling the story of the place, of today’s generation and those before ours.

Spaces are welcoming, safe and well cared for. A sustainable approach to management allows future generations to enjoy these spaces.”



Executive Summary

Open and recreation space is an important asset for our community, contributing to our health and wellbeing. Waverley's parks, reserves, beaches and recreation facilities provide spaces for people to exercise, socialise and relax. These spaces also provide us with a connection to natural landscapes, which is increasingly important for the urban environments we live in.

Our community highly values open and recreation space:

- to access nature and greenery
- to walk the dog
- where children can play
- to play sport
- for the community and somewhere to connect with friends and family.

Our objectives

The Open Space and Recreation Strategy (OSRS) helps us to understand the priorities for open and recreation space planning and management to meet the needs of our community today and in the future. Open space is particularly important in Waverley considering it is a densely populated area of Sydney.

The OSRS has been developed in consultation with the community and is based on research and a review of the 79 open spaces across Waverley LGA.

Through this process we have established the current demand for open and recreation space, established the various groups that use these spaces, the activities they participate in and what their future needs will be.

This Strategy sets a road map for what needs to be done over the next 10 years to deliver our priorities. It will guide our activities in planning, managing and maintaining Waverley's parks, reserves, beaches and recreation facilities.

We need to continue to maintain high quality spaces, whilst respecting the environmental, biodiversity and heritage values of many of our parks and reserves. We also need to find a balance between the needs of the local community and the demands on the spaces driven by high visitation from across Sydney as well as nationally and internationally. This requires the provision of flexible spaces that can accommodate a mix of activities within the spaces we currently have, acknowledging the scarcity of new land available in Waverley.

Our Strategy

The Open Space and Recreation Strategy proposes the following key areas of focus for the next 10 years:

- increase the capacity of our current sports fields
- seek opportunities to lease or undertake agreements with potential partners in strategic locations to increase the provision of community recreation spaces and secure land currently used for open space and recreation to ensure its continued use for public recreation in the future
- improve the pedestrian environment around open and recreation spaces and way-finding for walking routes
- improve the provision of toilet and water bubbler facilities at sports fields and along the Cliff Walk
- establish a framework to support ongoing community and stakeholder engagement in the planning and management of open and recreation spaces
- complete heritage studies and heritage interpretation strategies to improve management of heritage in parks and reserves, prioritising Bronte Beach and Park, Tamarama Beach and Park, and Waverley Park
- prepare an open space network and classification to guide management and maintenance activities in relation to the expectations on activities, facilities and level of service for each space
- provide more areas for passive recreation activities including areas of quiet contemplation
- protect and enhance our natural heritage and biodiversity.

The Action and Implementation Plan (Section 4) prioritises actions and outlines indicators that Council can monitor to review the effectiveness of actions in achieving the Strategy vision.

The OSRS supports management of our open and recreation spaces to protect their important environmental and heritage values and guide maintenance activities so that the community has access to high quality spaces - encouraging physical activity and supporting mental wellbeing for our current community and future generations.



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Introduction and Context

1

This section provides an introduction to the Open Space and Recreation Strategy (OSRS), outlines the value and benefits of open space and recreation and outlines the legislative and policy context for open space and recreation planning.

Introduction

The Waverley OSRS is a strategic document to guide our approach to planning and managing open space and recreation facilities, to best meet the community's needs for these spaces.

Our vision guides the strategic directions and actions to plan and manage open and recreation space.

In developing this OSRS we recognise the importance of parks, reserves, and recreation facilities in positively contributing to the health and wellbeing of individuals; community, culture and heritage; the environment and our planet's health; and distinct local character in Waverley.

The OSRS is presented through six themes:

- playing and relaxing
- design and setting
- getting to and around the parks
- enhancing the environment
- community, culture and heritage
- maintenance and management.

These six themes recognise the different aspects to planning and managing open and recreation spaces and the values

these spaces have.

Scope

The OSRS covers the entire Waverley Local Government Area (LGA) and considers the provision of and demand for open space and recreation facilities. The Action and Implementation Plan focuses on parks, reserves and recreation facilities where Council has planning, management and maintenance responsibilities.

Refer to figure 1.2 for a list of the open spaces and recreation facilities included in the scope of the OSRS. This includes all parks, reserves, beaches, significant walking routes, and recreation facilities such as sports fields and outdoor and indoor courts. We also consider all support facilities for recreation, such as community halls in parks, barbecues and picnic facilities.

Urban plazas, private spaces, schools (private and government), spaces managed by neighbouring Randwick, Woollahra and the City of Sydney councils, and Queens Park and Centennial Park managed by the Centennial Parklands Trust are also open recreation spaces used by Waverley residents. These spaces are considered in the development of this OSRS, however the strategy does not direct planning and management of these spaces.

Definitions

Park or reserve	Parks and reserves are open space and include beach parks, recreation facilities, gardens, small parks, the Coastal and Cliff Walks and dog off-leash areas. These spaces are available for organised and team sports or can be used casually for play in small groups, training and individual exercise, for places to meet and socialise, to relax in, or to walk through.
Recreation facility	Recreation facilities are used for sports activities. Recreation facilities include sports fields and ovals, indoor and outdoor courts, indoor recreation centres (like Margaret Whitlam Recreation Centre), pools, and ancillary buildings such as toilets, change facilities, and grandstands. Recreation facilities are often used for organised and team sports.
Play space	Play spaces are areas that provide a play environment. This can include play equipment, grassed areas for ball games, trees to climb, planting to touch or smell, and paths to ride a scooter. Play spaces also include facilities for carers, such as seating and shade which are important in offering opportunities to gather, promoting social interactions and community cohesion.
Cemetery	Waverley Cemetery and South Head Cemetery are publicly accessible open spaces, with significant heritage value that are also used for walking and as quiet places for sitting.

Table 1.1 Definitions of open and recreation spaces

Methodology

This OSRS has been developed in consultation with the community and with input from key stakeholders. It is established on evidence based research, a review of background studies and best practice.

Figure 1.1 outlines the methodology for developing this Strategy.

Sections 2 and 3 of the Strategy presents the findings from the 'Assessment and Study' phase. The Action and Implementation Plan, in Section 4, presents the outcomes from the 'Strategy Development' phase.



Figure 1.1 Project methodology

Open space value and benefits

Open and recreation space provides health and wellbeing, environmental and economic benefits to individuals and the broader community. It also supports social and cultural life.

We have heard from the community and stakeholders that they value Waverley's parks and reserves. Of particular importance were the following:

- access to nature and greenery
- a place to walk the dog
- a place where children can play
- a place to play sport
- a place for the community and somewhere to socialise with friends and family.

We will deliver these values and benefits through the planning and management of our open and recreation spaces, providing safe spaces and places for all groups in the community.

Health and wellbeing benefits

Our environment has significant impacts on our health and wellbeing, it can shape our habits and affect our physiology by providing opportunities to be active. Green views can also positively influence our mental health.

The National Heart Foundation recognises the design and provision of open and recreation spaces and the right infrastructure creates opportunities that lead to more active, healthier lifestyles¹.

The opportunity for physical activity afforded through provision of open space and recreation can be a significant benefit to the health of individuals. Adults who participate in sport are 20-40% less likely to die prematurely from all causes compared to adults who do not participate². This also acknowledges how sport participation can reduce stress and distress.

Open and recreation space provision, their design and community interaction is often a focus of advocacy groups and governments to promote active and healthy lifestyles.

Environmental benefits

Open space acts as important green breaks in the urban environment. Maintaining and caring for these spaces is important to our planet's health. Our *Environmental Action Plan 2018-2030* recognises the role our parks and reserves play in urban ecology and biodiversity protection, managing water run off and improving water quality, and managing urban heat impacts. Open space supports a healthy environment that in turn benefits us.

Open and recreation space covers 12% of the LGA, including the golf course. In urban environments like Waverley, parks and reserves provide opportunities to design and manage habitat that supports biodiversity of flora and fauna³. With urbanisation, there is less than 2% of pre-European bushland remaining. The 5.99 hectares of remnant bushland in Waverley

needs to be protected before it is lost forever⁴. Parks and reserves provide areas of land that are less exposed to risks of fragmentation and disturbance.

In their research of vegetation structure and composition across different urban green spaces, Threlfall et al. found that remnant bushland and golf courses supported the highest native plant richness⁵.

Open space provides opportunities for stormwater detention and support management of stormwater and water quality improvement before it flows to the ocean⁶. Harvested stormwater can also be used to irrigate parks and reserves.

The Greater Sydney Commission identifies increasing urban tree canopy as a way of addressing urban heat, with a long term goal of reducing the number of hot days over 35 degrees Celsius each year to protect human health and reduce extreme climate and weather event impacts⁷.

Economic benefits

The economic benefits associated with better health and wellbeing have been evaluated and proven through many pieces of well respected research. Health is a significant area of spending for governments and improved health outcomes in people alleviates stress on the public health system.

A study of the health benefits of public parks for residents of London established a relationship between public parks and the opportunities they provide for people to exercise, socialise, relax and feel part of a community⁸. These opportunities contribute to reduced disease risk for physical and mental health. Other research in the UK found that the health and wellbeing benefits of local parks and green spaces generates £30.24 in value per year⁹.

In a 2018 report, KPMG estimated the value of sport infrastructure for the Australian economy (footnote). According to this study, sports infrastructure contributes \$4.9 billion to the Australian economy in health benefits (eg, through reduced incidence of diseases and associated costs) and \$5.1 billion through social benefits (eg, economic benefits of improved community cohesion and reduced costs associated with social isolation). KPMG estimates that sport infrastructure directly contributes a further \$6.3 billion to the Australian economy through the construction, maintenance and operation of sport infrastructure, and through the increased productivity of workers who use the infrastructure for physical activity.¹⁰

Individuals who own property near open space may also experience financial benefits as homes in high amenity areas, such as transport, services, and open space, are more desirable and can fetch higher property prices¹¹.

1 National Heart Foundation of Australia, 2019, Blueprint for an active Australia: National Heart Foundation of Australia

2 Boston Consulting Group, 2017, Intergenerational Review of Australian Sport 2017.

3 <http://www.birdsinbackyards.net/Guidelines-Creating-Bird-Habitats>

4 Waverley Council, 2018, Environmental Action Plan 2018-2030

5 Threlfall CG, Ossola A, Hahs AK, Williams NSG, Wilson L and Livesley SJ, 2016, Variation in Vegetation Structure and Composition across Urban Green Space Types. *Front. Ecol. Evol.* 4:66. doi: 10.3389/fevo.2016.00066

6 Waverley Council, 2018, Environmental Action Plan 2018-2030

7 Greater Sydney Commission, 2019, Pulse of Greater Sydney

8 Vivid Economics, 2017, Natural capital accounts for public green space in London.

9 Fields In Trust, 2018, Revaluing Parks and Green Spaces: Measuring their economic and wellbeing value to individuals

10 KPMG, 2018, The Value of Community Sport Infrastructure, Australia

11 Herath, S, 2017, Home prices tell us the value the public puts on green spaces. *The Conversation*, 2 March 1-4



Figure 1.2 Waverley parks and reserves

In Waverley's context, parks and reserves have significant economic benefits to both the local economy as well as state and national economies due to the high visitation from domestic and international tourists to high profile destinations, such as Bondi Beach and Park, Bronte Beach and Park, Tamarama Beach and Park, and the Cliff Top and Coastal Walks. In 2017/18, tourists spent \$1 billion in Waverley and 4,867 jobs in Waverley were dependent on tourism¹².

The use of parks as a venue for events and hire also generates revenue for Waverley Council. These funds are used to offset the cost of managing events.

Social and cultural benefits

Open spaces also provide an opportunity for people to socialise, meet friends and connect with their local community¹³. Provision of quality, well-maintained public open space has a positive effect on the social cohesiveness of a community, vibrancy of neighbourhoods and mental wellbeing of individuals¹⁴.

For Indigenous Australians, land is fundamental to identity and is connected to people and culture. Some spaces such as fishing spots in Waverley are significant for these reasons. In addition, many open spaces in Waverley contain evidence of Aboriginal culture.

Conservation and story-telling not only shares knowledge but enriches our understanding of our history and culture.

Many of these stories are of people who have come before us or who we have lost, and whose contributions to our community are still relevant today.

Legislative and policy context

Waverley Council manages 79 parks and reserves, 14 sports fields and courts (indoor and outdoor), two outdoor pools, 39 play spaces and three beaches. This does not include the sports fields at Queens Park, within Waverley LGA, managed by the Centennial Parklands Trust.

The OSRS is the overarching strategic document that delivers on the open space and recreation vision in the Community Strategic Plan. The OSRS contextualises the various Plans of Management for specific places, the *Play Space Strategy*, and Council plans and policies that relate to open space and recreation. It will guide updates to Plans of Management and future plans.

The current *Waverley Recreation Needs Study (2008)* was completed twelve years ago. The OSRS supersedes this study and presents a new set of actions for the next ten years based on current and future open space and recreation needs. The 2008 study successfully guided: the upgrade of facilities at Waverley Park; improvement in management and maintenance of sport and recreation facilities; development of activities for seniors; and upgrade of play spaces.

The OSRS responds to NSW Government guidelines and strategic plans. Figure 1.3 shows the OSRS in relation to other state and local plans and policies.

¹² Waverley Council, 2018, Draft Waverley Sustainable Visitation Strategy

¹³ Jennings, V, Bamkole, O, 2019, The Relationship between Social Cohesion and Urban Green Space: An Avenue for Health Promotion, *International Journal of Environmental Research and Public Health*, vol 16 (452)

¹⁴ Kelly, J-F; Bredon, P; Davis, C; Hunter, A; Mares, P; Mullerworth, D; Weidmann, B., 2012, *Social Cities*, Grattan Institute, Melbourne.



Figure 1.3 Legislative and policy context

Commonwealth and state legislation

Commonwealth and state legislation, and state planning policies apply to public open space. These documents guide what development can occur and the process that development in parks and reserves must follow. Some legislation and policies apply to spaces with environmental significance, such as coastal areas and bushland.

When managing open spaces, Council must comply with all relevant laws that apply to these spaces.

Local Government Act 1993 requires plans of management to be prepared for public land and reserves under the responsibility of local councils. Councils must manage community land in accordance with core objectives in the Act.

Crown Lands Management Act 2016 requires plans of management to be prepared for all public reserves. These plans of management need to be considered when preparing strategic land use plans for a locality and when assessing development or activities under the EP&A Act in relation to certain activities on or near Crown lands.

The Environmental Planning & Assessment Act 1979 (EP&A Act) governs planning and development assessment. Development and changes to activities in parks and reserves require development approval in accordance to the EP&A Act. Development is assessed against local development controls set out in the *Waverley Local Environmental Plan 2012* and *Waverley Development Control Plan 2012*.

State Environmental Planning Policy (Infrastructure) 2007 identifies works which are permitted in parks and public reserves, such as pathways and roads, information facilities, lighting, landscaping, amenities and environmental management works.

State Environmental Planning Policy (Exempt and Complying Development Codes 2008) identifies exempt and complying development and a streamlined assessment process for this development. Exempt development includes works such as compliant access ramps, play equipment, fences, bollards, paths, barbecues and signs.

Coastal Management Act 2016 No 20 legislates management of the coastal environment of NSW.

State Environment Planning Policy (Coastal Management) 2018 guides development in coastal areas, including land adjacent to beaches, estuaries, coastal lakes, coastal wetlands and littoral rainforest's.

State Environmental Planning Policy 19 – Bushland in Urban Areas guides management of bushland. Parks in Waverley contain bushland covered by this Policy, where vegetation is either a remainder of the natural vegetation of the land or is representative of the natural vegetation.

The Disability Discrimination Act (DDA) 1992 applies to buildings and outdoor spaces. This Act recognises the importance of providing equality, dignity and independence to people with a range of abilities and requires provision of access to premises without discrimination.

The Companion Animals Act 1998 requires environmental initiatives by Councils to promote responsible animal ownership. This Act applies to areas of dog walking which is popular in many of Waverley's parks.

State policies and guidelines

The Government Architect NSW's **Greener Places** (Draft) establishes the NSW Government position that green infrastructure is an important element of our built environments. The policy seeks to elevate the importance of green infrastructure and guide planning, delivery and management of green infrastructure.

The **Open Space for Recreation Guide** (Draft), also prepared by the Government Architect NSW, sets a framework and guidance for open space planning for recreation. The guide introduces a performance-based approach to planning and providing open space for outdoor recreation opportunities.

The NSW Department of Education's **Community Use of School Facilities Policy** outlines the NSW Government's commitment to allow community use of facilities on school grounds. This presents an opportunity to leverage more use out of facilities, such as courts and fields located on public school grounds.

Metropolitan planning

The following regional and metropolitan plans provide a broad strategic framework for Greater Sydney and identify livability and sustainability objectives that relate to open space planning.

Greater Sydney Region Plan: A Metropolis of Three Cities directs land use and transport patterns to support livability, productivity and sustainability in Greater Sydney. Objectives that relate to open space planning are:

- Objective 25. The coast and waterways are protected and healthier
- Objective 27. Biodiversity is protected, urban bushland and remnant vegetation is enhanced
- Objective 28: Scenic and cultural landscape is protected
- Objective 31. Public open space is accessible, protected and enhanced.

The Eastern City District Plan provides the district-level directions for local planning to deliver on the vision of the Greater Sydney Region Plan. Priorities relating to open space planning are Planning Priority E18. Delivering high quality open space.

Local planning context

The draft Waverley Local Strategic Planning Statement 2019 (LSPS) outlines a strategic planning vision for Waverley, in alignment with the Waverley Community Strategic Plan 2018-2029, and identifies key planning priorities, actions and mechanisms to deliver on the vision. The LSPS outlines how metropolitan planning priorities will be delivered at a local level. Once finalised, the LSPS will guide the review and update of the Waverley Local Environmental Plan 2012 (WLEP 2012) and Waverley Development Control Plan 2012 (WDCP 2012).

The Waverley Community Strategic Plan 2018-2029 is Council's overarching strategic plan. This guides Council in responding to change, challenges, and opportunities in a consistent, sustainable, and coordinated way. The Community Strategic Plan sets two goals for open space:

- Improve health and quality of life through a range of recreational opportunities and quality open spaces
- Expand the network of parks and open spaces, sporting and recreational facilities.

The Waverley Local Environmental Plan 2012 (WLEP 2012) identifies and classifies land for open space and recreation, and land with environmental or heritage significance. WLEP 2012 makes provision for development of land within the coastal zone for the purpose of implementing the principles in the NSW Coastal Policy.

The Waverley Development Control Plan 2012 (WDCP 2012) identifies development controls for residential and commercial development, and for specific sites. This includes design controls relating to the bulk, scale, and size of development and controls that manage amenity impacts of development, such as overshadowing and view loss. WDCP 2012 protects solar access of parks and reserves from adjacent development.

People, Movement and Places (2017) is Council's transport strategy. It identifies 12 projects to prioritise pedestrians and active transport and improve the way people can move around the LGA, particularly at key destinations such as centres, parks, reserves and beaches.

The Waverley Play Space Strategy 2014-2029 guides planning and management of Council's 39 play spaces. The Play Space Strategy sets a vision for play spaces and helps prioritise the maintenance and replacement programs for play spaces.

The Waverley Strategic Asset Management Plan 5 (SAMP) identifies programs for renewal, expansion, operation and maintenance of Council's assets, including parks, reserves and Council owned recreation facilities, and the budget allocations for these activities. Development of the SAMP is a requirement for NSW local governments and is regularly reviewed and updated.

The Waverley Environmental Action Plan (EAP) 2018-2030 identifies goals and key deliverables for Council to achieve positive environmental outcomes for the LGA. The EAP identifies actions for the management of bushland and water, influencing management practices for Waverley parks and reserves.

Disability Inclusion - An Inclusive Community for Everyone (The Randwick and Waverley Regional Disability Inclusion Framework 2017-2021) is Council's commitment to creating a more inclusive community and identifies actions to improve the accessibility of public spaces, including Council facilities, parks and beaches.

Waverley Council Innovate Reconciliation Action Plan (RAP) 2019-2021 provides a framework for advancing reconciliation within Waverley, and will keep us accountable and ensure we are working towards a vibrant, resilient, caring and inclusive community.

Council policies and guidelines

We have a number of policies that guide the management of different activities across Council parks and reserves.

Commercial and large group activities in parks and reserves typically require either permits or approval from Council. Activities on Crown land require leases and licenses. Plans of management for these spaces will identify the types of activities that are allowed. This is so the impacts of these activities on public spaces and other users of these spaces are managed.

The following policies guide the management of activities on Council land, including in parks and reserves:

- Outdoor Market Operations in Public Places Policy
- Events Policy, and Event Management and Delivery Guidelines
- Commercial Fitness Groups and Personal Trainers - Policy on the use of Council reserves.

Council plans of management

Council is required to have plans of management in place for public land and reserves under its responsibility. Under the *Crown Lands Management Act 2016*, plans of management will need to be prepared for the following parks which are not currently covered by an existing plan of management:

- Calga Reserve
- Glenayr Reserve (Murrivier Road Playground)
- Marlborough Reserve
- Onslow Street Reserve
- St James Reserve
- Stephen Street Reserve
- Weonga Reserve.

Council has resolved to prepare the following Plans of Management to capture all of our parks and reserves:

- Bondi Park, Beach and Pavilion Plan of Management
- Bronte Beach and Park Plan of Management
- Waverley Park Plan of Management
- Tamarama Park Plan of Management
- Plan of Management for Parks (for all other parks including Thomas Hogan Reserve and Barracluff Park)
- Coastal and Cliff Top Parks (to include Rodney Reserve, Raleigh Reserve, Weonga Reserve, Diamond Bay Reserve, Clarke Reserve and Eastern Reserve)
- Waverley Cemetery and South Head Cemetery Plan of Management (new).



Existing Open Space and Recreation Facilities

2

This section provides an overview of the Waverley LGA context and community profile and an outline of the different types of open and recreation spaces, activities and users of these spaces in Waverley. This section also presents the six strategy themes: playing and relaxing; design and setting; getting to and around the parks; enhancing the environment; community, culture and heritage; maintenance and management.

Regional context

Waverley LGA is in the Eastern City District, less than 10 kilometres east of the Sydney CBD, along the coastline (figure 2.1).

According to the Greater Sydney Commission's *Eastern City District Plan* aligning growth with infrastructure is a challenge, with an expected increase of 325,050 people by 2036. The Eastern City District will be home to 19% of Greater Sydney's population.

Population growth and residential development will place pressure on beaches, parks and public spaces, particularly where space is constrained. In this context, the provision of open and recreation space, and protection of our beaches and urban bushland needs to be innovative.

Regional open space and recreation facilities

Regional facilities are typically larger facilities that the public can access. They have a catchment area that is greater than the LGA. Figure 2.1 shows regional facilities for eastern Sydney and the range of sports and activities that can be played at these facilities.

Waverley residents and local sporting clubs also access regional parks and recreation facilities located outside Waverley LGA.

A broader regional view of open space and recreation is important, particularly in eastern Sydney where people have access to large regional recreation facilities. Queens Park, Moore Park, Christenson Park, and significant parklands such as Centennial Park and the Royal Botanic Gardens service a large catchment of residents in the Eastern City District.

Allowing Waverley residents to access this regional network of open space and recreation facilities is important as land for new spaces within Waverley LGA can be more difficult to come by.

Collaboration between councils and other open space and facilities managers such as the Centennial Parklands Trust is important for the planning and management of these spaces.

Waverley LGA overview

Waverley LGA is the location of some of Australia's most iconic beaches and parks and attracts a large number of international and local tourists. Parks and open spaces are key draw cards, for Waverley's residents as well as the visitors they attract. These opportunities become particularly important in such a highly urbanised environment.

Waverley LGA covers an area of 920 hectares and is located in the inner east of Sydney. The LGA is bounded by Woollahra LGA in the north, City of Sydney LGA in the west, and Randwick LGA in the south. The Australian eastern coastline forms the eastern boundary of Waverley LGA.

In 2018, the residential population was of 74,114 people¹. Waverley's growth is expected to be steady over the next 10 years, however population density is high compared to the average for Greater Sydney, with 80.16 people per hectare in the LGA compared to 4.29 in Greater Sydney.

The provision of open and recreation space per 1,000 people is lower in Waverley (1.5 ha per 1,000 people) compared to adjacent Randwick and Woollahra LGAs². Provision of open and recreation space is comparable to the City of Sydney LGA where population density is comparable.

With a large proportion of Waverley residents living in high density dwellings, access to public open space is particularly important.

Alongside residents, there are 2.2 million international and domestic tourists visiting Bondi annually. An estimated 700,000 people visited the coast walk (along the Bronte Calga Cutting section) in 2018.

In this context, existing open space and recreation facilities can be stretched to service demand from residents and visitors. The quality of spaces and efficient use of space therefore becomes increasingly important.

¹ 2018 Estimated Residential Population, profile id

² Calculation of open and recreation space excludes national parks and land occupied by golf courses. Randwick LGA has approximately 3 ha per 1,000 residents and Woollahra has approximately 1.7 ha per 1,000 people

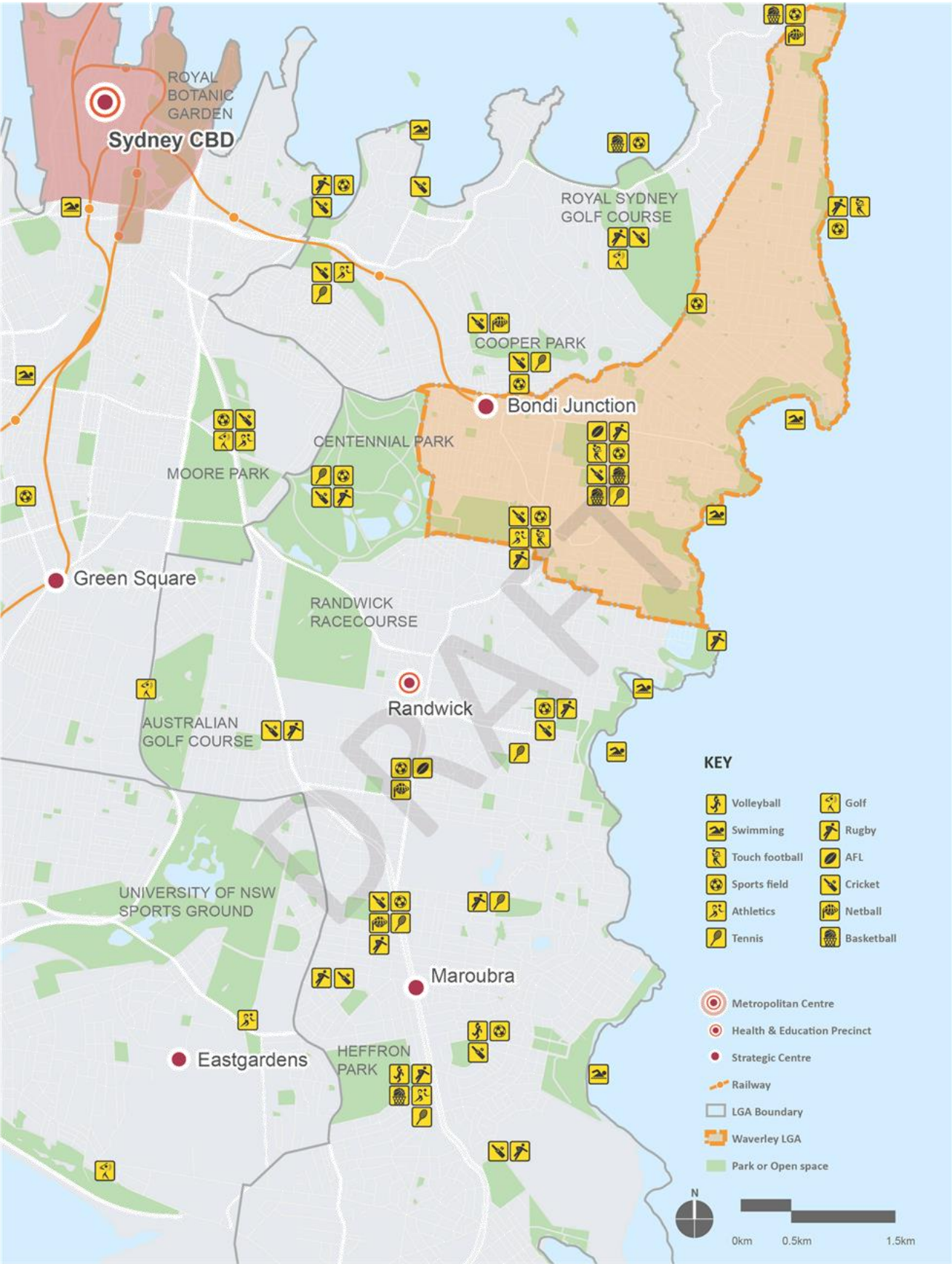


Figure 2.1 Recreational facilities within the region

Waverley community profile

This community profile allows us to identify key characteristics and needs of the Waverley community so that we understand how the community may use open and recreation spaces.

This section of the report is mainly based on 2016 Australian Bureau of Statistics (ABS) Census data unless otherwise specified.

Residential population

In 2018, the estimated residential population of Waverley LGA was 74,114¹. By 2031, the residential population of Waverley LGA is projected to grow to 76,450 (2,336 more residents)².

Growth in Waverley LGA is expected to be slow and incremental with 6% population increase over the next 10 years (to 2031). Over the next 20 years, Waverley is expecting an increase of 5,050 people (7% growth between 2016 and 2036). In comparison, this is less than what is anticipated for Greater Sydney (37% increase in population over the same period). Population growth in the next ten years in Waverley will be less than what was experienced in the past ten years.

The residents of Waverley LGA are generally quite young, with almost 47% of residents aged between 20 and 45 years of age in 2016.

The 30 to 34 years age group was the largest age group in 2016 and will remain the largest in 2026. In 2026, it is projected that there will be a slight increase in the proportion of residents in older age groups (12% to 13.5% proportion of residents 65 years plus) and younger age groups (increase from 20% to 22% proportion of residents 0 to 20 years in age) (figure 2.2).

Demand for open space and recreation facilities may vary across different age groups and different areas in the LGA (Figure 2.3). Children typically aged up to 10 years old are regular users of play spaces, while school aged children regularly use sports fields and courts as part of school or participation in sporting club activities. People over the age of 75 years may participate in more community and social based activities such as, swimming and passive recreation (refer to section 3 for more detail).

Socio-demographic profile

Based on 2016 ABS Census date, Waverley LGA recorded a steady growth in its median weekly family income. Over this period, the median income increased by 60%, from \$1,446 to \$2,308 per week.

The 2016 median weekly family income is 47% higher than Greater Sydney's median income and 16% higher than Sydney LGA's median income, indicating that the Waverley residents are relatively high-income earners.

Approximately 45% of households in Waverley LGA are high income households, compared to 13% of households being low income households³ (figure 2.5).

Based on the ABS 2016 Socio-Economic Indexes for areas, Waverley LGA are of low disadvantage compared to NSW⁴.

Cost is typically a barrier to participation in sports and recreation activities. Higher incomes provide households with the ability to spend more time and money on leisure and recreation activities and to participate more regularly in group or organised sports. Higher income households also have a greater ability to purchase sporting equipment and pay for club membership fees. The Waverley community may therefore be more likely to participate in a broad range of activities and expect access to high quality facilities.

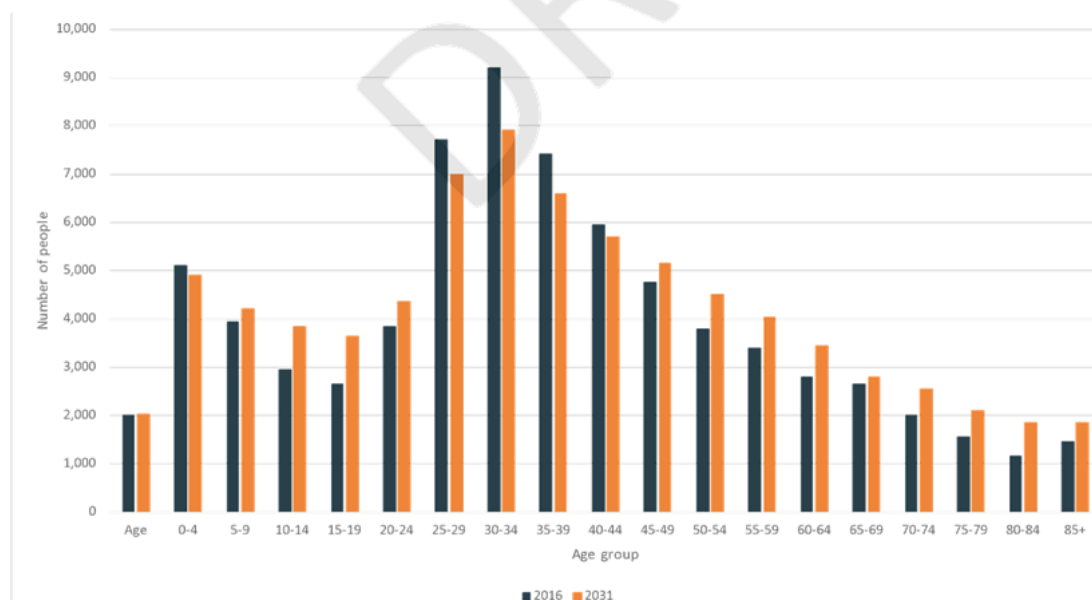


Figure 2.2 Waverley LGA population by age group, 2016 Census compared with 2031 Projection

(source: Department of Planning and Environment Population Projections & Australian Bureau of Statistics Census 2016)

1 Australian Bureau of Statistics (2018), Quarterly Population Estimates (ERP) by LGA

2 Department of Planning and Environment (2016), 2016 New South Wales State and Local Government Area population and household projections. Sydney, NSW.

3 Based on the ABS Census 2016 and information presented in profile id. by .id, the population experts. Measure of weekly household income, and excludes count of households where income was not stated.

4 2016 SEIFA index

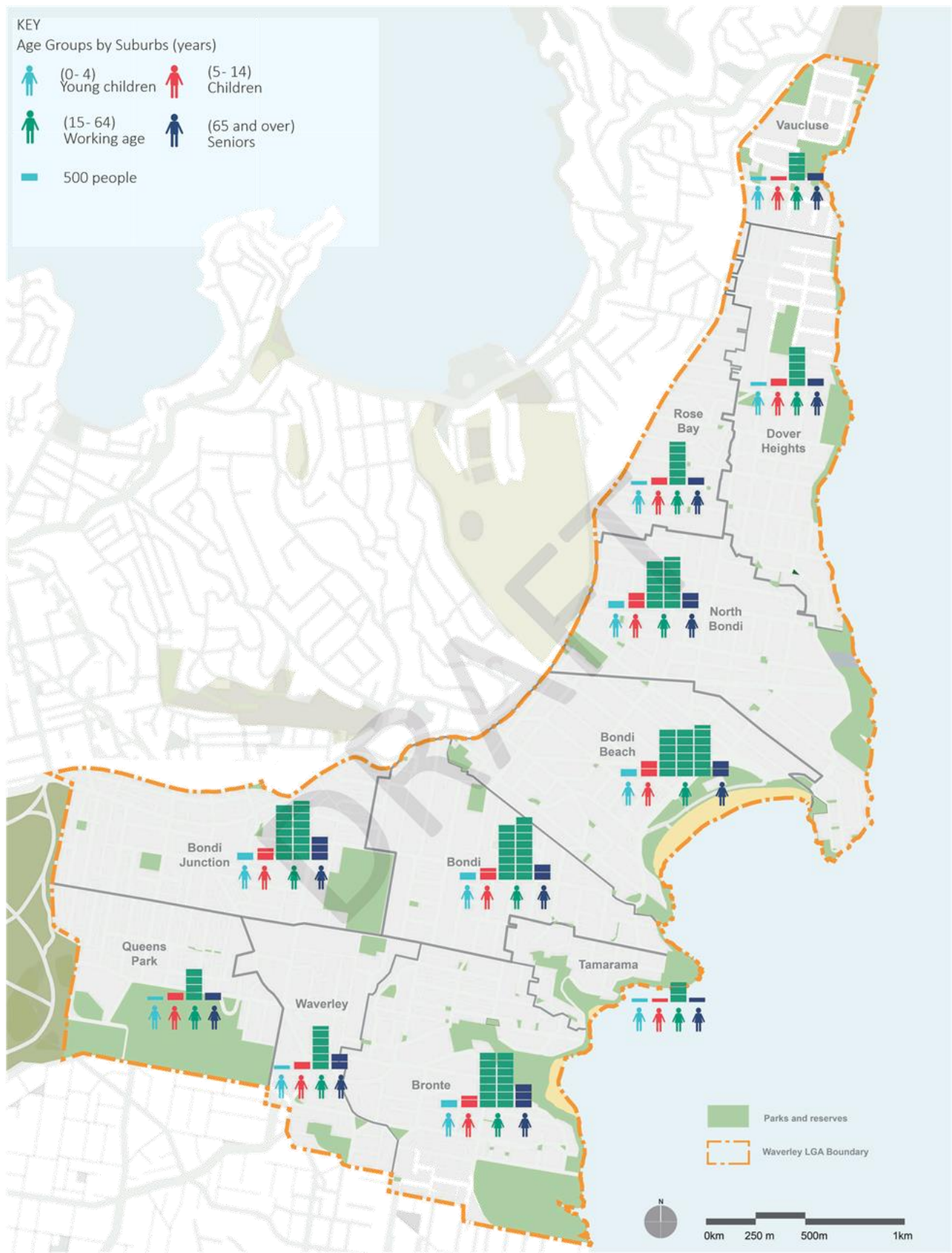


Figure 2.3 Where different age groups live, by suburb

Children are more likely to participate in out of school hours sport if they are from a high income family (84% participation), than children from a low income family (58% participation)¹.

Though cost is less likely to be a barrier to participation in sports and recreation activities for a large proportion of households in Waverley, it is still important that free or cheap access to sports and recreation opportunities are maintained to provide opportunities for all households.

¹ AusPlay Focus: Children's Participation in Organised Physical Activity Out of School Hours, April 2018

Households

The predominant type of households in Waverley LGA in 2016 are family households (61% of all households, not counting visitors only and non-classifiable households), followed by lone person households (28% of all households). Of the family households, couples only and couples with children make up the greatest proportion of households.

A similar break down of different household types is expected in 2026, see figure 2.5. Between 2016 and 2026, lone person households (currently 28% of households in 2016) are expected to experience the greatest increase in number of households with a 65% increase, followed by single parent households, a 42% increase. Couple only households are expected to decrease by 1%, see figure 2.5.

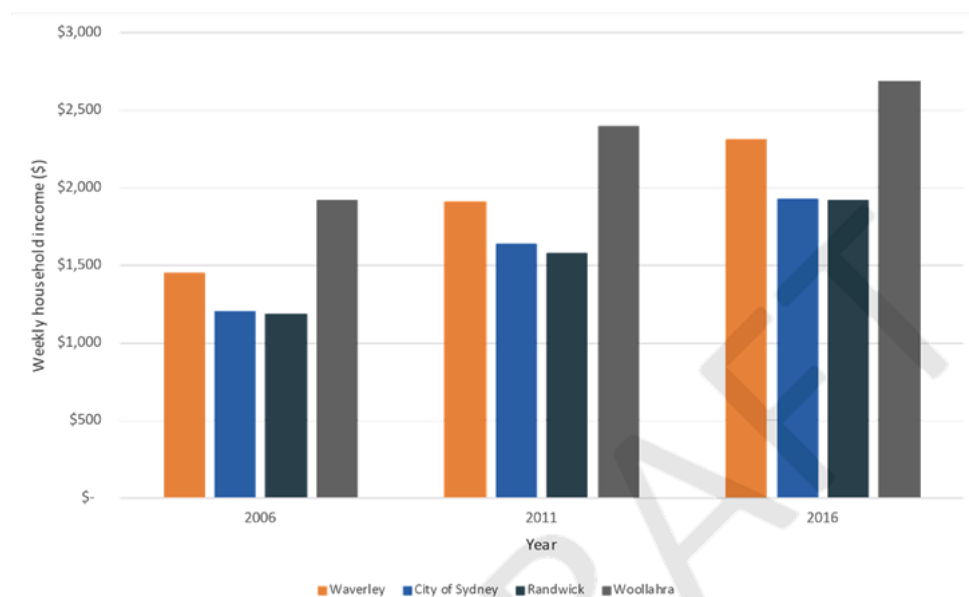


Figure 2.4 LGA Median household income 2006 to 2016, comparing neighbouring LGAs (source: ABS Census 2006, 2011, 2016)

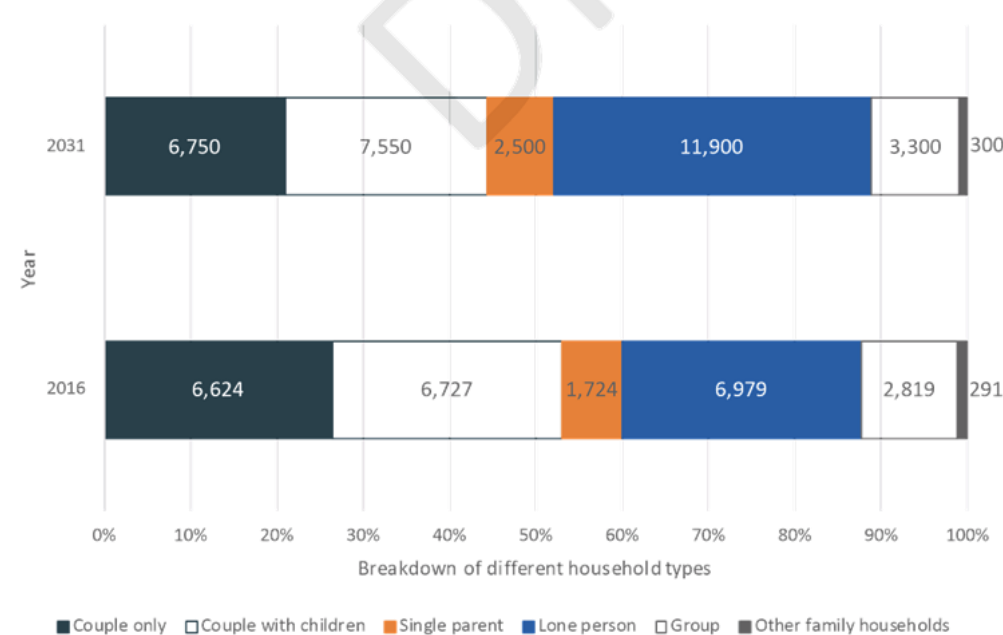


Figure 2.5 Breakdown of Waverley household types, 2006 and 2031 (source: Department of Planning and Environment Population and Household Projections)

Both lone households and households with children are expected to require more open space and public spaces where people can interact, particularly where the size of houses are decreasing and people spending less time at home. This could mean more demand for both formal and informal play spaces, more demand for public parks and spaces for meeting and/or eating, and even more outdoor spaces that provide for quiet spaces and reflection.

Population density

The population density in Waverley LGA is higher than neighbouring Woollahra and Randwick LGAs, based on the number of people living in the LGA compared to the land area. Population density is slightly lower when compared to the City of Sydney.

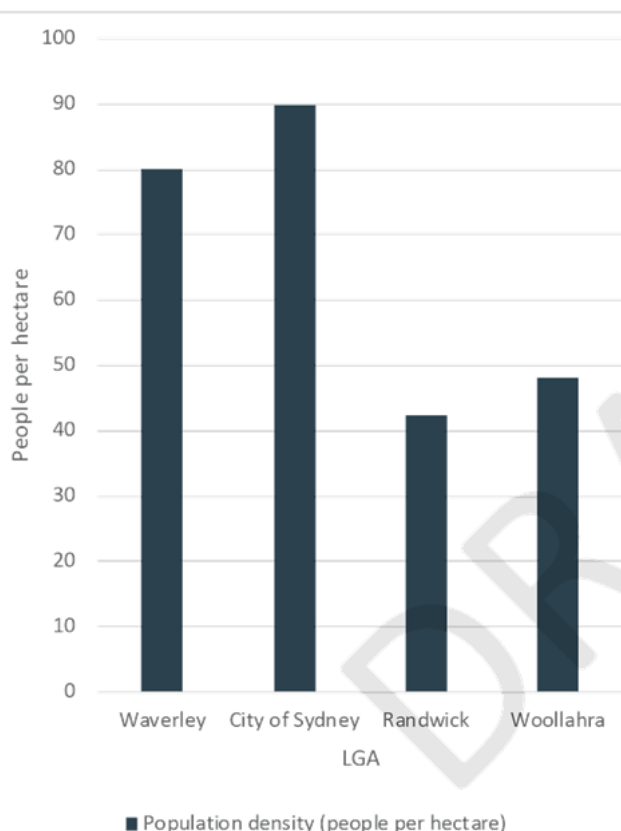


Figure 2.6 Population density in Waverley LGA and neighbouring LGAs

Worker population

In 2016, the Waverley LGA worker population was 24,340 persons. The biggest employer is retail trade (16% of total workers), followed by health care and social assistance (13% of total workers).

Most workers live less than 5 kilometres from work. The most common method of travel to work in 2016 is by car, accounting for 41% of trips by workers, followed by public transport (31% of trips).

Visitors

Our parks also see a high level of visitation by tourists, including tour buses visiting our beaches and areas offering coast and city views. Despite the high visitation statistics, Council survey data suggests that our parks, including beach parks, are most frequented by locals of Waverley.

Approximately 2.6 million visitors visited Bondi a year. Of these 1.7 million were international visitors accounting for 38% of all international visitors to NSW¹. The top activities of domestic visitors were eating out at restaurants and cafés (70%) and going to the beach (51%). The number of international and domestic visitors have grown steadily over the past four years, with a total increase of 17%.

With increasing use of social media platforms such as Instagram, there is a noticeable rise in people visiting parks and cliff lines to take 'selfies'. The natural coastal and outdoor setting within access to the city has made this kind of activity very popular. This behaviour does present some challenges in the design of spaces to allow photo opportunities that do not compromise native vegetation or safety.

Housing and employment growth

New development over the next ten years will be focused in and around key centres, such as Bondi Junction. It is anticipated that there will be some incremental growth throughout Waverley LGA through the redevelopment of existing housing.

¹ Destination NSW Bondi Tourism Precinct: Visitor Profile for year ended March 2019

Open space and recreation facilities in Waverley

Parks and reserves provide green spaces and natural environments, which are breaks within the urban environment. These are spaces for walking and relaxing, as well for playing. Figure 2.8 provides a snapshot of these different spaces. Figure 2.7 outlines the range of activities Sydneysiders enjoy doing in parks and outdoor spaces¹, which is similar to what the Waverley community told us they enjoy.

Waverley is unique with a network of open space and walking paths and passive recreation along the coastline, known as the Coastal Walk and Cliff Top Walk (figure 2.13). There are eight parks that provide dog off-leash areas.

Playing and relaxing

This section outlines the range of recreation facilities located in open spaces in Waverley. This section also presents the user groups and activities that these spaces support.

Waverley Council owns and manages:

- seven sports fields and ovals (for soccer/football, Australian Rules Football, rugby, cricket)
- three outdoor multipurpose courts (for netball, basketball, tennis)
- three outdoor netball courts
- one indoor multipurpose center (with one courts for netball, basketball, futsal and volleyball)
- two ocean pools at North Bondi and Bronte
- thirty-nine play spaces for children of all ages, including a scooter / bike track and skate park
- seven outdoor fitness stations
- ten indoor venues, including the Margaret Whitlam Recreation Centre at Waverley Park and community halls. Community groups and sports clubs can hire these spaces for indoor activities such as yoga, pilates, community meetings and small events.

Figure 2.10 shows the range of recreation facilities in and around Waverley and the variety of sports that can be played in these spaces.

There are other regional facilities located outside the LGA that service Waverley residents. The nearest are Christison Park in Vaucluse and Centennial and Queens Parks.

Christison Park to the north of Waverley is within Woollahra LGA and provides fields, courts and cricket pitches an exercise station a timed dog off-leash area and amenities.

Centennial Parklands to the south west of Waverley provides extensive parklands, picnic areas, playgrounds and regional sporting facilities. The Parklands include Centennial Park, Moore Park and Queens Park.

Queens Park located within Waverley LGA but managed by the Centennial Parklands Trust. It provides sports fields, play spaces, and an outdoor fitness station.

¹ NSW Department of Planning and Environment, 2019, Greater Sydney Outdoors Study 2019

Privately owned facilities, such as bowling clubs, tennis courts, gyms, sports courts, and indoor/ outdoor swimming pools, also provide Waverley residents with recreation opportunities.

Table 2.1 shows the range of user groups and the activities these users participate in across our parks and reserves. The views of these user groups are captured through various engagement activities and surveys Council conducts regularly.

Council supports recreation in Waverley and various community and sporting groups by:

- venue hire grants for community groups
- waiving fees for hirers such as WAYS, to provide a youth basketball program
- partnering and supporting application for small community grants
- Community Grants Program, to support community run programs for older people, young people, children and families, multicultural community, people with disabilities
- supporting neighborhood events
- providing spaces for community gardens.

Council also runs programs and activities supporting physical activity and recreation. Recreation programs Waverley Council provides include:

- Active over 50's program: activities to help improve both physical and mental health. Offers table tennis, tai chi, pilates, yoga, balance and strength
- Mind Body Wellness and social support program for 55+: offers fitness and wellbeing classes such as yoga, tai chi, Pilates, jazzercise, fitness classes. Also offer educational and social support programs such as language classes, hobbies such as arts and crafts, bowls, scrabble etc. Also offer discounted podiatry, massage, reflexology, Bowen therapy and haircuts
- School holiday programs.



Figure 2.7 Most popular activities in parks and outdoor spaces (Greater Sydney Outdoors Study 2019)

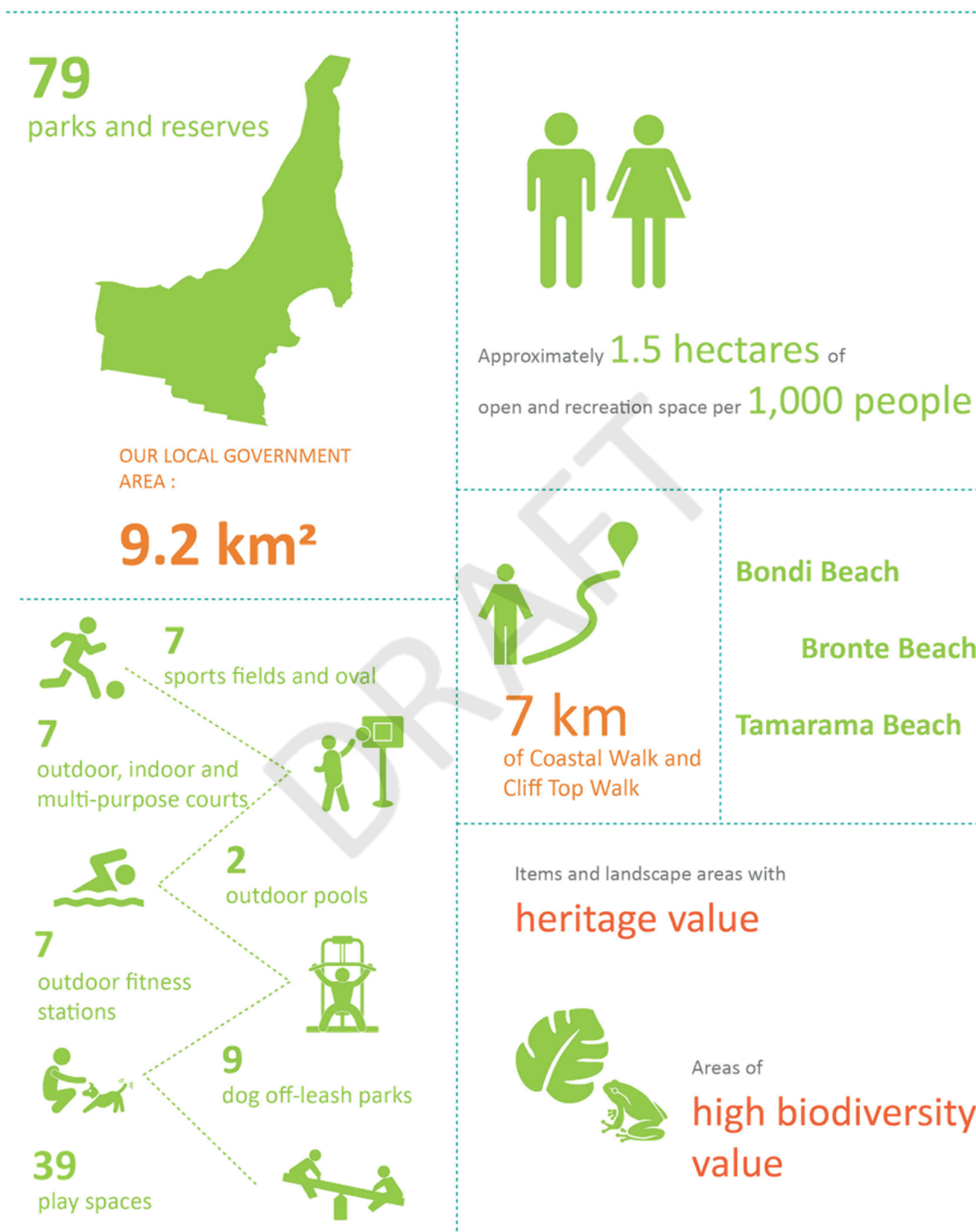


Figure 2.8 Snapshot of open and recreation spaces managed by Waverley Council

User group	Spaces used	Key issues
Sporting groups and clubs	<ul style="list-style-type: none"> Waverley Park Margaret Whitlam Recreation Centre Barracluff Park Dudley Page Reserve Hugh Bamford Reserve Rodney Reserve Queens Park 	<p>Bookings of Waverley's sports fields and courts are close to full capacity, particularly during the winter season when football/ soccer and netball is traditionally played.</p> <p>Sporting groups and clubs use fields and courts for matches as well as for training throughout the week, particularly on weekday afternoons and evenings and on weekends. Higher grade and larger facilities at Waverley Park, Queens Park (though not managed by Council) and Hugh Bamford Reserve are generally preferred.</p>
Commercial group fitness and community groups	<ul style="list-style-type: none"> Parks outlined in the Fitness Trainers Policy Council indoor venues 	<p>Private groups can apply for permits to use parts of parks and reserves and/ or hire indoor venues for training activities. It is important that private group activities in parks and reserves do not impact on public access or damage spaces.</p> <p>Council-run programs, particularly for seniors, are popular. Popularity in these programs is expected to continue as the population chooses to continue living in Waverley as they get older.</p>
Casual players	<ul style="list-style-type: none"> Large parks and reserves Beaches 	<p>Residents and visitors to Waverley visit parks and reserves to play a casual games or train privately. Beaches are also areas where people go to play beach volley ball casually. Maintaining safe and easy to access turn up and play facilities is important for casual players.</p>
Recreational and dog walking, relaxing, socialising	<ul style="list-style-type: none"> All parks and reserves Coastal and Cliff Top Walks Waverley Cemetery 	<p>Many residents and visitors to Waverley enjoy walking through the parks and reserves and along green links.</p> <p>There are approximately 10,000 dogs in Waverley LGA. Residents with dogs value the space that parks and reserves provide for their dogs to get some activity, particularly dedicated dog off-leash areas.</p> <p>It is often reported that dogs off-leash run through playgrounds, creating conflict with children playing.</p>
Families and children	<ul style="list-style-type: none"> All parks and reserves Play spaces 	<p>Play spaces are popular with families with children.</p>
Tourists and visitors	<ul style="list-style-type: none"> Bondi Park Bronte Park Tamarama Park Coastal and Cliff Top Walks Diamond Bay Reserve 	<p>Surveys show that Waverley's beaches and Coastal and Cliff Top Walks are becoming more popular with 2.2 million visitors visit Bondi and the Coastal Walk annually.</p> <p>Waverley's cliffs are becoming popular spots for people to visit and take pictures. We need to identify the risks involved with people visiting these areas and manage access to protect people's health and safety.</p>
Rock climbers	<ul style="list-style-type: none"> Parks along the cliff line and beach parks Queens Park 	<p>The rock face is popular for rock climbers. We need to identify the risks involved with people visiting these areas and manage access and allowance of activities to protect people's health and safety.</p>
Water sports and rock fishing	<ul style="list-style-type: none"> Diamond Bay Reserve Bondi Beach Tamarama Beach Bronte Beach 	<p>Water-based sports (swimming, surfing, boating, kayaking), fishing, and rock fishing are popular activities off the coast. The Ben Buckler Amateur Fishing Club has been located at North Bondi for decades.</p> <p>We need to provide safe access to the water for people to participate in these activities.</p>
Events participants	<ul style="list-style-type: none"> Bondi Beach and Park Bronte Beach and Park Tamarama Beach and Park Dudley Page Reserve 	<p>Events at Waverley attract an increasing number of visitors. This creates pressures on spaces to accommodate for larger crowds and demand on infrastructure, such as transport, food and beverage, and amenities.</p> <p>Key events in Waverley over the year include:</p> <ul style="list-style-type: none"> Open-air Cinemas - Bondi Park (January-February) Bondi Festival - Bondi Park (July) City2Surf - Bondi Beach (August) The Festival of the Winds - Bondi Beach and Park (September) Sculpture by the Sea - Bondi Beach to Tamarama Beach (October/ November) New Years Eve - Dudley Page Reserve (31 December)

Table 2.1 Different user groups of Waverley's open and recreation spaces



Figure 2.9 Waverley's open spaces, private recreation and streetscape verges

Organised and team sports

Waverley Council provides fields, outdoor courts, and indoor courts at the Margaret Whitlam Recreation Centre (see table 2.2 and figure 2.10), which support a range of sports.

Waverley Council provides three competition-level fields while Queens Park, managed by the Centennial Parklands Trust, provides 16 competition level fields.

In addition, there are four training fields, three outdoor netball courts, and three outdoor multipurpose courts located throughout the LGA.

Neighbouring Centennial Park and Christison Park are located outside Waverley LGA, however provide Waverley residents access to additional facilities for organised and team sports. Centennial Park provides nine fields, one oval, cricket pitches, and amenities for rugby, soccer/football, AFL and cricket. Christison Park provides three fields, one hockey field, one oval, three cricket pitches and amenities that can be used for rugby, soccer/football, touch football, hockey and cricket.



Waverley Field 2 (synthetic surface), Waverley Park

Sport ovals and fields

Reserve / Site Name	Fields	Size	Support Facilities	Irrigation	Parking	Condition description	Linemarking	Lighting
Waverley Park Oval and Cricket wicket	1	115 x 70m	toilets in park	Yes	on street	grass - good turf - good	yes	yes
Waverley Park Field 2	1	100 x 68m	toilets in park	n/a	on street	synthetic - excellent	yes	yes
Waverley Park Field 3	1	50 x 50m	toilets in park	Yes	on street	grass - worn, pot holes	no	yes
Waverley Park Cricket nets (including 4 synthetic cricket nets with grass runnup)	1			n/a	on street	good		
Barracluff Park	0.5	73 x 47m	none	Yes	on street	grass - good	yes	yes
Dudley Page Reserve	1	90 x 55m	cricket pitch (synthetic)	n/a	on street	grass - good	no	no
Hugh Bamford Reserve	0.5	70 x 50m	none	Yes	15 space carpark	grass - good	yes	one side of field
Rodney Reserve	1	100 x 70m	none	Yes	on street	grass - good	yes	no
Queens Park (including 9 soccer fields, 2 soccer / football fields, 5 touch football fields, 9 synthetic cricket wickets, 2 natural turf wickets)	16	various	storage, toilets, change and kiosk		on street	grass - good	yes	no

Sport courts

Reserve / Site Name	Courts	Support Facilities	Parking	Condition Description	Linemarking	Lighting
Margaret Whitlam Recreation Centre	1	toilets, kiosk, storage, changing rooms, first aid	on street	rubber sprung floor, good condition	yes	yes
Waverley Park lower level netball courts	3	toilets, storage, Amenity Hall	on street and St Marys Avenue	concrete base, synapave topping layer, good condition	yes	yes
Waverley Park upper level multi purpose courts	3	toilets, storage, Amenity Hall	on street and St Marys Avenue	concrete base, plexipave topping layer, good condition	yes	yes
Blair Street Basketball Court	1	none	on street	concrete base, good condition	yes	no

Table 2.2 Active recreation facilities in Waverley LGA



Figure 2.10 Existing active recreation facilities and spaces

Spaces for public hire and toilet blocks

In addition to our sports fields and courts we provide 10 indoor venues that can be hired by groups for activities such as dance, tai chi and yoga. Margaret Whitlam Recreation Centre, Kimberley Reserve Hall, Thomas Hogan Reserve Hall and Hugh Bamford Reserve Hall are generally more suitable for recreation activities, while the other venues can be used for small group and social activities.

Margaret Whitlam Recreation Centre (MWRC) is a multi-purpose recreation centre located in Waverley Park. The centre was built in 2012 and comprises an indoor sports court, club room, community room, commercial kitchen, change rooms and restrooms, storage space, a café and a grandstand overlooking Waverley Oval.

While the indoor multi-purpose court is mainly used for basketball, floorball, futsal and netball. The community room and club room are mainly used for yoga, Pilates, tai chi, meetings and seminars.

Based on booking data, the multi-purpose court is nearly used at capacity year-round, particularly during peak times (weeknights and weekends). The community room and club room have sufficient capacity to meet a greater demand if required.

The Bondi Pavilion is currently being renovated. At its reopening the new building will accommodate a visitor centre, a new flexible cultural space, the 'Bondi Story Room' where the history of the local area will be on show, a pottery studio, art gallery, theatre and a community radio station.

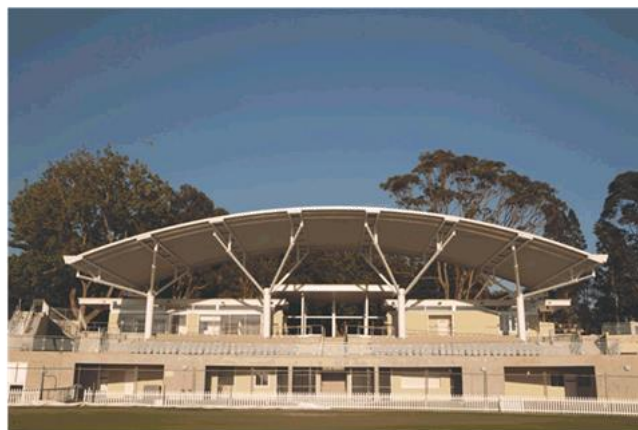
The Pavilion will also have a range of rooms available for hire including two community halls where it is expected dance, fitness classes, yoga and children's and toddler recreation activities will take place as these uses have historically taken place in the Pavilion.

In addition, the upgrade will provide new toilet and showers facilities along with a changing place and family accessible bathroom.

Council managed indoor venues include:

- Bondi Pavilion, Bondi Park
- Kimberley Reserve Hall
- Margaret Whitlam Recreation Centre
- Mill Hill Centre
- School of Arts
- Thomas Hogan Reserve Hall
- Wairoa Community Centre Hall
- Waverley Library
- Waverley Park amenity building
- Hugh Bamford Reserve Hall.

Waverley provides and maintains nine toilet blocks in some of our larger parks and reserves.



Margaret Whitlam Recreation Centre and Grandstand, Waverley Park



Bondi Pavilion, Bondi Park



Amenities building and kiosk, Tamarama Park

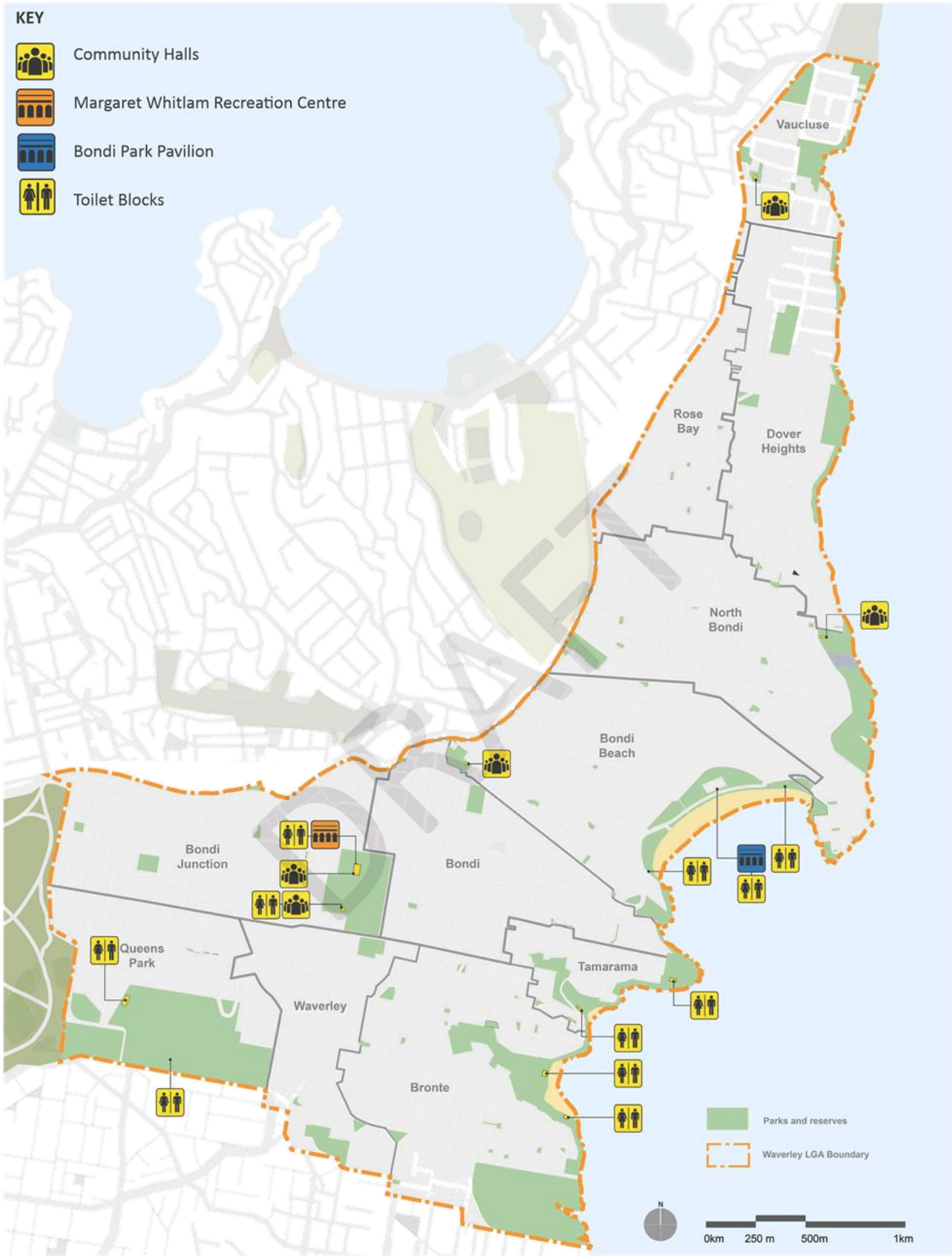


Figure 2.11 Existing spaces for public hire and toilet blocks

Private and club recreation

Various community or privately-run clubs provide a range of recreation opportunities. Clubs operating in Waverley support the following activities:

- lawn bowls (four clubs)
- tennis (one tennis centre)
- golf (one golf course)
- swimming (three indoor pools and one outdoor pool)
- surf life saving (four clubs)
- fishing (one club)
- squash (one squash club)
- fitness and health (18 gyms, fitness clubs and studios)
- board riding clubs (surf, surf ski, paddle boarding).

Many of these clubs are located on land zoned RE1 Public Recreation (refer to figure 2.12). Waverley and Bronte Bowling Clubs are on land zoned RE2 Private Recreation, owned by the club organisation. The land zoning of these sites means that only development and activities that support public and private recreation are allowed. In the review of WLEP 2012, Council may investigate options to secure these sites for public recreation through the planning framework.

In addition to providing sporting opportunities, clubs also provide a meeting place to socialise and space for hire for small events, which is often an affordable alternative to more commercial operations. As such, clubs and private recreation space are an important community asset.

While participation and memberships between clubs varies over time, there remains opportunity for these types of organisations to be adaptive and reuse their facilities in response to community needs.

Gyms and fitness centres are highly visited facilities with fitness and visiting gyms being very popular physical activities. There are many gyms in Waverley, with 18 registered in the LGA.

Commercial fitness trainers and yoga instructors use Waverley parks and reserves. Permits are required for these activities in accordance with the Waverley Commercial Fitness Groups and Personal Trainers' Policy and Guidelines. Permitted training areas are limited to parks and reserves shown on figure 2.12.

Community sports clubs in Waverley

There are approximately 20 different clubs and schools in Waverley who regularly book fields and courts in the LGA (Waverley, 2020). Based on 2019 engagement, the clubs and community groups based in Waverley practice the following sports and activities (Waverley, 2019): soccer, cricket, AFL, golf, rugby, archery, fishing, netball, Gaelic football.



Bronte Bowling Club, Bronte



Tamarama Surf Life Saving Club, Tamarama Beach



Amateur Fishing Club, Ben Buckler Point

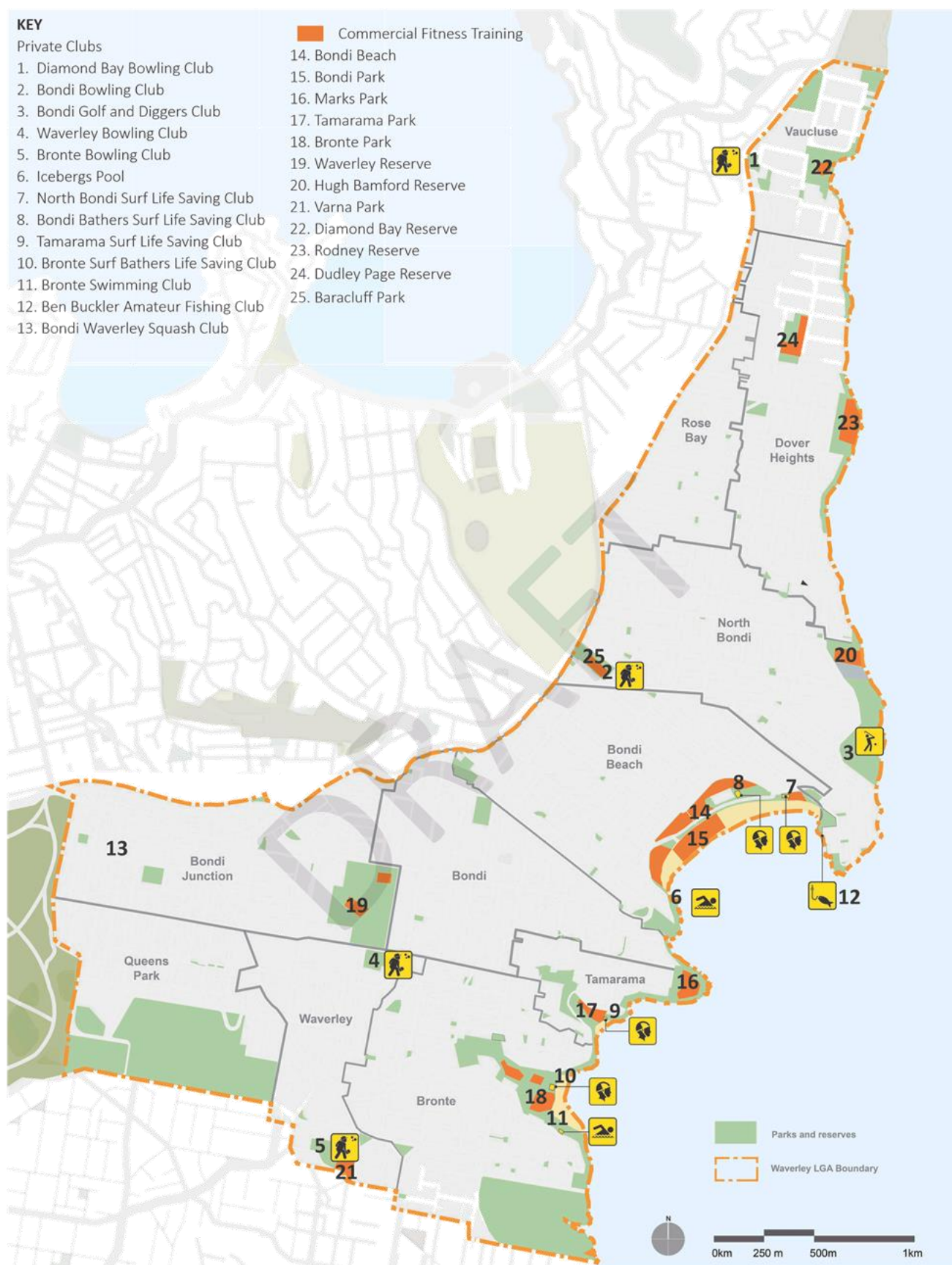


Figure 2.12 Existing clubs providing recreation

Relaxing and quiet spaces

Solitude and being in nature has many benefits. The impact of exposure to silence has demonstrated brain growth and improved learning, memory and emotion. Conversely exposure to constant noise can cause a stress response¹. Waverley LGA is a relatively high-density area, meaning that a large proportion of residents do not have access to private open space. Residents often turn to our parks for relaxing and quiet activities, such as sitting, sunbaking, walking or meditating. Identifying, preserving and enhancing spaces for quiet contemplation is important for the community's health and wellbeing and is therefore a focus area of this strategy.

Casual and social activities

Our parks and reserves also include spaces that can be used for picnicking and social activities, social and casual games, play and exercising such as jogging and walking, and small group activities.

Waverley's community garden located behind Clementson Park is a place where people can meet, garden and share skills. Council manages the space and rents out plots. Waverley also has a range of shared garden spaces located in parks, street verges and laneways that are run by community groups and supported by Council. Council also supports verge gardens allowing residents to plant in front of their house. Councils Public Gardening Policy and Street Gardening Guidelines regulate and guide these activities related to public gardening.

In many of our parks and reserves we provide equipment and facilities that support a variety of activities and make these spaces more attractive and comfortable.

Spaces in Waverley for casual and social activities include:

- Coast Walk and Cliff Top Walk
- cycling tracks (mostly on road)
- variety of picnic and barbecue opportunities
- three beaches
- seven exercise stations
- four beach volleyball courts at Tamarama Beach and three courts at Bondi Beach
- three basketball hoops
- one community garden and various shared gardens
- one bocce court.

¹ Imke Kiste, 2013, Is silence golden? Effects of auditory stimuli and their absence on adult hippocampal neurogenesis

Walking and jogging

Walking is the most popular activity in NSW and Waverley. Athletics (including jogging and running) is one of the top ten activities for adults in NSW. The coastal walk alone is a very popular with approximately 1 to 1.8 million visits of people walking or jogging the route each year. The busiest day of the week is Sunday. Different sections of the walk tend to be more popular than others, with the Bondi to Tamarama section being the most popular. Four of Waverley's exercise stations are located on the Coastal Walk route.

Waverley's Cliff Walk links Bondi to Vaucluse and then onto the Gap in Woollahra. This route utilises Waverley's cliff top parks connected via local roads. Pedestrian visitation data collected in 2020 indicates approximately 10,000 visits per month along the Diamond Bay section of Cliff Top Walk. It is expected that data collected in 2020 maybe variable from other years due to COVID restrictions.

The popularity of the Coastal and Cliff Top routes has negatively impacted adjoining vegetation with many visitors leaving tracks to walk through the bushland to access views or quiet seating locations as the walkway does not currently accommodate seating.



Coastal Walk, near Waverley Cemetery



Outdoor fitness station, Bondi Park

Beaches

Waverley is home to three world-class beaches, Bondi, Bronte and Tamarama. Waverley Council's estimate for beach visitation to Bondi is approximately 3.3 million people per year while Bronte is over 500,000 people per year and Tamarama 300,000 people per year.

Popular activities at our beaches include swimming, surfing, sun bathing, picnicking and use of barbecue facilities. Beach volley ball can be played at Tamarama and Bondi Beach and the coastline is also popular for fishing.

Other coastal activities

Waverley's coastal edge includes destinations for recreational activities such as rock fishing, rock climbing and slacklining.

Infrastructure has been installed by individuals who participate in these activities. We need to identify the risks involved with people visiting these areas and manage access to protect people's health and safety.

Waverley, Woollahra and Randwick Councils have completed a Coastal Management Scoping Study, which has confirmed known geotechnical risks will need to be managed effectively to protect and preserve natural coastal processes and unique cultural, biodiversity and economic values. A Cliff and Slope Instability assessment and monitoring framework has been identified as needed to inform the comprehensive Coastal Management Program and will support planning and resilience of Coastal open spaces and uses.

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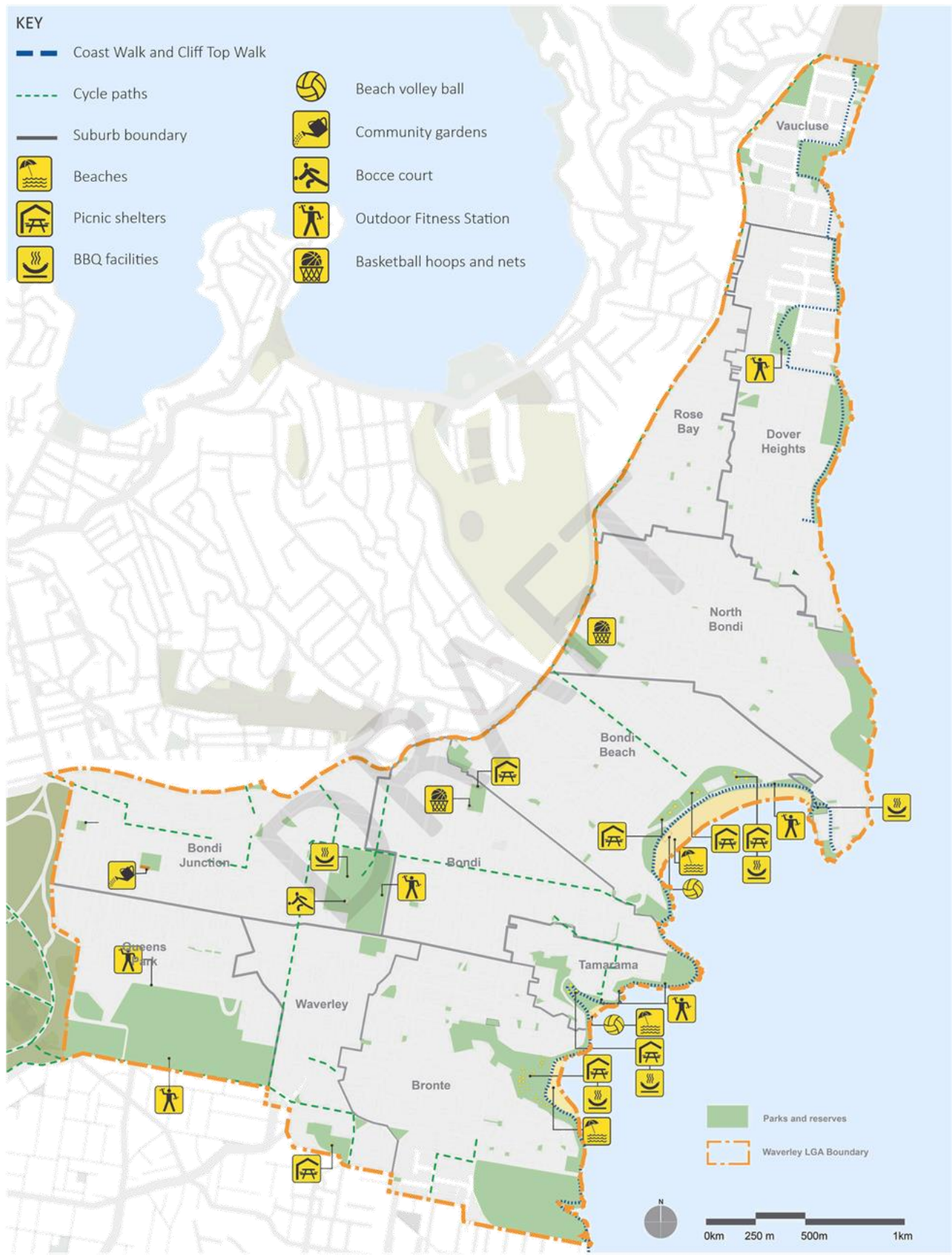


Figure 2.13 Existing passive recreation facilities

Dog off-leash areas

For many people in our community, pets are companions and important members of the family. Dog walking is a very popular activity in Waverley with 10,587 identified and registered dogs living in the LGA. Many dog owners and commercial dog walkers visit Council's parks and off-leash areas for exercise.

Legislation under the NSW *Companion Animals Act 1998* outlines rules governing the control and behaviour of dogs and dog owners as well as commercial dog walking in public places. For peoples, health and safety there are rules and responsibilities of dogs and their owners including:

- dogs must be under the effective control of a competent person by means of an adequate chain, cord or leash at all times unless in an approved off-leash area
- dogs being exercised in an approved off-leash area must always be accompanied by a competent person and the dog must be under control
- no more than four dogs are permitted to walk at any one time in a public space
- all dogs must wear a collar and tag with contact details on it when in a public space. They should also be identified (micro-chipped) and registered
- owners must pick up and appropriately dispose of dog droppings
- dogs are prohibited near beaches and pools
- dogs are prohibited within 10 metres of children's playground equipment
- dogs are prohibited in bushcare areas
- dogs are prohibited near sports fields (except on leash at Rodney Reserve when organised activity is not being played) or public places set aside for organised games
- dogs are prohibited within 10 metres of any food preparation area (the exception is when there is a public thoroughfare like a footpath. In this case dogs must remain controlled, on leash and use the thoroughfare for travel).

Council's rangers have a role in enforcing the regulations outlined in the NSW *Companion Animals Act 1998*. Not all parks allow dog off-leash activities. Council has nine off-leash areas in Waverley, two of which (Marks Park and Bronte Park) have areas allowing dogs off-leash at certain times of the day. The distribution of parks with dog off-leash areas is also relatively comprehensive, though distribution in the North Bondi and Vaucluse areas could be improved as currently residents need to walk further to access dog off-leash areas at Hugh Bamford Reserve, Dickson Park, and Raleigh Reserve (refer to figure 2.14).

The community has identified the need for more dog off-leash areas, particularly in the North Bondi area as mentioned above. When allowing dog off-leash areas, conflicts and risks with children's play spaces, organised sports activities, and maintenance of turf and vegetation including bushland and remnant vegetation needs to be carefully managed.

Off-leash areas typically require signage, bins and dog bag dispensers and bubblers with dog bowl.



Barracluff Park is informally used as an off-leash area



Dog off-leash area, Raleigh Reserve



Dogs walking, Bronte Gully



Figure 2.14 Existing parks with dog off-leash areas

Play spaces

Our playgrounds are an important destination point in our parks for many people. We have 39 play spaces across Waverley.

Waverley has a good provision of play spaces when compared with other councils per population (refer to Table 2.3). Furthermore, our play spaces are well distributed across the LGA.

LGA	Population (children and young people)	Play spaces	Ratio
City of Sydney	17,858	87	1:200
Woollahra	10,607	22	1:480
Randwick	26,418	52	1:500
Waverley	12,118	40	1:300

Table 2.3 Provision of play spaces in Waverley compared to neighbouring LGAs

Our *Play Space Strategy 2014-2029* guides planning and management of our play spaces. The strategy details the benefits and importance of play for children and young people. The strategy aims to implement a hierarchy of play spaces across our LGA in an effort to provide a range of sizes and types of play which are readily accessible to children and young people.

Since implementation of the *Play Space Strategy* in 2014, nine play spaces have been upgraded, four refurbished with a further four planned for an upgrade in 2020.

Further studies have been undertaken in developing guidelines for inclusive play to ensure everyone in Waverley has the opportunity enjoy our play spaces. In 2020 Council adopted the Inclusive Play Study which identifies how play spaces within the Waverley LGA can be developed to be more inclusive.

In addition to more traditional park playgrounds, streetscapes also have potential for providing play opportunities, particularly for intergenerational and social play. For example, on adoption of the *Street Play Policy*, streets will be able to be closed for small community gatherings and events.



Play space at Stephen Street Reserve, pocket level play space



Play space at O'Donnell Street, neighbourhood level play space



Play space at Bronte Park, district level play space

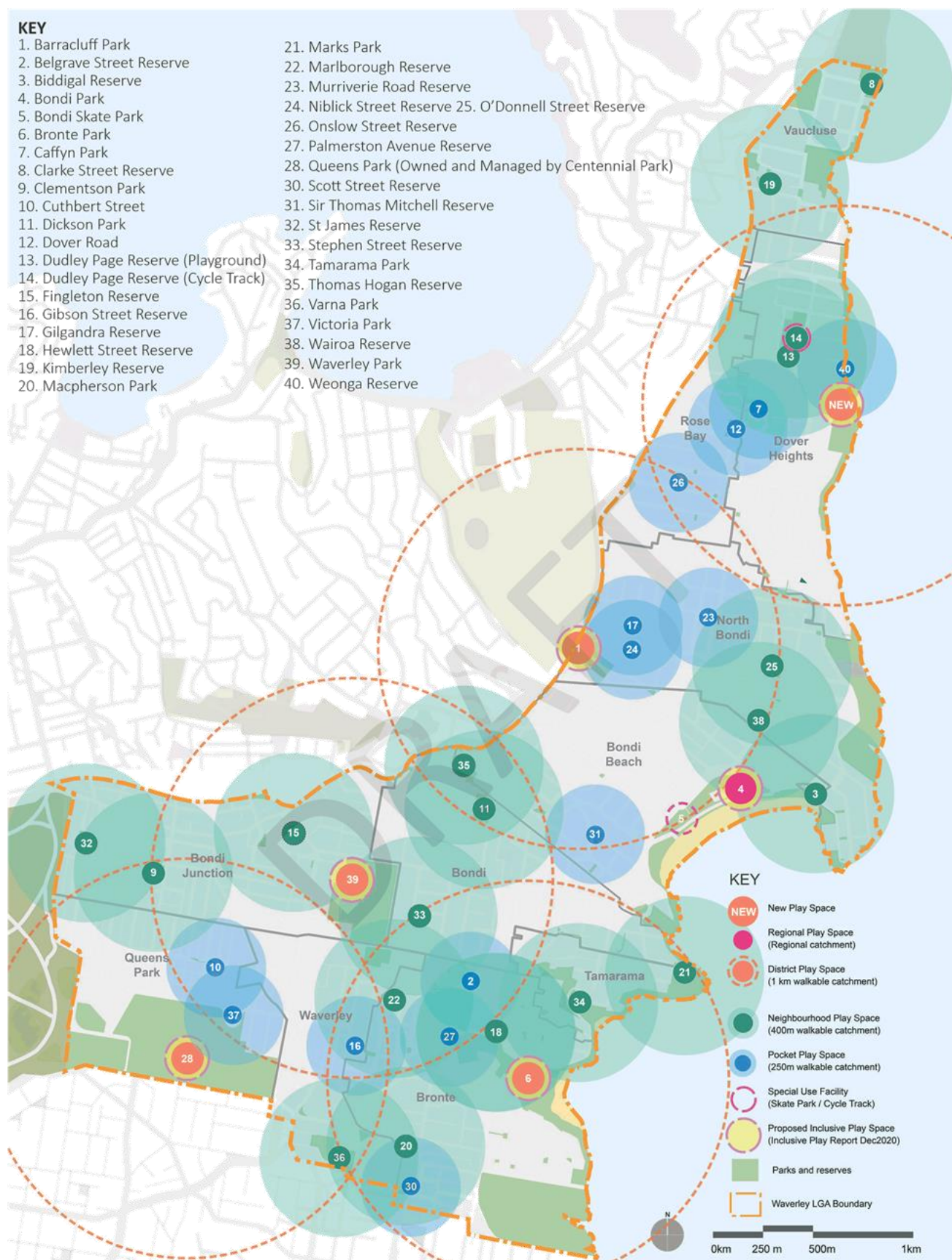


Figure 2.15 Waverley Play Space Strategy 2014-2029

Design and setting

Our parks and reserves have distinct landscape characters, which are defined in individual plans of management. Our coastal location provides us with stunning coastal reserves and unique beach parks. Landscape design needs to be sympathetic to the unique character of these parks.

There are generally three distinct landscape categories across Waverley: Coastal; Inland; and Special Places. The design of spaces, landscaping and choice of furniture and materials used in each park and reserve is guided by the *Waverley Public Domain Technical Manual (PDTM)*.

The unique landscape character of each park and reserve is important to maintain as it contributes to the local context and people's connection to the place. Design guidance helps to maintain the character of these different spaces.

The design of our parks and reserves also needs to provide spaces that accommodate diversity of activities and offers a range of experiences, whether that be a beautiful view for a walk, a game of basketball, a place to meet friends, or a place to relax. The community told us that they feel safe in our parks and reserves and that they enjoy the spaces as they are clean and well maintained.

User comfort is important in our parks and reserves and we need to make sure that amenities, such as toilets, water bubblers and shade are provided in our busy parks and reserves.

The community told us they want amenities to be provided in beach parks and sports parks with high visitation, particularly where training is held and games are played.

Coastal open spaces

Cliff top parks

These are linear parks flanking the coastline. They are exhilarating due to the great height of cliffs and the wide elevated views along the coast and out to the ocean. These spaces have a wild character and are particularly dramatic in high winds and rough seas.

Groupings of semi-natural heathland and open grassland areas characterise these parks. There are a number of natural remnant bushland sites along the coastal walk and scattered among the cliffs, rock shelves and dunes that Council and community volunteers work to protect and regenerate.

Cliff top parks include: Eastern Reserve, Diamond Bay Reserve, Weonga Reserve, Raleigh Reserve, Williams Park and Calga Reserve.

Gully parks

Tamarama Gully and Bronte Gully are natural riparian corridors behind beach parks. While they no longer drain directly to the coast, they do feature water courses. These parks are shaped like green fingers and have steeply sloping sides. They feel contained.

They are generally densely planted lush natural bush reserves and have areas of ecological sensitivity. Gully Parks have medium to low levels of pedestrian activity.

Gully Parks include: Tamarama Gully and Bronte Gully.

Beach parks

These spaces are essentially low-lying coastal sections featuring curved sandy beaches. The beaches are backed by promenades and parklands and form a soft linear edge to the ocean. This type is distinguished by a simple horizontal visual composition of sky, ocean and land.

Beach parks are located within well-populated areas and all have commercial activity within close proximity. They are reasonably exposed, facing east to south east and are framed by rock outcrops to the north and south. The warm Australian light accentuates particular textures, shapes and colors, particularly when reflected off the sandstone.

The vegetation palette is fairly limited due to the challenges associated with front-line coastal environments. Planting consists of a combination of native and exotic species and trees and shrubs often have wild, wind blown forms.

Beach parks include: Bondi Beach Park, Bronte Beach Park, Tamarama Beach Park

Inland open spaces

Civic parks

Civic parks are located within or adjacent to urban areas. Civic parks are characterised by high quality finishes and furniture, and are well maintained. Spatially, these parks comprise perimeter planting with open grassland areas to the centre and scattered tree clusters throughout. Planting design is relatively formal and often accented by flowering plants. Civic parks offer a combination of shaded and open areas and are highly used.

Civic parks include: Waverley Park, Eora Park and Clemenson Park.

Bushland parks

Bushland Parks are our most densely planted areas. They are important fauna and flora zones and also feature some important remnant bushland sites. These parks primarily have a 'natural Australian' bushland character contrasted with small open grassed areas. Materials are rustic, and low key.

Many coastal spaces have important fauna and flora zones, including Diamond Bay Reserve, and Williams Park.

Inland open spaces that have bushland landscapes include: Dickson Park, Gibson Street Reserve, Thomas Hogan Reserve, Victoria Park and Marlborough Reserve.

Open parkland - sporting fields

These parks are distinguished by their flat open grasslands and are used for sports and organised team activities. They generally have clusters of shade trees planted around the perimeter with some shrub wind buffer planting. Edges are well defined with planting, bollards or fencing. These parks are open and allow people to have a good view into the park as well as out of the park. Open Parklands are generally well maintained.

Open parklands include: Dudley Page Reserve, Hugh Bamford Reserve, Rodney Reserve.

Pocket parks

These small parks are located at the end of streets or bound by residences or shops. Pocket parks generally have well defined edges with planting, bollards or fencing. These parks comprise of trees and grass and sometimes play spaces. They are used by local residents for short stays.

There are 58 pocket parks across Waverley including Varna Park, Kimberley Reserve and St James Reserve (shown as local parks, verges and road closures in figure 2.9).

Special places

Special places are important landmarks that often have significance for the local area but are also recognised nationally and internationally. Special places have characteristics that showcase the cultural, heritage, or natural cliff and coastal setting of the Waverley area.

A number of public open space in Waverley are identified as 'special places' where the use of custom design elements and nonstandard finishes are appropriate.

Special places are:

- high profile locations
- places that have a distinctive character that needs to be differentiated from other spaces
- places with features of particular heritage significance that are to be conserved, requiring special treatment.

Waverley's special places include:

- Bondi Pavilion and surrounds
- Bronte Pool
- Coast Walk
- Cliff Top Walk
- Waverley Cemetery
- South Head Cemetery.



Cliff top Parks - Eastern Reserve



Gully parks - Bronte Gully



Beach parks - Bondi Beach Park

Waverley Public Domain Technical Manual

The PDTM is Council's guiding document to promote a sense of place and cohesiveness in Waverley's public spaces.

The PDTM sets a quality standard for design with a palette of materials, finishes and furniture that reinforces local character of town, villages and neighbourhood centres, open spaces, and special places. These may have a distinctive character or defining features that require application of custom design elements.

Getting to and around the parks

Catchments

Open and recreation space is generally well distributed across the LGA and allows most households access to public open space within 400 metres from home (figure 2.16).

Bondi Junction, Bondi Beach and North Bondi are areas with greater population densities, with higher density housing such as apartment buildings. It is increasingly important to provide access to public open space in these areas particularly where living spaces and private open space can be smaller.

The *Greater Sydney Outdoors Survey 2019* shows that good access to outdoor recreation areas in the area where people live is important, particularly for residents in the Eastern City District. Typically 72% of Eastern City District residents either walk or run to outdoor recreation areas with an average of 15 minutes travel time, and about half of residents drive to outdoor recreation areas with an average of 23 minutes travel time¹.

There is a concentration of larger recreation facilities to the southern part of the LGA, with Queens Park and Waverley Park. Residents living in the north of the LGA access sports fields at Rodney Reserve, Hugh Bamford Reserve and Barracluff Park, and also facilities at Christison Park, in neighbouring Woollahra LGA.

Access to parks and reserves

All parks and reserves can be accessed by car, however car parking can be limited. Council's *People, Movement and Places (2017)* seeks to manage congestion and demand for car parking at key destinations such as beaches and regional parks and reserves. Waverley regional and district parks and reserves are serviced by buses. Council is committed to developing the walking and cycling network by improving links, signage, and providing information on routes. Improving the pedestrian and cycling network across the LGA can reduce reliance on driving to parks and reserves and also support recreational walking and cycling activities, which are already popular in Waverley.

Topography can affect the ease of getting to and around parks and reserves, with level changes, stairs and slopes making it more difficult for people that are less mobile or people with prams.

Accessible parking is currently available at all Waverley regional and district parks and reserves with off-street parking. Council is committed to continually improve universal access at all Council facilities and regional and district parks. This includes improving arrival points and footpaths in and around entries to parks and reserves.

Way finding

Way finding is important to help visitors to understand where they are and supports pedestrians, cyclists and motorists to navigate to landmarks, points of interest or major destinations in and around Waverley. Way finding includes providing signs identifying destinations and routes connecting destinations, improving pathways and entrances to enable a more seamless navigation experience, and providing information to enable people to make choices on where to go and how to get there. Way finding is particularly important to support universal

¹ Greater Sydney Outdoors Study, 2019, Department of Planning and Environment

access so that people who are less mobile or have particular needs can plan their visits to beaches, parks and recreation facilities and know what amenities are available at each location. The Waverley PDTM provides guidance on way finding signage.

Private access points

Many residential properties which back onto parks have an access gate from their property into the reserve. In some instances a properties main entrance may be through a reserve. Such entries do provide an additional level of passive surveillance and activation of parks. However, there are also instances where private entries are problematic with access points causing erosion, or unauthorised steps or planting being installed on public property. These access points also commonly back onto informal paths which are unstable and not accessible. It is important that property owners do not install structures or planting and do not leave property in public parkland. Council does not currently allow private access into parks and reserves. If a Development Application was submitted and was to include access onto a reserve, it would be assessed on its merit.

Universal access

Universal access in the built environment takes into account the needs of a wide range of community members so that each person has an equally satisfying experience. It creates inclusive places and spaces that embrace diversity and deliver design solutions that benefit as many people as possible.

Design of open spaces can enhance or reduce usability, mobility, safety, comfort, choice, security and belonging and has a strong influence on the quality of people's lives. The principles for universal access are:

- easy to use
- comfortable
- safe
- embraces diversity
- offers choice².

The *Disability Discrimination Act 1992* (DDA) extends beyond buildings to include outdoor spaces. Waverley Council has a responsibility under the DDA to provide equitable access to public premises and spaces, programs and events.

There are a range of guidelines that outline design requirements for buildings, streets, amenities and public outdoor spaces. Council also has policy and guidelines to ensure recreational facilities, cultural activities and events are inclusive. The *Waverley Council Disability Inclusion Action Plan 2017-2021* aims to increase access to the greatest extent possible within the built environment and to facilities, amenities, parks and beaches. The topography can also impact on access, reducing the ability to maintain a continuous accessible path of travel and can make access more difficult for people that are less mobile or parents with prams.

Council has committed to ensuring people with disability have support facilities at Bondi to be able to experience the sand and ocean.

² Principles for universal access, Source: adapted by Funktion Making Lifefit from *Easy Access to Historic Landscapes 2005*, English Heritage

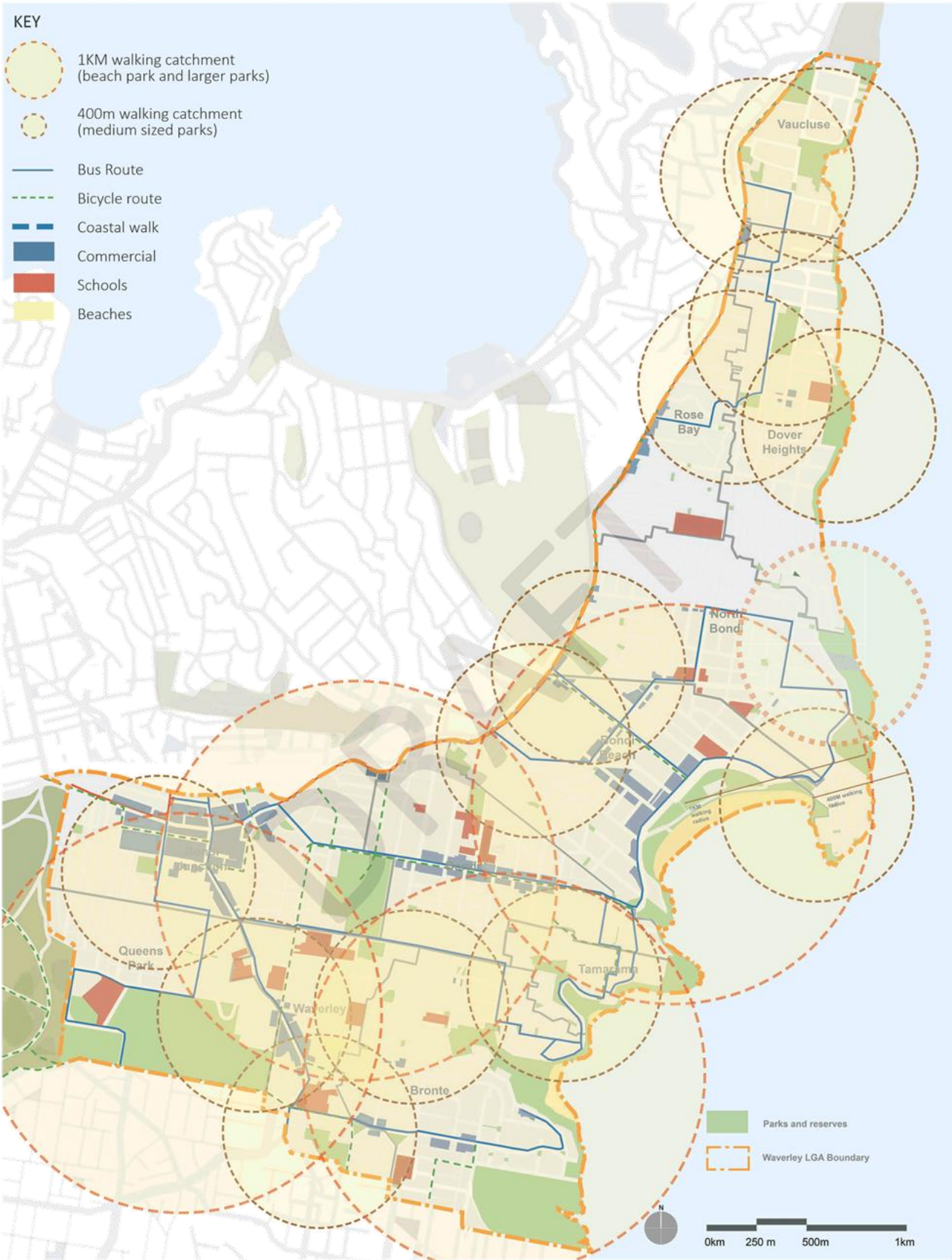


Figure 2.16 Existing walking catchments for open space

Enhancing the environment

The community highly values parks and reserves as green spaces, particularly in the urban environment. Parks and reserves contribute to Waverley's natural landscape and environment and maintaining views and access to green spaces is important for people's health and wellbeing.

Some Waverley parks and reserves along the coastline contain bushland that has ecological importance (figure 2.17). This bushland is identified as terrestrial biodiversity and protected under the WLEP 2012 as samples of native vegetation remaining in the urban environment. The Waverley *Biodiversity Action Plans – Remnant Sites 2014-2020* sets actions for management activities at each park or reserve with remnant bushland to support conservation. Development and activity in these parks and reserves must seek to protect this bushland as it cannot be recovered once lost. High visitation to Waverley's parks and walking tracks adversely impact vegetation, particularly trampling vegetation to access the bush or lookout locations.

Waverley Council actively manages remnant vegetation through bush regeneration techniques and protecting the area with buffer vegetation and restricting access. Council's *Biodiversity Action Plans - Remnant Sites 2014-2020* details plans for managing these important areas.

The management of non-remnant bushland is set out in various ecological restoration action plans (ERAP). Council is currently implementing plans for Thomas Hogan Reserve, Tamarama and Bronte gullies.

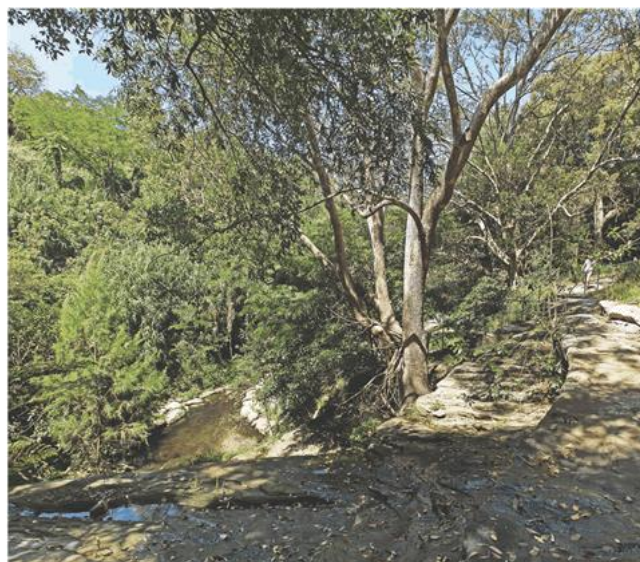
Both the biodiversity action plans and ERAP's are implemented using specialist bush regeneration contractors. Bushcare volunteers works can also be guided by these plans however all works undertaken in remnant sites are completed by specialist bush regeneration contractors.

Waverley Council also manage a volunteer bushcare program which focuses on select natural areas to regenerate, managing weeds and plant native species. There are currently four bushcare groups who meet regularly in Waverley.

Parks and reserves are important parts of a larger network of green spaces and vegetation links that provide habitats for different flora and fauna. Though parks and verges may be small in size, they are very important for Waverley's urban ecology and contribute to establishing habitat corridors. Encouraging diversity in planting, particularly using native planting where possible, can contribute to re-establishing urban bushland and creating healthy habitats.

Waverley's beaches and intertidal shores are part of a rich marine environment. The urban landscape does however impact the environment. The LGA does contain an Intertidal Protected Areas which provides protection to rocky shore habitats and their species. Removing animals and invertebrates from these areas is prohibited.

Parks and reserve are also important spaces for water management. Landscape design, including considered selection of materials guided by the Waverley PDTM, supports water harvesting and storm water management. The proximity of many parks and reserves to aquatic reserves in Waverley elevates the importance of careful management of the environment in these spaces and considering the impacts of activities on land on aquatic reserves.



Bronte Gully Waterfall, Bronte Park



Cliff top vegetation along the Cliff Walk, Raleigh Reserve



Remnant vegetation at Eastern Reserve



Figure 2.17 Existing environmental assets

Community, culture and heritage

Waverley's open and recreation spaces reflect the area's planning history and the influences, aspirations and ideals of historical organisations and individuals.

Heritage

There are 26 parks and reserves that either have heritage items, including archaeological sites and sites with Indigenous heritage, or are identified to be part of a landscape character area (figure 2.18). There are state heritage items at:

- Waverley Park (Waverley Reservoir No 1 and No 2)
- Bondi Beach (Bondi Pavilion)
- North Bondi (Bondi Ocean Outfall Sewer).

Both Centennial Park and Bondi Park and Beach (known as the Bondi Beach Cultural Landscape) are Landscape Conservation Areas with state heritage significance. Bondi Beach is also listed on the National Heritage List. A schedule of landscape conservation areas and state and local heritage items that are located in parks and reserves are listed in Appendix C.

Heritage items have historic, cultural, social, spiritual, architectural, aesthetic and archaeological significance to the community and development or activities in or around these items need development consent.

There are many locations, items and archaeological sites that are important for understanding Indigenous heritage and culture. It is also important to acknowledge the significance of land to Indigenous Australians. For Indigenous Australians land is connected to people and culture. There is a significant opportunity to learn about 'caring for country' and to educate the broader community on and celebrate Indigenous culture as part of telling the story of community, culture and heritage in our parks and reserves.

State heritage items trigger a requirement of referral to the NSW Heritage Council and any works proposed in a park or reserve with heritage values requires a review by Council's heritage advisors. These requirements seek to protect and manage heritage values.

Some of the local and state heritage items in Waverley's parks and reserves are Sydney Water assets and are examples of Sydney's water supply, sewerage and drainage history.

We prepare heritage management plans which include heritage management strategies as part of plans of management for spaces with heritage items or identified as heritage landscape areas. This allows consideration of the management of heritage, including opportunities to improve on the care and interpretation of heritage values as part of the planning for these spaces.

Public art

Council has a *Public Art Policy and Master Plan* which identifies opportunities for public art in Waverley. Council also has a Public Art Committee that serves as an advisory panel on all public art proposals in the area.

The *Public Art Master Plan* identifies opportunities for public art in several parks, notably at Marks Park (Bondi Memorial Project), Bondi Park and Pavilion, Clemenston Park, Waverley Park, Dickson Park. In addition, Hunter Park was established in 1998 as Waverley's Sculpture Park. The park currently features four sculptural works.

Public events

Parks and reserves are important public spaces and continue to be places where the community meet for events throughout the year. Our beach parks and Dudley Page Reserve host a program of high profile events each year (refer to Table 2.1). These events attract many visitors from across Sydney and internationally, which is good for Waverley's local economy. Large events impact on local residents and require Council to coordinate and plan with event organisers. *Waverley Events Policy and Event Management and Delivery Guidelines* identify parks and reserves where events are permitted and stipulate activities event organisers are responsible for.

It is critical that Council's policy and guidelines ensure that events benefit our community and that impacts on our parks and reserves are mitigated and managed.

Commemorative spaces

The way we commemorate those who have passed is reflective of our personal values, beliefs and our life story. Commemoration is such an important part of our culture and society.

In support of members of our community who are grieving, Council provides a range of services. Notably, we have state heritage listed cemeteries in Waverley Cemetery and South Head Cemetery. We tell the stories of those in our community who have made contribution through programs such as the Local Heroes Awards, Best of the Best Awards, cemetery tours and our local studies collection in the Library.

Memorial spaces are also provided in several parks across Waverley LGA, such as Waverley Park Memorial Garden with a monument to World War I and World War II. Sam Fisman Park which recognises the valuable contribution of refugees to the Waverley Council area.

Council receives several requests a year for memorials to pay tribute to deceased community members. Typically memorials are requested in our open spaces in the form of a plaque attached to a seat with ocean view. Because it is difficult to accommodate the volume of these specific requests, Council's policy does not allow donations such as plaques associated with seats or trees in our open spaces.



Figure 2.18 Heritage items and areas with heritage landscape values, associated with parks and reserves

Maintenance and management

Council is responsible for the maintenance and management of the 79 public parks and reserves in Waverley LGA (except for Queens Park, managed by the Centennial Parklands Trust). Council is also the consent authority for a majority of development and works on these parks and reserves, in line with the range of legislation and local policies, plans and guidelines listed in Section 1.

Planning and acquisitions

Council is able to identify land in the LEP for acquisition for the purpose of expanding the open space network. The WLEP 2012 currently identifies 11 parcels of land for acquisition (refer to Table 2.4). Council is able to prepare a planning proposal to amend the WLEP 2012 to identify additional open space acquisitions if required.

Funding for acquisitions comes from Council's capital works budget or can be funded through contributions from new development, either from a Section 7.12 of the EPAA 1979 contribution or a contribution offered through a planning agreement.

Address	Land parcel	Public benefit
2 Ray Street	Lot 37 DP 976698	Acquisitions allow better pedestrian connections along the Cliff Top walk.
4 Ray Street	Lot 2 DP 417665	
6 Ray Street	Lot 1 DP 417665	
8 Ray Street	Lot 40 DP 976698	
8 Ray Street	Lot 41 DP 976698	
29 Kimberley Street	Lot 2 DP 1056298	Acquisitions secure Gilgandra Reserve.
27-29 Gilgandra Road	Lot 24 DP 654616	
27-29 Gilgandra Road	Lot 23 DP 7758	Acquisitions allow expansion of Fingleton Reserve.
2 Waverley Crescent	Lot 1 DP 937724	
5 Bondi Road	Lot 9 DP 455977	
5 Bondi Road	Lot 8 DP 455977	

Table 2.4 Land for acquisition in WLEP 2012

Land ownership

Land zoned RE1 Public Recreation in the WLEP 2012 is for public recreation purposes and allow public access to these spaces. Not all land zoned for RE1 Public Recreation is owned by Council, however Council can work with land owners to maximise the public benefit opportunities of all public open space. State government, under Crown lands or Sydney Water also own several parks which Council is responsible for the maintenance and management.

Spaces that are currently zoned RE1 Public Recreation but that are not owned by Council or NSW Government include 15 Adelaide Street, Bondi Junction.

Local Aboriginal Land Council

The La Perouse Local Aboriginal Land Council oversees the La Perouse area, which includes Waverley LGA. The La Perouse Local Aboriginal Land Council can advise on lands of cultural significance of Aboriginal persons and promote Aboriginal culture and heritage particularly in relation to the management of open space with cultural significance.

Sydney Water assets

A number of parks and reserves contain Sydney Water assets and are owned by Sydney Water. These are located at:

- Waverley Park
- Williams Park and Hugh Bamford Reserve (underground easements)
- Dudley Page Reserves.

Works at these parks require Sydney Water approval and need to allow Sydney Water to access their assets.

Strategic Asset Management Plan (SAMP)

Council prepares a SAMP to guide sustainable management of Council assets, including identifying funding allocation for the maintenance and capital works of projects. This OSRS directs future open space and recreation projects and the approach to asset management. The SAMP will identify capital works and maintenance activities for funding to deliver the OSRS.

Council maintenance

Council carries out regular maintenance of all parks and reserves, beaches, play spaces and recreation facilities. Smaller parks are maintained every six weeks and permanent staff are located in larger parks such as Waverley Park, Bondi Park, Bronte Park and Tamarama Park. Play spaces are inspected daily and audited for compliance with safety standards annually.

The maintenance of parks comes from Council's operations budget. Revenue from the hire of sports fields, courts and indoor venues also contribute to the administration cost associated with hiring these spaces.

Compliance

Compliance and regulation in open spaces are an important part of keeping the community safe and our environmental assets clean and sustainable. Regulations of permitted or prohibited activities are currently outlined in each of Council's Plans of Management and on the Council website. Compliance information is also currently found on park signs.

There are currently gaps in the communication of compliance information and regulations. Not all parks and open spaces have a plan of management or have information on site signs.

Partnerships and Sponsorship

Council is often approached by corporate entities, charities and not-for-profit organisations to enter agreements for providing new facilities, memorials or promotion of various works or programs. Council has a Sponsorship, Grants and Donations Policy which sets out the roles and responsibilities for such agreements.

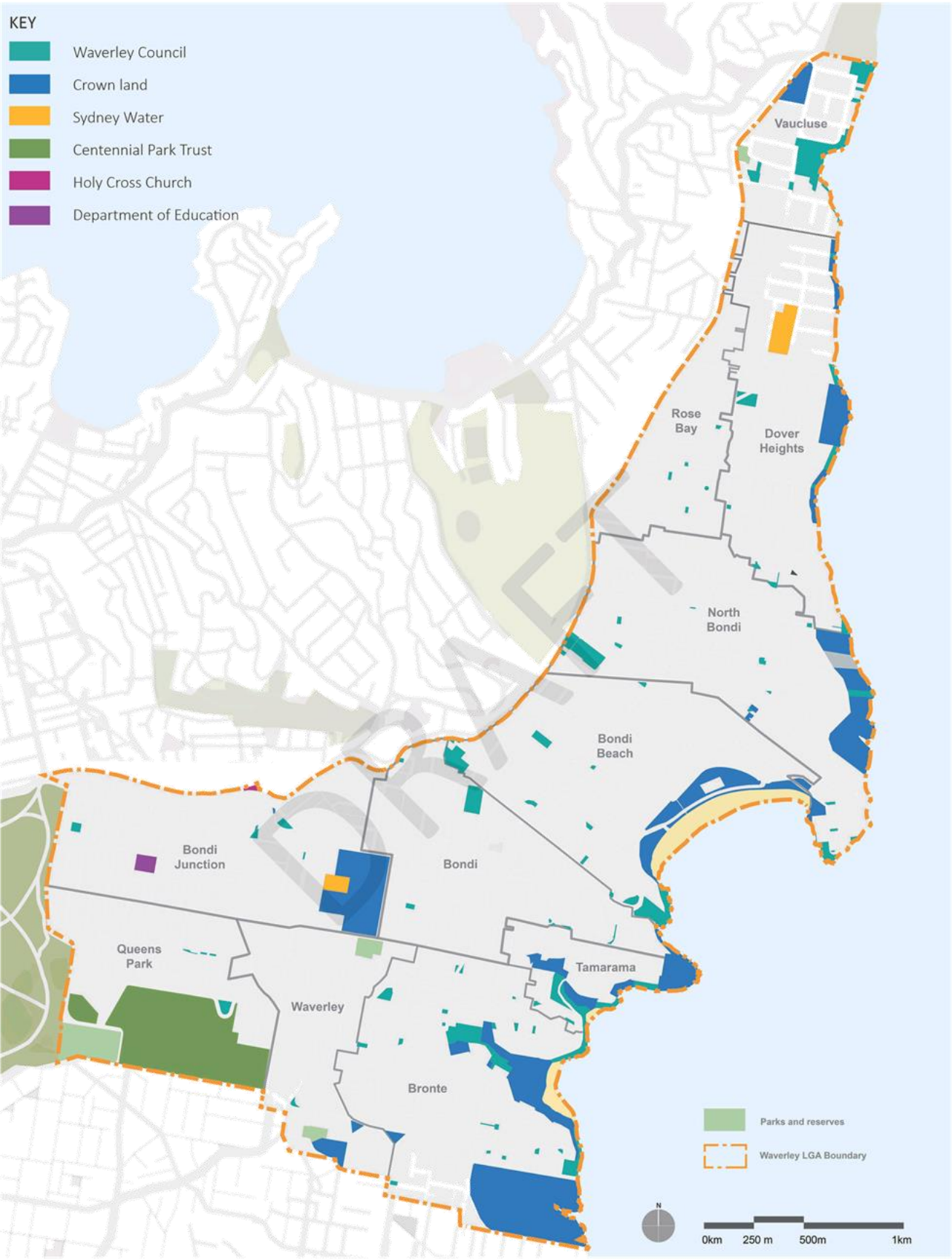


Figure 2.19 Land ownership



Open and recreation space review

This is a summary of findings from our review of open and recreation space in Waverley, the range of user groups that use these spaces and diversity of activities that these spaces support. Findings under each of the six OSRS themes inform our approach to management of open and recreation space and the Action and Implementation Plan in Section 4.

Playing and relaxing

- Different groups use spaces for organised sports and team activities as well as casual play, socialising and relaxing. Organised groups (sporting and community clubs, schools) regularly book spaces for training and match play.
- Beach parks are key visitor destinations and host large annual events which are important for Sydney.
- Visitors that live outside the LGA, domestic travelers and international travellers that are attracted to Waverley's coastal walks and beaches.
- The provision of dog off-leash areas are a divisive topic in the community with many people requesting more or less spaces as there tends to be conflict between user groups. Timed off-leash areas can create further tension as this approach requires more constant surveillance for compliance with the rules.

Design and setting

- Design guidance helps to maintain and enhance the distinct characteristics of the Waverley local area and the context of each park and reserve.

Getting to and around

- There is generally a good distribution of open space across the LGA, and most residents live within a 400 metre walk from a park or reserve. There is variation in the types of spaces people can access from home, so it is important to maintain quality spaces and provide walking, cycling and public transport connections across the open space network.
- It is important to continually review whether spaces are universally accessible, particularly regional and district parks and reserves which have high visitation. The topography can also impact on access, reducing the ability to maintain continuous paths and can make access more difficult for people that are less mobile or carers with prams.

Enhancing the environment

- Waverley's parks and reserves have environmental importance. They contribute to the ecology of Waverley contain bushland that has high environmental value.
- The topography and coastal setting creates a unique landscape. However, it can also make access for maintenance difficult in places where there are level changes such as the cliff line.
- Design of parks and reserves must respond to the landscape. Topography contributes to the coastal landscape and creates opportunities for view points that make Waverley's parks and reserves unique.
- Conversely, topography can affect how many spaces in the LGA are appropriate for sports fields and courts. Recreation facilities need to be located in flatter land.
- There is a need to manage the natural environment to increase biodiversity and green space.

Community, culture and heritage

- Many parks and reserves have heritage values that need to be protected and managed. Management of heritage needs to be improved. There are Indigenous items, important archaeological sites, non-Indigenous items, and landscape character areas that have national, local and state significance.
- The preparation of new plans of management will need to include heritage management plans to incorporate heritage recommendations.
- Overall the heritage listed open space in Waverley LGA is well conserved and maintained. There is, however, evidence of some loss of heritage value and historic character within some areas of open space. Incremental changes including landscape improvement works, the removal of some mature plantings, the introduction of new features have resulted in some impacts on heritage values, including the historic character.
- Hunter Park as a location is constrained due to the steepness of the site being impractical for universal access. The park design and sitting also make it difficult to curate works.
- Further opportunities for 'reflective spaces' suitable for quiet contemplation, rest and respite are in demand and need to be considered in future planning.

Maintenance and management

- Acquisition of land for open space should align with and deliver on the OSRS.
- There is a need for better signage and completion of plans of management for all spaces to support compliance with permitted and prohibited activities in parks and reserves.
- The high level nature of the Sponsorship, Grants and Donations Policy does not provide a detailed framework for these agreements, which require bespoke negotiations as they arise.



Open Space and Recreation Needs

3

This section provides an audit of the provision, quality and capacity of existing open and recreation space in Waverley LGA and user preferences.

A needs-based assessment was undertaken to identify the open space, recreation and types of facilities needed in Waverley. This approach is informed by:

- benchmarking of open space and recreation facilities provision
- trends in relation to the Waverley community profile - number of residents, age profile
- assessment of the quality and capacity of current spaces
- sports participations rates
- consultation with the community and stakeholders.

Benchmarking and comparison

Applying benchmarks is a means of understanding provision and allowing a snap shot comparison between places. However, benchmarks do not allow for consideration of specific circumstances around quality of space, utilisation and access, which influences provision and demand. Therefore benchmarks are considered alongside community and stakeholder feedback and the demographic profile.

Waverley open space provision

Waverley is starting out from a deficit-of-space, compared to rates of open space provision in neighbouring LGAs, refer to figure 3.1. Waverley, however, has a high population density - comparable to the City of Sydney - and has a similar rate of provision of open and recreation space.

Approximately 11.6% of land in Waverley LGA is dedicated as public open space that can support a range of passive and active recreation activities (this excludes land for golf courses).

It will be difficult to create more public open space considering the current population and development density in Waverley and competition for new land. As Waverley's population is set to be steady over the next 10 years, 500 square metres of additional active open space is needed to maintain today's level of provision of 1.47 hectares of open space per 1,000 people. This is the equivalent of providing another Cuthbert Street Reserve in Queens Park (597 square metres).

Almost all of Waverley's open space can be used for a range of activities. Regardless, existing open space is expected to 'do more' and cater for a broader range of user needs and diversity in activities. Councils across Greater Sydney experience similar issues to Waverley and need to provide inclusive spaces, play spaces, and dedicated dog off-leash areas.

Waverley recreation facilities provision

Generally, utilisation of Waverley's recreation facilities are not yet at capacity with the exception of Waverley Park. Alongside the relatively low growth rate expected over the next 10 years (when compared to neighbouring LGAs), there is enough capacity within existing facilities to accommodate some growth.

Growth in neighbouring LGAs are expected to impact on

demand for recreation facilities in Waverley as many sporting groups and clubs operate across Eastern City District LGAs.

Bookings for Waverley's sports fields and courts differ between the winter and summer seasons, with higher demand experienced in winter as competitions for soccer/football, Australian Rules Football, rugby, and netball are held during this season.

Quality, multi-use spaces with amenities are in high demand. Waverley Oval, Waverley Field 3, and indoor courts are the most used facilities in the LGA. Utilisation of the oval and Field 3 are currently booked for more hours than their playing surface is able to accommodate resulting in premature wear and tear of the fields.

Clubs and groups would like to see more choice for bookings. They value longer hours of play enabled by; provision of lighting, quality of the spaces thereby reducing impacts of weather on fields and courts affecting play, and provision of amenities such as toilets and storage.

Public feedback has shown a desire for more basketball and netball courts, provision of an indoor pool, improvement to amenities in parks and reserves, and improved access and parking.

The community want to see more of the types of spaces and facilities they currently have access to in Waverley - what is currently provided is good, it's just in high demand.

The community have indicated that the maintenance of parks, reserves and facilities is fair and clubs and groups are happy with the service that Waverley's bookings management team provides. Encouraging higher utilisation across Waverley facilities will have an impact on maintenance regimes and budgets to maintain facilities at a good standard. We will need to balance these demands carefully.

Context of change

Council faces many challenges as our community's participation in physical activity evolves. The trend for sports to operate through both the summer and winter seasons has presented challenges for Council as there has been increased demand on already limited facilities. Weather conditions in summer and winter also present new challenges for all sports operating throughout the year.

Another trend is increased interest in more flexible and informal activities (i.e. 'pick up and play' sports) which are appealing to those who may not be interested or involved in club sports. While 'pick up and play' sports such as tennis and basketball do not see the intensity of use of sports facilities compared with competition play, they do provide the same health and wellbeing benefits to the wider community.

The rapidity of changes in society and the cities we live in means people's motivations are changing, in line with living arrangements, changes in lifestyles, and motivation for participation in sport. Changes in sport participation rates and trends in recreational activity will influence the needs and demand on open space in the future.

Trends that will shape open space and recreation needs in

Waverley LGA in the future includes:

- smaller living spaces mean there will be an increasing need for more public outdoor spaces to walk, socialise, play (children and adults), and for dogs to exercise
- busy lifestyles not necessarily following the traditional nine-to-five work day means casual sporting arrangements and 'turn up and play' facilities are increasingly important
- personal motivations for participation in sports and recreation activities are increasingly about general health and wellbeing rather than about playing a sport. Participation in organised team sports, with the exception of soccer, are constant or declining. This means increasing participation in non-organised sport and activity and the need for flexible spaces that can be used by individuals for various activities
- an increasing fitness industry will also see the rise of small businesses playing a role in providing fitness, sports and lifestyle offerings. Market forces may also see a shift of community-based organisations to corporate structures and see a change in the range of activities that are offered. This means the need for flexible spaces and provision of venues where these activities can take place and a shift away from demand for spaces based on seasonal competitions
- Sydney's growing population will attract greater numbers of people to visit Waverley's beaches and unique coastal landscape, leading to increased visitors throughout the year. Beaches will need to be shared by a growing population across Greater Sydney as well as increasing international visitors.

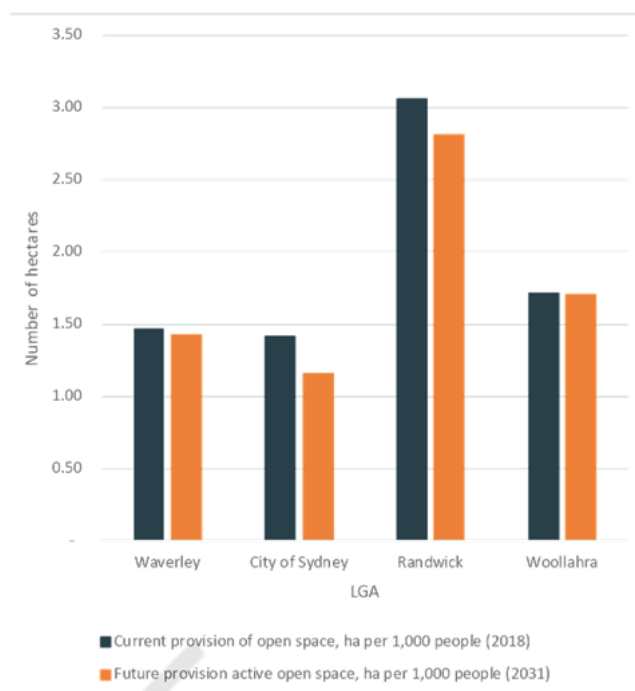


Figure 3.1 2018 and in 2031 hectares of open space per 1,000 people for Waverley and neighbouring LGAs

Open space excludes land for golf courses and national parks. Estimated residential population for 2018 and population projection for 2031 used.

LGA	Total open space in hectares (% of LGA)	Total active open space in hectares* (% of LGA)	Population density (people per hectare)	Number of residents (2018)	Number of residents (2031)	% change in residents	Gap in active open space provision by 2031, number of sqm
Waverley	113.3 (12.1%)	108.8 (11.6%)	80.16	74,114	76,450	3.2%	448.6
City of Sydney	381.7 (14.4%)	339.6 (12.8%)	89.90	240,229	292,350	21.7%	2,520.5
Randwick	955.2 (25.5%)	472.0 (12.6%)	42.46	154,265	167,950	8.9%	2,492.9
Woollahra	159.2 (13.1%)	101.2 (8.3%)	48.13	58,964	59,200	0.4%	68.4

* open space excludes land for golf courses and national parks

Table 3.1 Open space benchmarks for Waverley and neighbouring LGAs

Case study: Megatrends that will influence people's participation in sports and recreation activities and use of recreation space

The CSIRO Futures with the Australian Government have determined six mega trends that will influence people's activities and participation in sport in Australia¹.

A perfect fit: personalised sport for health and fitness

As we become increasingly time poor, sport is being tailored to meet personal needs. This is largely being influenced by the increased use of online tools and applications to individualise sport. Health, rather than competition, is becoming a major driver for participation in sport.

From extreme to mainstream: the rise of lifestyle sports

Lifestyle, adventure and alternative sports are becoming popular with Australians particularly young Australians, with participation being driven by widespread exposure through digital media.

More than sport: the attainment of health, community and overseas aid objectives via sport

There is an increased focus on the broader benefits derived from participation in sport, including physical and mental benefits, crime prevention and social inclusion.

Everybody's game: demographic, generational and cultural change

The types of sports Australians are likely to play will shift as demographics, including cultural landscapes, change. There are indicators Australians are embracing sport in older age resulting in the need for sport to cater for senior citizens to participate in sport.

New wealth, new talent: economic growth and sports development in Asia

Population growth in developing countries, specifically Asia, increases athlete competition within the sport landscape. This may result in emerging new sporting markets for television, social media, sports equipment, services and events.

Tracksuits to business suits: market pressure and new business models

Market forces are likely to put pressure on sport in the future, drawing athletes away from sports which have lower salary bases. In addition, the administration of sport may transition from community based organisations to corporate structures as they face increased accountability.

¹ Hajkowicz, Stefan; Cook, Hannah; Wilhelmseder, Lisa; Boughen, Naomi. The Future of Australian Sport: Megatrends shaping the sports sector over coming decades. Belconnen, ACT: CSIRO; 2013.

Quality and capacity of recreation spaces

The community and stakeholders have told us that maintenance of parks, reserves and facilities is fair.

Waverley is fortunate in having three spectacular beaches, a coast line with significant regional views as well as impressive parklands and gullies. In this regard, the quality of passive recreation facilities is excellent. Our parks and beaches draw millions of visitors annually which puts significant pressure on maintenance resources to prevent these assets from prematurely being affected by wear and tear. High visitation rates can also create conflict between park users as parks are already generally used at capacity.

The table in Appendix D outlines our evaluation of the quality of our existing active recreation spaces, provision of amenities and whether there is opportunity to improve on the quality or capacity of these facilities.

Our assessment of bookings of recreation facilities over the past three years shows that the utilisation rate of spaces varies significantly between summer and winter, with demand being higher in winter, as shown in Table 3.2 and Figure 3.2.

Quality, multi-use spaces with amenities are in high demand. Waverley Oval, Waverley Field 2, and the indoor and outdoor courts at Waverley Park are the most used. In winter, when bookings are highest, Waverley Oval, Waverley Field 2 and indoor court are utilised at between 100% and 109%, capacity meaning they are totally booked out for the maximum hours available.

The capacity of sports fields in other councils range between 25 to 30 hours per week for turf and up to 70 hours per week for synthetic surfaces. The capacity of Waverley's fields is consistent with this, however lower for our training fields. The capacity of these fields are lower due to the lack of lighting which restricts extended hours of use.

Our training fields, typically used for training or schools sports, have the potential to support more bookings. To achieve this, upgrades to amenities and the size of fields may be required. Attracting more bookings to fields outside Waverley Park will offer sports groups and schools greater choice and spaces to hold games as well as training, and place less strain on facilities in Waverley Park.

Provision of toilets at Barracluff Park, Dudley Page Reserve, Hugh Bamford Reserve will improve the quality of these facilities and allow more groups to use them. Barracluff Park is the only facility that can potentially be expanded to provide a larger field.

Our public ocean pools at North Bondi and Bronte are great places to visit. However, are limited in size and cannot be heated. People can access indoor heated pools at private facilities for fees or memberships at Waverley College Aquatic Centre and gyms and fitness centres in Bondi.

	Fields		Outdoor courts		Indoor courts	
	Winter	Summer	Winter	Summer	Winter	Summer
Average hours booked per week	140	72	57	39	75	75
Utilisation rates	77%	40%	33%	13%	82%	82%
Total average utilisation	59%		33%		82%	

Table 3.2 Utilisation rates of Waverley recreation facilities based on hours booked

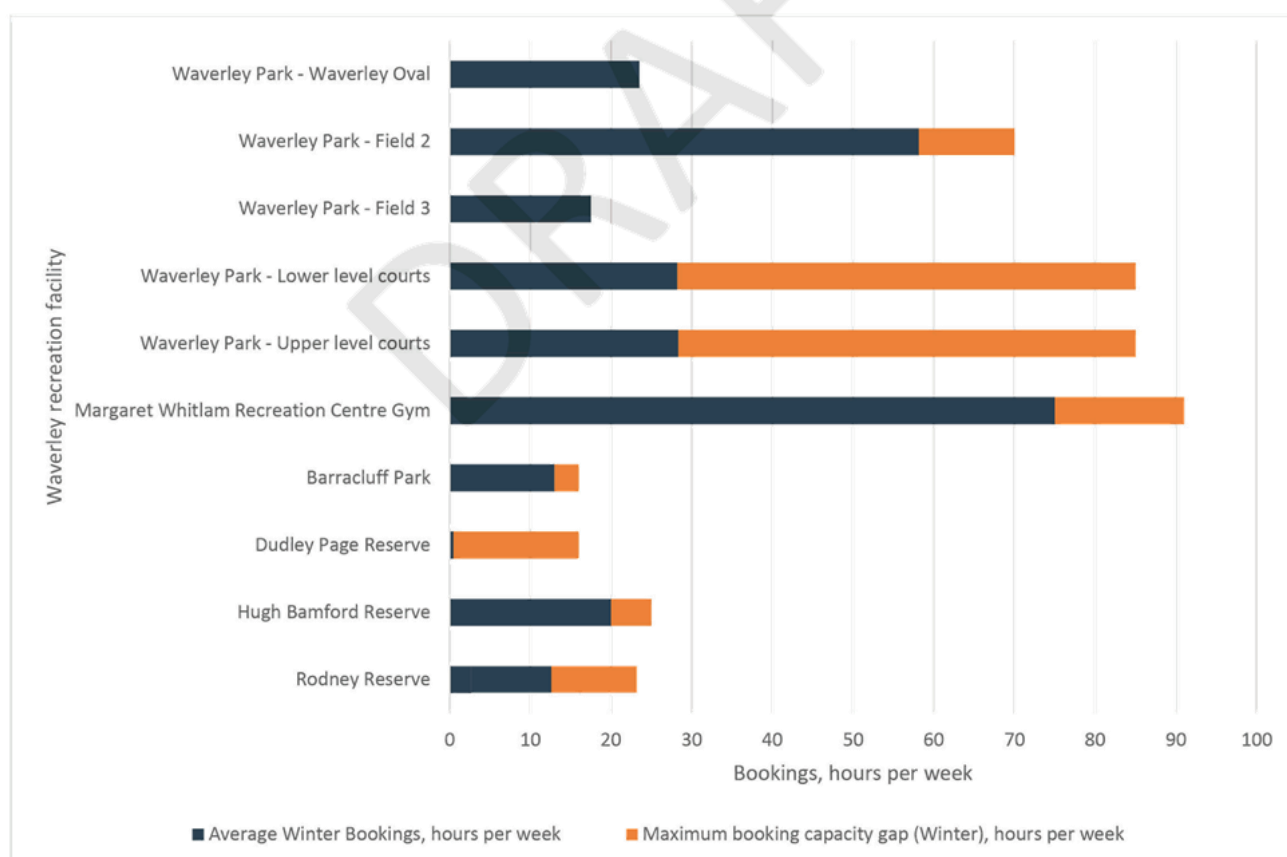


Figure 3.2 Capacity of Waverley recreation facilities, winter season

Source: Data collected by the Waverley Community Venues Team

Age-friendly spaces and activities

Council supports physical activity, health and wellbeing for people of all ages and ability in Waverley.

Survey results also show that how a person participates in sports changes over their lifetime. Children and young people (35 years and younger) in NSW are more likely to be participating in organised or venue-based sports, while older adults are more likely to participating in sports in a casual way and not as part of organised activities (Figure 3.4).

Recreational walking is the most popular activity among adults in Waverley. Swimming and fitness/gym are also popular. This is consistent with the results of the *Greater Sydney Outdoors Study 2019* of most popular active recreation activities.

This means that green links and swimming pools and our beaches are important public spaces in Waverley. Providing spaces in parks and reserves that are flexible for different fitness activities is also important for people that prefer not to visit private indoor gyms.

Participation in physical activity and demand for different types of spaces can differ between age groups. It is important that these different needs are considered in providing diverse spaces and experiences where various age groups across the community can use.

Clearinghouse for Sport's key findings on Australian physical activity participation in 2019 are (Clearinghouse for Sport, 2020a):

- 83.9% of women participated at least once per week and 65.4% three times per week. Of these, 50.1% engaged in some sport-related activities.
- 81.1% of men participate at least once per week and 61.8% three times per week. Of these, 58.8% engaged in some sport-related activities.
- 58.8% of children participated in some form of organised sport or physical activity outside of school hours at least once per week and 22.4% three times or more per week. Of these, 72.3% engaged in some sport-related activities.
- Male and female participation rates were similar. However, females were more likely to participate in non-sport-related physical activity than males, and males were more likely to participate in sport-related physical activity and club sports in all age groups.

NSW seniors, adult and children participation rates for 2018 are shown in Figure 3.4.

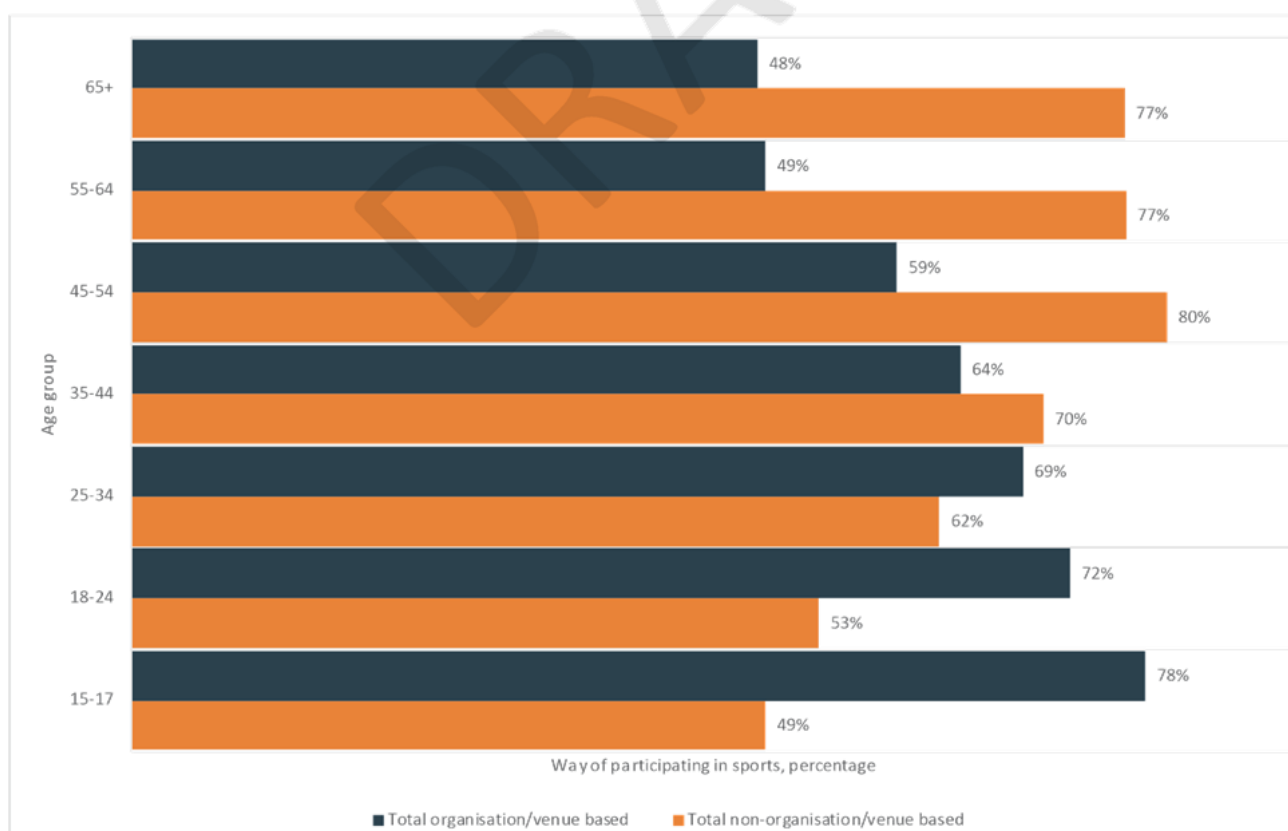


Figure 3.3 Rates of participation in organisation/venue based activities versus non-organisation/venue based activities across different age groups in NSW

Community Profile



2,336
estimated additional
residents by 2031



27%
increase in
older people
(65 years and older)



13%
increase in
children
(0 to 19 years old)



Over **20** different sporting
clubs and schools regularly
book Waverley sports fields
and courts

Top activities in Waverley

from responses to an online survey



Walking
(recreational)



Swimming



Fitness/gym



Surfing



Bushwalking



Cycling



Athletics,
track
and field



Yoga



Other/golf



Football

From the Community

*"The open, green spaces are **increasingly important for neighbourhoods** and we are very lucky to have this in ours."*

Online survey participant

*"Open space in our **increasingly crowded suburbs**. A place to relax and exercise. Access to nature. Places for children to play. Helps maintain biodiversity in Waverley."*

Online survey participant

"Continue maintenance at the standard we have and with no reduction to available facilities."

Online survey participant

"Everything is there but there is not enough of it."

Online survey participant

Top activities in NSW - Adults

AusPlay Survey 2018



Walking
(recreational)



Fitness/
gym



Swimming



Athletics,
track and field



Cycling



Bushwalking



Yoga



Football



Golf



Tennis

Top activities in NSW - Children

AusPlay Survey 2018



Swimming



Football



Dancing
(recreational)



Gymnastics



Australian
football



Netball



Basketball



Tennis



Athletics,
track
and field



Cricket

Top activities in NSW - Seniors

AusPlay Survey 2018



Walking
(recreational)



Fitness/
gym



Swimming



Golf



Cycling



Bowls



Tennis



Bushwalking



Yoga



Pilates

Figure 3.4 Snapshot of activities and user preferences for open and recreation space in Waverley

Children and adolescents

As illustrated in Figure 3.4, NSW active children have generally been engaging in the same top 10 activities over the past four years. The top four activities have consistently included swimming, soccer, dancing and gymnastics.

Over this period, the biggest change in participation rates were swimming, dancing, gymnastics, and potentially rugby league and AFL.

Swimming experienced the most significant change in participation rates with the proportion of active children swimming increasing by 11.5% between 2016 and 2019 (41.8% up from 30.2%).

Dancing and gymnastics participation rates both increased by 1.9% over this period. The proportion of active NSW children engaging in dancing was 11.1% in 2019 up from 9.2% in 2016, and the proportion of active NSW children engaging in gymnastics was 10.1% in 2019 up from 8.2% in 2016.

Rugby league held the tenth spot for top sports in 2016 with 3.5% of active NSW children engaging in this sport, and ninth spot in 2017 with 4.5%. It did not figure in the top 10 organised activities for children in 2018 and 2019, however was ranked 9 most popular activity in 2019/20. During those years, the tenth most popular activity (cricket) had 3.9% (2018) and 4.2% (2019) participation rates and fell again in 2019-2020. Rugby league participation rates were therefore lower.

Conversely, AFL emerged as one of the top 10 organised activities for children in 2018, 2019 and 2020. Both years, AFL held the eight spot with 5.5% of all active NSW children engaging in this sport in 2018 and 5.0% in 2019. The percentage increase cannot be calculated as it did not figure as one of the top 10 sports in 2016 and 2017.

Over this period, the proportion of NSW children engaging in organised cricket remained relatively stable, recording a minor net decrease (0.3%) with a 4.2% participation rate in 2019 down from 4.5% in 2016. Cricket was not ranked in the top 10 activities for children in 2019-2020.

Supporting sport and active recreation in children is very important, as these activities contribute to the development of confidence and social skills, social inclusion, community development, health and wellbeing, diversion from antisocial behaviour and improved self-esteem as well as movement skills and physical fitness¹.

Australian children are lagging behind compared to other countries on overall physical activity². The research suggest that lifestyles and behaviours are contributing to this. An international study into the levels of physical activity in children and young people, the healthy kids report card, suggests that Australian outdoor spaces are performing well and provide the right environment to encourage physical

1 Vella SA, Cliff DP, Magee CA, Okely AD. Sports participation and parent-reported health-related quality of life in children: Longitudinal associations. *J Pediatr*. 2014;164(6):1469-74.

Eime RM, Young JA, Harvey JT, Charity MJ, Payne WR. A systematic review of the psychological and social benefits of participation in sport for children and adolescents: Informing development of a conceptual model of health through sport. *Int J Behav Nutr Phys Act*. 2013;10(1):98.

Lubans DR, Morgan PJ, Cliff DP, Barnett LM, Okely AD. Fundamental movement skills in children and adolescents. *Sports Med*. 2010;40(12):1019-35.

2 Active Healthy Kids Australia, 2018, Muscular Fitness: It's time for a jump start – 2018 Report Card on Physical Activity for Children and Young People

activity. The reason our children are comparatively unhealthy is because their level of incidental exercise is very low.

Provision of spaces, such as parks, ovals, play spaces and beaches, where parents can take children or that children can safely access themselves is very important, particularly considering the higher density living in Waverley and smaller living spaces, where private open space may not always be available.

Playgrounds typically cater for younger children, while older children and adolescents often seek out recreational facilities. Facilities such as skate parks and basketball courts allow adolescents spaces outdoors to also socialise.

Council has carried out extensive engagement with young people recently. Young people have indicated there is a real gap for their age group and they need engaging places to meet indoors and outdoors with their friends.

School facilities and sports programs organised through schools are very important to maintain levels of physical activity in school-aged children and establish behaviours around physical activity. It is therefore just as important to support programs that encourage children and young people to be active as it is to provide spaces for sports and physical activity.

Adults

For adults, key life transitions can impact on levels of physical activity and disrupt habits formed early in life. Events such as leaving secondary school and changes in employment and family structure can lead to adults reducing participation in physical activity.

Trends are showing a shift towards more casual participation in physical activity rather than participating through organised sports. It is therefore important to provide spaces that people can access casually - fitting activity around work and family commitments - and design environments where physical activity is encouraged as part of everyday activity, such as increasing trips taken through walking and cycling. Encouraging the social aspect of physical activity is also important.

Seniors

Maintaining physical activity through older age is important to support health and wellbeing. As people are living longer, there is an increasing awareness of the importance of remaining healthy, active and socially engaged.

Providing spaces and supporting activities that also serve a social function is important. In older age, maintaining autonomy and independence and social connectedness are just as important as health and wellbeing³. Council runs a variety of programs that involve physical and social activities for seniors to maintain a connection to a community.

Older persons are more likely to participate in self-organised activities than organised sport. Top activities for people over the age of 65 years in NSW are walking, fitness/gym, swimming, and golf⁴.

It is also important to provide flexible public spaces that provide possibilities for exercise and recreation. Shaded courtyards, well maintained footpaths, and easy to access pools can encourage older persons to participate in wellness activities such as walking, swimming and dancing.

3 Cities Alive: Designing for ageing communities, Arup, 2019

4 Ausplay Survey 2018

To support physical activity in older age, spaces and activities need to be easy to access and also affordable.

Difference in participation between women and men

Women and men maintain similar levels of physical activity, although generally participate in physical activity and sports in different ways. Women are more likely to participate in non-sport related activities such as gym/fitness, walking and yoga and pilates than men⁵. For women in their 20s through to their 50s, in particular, family and work commitments influence the time they have to spend on physical activity. It is therefore important to support diversity in physical activity options and flexibility in ways to participate. This means providing more public recreation facilities that can be accessed casually by individuals without a booking or through organised sports or teams, and supporting programs that provide choice in activities.

Across the soccer/football sporting clubs in Waverley participation by women and girls has been growing, particularly for girls. This means that it is critical to provide amenities such as toilets and change facilities at sports fields and courts for both men and women⁶.

⁵ AusPlay Focus: Women and girls participation, Australian Sports Commission,

November 2017

⁶ Initial stakeholder engagement with sporting clubs and groups in Waverley, March 2019

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Sports participation rates

The type, quantity and quality recreation facilities on offer in Waverley needs to be assessed against the type of activities which are most in demand. This assessment can therefore identify an underprovision or potentially overprovision of facilities.

Top sports and activities that Waverley residents participate in are consistent with AusPlay Survey results (2018) for NSW as discussed in the previous section are further explored below.

Sports and activities have been identified as either organised through a club or a gym, or venue based like a oval; or conversely non-organised being activities individuals or social groups might participate in like running, walking or a social kick-about. These activities have been separated as they typically demand different types of facilities.

Participation in non-organised, non-venue-based and non-sport-related physical activity

According to the OSRS community survey conducted in 2019 and as shown in Figure 3.1, Waverley residents' top activities are largely non-organised, non-venue-based and non-sport-related (e.g. walking, fitness/gym, bushwalking, yoga, swimming, surfing, cycling, athletics and track and field including running, and golf). This aligns with the top physical

activities for NSW¹ and Australia².

As described in the section *Context of change*, personal motivations for engaging in physical activity are increasingly about general health and well-being rather than about playing a sport. Council booking data also suggests there is an increased interest in more flexible and informal non-organised activities (i.e. 'pick up and play sports') which are appealing to those who may not be interested or involved in club sports.

Consultation conducted for the OSRS has also shown that Waverley residents are also more likely to engage in casual/non-sport physical activity as they age. Children and young people (35 years and younger) are more likely to participate in organised or venue-based sports, while older adults are more likely to participate in non-sport-based physical activity.

Activities such as bowling and golf remain popular activities, particularly in the senior age group. While these activities can be played competitively, they are also played socially.

NSW adults have generally been engaging in the same top 10 activities over the past four years. The top five activities have consistently been walking, gym/fitness, swimming, athletics

1 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/_data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

2 Clearinghouse for Sport, 2020a. Sport Participation in Australia. Retrieved from: https://www.clearinghouseforsport.gov.au/knowledge_base/sport_participation/community_participation/sport_participation_in_australia [Accessed on 25/06/20]

Activity	Existing facilities
Walking (recreational)	Waverley Cliff Top Walk and Coastal Walk, Green Links, heritage trail, streetscapes
Fitness / gym	Outdoor fitness stations (7), fitness training in parks, private gyms (approximately 18)
Swimming	Outdoor ocean pools (2), Private indoor pools (3)
Athletics, track and field (including jogging and running)	No dedicated track and field facilities, however sports grounds are used by schools for training. Variety of options for jogging and running for fitness, including the popular Cliff Top Walk and Coastal Walk
Cycling	Streetscapes including dedicated cycle lanes
Bushwalking	Waverley Cliff Walk and Coastal Walk (7km)
Yoga	Margaret Whitlam Recreation Centre, Bondi Pavilion, Mill Hill Centre, Waverley School of Arts, Thomas Hogan Reserve Hall, Hugh Bamford Reserve Hall, various private studios
Dance (recreational)	Bondi Pavilion, Mill Hill Centre, Waverley School of Arts, Thomas Hogan Reserve Hall, Hugh Bamford Reserve Hall. various private studios
Gymnastics	Limited availability within the LGA with some commercial operators. Hugh Bamford Hall has been previously used for gymnastics.
Bowls	Club bowling (4)
Pilates	Margaret Whitlam Recreation Centre, Bondi Pavilion, Mill Hill Centre, Waverley School of Arts, Thomas Hogan Reserve Hall, Hugh Bamford Reserve Hall, various private studios

Table 3.3 Waverley facilities supporting NSW top 10 activities for children, adults and seniors

(including running), and cycling.

Over this period, the biggest change in participation rates were for gym/fitness, swimming, golf, yoga and Pilates.

While fitness/gym has maintained its second-place popularity over the four years, the proportion of the population who engaged in this activity increased from 33% to 36%.

The proportion of active NSW residents engaging in swimming increased by 1.3% (17.7% up from 16.4%) and the proportion engaging in golf decreased by 1.1% (4.6% down from 5.7%).

Yoga and Pilates have become more popular since 2016, in 2019, the proportion of active adults practicing yoga increased by 1.3% (5.9% in 2019 up from 4.6% in 2016) and the proportion of active adults engaging in Pilates in 2019 was 2.7%. The 2016 and 2017 data for Pilates is not available as this was not one of the top 15 adult activities.

Provision of recreation facilities in Waverley for non-organised, non-venue-based and non-sport-related physical activity

As established, there is a great demand for non-organised, non venue-based and non-sport-related physical activity. This section assesses Waverley's existing recreation facilities which accommodate these kinds of activities.

As detailed previously under *Playing and Relaxing*, Waverley boasts spectacular walking trails, beaches and ocean pools used for recreational walking and bushwalking, jogging, surfing and swimming. The seven outdoor gyms and fitness training stations also support participation in fitness activities.

Waverley has several indoor venues used for yoga, dance and Pilates.

Tamarama and Bondi beaches allow for 7 volleyball courts,

though participants must bring their own poles and nets.

With outdoor ocean pools located at Bondi and Bronte Beaches and managed by Council, there is a high provision rate of public swimming pools in Waverley LGA compared to Eastern City District and Greater Sydney averages. Programs offered at Waverley pools include recreational swimming, club training and competition, and swimming lessons. Council also manage Wally Weeks Pool and the Children's Pool at Bondi Beach. These pools are used for recreational purposes and are not large enough to accommodate training or competitions. There are also multiple pools owned and managed by private organisations and in schools that operate learn to swim programs to which the public has access.

As identified in Table 3.4, Waverley has a good provision of recreational facilities to support non-organised activities. However, there is a shortfall of facilities for gymnastics and athletics. Investment in recreation facilities to support these activities should be considered when possible.

Projects that provide or improve infrastructure such as walking trails, cycle facilities and routes should be prioritised due to the increasing demand for these types of facilities.

By comparison with neighbouring councils, Waverley has a shortfall of dog off-leash areas. Regardless of provision of area, many councils share similar issues of conflict between children and dogs (particularly in parks with a playground) and dogs digging and leaving droppings on sports grounds.

There is a gap in the provision of dog off-leash areas in the Bondi Basin area. Currently Barracluff Park is being used to exercise dogs. This is reflective of a need for off-leash areas in this neighbourhood.

	Greater Sydney	Eastern City District		Waverley LGA	
Facility	Provision, persons per facility (2016)	Number of facilities	Provision, persons per facility (2016)	Number of facilities	Provision, persons per facility (2018)
Sports fields	2,553	265	3,823	22*	3,369
Tennis courts	4,335	230	4,405	6**	12,353***
Netball courts	5,412	107	46,055	6	12,353***
Pools	62,424	15	67,547	2 ****	37,057

* includes 16 fields at Queens Park

** includes courts at Waverley Park and Bondi Bowling Club

*** additional facilities are on public and private school grounds

**** includes Bondi Icebergs and Bronte Baths which are suitable for club and lap swimming. This figure does not including several privately owned swimming pools that are publically accessible. These pools are not included as data from Greater Sydney and Eastern City District does not include these type of facilities.

Table 3.4 Provision of sporting facilities for Greater Sydney, Eastern City District and Waverley LGA

Source: Greater Sydney and Eastern City District information provided by NSW Office of Sport, Waverley LGA provision calculated based on NSW Office of Sport methodology to allow comparison

Participation in Organised Sports

While the most popular activities by adults and seniors across Waverley, NSW and Australia are typically not classified as organised sports, there is still high participation in organised sports such as football, golf and tennis which feature in the top ten activities in NSW³. Popular children's activities however do often include more organised team sports such as football, AFL, netball, basketball, tennis and cricket⁴.

Waverley Council booking data shows that there are approximately 20 different clubs and schools in Waverley who regularly book fields and courts in the LGA. These are listed in the beginning of the chapter under *Community sports clubs in Waverley*.

The sections below delve into Waverley participation rates and trends for sports which are within the top 10 of organised sports played by children, adults and seniors in NSW.

Football (Soccer)

In 2019, 16% of the 233 OSRS survey respondents indicated that they regularly participated in soccer.

There are five soccer groups and clubs and an estimated 1,200 soccer players in Waverley LGA.

Soccer has the highest level of organised participation in Waverley LGA as a proportion of the total population⁵. Unlike participation trends for other sports, there is an increasing number of people who participate in organised team soccer in Waverley LGA. According to Council information, part of this increase in organised participation may be due to increased training for junior teams who now train approximately two to three times per week, up from once per week.

Junior soccer players made up between 15% and 100% of members depending on the club or group⁶. Conversely, senior soccer players made up between 0% and 85% of members depending on the club or group.

The male participation rate in organised soccer varies between 50% and 80% depending on the club, and the female

3 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/_data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

4 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/_data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

5 NSW Office of Sport, 2019. Eastern City District: Sport facility information pack

6 Waverley Council, 2019. Club membership: Waverley Sports Clubs and Community Groups Register

Conversion type	Cricket	Netball	Soccer	Tennis	Basketball
Overall participation conversion to organised participation	72%	90%	68%	64%	65%
Overall participation conversion to club participation	60%	63%	49%	45%	43%

Source: Clearinghouse for Sport, 2019b; 2019c; 2019d; 2019e; 2019f

Table 3.5 Australian adult overall participation conversion to organised and club 2018 – cricket, netball, soccer, tennis and basketball

participation rate varies between 20% and 50%⁷. This generally aligns with NSW participation rates, where 72% of adult soccer participants are males and 28% are females, and 77% of children soccer participants are males and 23% are females (Clearinghouse for Sport, 2020b)⁸.

Across soccer clubs in Waverley, women and girl participation rates have been growing, particularly for girls. This means that it is critical to provide both male and female amenities such as toilets and change facilities at sports fields and courts.

Based on Council information, there are few sports field hire requests for casual soccer matches. However, this is likely due to limited field availability.

AFL

There is one AFL club located in Waverley LGA. The club comprises approximately 300 members, an estimate 60% of which are males and 40% are females⁹. It does not have a division for children. The club has a relatively high female representation compared to Australia where the gender split of active adults participating in AFL is 16% females for 84% males¹⁰. NSW data is not available as AFL does not rank in the top 15 sports for active adult participation. However, AFL currently ranks ninth as the sport with the highest-level organised participation in Waverley LGA as a proportion of the total population¹¹.

There are junior clubs in the region that play in Randwick and Sydney local government areas.

Netball

With approximately 15 netball clubs and groups located in Waverley, netball is the sport with the greatest number of associations in the LGA¹². According to NSW Office of Sport¹³, netball ranks as the fifth sport with the highest level of organised participation in Waverley as a proportion of the total population. Based on Council information, there are approximately 3,000 netball group and club players in the LGA.

Junior netball players made up between 44% and 100% of members depending on the club or group¹⁴. Conversely, senior netball players made up between 0% and 56% of members depending on the club or group. Based on Council information, junior participation rates have remained strong over the past few years while there has been a slight decline in senior participation rates.

The association with the highest male participation rate

7 Waverley Council, 2019. Club membership: Waverley Sports Clubs and Community Groups Register

8 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/__data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

9 Waverley Council, 2019. Club membership: Waverley Sports Clubs and Community Groups Register

10 Clearinghouse for Sport, 2019g. AFL State of Play Report: Driving Participation & Engagement. Retrieved from: https://www.clearinghouseforsport.gov.au/__data/assets/pdf_file/0010/821980/State_of_Play_Report_-_Australian_Football.pdf [Accessed on 29/05/20]

11 NSW Office of Sport, 2019. Eastern City District: Sport facility information pack

12 Waverley Council, 2019. Club membership: Waverley Sports Clubs and Community Groups Register

13 NSW Office of Sport, 2019. Eastern City District: Sport facility information pack

14 Waverley Council, 2019. Club membership: Waverley Sports Clubs and Community Groups Register

is estimated at 10% of all members, and the associations with the lowest male participation is estimated at 0%¹⁵. Comparatively, in 2019 it was estimated that 2% of NSW children netball participants were male and 98% were female, and 9% of NSW adult netball participants were male and 91% were female¹⁶.

As part of the 2019 OSRS survey, when asked whether there were any sporting and/or recreational facilities that respondents would like to use but that are not currently available in Waverley, a number of respondents expressed interest in having access to more multi-purpose courts that could cater to a range of sports, including netball.

Basketball

In 2019, 8% of the 233 OSRS survey respondents indicated that they regularly participated in basketball. When asked whether there were any sporting and/or recreational facilities that respondents would like to use but that are not currently available in Waverley, several respondents expressed interest in having access to more basketball courts.

There are no known basketball groups or clubs located in Waverley Council. Based on Council information most basketball participants book courts casually or play in commercial competitions with no formal affiliation. Easts Basketball League, one of the commercially-run competitions in Waverley, reported having approximately 230 participants¹⁷.

Waverley residents' casual participation in basketball aligns with NSW data. Basketball is one of the top sports for both active adults and children in NSW. Based on Australia-wide data, basketball is also played relatively casually compared to other sports, such as cricket, netball and soccer.

Tennis

In 2019, 14% of the 233 OSRS survey respondents indicated that they regularly participated in tennis. Similarly, to basketball, when asked whether there were any sporting and/or recreational facilities that respondents would like to use but that are not currently available in Waverley, a number of respondents expressed interest in having access to more tennis courts.

According to the NSW Office of Sport¹⁸, tennis ranks as the second sport with the highest level of organised participation in Waverley LGA as a proportion of the total population. Local tennis players can play at private clubs, such as at the Bondi Tennis Centre, or play outside of the LGA.

As shown in Table 3.2, like basketball tennis is played relatively casually compared to other sports as shown and one of the top sports for both active adults and children in NSW.

Golf

15 Waverley Council, 2019. Club membership: Waverley Sports Clubs and Community Groups Register

16 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/__data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

17 Waverley Council, 2019. Club membership: Waverley Sports Clubs and Community Groups Register

18 NSW Office of Sport, 2019. Eastern City District: Sport facility information pack

Golf attracts 4.9% of sports participants in Australian adults and 5.3% of sports participants in NSW. Golf is experiencing a slight decline in participation in club membership across Greater Sydney and typically attracts older players. There are very low numbers of children participating in golf. Golf is a rare activity where participation rates increase with age with peak participation at 65+ years of age, and 59% of adult participants area aged 55 and over.

Golf participation is heavily skewed to male participation, across Australia with 81% participants being male. The Bondi Golf and Diggers Club operate the club house and 9-hole golf course at Williams Park in North Bondi.

Cricket

In 2019, 3% of the 233 OSRS survey respondents indicated that they regularly participated in cricket.

There is one cricket club based in Waverley LGA: the Eastern Suburbs Cricket Club (ESCC). In 2019-2020, the club had over 950 members¹⁹. According to club collateral, 'it is one of the only cricket clubs in Australia that has both a senior and a junior cricket club under the same committee management, making it one of the largest single cricket clubs in Australia'²⁰.

There are over 800 children making up the junior portion of the club and over 150 members making up the senior portion of the club, with the latter including 'playing, life members, past player members and extended member base'²¹. It can therefore be implied that not all 150 senior club members are active cricketers.

According to Council information, the ESCC gender split is of approximately 10% female for 90% male with an increasing female representation, particularly for players aged 5 to 13 years. NSW data indicates that the cricket gender split across all types of cricket (organised, club and casual) for adults is of approximately 11% female for 89% male²² while the gender split for children is of approximately 20% female for 80% male²³.

While ESCC is the only known cricket association located in the LGA, there is a local school cricket competition played at Queens Park according to Council information. While Queens Park does not fall within Council's management, some of these players potentially live in the LGA and may engage in casual cricket outside of school hours (e.g. backyard cricket or use of public nets at Waverley Park). Indeed, the turf nets near the netball courts are well-used by the general public and the synthetic nets are occasionally used by Waverley College. This indicates that there may be more residents who play cricket than only those affiliated with the ESCC.

In 2016, 2017 and 2018, cricket ranked as the thirteenth,

19 Eastern Suburbs Cricket Club (ESCC), 2020. Eastern Suburbs Cricket Club Profile: 2019/2020

20 Eastern Suburbs Cricket Club (ESCC), 2020. Eastern Suburbs Cricket Club Profile: 2019/2020

21 Eastern Suburbs Cricket Club (ESCC), 2020. Eastern Suburbs Cricket Club Profile: 2019/2020

22 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/_data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

23 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/_data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

fifteenth and thirteenth top adult activity respectively. However, it was not one of the top 15 activities in 2019²⁴.

From 2016 to 2019, cricket was one of the top ten activities for children. However, rugby replaced cricket as the tenth most popular activity for children in 2020.²⁵

Rugby

There are two rugby clubs located in Waverley LGA comprising an estimated 110 rugby league players and 150 rugby union players²⁶.

Rugby union ranks sixth and rugby league seventh as the sports with the highest-level organised participation in Waverley LGA as a proportion of the total population²⁷.

In 2019, one of the two Waverley rugby clubs indicated that approximately 40% of their members were seniors and 60% were juniors²⁸. They also indicated that 97% of their members were males and 3% were females. The other club did not provide a gender split or an estimated split between junior and senior members.

While NSW adult participation rates are not available as rugby is not one of the top sports for active NSW adults, the gender split for active NSW children playing rugby league was 12% females and 88% males in 2017, the latest year for which this data was available²⁹.

Based on Council information, there has recently been an increase in rugby union participation and a decline in rugby league participation.

Provision of facilities to support organised sports

The Eastern City District has relatively lower rates of provision of sporting recreation facilities when compared to the average across Greater Sydney (Table 3.2) due to the relatively high population density in the Eastern City District and less available land for open space compared to other districts in Greater Sydney.

The provision of sports fields in Waverley is slightly higher than the average for the Eastern City District when including sports fields at Queens Park. It is important to note however that not all sports fields in Waverley are the same size or have the same capacity to support competitions, training and casual play activities (refer to Table 3.2). Provision of new sports fields will be difficult due to limited availability of space. However, we can investigate ways to increase the capacity of our existing fields.

Waverley LGA is located close to a range of large regional-scale facilities such as Moore Park and Centennial Park which

24 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/_data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

25 Clearinghouse for Sport, 2020b. AusPlay NSW data tables – January 2019 to December 2019 data. Retrieved from: https://www.clearinghouseforsport.gov.au/_data/assets/excel_doc/0009/975519/AusPlay-NSW-data-tables-30-October-2020_Final.xlsx [Accessed on 25/06/21]

26 Waverley Council, 2019. Club membership: Waverley Sports Clubs and Community Groups Register

27 NSW Office of Sport, 2019. Eastern City District: Sport facility information pack

28 Waverley Council, 2019. *Club membership: Waverley Sports Clubs and Community Groups Register*

29 Clearinghouse for Sport, 2018. AusPlay NSW data tables – January 2017 to December 2017 data

provide residents with access to more facilities outside the LGA.

While AFL is currently played in Waverley, there isn't an opportunity for children to play as local clubs do not have a junior league. While this might change in future, the provision of ALF fields for junior play could further support AFL.

The provision of netball courts is very low in the Eastern City District compared to the average for Greater Sydney. However, the provision in Waverley LGA is higher than the district average.

Councils multi-purpose courts are in demand, in addition the existing provision of basketball courts as well as space for social games are commonly requested by the community.

There is a need for more tennis courts in Waverley LGA, as the provision rate is currently lower than the Eastern City District average. Tennis courts are often located on school grounds and on private land and can be spaces that sporting clubs or individuals can hire.

Needs assessment actions

We will investigate the following needs for open and recreation spaces over the next 10 years:

- Need to focus on providing facilities to accommodate the top 10 most popular activities for children, adults and seniors.
- Increase capacity of our sports fields through improvement of playing surfaces, installation of lighting to allow more hours of play, and provision of amenities and storage in consultation with the community.
- There is an opportunity to attract more bookings at fields outside of Waverley Park. For example, Dudley Page and Rodney Reserve are currently under-utilised, which may be due to the lack of lighting. Improving the quality of spaces and amenities at existing fields may increase the utilisation of those spaces and provide more options for sporting groups and clubs, school groups, as well as for casual play in the LGA.
- Provide additional casual play facilities, such as basketball hoops, netball goals and tennis courts and rebound walls where possible
- Improve access to indoor swimming facilities by ensuring information is readily available to the community.
- Improve the quality of walking environments along walking routes (to access open and recreation space and along the Cliff Top and Coastal Walks)
- Secure sites currently used and managed by clubs to ensure land will continue to be used for public recreation purposes
- Investigate additional recreation opportunities that can be offered by co-locating and integrating with existing community halls.
- Waverley's population is set to be steady over the next 10 years, the goal will be to maintain, and grow where possible provision of open and recreation spaces in order to maintain current levels of provision. We can also investigate ways to improve the quality of spaces so that they are attractive places to visit and support the range of activities Waverley residents and visitors participate in.
- Provide both indoor and outdoor recreational opportunities for older children and adolescents.
- Consider the feasibility to provide a venue suitable for dance and gymnastics.
- Consider options to support junior AFL in Waverley.

Section 4: Action and Implementation Plan outlines actions to achieve this.

Stakeholder inputs

The drafting of this strategy was based on the outcomes from two stages of community and stakeholder consultation. First community and stakeholder engagement was held in early 2019. The focus of engagement activities was to understand three main questions in relation to the provision of spaces and their maintenance:

- How do people currently use open space and recreation facilities?
- What would people like to see changed in the provision and management of current spaces?
- What kind of spaces and facilities are not currently available in Waverley LGA?

Activities included a mix of face-to-face (intercept surveys, 'Have Your Say' day, presentations and workshops) and indirect methods (access to an online survey, letters, flyers) that allowed a diverse range of groups to participate in different ways and at different times of the day and week.

Based on the first round of consultation the Open Space and Recreation Strategy was drafted. A second round of consultation was held in September and November 2020. COVID-19 restrictions meant face-to-face engagement opportunities were unavailable. Instead, online information sessions and multiple stakeholder workshops were conducted to gather feedback.

The consultation objectives for this second round of consultation were:

- Sense check strategy and action plan with key stakeholders and general community
- Close the loop with people who were involved in Stage 1 consultation
- Understand community sentiment on the actions proposed in the strategy
- Obtain overview approval and awareness of strategy

Submission from the Eastern Suburbs Cricket Club (ESCC)

Eastern Suburbs Cricket Club (ESCC) is a premier and community cricket club with a longstanding attachment to Waverley Local Government Area (LGA). Prior to 2019, ESCC along with other clubs in the Sydney Premier Cricket Competition could access the 11 indoor training nets at the Sydney Cricket Ground (SCG) for pre-season and wet weather training. However, the facility has since closed to clubs across Sydney due to the Allianz Stadium redevelopment and only professional athletes will have access to the SCG training nets once they reopen. Since the closure of the SCG nets, ESCC players have been travelling to the Norm O'Neill Cricket Training Facility for pre-season training, a new facility in Penshurst.

Cricket NSW and ESCC have identified an opportunity to provide new indoor cricket training facilities at Waverley Park's Margaret Whitlam Recreation Centre (MWRC). These facilities would be co-located with the club's home ground, Waverley Oval.

In December 2018, Cricket NSW submitted a high-level functional design brief indicating club requirements for a new

indoor cricket facility at Waverley Park. In February 2019, the club submitted a draft plan for a potential facility. Following this, Waverley Council drafted a Heads of Agreement (HOA) in 2019 regarding to the proposed indoor cricket training facility.

The core purpose of the facility would be for ESCC member's pre-season training and training on wet days during summer.

As identified in the needs assessment, there is a shortage of most types of recreation facilities in Waverley LGA. The proposed facility presents an opportunity to address ESCC's specific indoor training as well as some of the community's broader recreation infrastructure needs.

Community and stakeholder groups engaged



Waverley residents, workers and visitors



Sporting clubs and community groups



Local schools



Precinct committees



Waverley Council departments and Councillors



Neighbouring councils



Sydney Water



Centennial and Moore Park Trust

Engagement outcomes from the first stage of consultation

These key issues were raised by the community and stakeholders during the engagement period:

Maintenance

- Maintain parks and open space at a high standard
- More maintenance attention is needed for areas with high visitation
- Focus on replacing ageing playground equipment

Amenities

- Add facilities such as more water bubbler's, toilets and shade in parks for the comfort of visitors

Access

- Investigate opportunities to provide more car parking around sports fields, ovals and courts
- Improve pathways around parks and reserves and access points
- Maintain free or low cost access to open space, beaches and Waverley Council recreation facilities

Opportunities

- Investigate opportunities to provide more sports fields
- Investigate opportunities to provide more facilities for casual play such as basketball hoops and tennis courts
- Investigate opportunities to provide improved access to existing indoor swimming pools in Waverley

Engagement

- Maintain good customer service for sporting clubs and community groups and continue engaging these groups in development of the OSRS
- Continue engagement with the community on the development of the OSRS

Engagement outcomes from the second round of community consultation

The community response demonstrated that there are several differing perspectives on how best to manage and improve Waverley's open space and recreation.

There was majority support for the proposed vision, with 77.3% Supportive or somewhat supportive.

There was generally positive support towards all seven key focus areas proposed in the strategy, particularly improving pedestrian environment around parks and wayfinding for walking routes for the Cliff Top and Coastal walk; increasing the provision of community recreation spaces and secure land currently used for open space and recreation; and establishing a framework to support ongoing community and stakeholder engagement in the planning and management of parks. As there is a majority support for the vision and key focus areas, it is recommended that these remain unchanged.

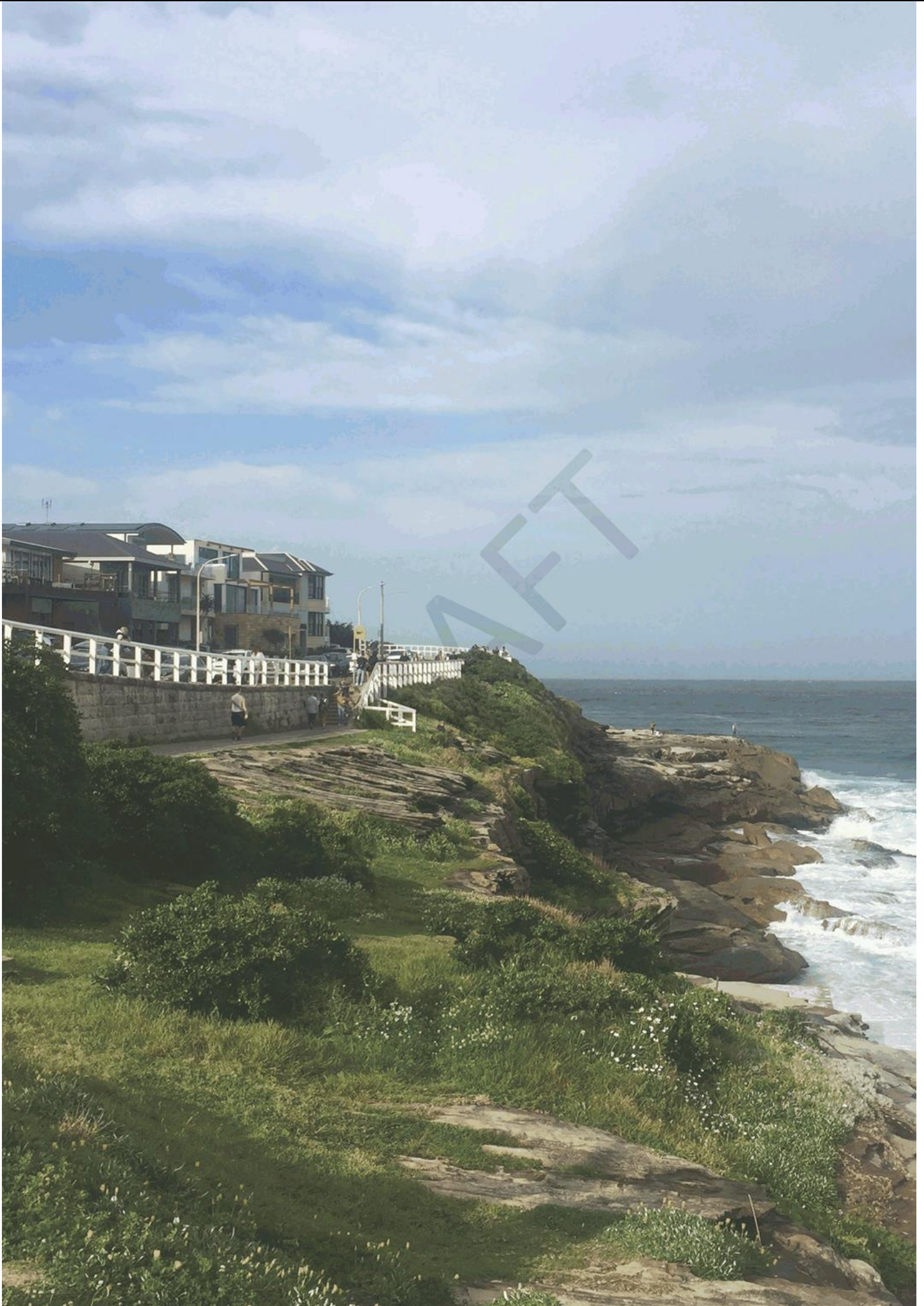
There was however a theme through many of the responses to protect natural heritage and biodiversity for its environmental value as well as use as passive recreational spaces. The two new focus areas include:

- Provide more areas for passive recreation including quiet contemplation, further areas for quiet contemplation area also identified in figure 4.5 including Clarke Reserve and Varna Park.
- Protection of natural heritage and biodiversity. To support this focus area further issues have been raised in the protection of vegetation and a new action is included to consider fencing around bushland for protection.

Other key updates to the strategy document were made in response to community feedback include:

- Deletion of actions and reference to proposed sports courts at Rodney Reserve.
- Allocate time for social play on Councils fields with the exception for facilities in Waverley Park which are allocated to community clubs only. Fields at Waverley Park are used to full capacity and under licensing agreements which Council needs to accommodate.
- New action to consider providing storage space for community clubs adjoining sports fields.
- To assess the provision of non-sport recreational activities such as gymnastics, dance, yoga and pilates the strategy has been updated to include an assessment of Council owned indoor venues which are often hired for recreation activities.
- More detailed analysis on participation in the top 10 most common recreation activities for children, adults and seniors and the provision of facilities to support these activities.
- New action to investigate and consult on providing indoor cricket facilities in Waverley Park as identified by Council resolution as detailed from the 3 November 2020 Strategic Planning and Development Committee Meeting.

Several further updates have been made to the draft Open Space and Recreation Strategy to reflect works completed since drafting the report as well as general administrative changes to ensure the document is clear and concise.



DRAFT

Action and Implementation Plan

4

This section provides a series of directions and actions to guide Waverley Council's planning and management of open and recreation space over the next 10 years.

Our vision for open space and recreation

Our vision has been developed based on community feedback on what is most important about our open space in Waverley. Our vision recognises the multiple benefits of open space in supporting community health and wellbeing, environmental health and biodiversity, and the significance of some of our parks as destinations for visitors, contributing to our local and State economy.

Our vision

“Waverley’s parks and reserves are available to everyone, supporting healthy and active lifestyles.

Our parks provide a green sanctuary, protecting and supporting biodiversity and provide an opportunity to implement the ongoing Aboriginal and traditional custodianship of land which forms our local government area.

Park design responds to the community’s recreation and social aspirations while telling the story of the place, of today’s generation and those before ours.

Spaces are welcoming, safe and well cared for. A sustainable approach to management allows future generations to enjoy these spaces.”

Action Plan

Our desired outcomes

The Action and Implementation Plan identifies outcomes, directions and actions under the six Strategy themes, explored in Section 2:

- playing and relaxing
- design and setting
- getting to and around the parks
- enhancing the environment
- community, culture and heritage
- management and maintenance.

Our priorities for implementation

Actions under each theme will guide Council's planning and management of open space and recreation facilities over the next 10 years. This is summarised in the following tables. Actions are allocated a time frame for delivery and whether or not the action will be initiated or delivered within the time frame.

Existing Council policies, plans and studies relating to the six themes will continue to apply and operate in conjunction with this OSRS. Actions that relate to existing Council policy positions have been noted in the footnotes of the Action Plan.

Timing for delivery of actions	
Short term	Next 0-5 years (2020 to 2025)
Medium term	Next 6-10 (2026 to 2030)
Ongoing	To be initiated by 2030, however delivery of the action may take longer than 10 years and require ongoing work
Initiate	The action is to be initiated within the indicated time frame
Deliver	The action is to be delivered and finished within the indicated time frame

Playing and relaxing

Outcomes

Open spaces across Waverley will provide diverse and flexible spaces that can be used for a range of active and passive recreation activities to meet the community's needs.

Directions

A1. Provide diverse spaces for different users and activities

A2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works

A3. Leverage opportunities to provide new and extended spaces in key strategic locations

A4. Continue to improve walking routes along the coastline by identifying pinch points and areas for improvement in walker comfort and way finding.

A5. Seek funding and partnership arrangements to provide public access to new open spaces and recreation facilities

A6. Secure existing open spaces for future generations

A7. Provide more areas for passive recreation activities including areas of quiet contemplation.

Relevant Council policies, plans and studies:

- Plans of management for all parks and reserves
- Waverley Council Planning Agreement Policy (2014)*
- Waverley Development Contribution Plan (2006)*
- Waverley Council Play Space Strategy 2014-2029*

No.	Action	Timing
Direction A1: Provide diverse spaces for different users and activities		
A1.1	Engage schools, sports clubs and community groups to work together to program activities to increase use of Waverley's recreation facilities at off-peak times and maximise the hours of usage.	Short term (initiate)
A1.2	Investigate allowing the public to use facilities on a casual, turn up and play basis (except for facilities in Waverley Park) by allocating time for social play.	Short term (deliver)
A1.3	Increase provision and capacity of dog off-leash areas. Consult on the introduction of access for dog off-leash activities in North Bondi and Bondi Beach. Identify measures to enforce compliance with timed access. If trial proves to be successful, implement dog off-leash area. Investigate means of improving turf and support facilities such as signage, water bubblers and bins at dog off-leash parks.	Short term (deliver)
A1.4	Implement a strategy to increase the profile of South Head Cemetery as part of the Waverley parks and reserves network and recreation walking network.	Short term (deliver)
A1.5	Undertake a needs and demands assessment for recreational swimming in the LGA, to address the availability of swimming classes, lap swimming and club swimming participation opportunities, community knowledge and affordability of available facilities.	Short term (deliver)

No.	Action	Timing
A1.6	Seek opportunities to provide additional turn-up and play facilities such as basketball and netball hoops, tennis rebound walls, and outdoor activity stations. Priority locations for investigation are: <ul style="list-style-type: none"> in and around Bondi Junction, well-connected by pedestrian and cycle paths and public transport in Waverley Park, adjoining the upper level courts in the northern part of the LGA in North Bondi, Rose Bay and Vaucluse to increase residents' access to these facilities. 	Medium term (deliver)
A1.7	Seek opportunities to provide additional indoor multi-use courts that can be used for casual play and also support match play, such as basketball. New facilities can be integrated as part of new development, particularly in and around Bondi Junction.	Medium term (deliver)
A1.7	Seek opportunities to provide or support facilities for gymnastics and dance.	Medium term (deliver)
A1.8	Implement the <i>Inclusive Play Space Study</i> to provide inclusive play spaces for all ages and abilities. ¹	Short term (deliver)
A1.9	Implement the <i>Street Play Policy</i> to further provide opportunities for play. Consider play in planting design in designated street play streets.	Short term (deliver)
A1.10	Continue to provide improved beach access, in line with the principles for universal access at Bondi Beach. ²	Short term (deliver)
Direction A2: Increase the capacity of existing spaces through embellishment and upgrade works		
A2.1	Complete an audit of all Waverley sports fields and investigate opportunities to change play surfaces that could support greater utilisation of facilities.	Short term (deliver)
A2.2	Investigate opportunities to extend the size of the field at Barracluff Park to increase the capacity of the field for match play and training activities. While supporting a broader mix of activities, such as casual play and dog off-leash (timed access), and providing amenities such as toilets to support an increase of users.	Short term (deliver)
A2.4	Increase lighting of the sports field and provide amenities such as toilets and change facilities at Hugh Bamford Reserve to enable more groups access and increase the hours of play available for the field. ³	Medium term (deliver)
A2.5	Investigate increasing the capacity of Varna Park to support an area for junior sports and training. Improvements to include possible stormwater harvesting and irrigation system to improve turf and establishing bookings for the space.	Medium term (deliver)
A2.6	Investigate providing storage space for community clubs adjoining sports field.	Short term (deliver)
A2.7	Focus on providing facilities to support the top ten most popular activities as identified by the annual Clearinghouse for sports data.	Ongoing

1. Architects of Arcadia, Inclusive Play Study

2. Waverley Council, Bondi Park, Beach and Pavilion Plan of Management 2014-2024, p92

3. Waverley Council, Draft Williams park and Hugh Bamford Reserve Plan of Management, p66



Figure 4.1 Playing and relaxing key actions

No.	Action	Timing
Direction A3: Leverage opportunities to provide new and extended spaces in key strategic locations		
A3.1	<p>Seek opportunities to provide an 'urban park' in Bondi Junction as part of new development. Urban parks can include community indoor recreation space, rooftop courts for basketball or tennis, and indoor public pools.</p> <p>Opportunities can be investigated with potential redevelopments at the following sites:</p> <ul style="list-style-type: none"> 15 Adelaide Street Under the viaduct along Syd Enfield Drive 	Medium term (deliver)
A3.2	Investigate options to secure 143 Bronte Road, Queens Park as a publicly accessible recreation and play space during weekends and out of school hours. Option may include establishing a shared use arrangement with the Department of Education.	Short term (deliver)
A3.2	<p>Seek opportunities to acquire land in strategic locations, such as adjoining existing parks, to create community hubs with co-located community services, Council indoor and outdoor recreation facilities, parks and play spaces. Investigate the impacts of developing a series of community hubs at:</p> <ul style="list-style-type: none"> Wairoa Avenue, North Bondi - to create a community hub with childcare, play space, recreation facilities, and WAYS centre with frontage to the park. Clementson Park, Bondi Junction - to maintain as a Park and community hub with childcare, play space, early childhood centre, community garden. Varna Park - to expand Varna Park to provide a community hub with a broader range of community facilities. Maintain the land identified for acquisition in Councils Local Environmental Plan 2012.¹ 	Ongoing
A3.3	Investigate options available in the planning framework to secure current RE1 and RE2 zoned land for recreation purposes into the future.	Short term (deliver)
A3.4	Investigate the need and requirements for indoor cricket practice nets in Waverley Park through an update to the Waverley Park Plan of Management. Undertake a series of consultation activities in the planning and design phase of the project including broad community consultation to gauge support for the project and focused consultation with other community clubs and groups who may use the proposed multipurpose facility to gauge their interest, understand requirements to help inform the preferred multi-use combination.	Short term (deliver)
Direction A4: Continue to improve walking routes along the coastline by identifying pinch points and areas for improvement in walker comfort and way finding		
A4.1	Complete an amenities study to identify gaps and recommended locations for providing public toilet facilities and water bubblers along the Cliff Top Walk and implement findings.	Short term (deliver)
A4.2	<p>Complete an audit of the Cliff Top and Coastal Walk to address breaks to footpath continuity, gaps in signage, and allow continuous connection between both walks to improve visitor experience and manage the increasing number of visitors to the walks each year. Priority areas to audit include:</p> <ul style="list-style-type: none"> From Bondi Park on approach to Williams Park as an alternative to Military Road Connecting Williams Park to Hugh Bamford Reserve Connecting from Military Road through Hugh Bamford onto Wentworth Street 	Medium term (deliver)

1. Waverley Council, Waverley Local Environmental Plan 2012, Land Acquisition Map, online; <https://www.legislation.nsw.gov.au/#/view/EPL/2012/540/maps#LRA>

2. Waverley Council, Draft Williams park and Hugh Bamford Reserve Plan of Management, p73

No.	Action	Timing
Direction A5: Seek funding and partnership arrangements to provide public access to new open spaces and recreation facilities		
A5.1	Investigate establishing shared-use arrangements of recreation facilities with schools.	Short term (deliver)
A5.2	Investigate a regional and joint venture approach to provide indoor sports and swimming facilities with neighbouring councils and interested clubs so Waverley Council residents can access facilities for a low fee on a casual basis.	Short term (initiate)
A5.3	Pursue external sources of funding, such as grants and funding from other levels of government and the business community to improve recreation facilities and Council-run programs.	Short term (initiate)
A5.4	Continue close working relationships with government, Eastern City District LGA councils, and the Centennial Park and Moore Park Trust to plan for and manage open space. Pursue opportunities to share resources and deliver cross-regional facilities.	Short term (initiate)
Direction A6: Provide more areas for passive recreation activities including areas of quiet contemplation.		
A6.1	Develop a place story strategy that educates a visitor on the environmental, heritage, archaeological, and social significance of Waverley's parks and reserves. Prioritise places with high visitation such as regional and district parks.	Medium term (deliver)
A6.2	Conserve existing and provide more opportunities for quiet contemplation, rest and respite. ¹	

Design and setting

Outcomes

Open spaces in Waverley are well-designed, comfortable places that contribute to the natural landscape, local character of places, and support community health and wellness. People will be attracted to visit Waverley's open spaces.

Directions

B1. Ensure design responds to the unique character of a place and responds to the community's needs

B2. Design environments for user comfort for all times of the day

B3. Design spaces that encourage physical activity

Relevant Council policies, plans and studies:

- Waverley PDTM
- Plans of management for all parks and reserves

No.	Action	Timing
Direction B1: Ensure design responds to the unique character of a place and responds to community's needs		
B1.1	Review and update the Waverley PDTM to incorporate findings from this OSRS relating to design and managing heritage values in spaces. Figure 4.2 shows the different types of spaces across Waverley.	Short term (initiate)
B1.2	Complete a visual analysis study of regional views to: <ul style="list-style-type: none"> • integrate view points and view corridors with park design • inform development controls required to protect regional views. 	Short term (initiate)
B1.3	Ensure landscape design responds to the surrounding natural environment, views and vistas.	Short term (initiate)
Direction B2: Design environments for user comfort for all times of the day		
B2.1	Provide amenities (shade, seating, toilets, and water bubbler's) at all regional, district and neighborhood parks. Prioritise providing amenities at parks and reserves with sports fields where sporting clubs and school groups play, such as: <ul style="list-style-type: none"> • Waverley Park¹ • Barracluff Park • Rodney Reserve • Hugh Bamford Reserve.² 	Medium term (deliver)
B2.2	Prioritise tree planting and landscaping along popular walking routes and streets to create comfortable and attractive environments for recreational walkers, tree planting and landscape should help make these links to be shaded in winter and cool in summer (refer to Action D2.3 and 4.4).	Short term (initiate)
Direction B3: Design spaces that encourage physical activity		
B3.1	Integrate built elements as part of public domain and park upgrade designs that encourage physical activity and play for all age groups. ³	Ongoing

1. Waverley Council, Waverley Park and Pavilion Plan of Management 2012-2022, p44

2. Waverley Council, Draft Williams Park and Hugh Bamford Reserve Plan of Management, p62-92

3. Waverley Council, Play Space Strategy 2014-2029, p 43

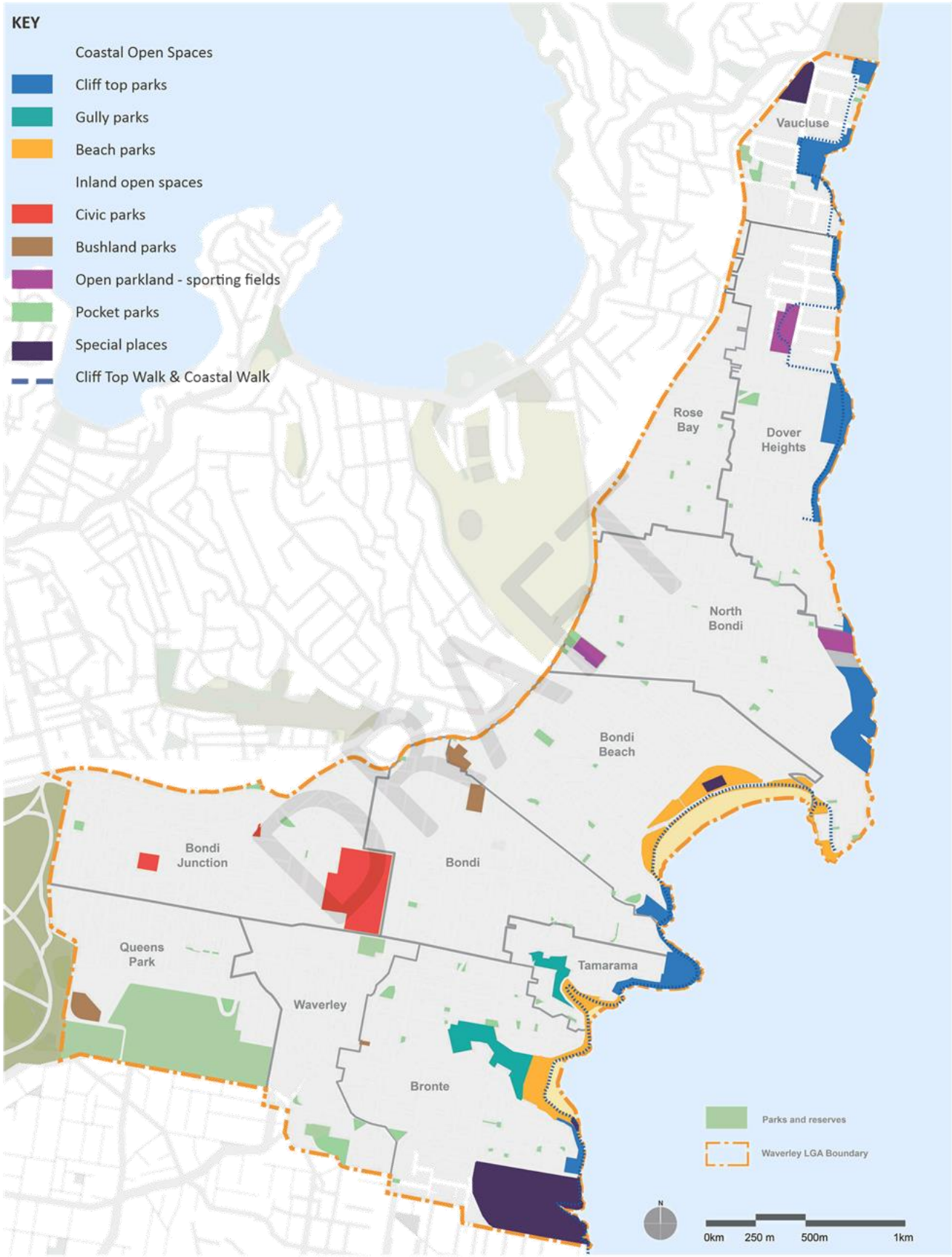


Figure 4.2 Design and setting

Getting to and around the parks

Outcomes

Parks, reserves and recreation facilities form a network of open space that is well-connected, with a focus on pedestrian and cycling connections. Open spaces will be accessible to everyone.

Directions

- C1. Provide for easy navigation and access throughout the open space network and within parks
- C2. Manage car parking and transport impacts particularly at busy times and during events at Waverley parks and reserves
- C3. Provide a safe and comfortable environment along the pedestrian and cycling network to access Waverley parks and reserves
- C4. Ensure all parks are designed and upgraded in line with universal design principles.

Relevant Council policies, plans and studies:

- Waverley PDTM
- Waverley's Disability Inclusion Action Plan 2017 - 2021

No.	Action	Timing
Direction C1: Provide for easy navigation and access throughout the open space network and within parks		
C1.1	Ensure entrances are clearly marked at popular open spaces (such as Bondi Beach and Park), through signage and way finding for pedestrians and cyclists, public transport users, and drivers. ¹	Medium term (initiate)
C1.2	Update the Waverley PDTM to include design guidance on way-finding signage for parks and reserves. Guidelines to include the preferred type and location of signs and to ensure control over the proliferation of signs in parks.	Medium term (initiate)
Direction C2: Manage car parking and transport impacts particularly at busy times and during events at Waverley parks and reserves		
C2.1	Undertake a study of off-street car parking for beach and sports focused parks and reserves to identify patterns of trips by car, understand shifting mode to more active forms of transport and inform car parking and traffic management strategies to improve safety at times of high visitation.	Short term (deliver)
Direction C3: Provide a safe and comfortable environment along the pedestrian and cycling network to access Waverley parks and reserves		
C3.1	Audit the quality, safety and continuity of footpaths in and around parks and reserves and along the Coast and Cliff Top Walk. Improve street entry into parks and reserves and along the Coast and Cliff Top Walk to consider universal access and address hazards or blockages to pedestrian access where needed. Prioritise the Coast and Cliff Top Walk, regional parks, then district parks, that experience higher visitation (refer to figure 4.3). ²	Short term (initiate)
C3.2	Develop a wayfinding strategy to ensure routes are adequately signed and easy to navigate for: <ul style="list-style-type: none"> • Bondi Beach • Cliff and Coastal Walks, including feeder routes to and connections between the two walks • Bondi Junction • Bronte Park and Gully • Tamarama Park and Gully • Bondi to Manly Walk as agreed with organisers. 	Medium term (deliver)
Direction C4: Ensure all parks are designed and upgraded in line with universal design principles		
C4.1	Provide accessible car parking at all larger parks. Integrate with study identified in C2.1.	Short term (initiate)
C4.2	Ensure universal access to park facilities (where natural topography and local conditions allows) such as playgrounds, toilet amenities and lookouts as well as providing access to park experiences such as traversing through parks and playing sport. ²	Short term (initiate)

1. Waverley Council, Bondi Park, Beach and Pavilion Plan of Management 2014-2024, p61

2. Waverley Council, Disability Inclusion Action Plan 2017-2021, p12

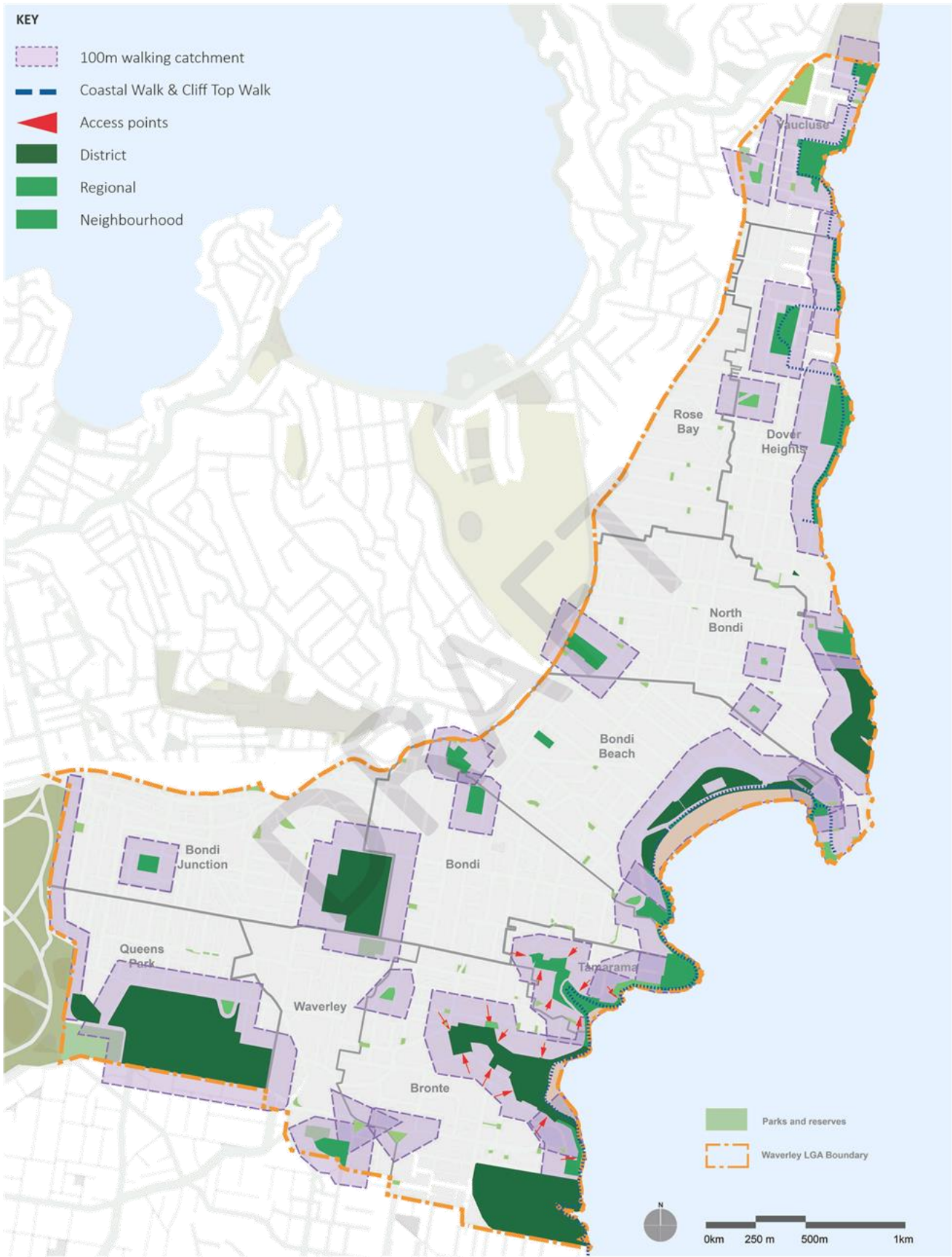


Figure 4.3 Extent of footpath audit around regional and district parks (Action C3.1)

Enhancing the environment

Outcomes

Open spaces in Waverley has significant environmental values and form an important part of the ecology in Waverley, which needs to be respected in the design of parks and reserves.

Directions

D1. Embed environmentally sustainable practices in the management and maintenance of spaces

D2. Enhance and conserve the natural environment

D3. Plan for resilience to manage and adapt to climate change impacts

Relevant Council policies, plans and studies:

- Environmental Action Plan 3
- Water Management Technical Manual
- Plans of management for all parks and reserves
- Waverley Council *Innovate Reconciliation Action Plan 2019-2021*

No.	Action	Timing
Direction D1: Embed environmentally sustainable practices in the management and maintenance of spaces		
D1.1	Continue to engage the La Perouse Local Aboriginal Land Council in the management and maintenance of spaces and seek opportunities to integrate traditional land management practices to build environmental as well as social and cultural resilience.	Short term (initiate)
D1.2	Complete an overarching waste management strategy for Waverley parks and reserves to guide Council's approach to collection, management, and disposal of general waste, recycling and green waste in parks.	Short term (deliver)
D1.3	Continue to improve on water management in open spaces including water capture, recycling, re-use and increasing permeable surfaces.	Short term (deliver)
Direction D2: Enhance and conserve the natural environment		
D2.1	Manage activities adjoining remnant bushland sites to avoid disruption and erosion of vegetation areas. Consider the protection of bushland when locating walking tracks and lookouts and provide fencing surrounding bushland and remnant vegetation where necessary.	Ongoing
D2.2	Increase tree planting in parks and reserves and use diverse planting where appropriate to achieve Waverley's canopy targets. Providing density of tree planting and continuity between parks can help create corridors of vegetation to support local flora and fauna habitats. Areas identified for increased tree planting are shown on Figure 4.4 as 'possible street greening' and park biodiversity focus areas'.	Ongoing
D2.3	Encourage planting of native species in open spaces and verges to improve habitats and provide a food source for native fauna in our urban environment. Areas identified for planting of native species are shown on Figure 4.4 as 'street greening' and 'park biodiversity focus areas'.	Ongoing
D2.4	Encourage planting of native species along the coast line to support the coastal biodiversity corridor (refer to Figure 4.4).	Ongoing
Direction D3: Plan for resilience to manage and adapt to climate change impacts		
D3.1	Focus planting of street trees along key pedestrian and cycling routes that align with ecological corridors connecting parks and reserves.	Ongoing
D3.2	Provide additional shade trees in parks around water bubblers and rest spots such as near seating to minimise exposure to heat.	Medium term (deliver)
D3.3	Provide under-story planting where possible to increase cooling and improve biodiversity connectivity	Ongoing

1. Total Earth Care, Biodiversity Action Plan 2014-2020.

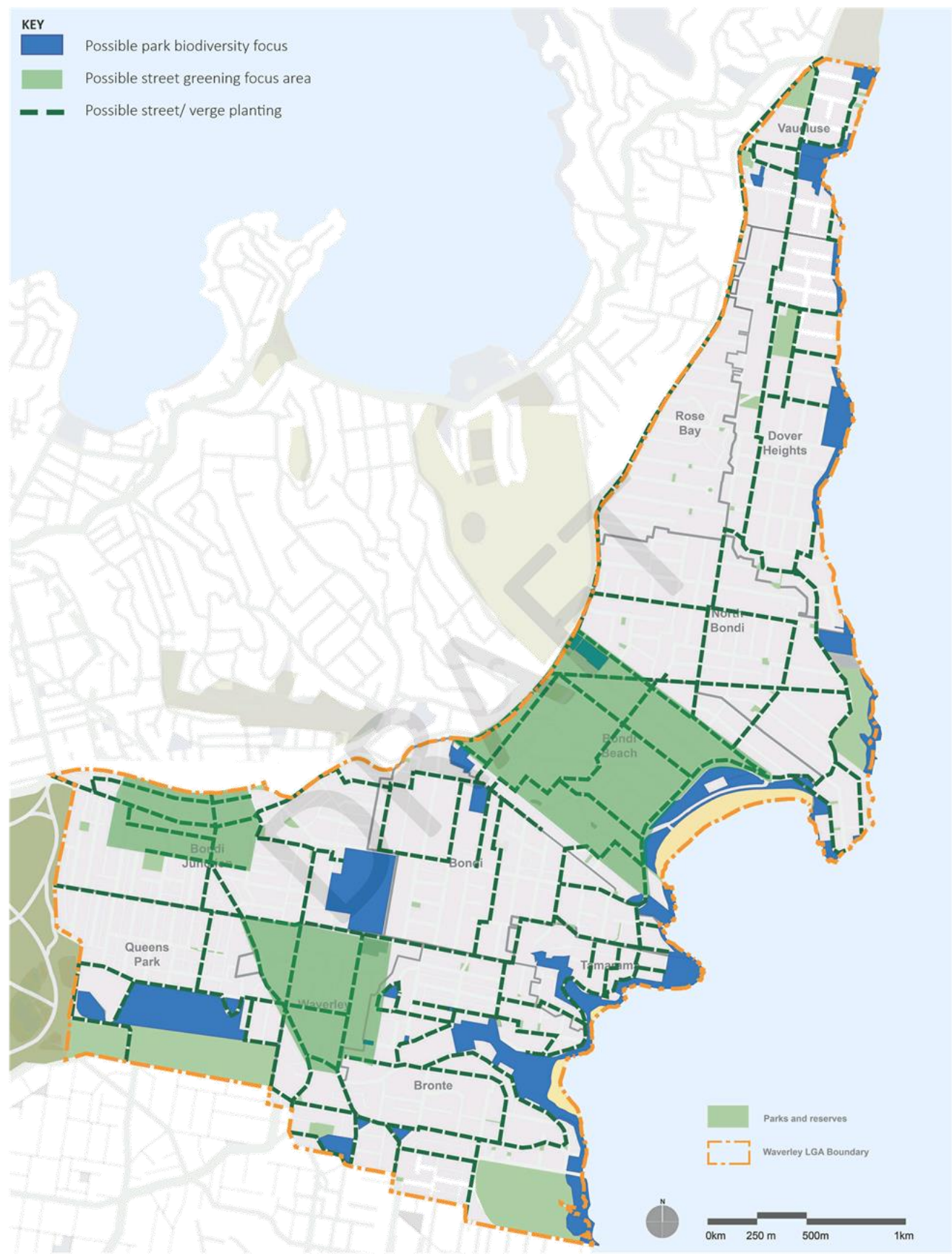


Figure 4.4 Network for street / verge planting (Action D2.3)

Community, culture and heritage

Outcomes

Parks and reserves provide spaces for the community. These spaces allow for a range of community activities and the community also needs to be involved in the management of these spaces.

Directions

E1. Engage the community in the care and management of open space and facilities

E2. Support community events and social activities in parks and reserves

E3. Protect and manage the heritage values of items and landscape areas

E4. Educate the community about the value of the unique environment of spaces

E5. Ensure design of parks tells the story of the place and local culture

Relevant Council policies, plans and studies:

- Plans of management for all parks and reserves
- Waverley PDTM
- Consultation Policy
- Conservation management plans
- Waverley Council *Innovate Reconciliation Action Plan 2019-2021*

No.	Action	Timing
Direction E1: Engage the community in the care and management of open space and facilities		
E1.1	Develop a place story strategy that educates a visitor on the environmental, Aboriginal and European heritage, archaeological, and social significance of Waverley's parks and reserves. Prioritise places with high visitation such as regional and district parks.	Medium term (deliver)
E1.2	Implement an engagement framework that reflects full life-cycle of community engagement for the design, care and management of spaces, from design to post-implementation. Council to establish: <ul style="list-style-type: none"> • initial consultation with the community and stakeholders prior to the development of designs • post-implementation surveys to capture the community's assessment and evaluation of the success of projects • annual community survey on open space and recreation to monitor people's use and satisfaction of Waverley's parks and reserves • annual sports fields and courts regular hirers survey to monitor stakeholder satisfaction and feedback on the management of facilities • a plan to involve traditional owners in the conservation and management of open and recreation spaces, recognising and respecting Aboriginal cultures and heritage. 	Ongoing
E1.3	Provide spaces that allow commemoration to members of the community who have passed away by providing 'living legacy' spaces (see Figure 4.5). ¹ Develop an implementation and management plan for 'living legacy' spaces, including arrangements for funding through public donations for the upkeep in the form of additional planting, furniture or the like and increased maintenance.	Medium term (deliver)
E1.4	Identify ways in which Council can support and encourage the community to partake in public gardening including verge and community gardening.	Ongoing

1. Waverley Council, Meeting Minutes of the Waverley Operations and Community Services Committee Meeting held on 9 October 2018, p3

No.	Action	Timing
Direction E2: Support community events and social activities in parks and reserves		
E2.1	Continue to support events in Waverley's parks and reserves that are focused on building community and generate positive benefits for Waverley's local economy. Also see A1.9 regarding street play policy. Events should align with Waverley's Events Policy. ¹	Ongoing
Direction E3: Protect and manage the heritage values of items and landscape areas and educate the community on the unique environment and heritage value of Waverley's spaces		
E3.1	<p>Adopt the following principles to guide management of open space in Waverley that have landscape heritage values and Aboriginal and European heritage items:</p> <ul style="list-style-type: none"> Plan and manage the open spaces and parks of Waverley to conserve and protect significant heritage values Manage individual contributory elements within the listed parks or reserves in accordance with their assessed level of significance Consider the impact of works to heritage and their associated attributes as well as impacts on the significance of the place as a whole Establish and maintain a regular maintenance program for identified heritage structures and landscape components Acknowledge the contribution of significant trees to the distinctive, historic character of parks and try to replace species like for like if significant trees become senescent and fail Seek opportunities to recover, enrich and celebrate the historic character and significance of open space and parks within Waverley. 	Short term (deliver)
E3.2	<p>Amend and update the LEP Schedule 5 heritage items and heritage map to more accurately reflect the items (including landscape conservation areas) and their boundaries. Investigate:</p> <ul style="list-style-type: none"> Inclusion of Calga Reserve as part of the South Bronte Headland Conservation Area. The heritage significance of Clemenston Park and review its heritage listing. Williams Park as a cultural landscape area, recognising the Aboriginal and historical archaeological significance of the site. Inclusion of Francis Street as a heritage item (Francis Street Landscape Conservation Area) for its significance in relation to the history and development of Waverley LGA. 	Short term (deliver)
E3.3	Ensure Council's parks operations team is trained in best practice heritage landscape management. Management of heritage items, landscape conservation areas and heritage significant trees at Varna Park, Dickson Park, and Thomas Hogan Reserve, must be undertaken in accordance with conservation processes and principles.	Medium term (deliver)
E3.4	Integrate landscape heritage conservation planning, management and actions for conservation as part of the process for preparing a plan of management for parks and reserves with heritage values.	Medium term (deliver)

1. Waverley Council, Waverley Council Events Policy, p3

No.	Action	Timing
E3.5	<p>Prepare and implement a heritage interpretation strategy or plan for historic and heritage listed open space LGA wide. This strategy will aim to help communicate the heritage values of the place weather through signage, artwork, storytelling, landscape design or improvements to amenity. The following parks and reserves, as shown on Figure 4.5 should be included in this strategy or plan:</p> <ul style="list-style-type: none"> • Bondi Beach and Park (including Ben Buckler / Ray O'Keefe Reserve, Marks Park) - planning for this place is a priority • Hunter Park (reflecting the context of the Bondi Beach Cultural Landscape Area) • Bronte Beach (for the park, beach, ocean pool, Calga cutting and Bronte House) • Waverley Park • Tamarama Beach Park and Gully • Varna Reserve • Thomas Hogan Reserve • Dickson Park • Gaerloch Reserve • Macpherson Park • Simpson Park • Queens Park (in conjunction with Centennial Parklands Trust) • Rodney Reserve (to provide better public access to and awareness for the CSIRO Astronomical Instrument Base) • Diamond Bay Reserve (to provide better public access to and awareness of the rock engraving). 	Medium term (deliver)
E3.6	<p>Prepare a heritage and landscape management plan as part of the plans of management for the following places:</p> <ul style="list-style-type: none"> • Waverley Park • Sandstone Coastal Escarpment Landscape Conservation Area. Area includes Clarke Reserve, Diamond Bay to Rodney Reserve. <p>Heritage and landscape management plans should guide works to improve heritage interpretation, management and maintenance of heritage items, items contributing to heritage landscapes, and significant heritage trees.</p>	Medium term (deliver)
E4. Educate the community about the value of the unique environment of spaces		
E4.1	Integrate environmental and Aboriginal cultural messaging on park signage. ¹ Educate the community on the significance of remnant vegetation and importance of protecting vegetation from damage.	Medium term (initiate)
E5. Ensure park design reflects the story of the place and local culture		
E5.1	Prepare a master plan and associated management plan for Hunter Park which includes park improvements, management and information on art pieces and references Council's <i>Art Collection - Acquisition and Decommissioning Guidelines</i> for future works.	Medium term (deliver)
E5.2	Investigate opportunities for public art installations, in addition to projects identified in the <i>Waverley Public Art Masterplan</i> . Encourage integration of public art in the design of parks, play spaces and living memorials to tell the story of place, Indigenous culture and local perspectives. Seek to engage local artists for public art projects.	Medium term (deliver)

1. Waverley Council, Waverley Council Innovate Reconciliation Action Plan 2019-2021, p33

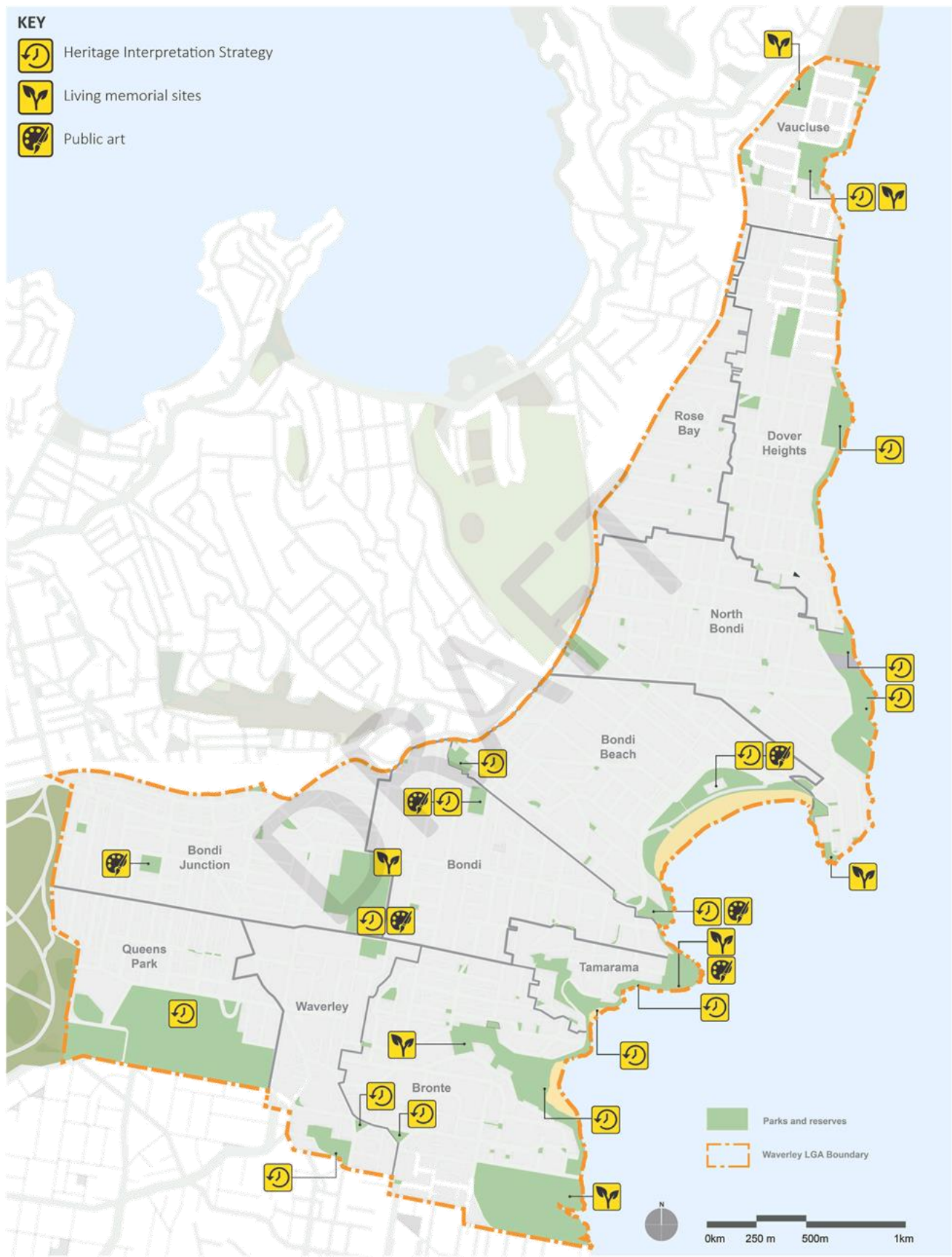


Figure 4.5 Community, culture and heritage

Management and maintenance

Outcomes

Council provides spaces that are safe and maintained at a good standard that is satisfactory to the community.

Directions

F1. Maintain spaces, facilities and amenities at a standard in line with the park classification

F2. Provide clear and consistent messaging regarding compliance in parks

F3. Maintain environments that are safe for all users

F4. Ensure consistency in management across all parks and reserves

Relevant Council policies, plans and studies:

- Plans of management for all parks and reserves
- *Waverley Strategic Asset Management Plan*
- *Waverley Operational Plan*
- *Waverley Play Spaces Strategy 2014-2029*

No.	Action	Timing
Direction F1: Maintain spaces, facilities and amenities at a good standard		
F1.1	<p>Prepare and or maintain plans of management (PoM) for parks and reserves to guide maintenance and management activities.</p> <p>Prioritise the preparation of plans of management for spaces that aren't currently covered by a PoM, and require a plans of management under the Crown Lands Act, and prioritise the review and update of plans of management currently in place for high profile places:</p> <ul style="list-style-type: none"> • Bondi Park, Beach and Pavilion Plan of Management. • Bronte Beach and Park Plan of Management. • Waverley Park Plan of Management. • Tamarama Park Plan of Management. • Plan of Management for Parks (plan to include Thomas Hogan Reserve and Barracluff Park). • Coastal and Cliff Top Parks (plan to include Rodney Reserve, Raleigh Reserve, Weonga Reserve, Diamond Bay Reserve, Clarke Reserve and Eastern Reserve). • Waverley Cemetery and South Head Cemetery Plan of Management (new), Weonga Reserve, Diamond Bay Reserve, Clarke Reserve and Eastern Reserve. 	Short term (initiate)
F1.2	Adopt the maintenance and servicing framework (Appendix A) that outlines expectations for service standards, maintenance activities, and frequency of servicing of Waverley parks and reserves. Based on the framework, prepare a detailed service plan for parks and streetscapes. Review staffing levels against servicing framework.	Short term (deliver)
F1.3	Audit Council Parks and Operations team requirements for support facilities, plant and equipment such as watering trucks, storage space, and parking to enable implementation of the maintenance and servicing framework.	Short term (deliver)
F1.4	Establish a priority listing of all parks for upgrade and refurbishment based on asset life cycle and coordinate with the <i>Play Space Strategy 2014-2029</i> priority of works.	Short term (deliver)
F1.5	Establish a database of living assets for parks and street trees and inform improvement works to parks, program audits and renewal of assets.	Short term (deliver)

No.	Action	Timing
F1.6	Establish and maintain a list of significant trees in parks and streets.	Short term (deliver)
F1.7	Undertake an assessment of training field surfaces to determine what maintenance and upgrade schedules are required to increase the capacity of play and resilience of turf. Consider alternative surfaces such as hybrid or synthetics.	Short term (deliver)
F1.8	Review and update Council's <i>Tree Policy and Street Tree Master Plan</i> in line with Council's commitment to urban canopy targets and areas identified in Figure 4.4.	
Direction F2: Provide clear and consistent messaging regarding compliance in parks		
F2.1	Review Council's <i>Events Policy and Event Management and Delivery Guidelines</i> and update the policy to identify: <ul style="list-style-type: none"> • which parks and reserves are appropriate for different types of events • key impacts that would need to be managed for each place • a calendar of events to manage frequency of events so that public access to spaces is not impacted and the environment has opportunity to recover. 	Short term (deliver)
F2.2	Implement updates to signage in parks and reserves and communication of information identifying open space regulations, in accordance with Appendix B.	Medium term (deliver)
Direction F3: Maintain environments that are safe for users		
F3.1	Review risks to health and safety at Waverley's cliff top parks and implement management strategies.	Short term (deliver)
Direction F4: Ensure consistency in management across all parks and reserves		
F4.1	Set out guidelines for sponsorship or partnership agreements for park and recreation assets to ensure some consistency of approach between community, not-for-profit and commercial organisations. Review Council's fees and charges accordingly.	Short term (deliver)
F4.2	Focus mass planting areas in: <ul style="list-style-type: none"> • Beach and sports parks • Steep slopes (of 1:3 or greater) • Verge planting focus areas as identified in Figure 4.4. 	Ongoing
F4.3	Connect all irrigation systems to cloud based smart controllers which automatically adjust watering time and volume based on both forecast and actual rainfall.	Ongoing

Open space network and classification

We have 79 parks and reserves to manage, which service a range of activities and users. The introduction of a system of classification of our parks and reserves will help Council prioritise maintenance decisions and improvement activities by providing an understanding of the level of provision and facilities expected for each type of open space.

Our classification of spaces by five types (Bondi Beach and Park landscape, beach parks, sports parks, neighbourhood and local) is generally consistent with the proposed approach for open space planning set out in the NSW Government Architect's *Open Space for Recreation Guide*. Our classification reflects the types of activities and facilities currently available, or desired in each park and reserve, and to some extent the size of spaces. It indicates the catchment size and the extent that people travel to visit a space, and based on this information informs the approach to maintenance and servicing required for each space. Principles for open space classification are outlined in Table 4.1.

Open space classification

Bondi Beach and Park landscape

- Unique and high profile destination in Waverley that attracts visitors locally, regionally and internationally and provides access to water-based recreation activities, spaces to socialise and relax, and high quality amenities.

Beach parks

- Provides open green space and space for passive and active recreation and includes access to water-based activities. Provides facilities and a landscape that attracts visitors from beyond Waverley LGA.

Sports parks

- Provides open green space and space for passive recreation and team and organised sports. Provide sporting facilities that can cater for group and organised sports.
- A destination park that services a substantial residential area or at least two local suburb catchments.

Neighbourhood

- Provides open green space for primarily passive and casual turn up and play recreation. Provides green spaces to walk through. Caters to the local catchment of residents in the suburb or LGA.

Local

- Provides open green space for primarily passive recreation. Provides green spaces to walk through. Includes small parks and parks on street verges and road closures and caters for immediate residents in the area.



Bondi Beach Park



Sports park - Waverley Park



Neighbourhood open space - St James Reserve



Figure 4.6 Classification of Waverley parks and reserves

Type	Description	Catchment and access	Facilities
Bondi Beach and Park landscape	<p>Includes Bondi Beach, Bondi Park, surrounding parks and coast line.</p> <p>Relates to the National Heritage Listing.</p> <p>The landscape is a unique place in Waverley and is a high profile destination with an international reputation.</p> <p>The landscape provides access to water-based recreation activities, spaces to socialise and relax, and high quality amenities.</p> <p>The landscape attracts visitors internationally and encourages whole day visits and overnight stays.</p>	<p>Encourages visits for a whole day and overnight stays.</p> <p>The landscape is a destination and attracts organised or planned journeys.</p>	<ul style="list-style-type: none"> • Has a unique design characteristic • Includes furniture such as benches and picnic tables • Includes high quality toilet facilities • Include a play space with access path, signs and water bubbler. • Includes Bondi Pavilion • Includes food and beverage retailers • Includes casual turn up and play facilities • Includes lighting • Include high amenity horticultural planting, turf and trees • Includes welcome signage at all entrances and interpretive signage of heritage items if relevant.
Beach parks	<p>Larger park by the beach, designed with high amenity.</p> <p>Refer to Appendix A for details of service levels and maintenance servicing framework.</p> <p>Provides space for recreation, socialising and relaxation and includes access to water-based activities.</p> <p>A destination park that provides facilities and a landscape that attracts visitors from across Waverley LGA and outside the LGA. Encourages visits for more than two hours.</p>	<p>Encourages visits for several hours and will attract organised or planned journeys.</p> <p>Located close to public transport and includes associated facilities such as car parking including accessible parking.</p>	<ul style="list-style-type: none"> • Includes furniture such as benches and picnic tables • Includes toilet facilities • Include a play space with access path, signs and water bubbler. • May include a community hall or meeting space • May include some casual turn up and play facilities • May include a recreation facility for sports • Includes lighting • Include high amenity horticultural planting, turf and trees • Includes welcome signage at all entrances and interpretive signage of heritage items if relevant.

Type	Description	Catchment and access	Facilities
Sports parks	<p>Larger park, designed with high amenity and provision of sports fields, courts and recreation facilities.</p> <p>Refer to Appendix A for details of service levels and maintenance servicing framework.</p> <p>Provides sporting facilities that can cater for organised and team sports and casual play.</p> <p>A destination park that services a substantial residential area or at least two local suburb catchments.</p>	<p>Encourages visits for one to two hours.</p> <p>Accessible to users within a 1km catchment area, about 15 to 20 minutes' walk from home.</p> <p>Located close to public transport.</p>	<ul style="list-style-type: none"> • >25% of space is active space • Includes furniture such as benches and picnic tables • Includes toilet facilities • May include a play space with access path, signs and water bubbler. • May include a community hall or meeting space • May include some casual turn up and play facilities • May include a sporting facility • Includes lighting • Includes planting, turf and trees • Includes welcome signage at all entrances and interpretive signage of heritage items if relevant.
Neighbourhood	<p>Provides a good level of landscape amenity.</p> <p>Refer to Appendix A for details of service levels and maintenance servicing framework.</p> <p>Provides open green space for primarily passive and casual turn up and play recreation. Provides green spaces to walk through.</p>	<p>Caters to a localised catchment.</p> <p>Accessible to users within a 400m catchment area, about an 8 to 15 minutes' walk from home.</p> <p>Visited daily by many users for short visits of up to one hour.</p>	<ul style="list-style-type: none"> • 0% active space • May include furniture such as benches and picnic tables • May include toilet facilities • May include a play space with access path, signs and water bubbler. • May include a community hall or meeting space • May include some casual turn up and play facilities • Does not include lighting • Includes low maintenance planting, turf and trees • Includes small park signs at all entrances.
Local	<p>Provides a basic level of landscape amenity.</p> <p>Refer to Appendix A for details of service levels and maintenance servicing framework.</p> <p>Provides open green space for primarily passive recreation. Provides green spaces to walk through.</p>	<p>Caters to immediate residents in the area.</p> <p>Accessible to users within a 200m walking catchment area, about 5 to 10 minutes' walk from home or to users passing by on their way to other destinations.</p>	<ul style="list-style-type: none"> • 0% active space • May include furniture such as bins, seating benches and picnic tables • May include a play space • Does not include lighting or bubblers • Includes low maintenance planting, turf and trees • Includes small park signs at all entrances

Table 4.1 Principles for open space network and classification

Locality strategic plan

The following plans show the combined strategies by locality.

North

Figure 4.7 shows the North locality, which extends from North Bondi to Vaucluse in the north.

Key projects for the North locality are focused on increasing amenities to improve access to toilets along the Cliff Walk, increasing the capacity of sports fields at Barracluff Park and Dudley Page Reserve, and increasing street planting on key cycle and pedestrian routes.

Priority actions for projects to be delivered in the short term (0 to 5 years) in the North locality are:

- A1.4 Implement a strategy to increase the profile of South Head Cemetery as part of the Waverley parks and reserves network and recreation walking network.
- A1.6 Seek opportunities to increase turn-up and play facilities such as basketball and netball hoops, tennis rebound walls, and outdoor activity stations.
- A1.3 Consult on the introduction of timed access for dog off-leash activities to improve access to dog off-leash areas in North Bondi and Bondi Beach. Identify measures to enforce compliance with timed access.
- A2.2 Investigate opportunities to extend the size of the field at Barracluff Park to increase the capacity of the field for training and match play, whilst supporting a broader mix of activities such as casual play and dog off-leash (timed access), and providing amenities such as toilets.
- A2.3 Investigate opportunities to increase the capacity of Rodney Reserve and provide sports clubs and groups more options for training and match play, including locating new outdoor courts at the northern end of the reserve.
- A2.4 Increase lighting of the sports field and provide amenities such as toilets and change facilities at Hugh Bamford Reserve, to enable more groups access and increase the hours of play available for the field.
- A4.1 Complete an amenities study to identify gaps and recommended locations for providing public toilet facilities, seating and water bubblers along the Cliff Top Walk. Suggested locations for more amenities include Diamond Bay and Hugh Bamford Reserve.

Beaches

Figure 4.8 shows the Beaches locality, which encompasses Bondi, Tamarama and Bronte Beaches and the suburbs of Bondi Beach, Bondi, Tamarama and Bronte.

Key projects for the Beaches locality are focused on providing better access to dog off-leash areas (to Barracluff Park), and increasing street planting on key cycle and pedestrian routes, with a particular focus on the Bondi Beach street greening focus area.

Priority actions for projects to be delivered in the short term (next 0 to 5 years) in the Beaches locality are:

- A1.9 Continue to implement actions to provide improved beach access, in line with the principles for universal access at Bondi Beach and Bronte Park.
- D2.3 Encourage planting of native species in open spaces and verges to improve habitats for native flora and fauna in our urban environment. These areas of focus are identified as 'possible street greening' and 'park biodiversity focus areas'.

The Junction

Figure 4.9 shows The Junction locality, which encompasses the western part of the LGA, including the suburbs of Waverley, Queens Park and Bondi Junction.

Key projects for The Junction locality, are focused on increasing tree planting and greening to support the high number of pedestrians in this locality, securing more spaces for recreation, and providing more opportunities for turn-up and play facilities and spaces for casual play. There is an opportunity to explore shared use arrangements to enable access to existing private facilities and schools. Opportunities to extend and upgrade existing parks and reserves will be investigated.

Priority actions for projects to be delivered in the short term (next 0 to 5 years) in The Junction locality are:

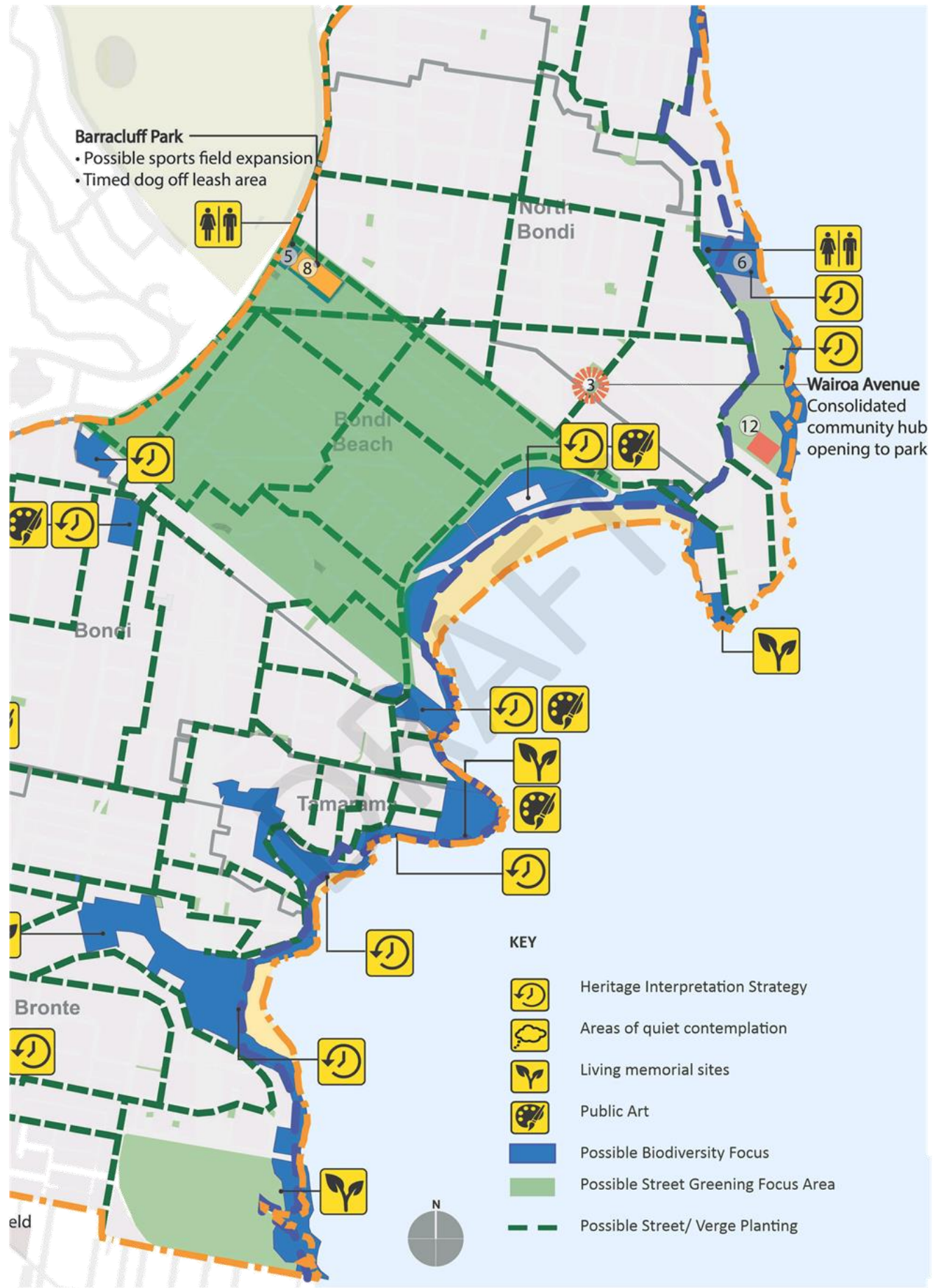
- A1.6 Seek opportunities to increase turn-up and play facilities such as basketball and netball hoops, tennis rebound walls, and outdoor activity stations.

Priority locations for investigation are: Bondi Junction and Waverley Park.

- A1.7 Seek opportunities to provide additional indoor multi-use courts that can be used for casual play and also support match play, such as basketball. New facilities can be integrated as part of new development, particularly in and around Bondi Junction.
- D2.3 Encourage planting of native species in open spaces and verges to improve habitats for native flora and fauna in our urban environment. These areas of focus are identified as 'possible street greening' and 'park biodiversity focus areas'



Figure 4.7 North combined strategies map



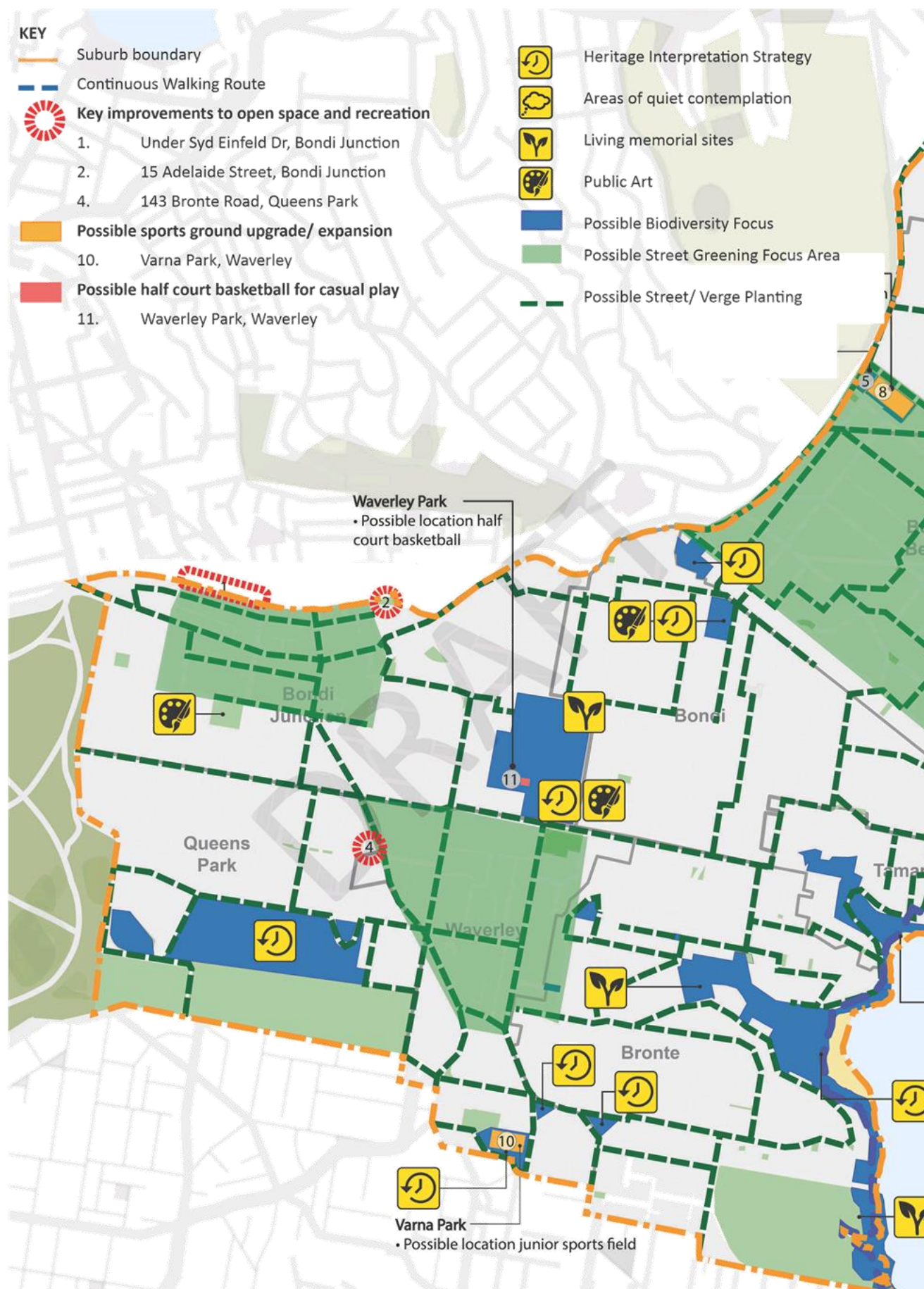


Figure 4.9 Bondi Junction and surrounds combined strategies map



Funding

Planning, management, and maintenance of open space is funded through Council's operational budgets. Delivery of this OSRS will predominately be funded by Council.

Acquisition of new spaces and upgrade of existing spaces will primarily be funded through Council's capital works budgets. Sometimes funding may be available via external sources such as development contributions collected via local contributions plans or negotiated through planning agreements, or other government grant funding.

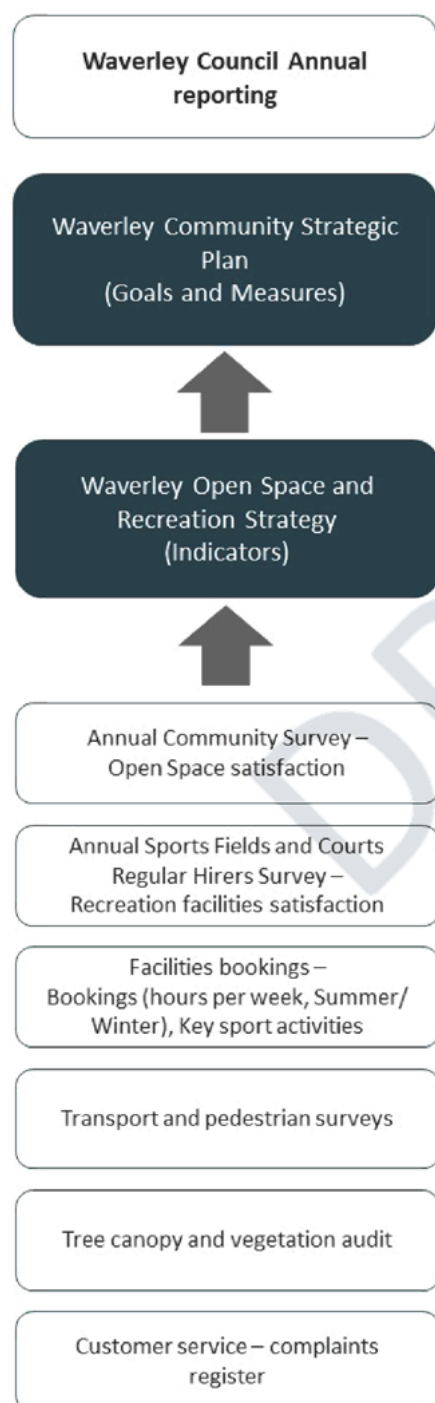


Figure 4.10 Monitoring and reporting framework

Monitoring and reporting

Existing Council reviews and measures will assist in monitoring the effectiveness of the OSRS. The approaches to monitoring and indicators for success are listed in Table 4.2. Indicators can be monitored through the proposed activities as part of the engagement framework (action E1.2) and through other monitoring and reporting activities as part of our other programs.

Each year, Waverley reports on progress in delivering goals of the Waverley Community Strategic Plan. For open space this involves reporting on the following measures:

- improved community satisfaction with the quality of parks, sporting and recreational facilities and open spaces
- improve, community satisfaction with the accessibility to parks, sporting and recreational facilities and open spaces.

We will review our SAMP to guide the funding and prioritisation of projects that deliver on the OSRS.

The OSRS will be reviewed and updated in 10 years time.

Approach to monitoring	Indicators
Annual community satisfaction survey	Community satisfaction increases
Annual sports fields and courts regular hirers survey	Sporting clubs and school groups satisfaction is maintained or increases
Hours facilities used or booked	The average hours of bookings increases across all facilities
Transport surveys and pedestrian monitoring	Trips in Waverley by active transport (walking and cycling) increases
Tree canopy and vegetated area audit	Tree canopy and vegetated area increases
Compliance with Council open space policies and regulations	Complaints decreases

Table 4.2 Monitoring OSRS and performance indicators

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Appendices

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Appendix A: Maintenance and servicing framework

Maintenance of parks and reserves requires the repair and or servicing of parks involves:

- maintenance inspections to assess the requirements for repairs and
- maintenance tasks to keep the asset serviceable and meet level of service standards, wither immediately or within the next year or two.

Description	Beach Parks (including Bondi Park)	Parks with Sports Fields	Neighbourhood Parks	Local Parks	Streets/ Verges/ Traffic Calming Devise
Service Level	High <i>High level of utilisation</i> <i>This standard has the highest level of asset provision, using quality materials and bespoke designs, maintenance is undertaken to the highest affordable standards with quick response times and proactive programed operations.</i>	High <i>High level of utilisation</i> <i>This standard has the highest level of asset provision, using quality materials and bespoke designs, maintenance is undertaken to the highest affordable standards with quick response times and proactive programed operations.</i>	Medium <i>Medium level of utilisation</i> <i>This standard has a moderate level of asset provision, using robust materials and simple designs. Maintenance is undertaken to a good standards, with standard response times and programed operations.</i>	Basic <i>Relatively low level of utilisation.</i> <i>This standard has the lowest level of asset provision, using robust materials and simple designs. Maintenance is undertaken to the lowest acceptable standard, with longer response times and fewer programed operations.</i>	Basic <i>Relatively low level of utilisation.</i> <i>This standard has the lowest level of asset provision, using robust materials and simple designs. Maintenance is undertaken to the lowest acceptable standard, with longer response times and fewer programed operations.</i>
Service Frequency	Weekly	Monthly	6 weeks – 3 months	6 weeks – 3 months	6 weeks – 3 months
Water	Summer lawn areas as required	Summer lawn areas as required	Limited or no lawn irrigation	No lawn irrigation	No lawn irrigation
	Trees and shrubs as required. Drip system to be installed where possible.	Trees and shrubs as required. Drip system to be installed where possible.	Hand water new revegetation areas.	Hand water new revegetation areas.	Hand water new revegetation areas.
	Monitor water use to adhere to water budgets.	Monitor water use to adhere to water budgets.	Monitor water use to adhere to water budgets.		

Irrigation System	Repair sprinklers, valves and pipes as required. Maintain in a good condition. Refer to IPWEA Parks Management: Inventories, conditions and performance grading for ratings.	Sprinkler systems to sports fields / repair sprinklers, valves and pipes as required. Maintain in a good condition. Refer to IPWEA Parks Management: Inventories, conditions and performance grading for ratings.	No/ Limited sprinklers systems, check taps, valves if present. Maintain in a good condition. Refer to IPWEA Parks Management: Inventories, conditions and performance grading for ratings.	No irrigation systems	No irrigation systems
	Sprinkler checks monthly between November – February.	Limited sprinkler system/ sprinkler checks monthly between November – February.	No/ Limited sprinklers	No sprinklers	No sprinklers
Mowing	Grass height between 80 – 100mm covering 30% turf area	Grass height between 80 – 100mm covering 30% turf area	Seasonally dependent especially on reserves with waterways and drains. Grass height between 100 – 150mm between >50% reserve.	Seasonally dependent especially on reserves with waterways and drains. Grass height between 100 – 150mm between >50% reserve.	Seasonally dependent. Grass height between 100 – 150mm.
					Respond to merit requests
NOTE: Mowing and brush cutting may be deferred in winter months or if a community event is scheduled.					
Edging	Every 2-4 weeks or as required	Every Month	Every 3 months	Every 3 months	No edging
Brush Cutting	Around signage, furniture, structures, path edges every 1-2 weeks	Around signage, furniture, structures, path edges every month	Around signage, furniture, structures, path edges every 6 weeks – 3 months	Around signage, furniture, structures, path edges every 6 weeks – 3 months	
Weed Control	Spay selective herbicides to control Bindii and Cape Daisy on turf once a year between June – September.	Spay selective herbicides to control Bindii and Cape Daisy on turf once a year between June – September.	Spay selective herbicides to control Bindii and Cape Daisy on turf once a year between June – September.	Spay selective herbicides to control Bindii and Cape Daisy on turf once a year between June – September.	
			Pre-emergent applied to garden beds every 3 months in spring and summer.	Pre-emergent applied to garden beds every 3 months in spring and summer.	Pre-emergent applied to garden beds once a year.
	Hand weed garden beds – check weekly	Hand weed garden beds – check every month	Hand weed garden beds – check 6 weeks – 3 months	Hand weed garden beds – check 6 weeks – 3 months	Hand weed garden beds – check 6 weeks – 3 months

Pruning	Trees and shrubs as required to maintain tidy appearance and for plant health	Trees and shrubs as required	Prune damaged or hazardous branches	Prune damaged or hazardous branches	
	Remove spent flowers as required	Remove spent flowers as required			
Plant, Maintain	Garden beds	Garden beds	Garden beds	Plant on steep slopes	
	Top up mulch monthly	Top up mulch every 3 months	Top up mulch as necessary	Top up mulch as necessary	
Plant	Replace dead or unhealthy plants. Infill planting as required to create habitat and maintain amenity.	Infill planting as required to create habitat and maintain amenity. Replace dead or unhealthy plants.	Revegetation and screen plantings in winter	Trees/ shrubs – screening resident request	Infill planting as required to create habitat and maintain amenity. Replace dead or unhealthy plants.
Fertilise	Lawns/ turf/ sports fields Autumn and Spring	Lawns/ sports fields in Spring	No/ limited fertilising only as necessary and high use local parks	No/ limited fertilising only as necessary	No/ limited fertilising only as necessary
Top Dress	Lawns/ turf/ sports fields to ensure even surfaces throughout	Top dress high traffic or damaged areas as necessary	Top dress uneven surfaces for public safety as required	Top dress uneven surfaces for public safety as required	Top dress uneven surfaces for public safety as required
Turf	Returf after large events, and surrounding high wear areas including sports fields as required and end of each season.	Returf after large events, and surrounding high wear areas including sports fields as required and end of each season.	Returf for safety as necessary	Returf for safety as necessary	Returf for safety as necessary
	Over sow annually	Over sow sports fields and high use parks			
	Aerate sports fields and high use parks annually	Aerate sports fields and high use parks annually			

Maintain Assets and Play Equipment	Playgrounds weekly visual condition assessment. 3 monthly testing of moving parts. Annual audit for compliance to AS.	Playgrounds weekly visual condition assessment. 3 monthly testing of moving parts. Annual audit for compliance to AS.	Playgrounds weekly visual condition assessment. 3 monthly testing of moving parts. Annual audit for compliance to AS.	Playgrounds weekly visual condition assessment. 3 monthly testing of moving parts. Annual audit for compliance to AS.	
	Furniture (seats, tables, bins, barbecues) weekly	Furniture (seats, tables, bins, barbecues) monthly	Furniture (seats, tables, bins, barbecues) 6 weeks – 3 months	Furniture (seats, tables, bins, barbecues) 6 weeks – 3 months	
	Structures (picnic shelter, toilets, change rooms) weekly	Structures (picnic shelter, toilets, change rooms) monthly	Few or no structures to maintain.	Few or no structures to maintain.	
	Monthly inspection of all pathways, footbridges and walking trails in safe to easily accessible state.	Monthly inspection of all pathways, footbridges and walking trails in safe to easily accessible state.	Safe walkways by repairs to footpaths, walkways, steps, post and rail fences, handrails as required	Check and maintain walkways/ footpaths as required.	
Hand Litter Pick Up	Daily to twice weekly	Daily to twice weekly (Dec, Jan, Feb) – Weekly (May, June, July)	Check every visit	Check every visit	Check every visit
Vandalism	Inspect and assess within 24hrs Mon – Fri, carry out ASAP depending on damage/ vandalism and required materials.	Inspect and assess within 24hrs Mon – Fri, carry out ASAP depending on damage/ vandalism and required materials.	Inspect and assess within 24hrs Mon – Fri of notification, carry out ASAP depending on damage/ vandalism and required materials.	For safety if required or programmed	For safety if required or programmed
Bin change over	Change over daily	Collected by PPC	Collected by PPC	Collected by PPC	

**Note: Frequency of watering, weed management, mowing and bush cutting are adapted to respond to seasonal variations.*

Appendix B: Parks compliance

*Alcohol free zone = public streets and beaches (Bondi, Tamarama and Bronte) only

*Alcohol prohibited zone = parks, reserves and public spaces that have been endorsed by council to be enforceable alcohol prohibited zones

Park or Reserve	Proposed compliance information
All Parks (except those listed independently below)	All Parks (except those listed independently below)
	<ul style="list-style-type: none"> No camping or staying over night No portable barbecues or open fires
	In an alcohol prohibited zone; Bondi Park & Beach, Tamarama Park & Beach and Bronte Park & Beach.
	<ul style="list-style-type: none"> No consumption of alcohol (only is Alcohol free or prohibited zones as determined by Council)
	With a playground (refer to play strategy for locations)
	<ul style="list-style-type: none"> No dogs within 10m of playground Assistance dogs permitted in playground No smoking within 10m of playground
	Without a field or court (i.e. except Rodney Reserve, Barracluff Park, Dudley Page Reserve, Hugh Bamford Reserve)
	<ul style="list-style-type: none"> No organised ball games, without council approval
	In Coastal Reserves (Diamond Bay Reserve)
	<ul style="list-style-type: none"> No camping or staying overnight
	Parks within the Bondi Intertidal Area and Bronte - Coogee Aquatic Reserve i.e. Bronte Cutting, Calga Reserve, Waverley Cemetery, Hunter Park, Marks Park and Gareloch Reserve
	<ul style="list-style-type: none"> No collecting or harvesting invertebrates in the intertidal area Dogs prohibited in areas with remnant vegetation and bushcare areas.
	Locations where commercial activities are allowed: (Note fitness training allowed in Hunter Park, Marks Park, Barracluff Park, Diamond Bay Reserve, Dudley page Reserve, Hugh Bamford Reserve, Rodney Reserve, Upper Dickson Reserve, Varna Park.
	Note events in Dudley Page Reserve, Marks Park, Calga Reserve, Gaerloch Reserve, Diamond Bay, Hugh Bamford Reserve, Hunter Park, Waverley Memorial Park, Caffyn Park, Barracluff Park, Clementson Park, Kimberley Reserve, Thomas Hogan Reserve, Varna Park, Upper Dickson Reserve, Rodney Reserve)
	<i>To apply for an event or commercial activity, please seek approval from Council prior by calling 9369 8000.</i>
	<i>Otherwise: No commercial activities</i>

Park or Reserve	Proposed compliance information
Bronte Park	<ul style="list-style-type: none"> • No consumption of alcohol • No camping or staying overnight • No organised ball games, without council approval • No commercial activities, without Council approval • No kites or kite activities • No portable barbecues or open fires • No collecting or harvesting invertebrates in the intertidal area • No smoking on beaches • Dogs are prohibited on the beach, in the bushland of the Bronte Gully, and near the pool, children's play areas and food preparation areas such as barbecues and the kiosk.
Bronte Beach	<ul style="list-style-type: none"> • No Dogs • No Smoking • No kite or kite activities • No collecting or harvesting invertebrates in the intertidal area • No commercial activities • No Alcohol • No ball games • No glass
Tamarama Park	<ul style="list-style-type: none"> • No consumption of alcohol • No camping or staying overnight • No smoking on beaches • No organised ball games, without council approval • No skateboarding, rollerblading and kite flying. • No dogs. Dogs prohibited in park and on the Beach, dogs permitted on-leash on the Coast Walk, promenade and in Tamarama Gully • Fishing is allowed in these areas but taking, gathering or collecting seashore animals is prohibited.
Tamarama Beach	<ul style="list-style-type: none"> • No Dogs • No Smoking • No kite or kite activities • No collecting or harvesting invertebrates in the intertidal area • No commercial activities • No Alcohol • No ball games • No glass

Park or Reserve	Proposed compliance information
Bondi Park and Biddigal Park	<ul style="list-style-type: none"> • No consumption of alcohol • No camping or staying overnight • No smoking on beaches • No dogs. Dogs prohibited in park and on the Beach, dogs permitted on-leash on the Coast Walk and promenade. • No organised ball games, without council approval. • No commercial activities, without Council approval • No bikes, skateboards or rollerblades • No kites or kite activities • No portable barbeque's or open fires
Bondi Beach signs	<ul style="list-style-type: none"> • No dogs • No Smoking • No kite or kite activities • No commercial activities • No Alcohol • No glass • No carrying of hand spears or spear guns • No collecting or harvesting invertebrates in the intertidal area. Bondi to Tamarama forms an Intertidal Protected Area
North Bondi Childrens' Pool and Rock Pool	<ul style="list-style-type: none"> • No Dogs • No running • No diving • No collecting or harvesting invertebrates in the intertidal area. Bondi to Tamarama forms an Intertidal Protected Area • No smoking • No drinking • No glass • No spear fishing
Waverley Park	<ul style="list-style-type: none"> • No camping or staying overnight • No commercial activities, without Council approval • No portable barbeque's or open fires • Dogs prohibited on sports fields and courts, the memorial garden and within 10m of playground and food preparation areas. A designated dog off-leash area is located on the top section of the park. Dogs must remain on-leash in all other areas of the park.

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Appendix C: Landscape Conservation Areas and heritage items

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Park or reserve	Landscape Conservation Area	State Heritage Listing	Includes Local Heritage, Archaeological, Aboriginal Items or Sites
Ben Buckler / Ray O'Keefe Reserve	Ben Buckler (Ray O'Keefe) Reserve Landscape Conservation Area		Yes
Bondi Beach and Park*	Bondi Beach and Park Landscape Conservation Area	Yes - Bondi Pavilion, Bondi Beach Cultural Landscape	Yes
Bronte Beach and Park	Bronte Beach and Park Landscape Conservation Area		Yes
Caffyn Park	Caffyn Park Landscape Conservation Area		
Calga Reserve	Calga Avenue Landscape Conservation Area		
Clarke Reserve	Coastal Sandstone Escarpment Landscape Conservation Area		
Clemenston Park	Clemenston Park Landscape Conservation Area		
Cuthbert Street Reserve	Cuthbert Street Landscape Conservation Area		
Diamond Bay Reserve	Coastal Sandstone Escarpment Landscape Conservation Area		Yes
Dickson Park	Dickson Park Landscape Conservation Area		
Eastern Reserve	Oceanview Avenue (east of Military Road) Landscape Conservation Area		
Fingleton Reserve	Fingleton Reserve Landscape Conservation Area		
Francis Street Reserve	Francis Street Landscape Conservation Area		
Gaerloch Reserve	Gaerloch Reserve Landscape Conservation Area		
Hewlett Street Reserve	Hewlett Street Landscape Conservation Area		
Hugh Bamford Reserve		Ben Buckler Gun Battery 1893, 9.2" Disappearing Gun.	Yes
Hunter Park	Hunter and Marks Park Landscape Conservation Area		Yes
Macpherson Park	Macpherson Park Landscape Conservation Area		
Marks Park	Hunter and Marks Park Landscape Conservation Area		Yes
Queens Park	Queens Park Landscape Conservation Area		
Rodney Reserve	Coastal Sandstone Escarpment Landscape Conservation Area		Yes
Simpson Park	Simpson Park Landscape Conservation Area		Yes
Tamarama Beach and Park	Tamarama Beach, Park and Marine Drive Landscape Conservation Area		Yes
Tamarama Beach and Park	Tamarama Park Landscape Conservation Area		Yes
Thomas Hogan Reserve	Thomas Hogan Reserve and Bird Sanctuary (Formerly Glen-Roona Reserve) Landscape Conservation Area		
Varna Park	Varna Reserve Landscape Conservation Area		
Waverley Park	Waverley Park Landscape Conservation Area	Yes - Waverley Reservoir No. 1 and No. 2	Yes
Williams Park	William Reserve, North Bondi Golf Course Landscape Conservation Area	Sewer vent. Bondi Ocean Outfall Sewer.	Yes

* Note Bondi Beach is listed as National Heritage Place

Appendix D: Evaluation of Waverley recreation facilities

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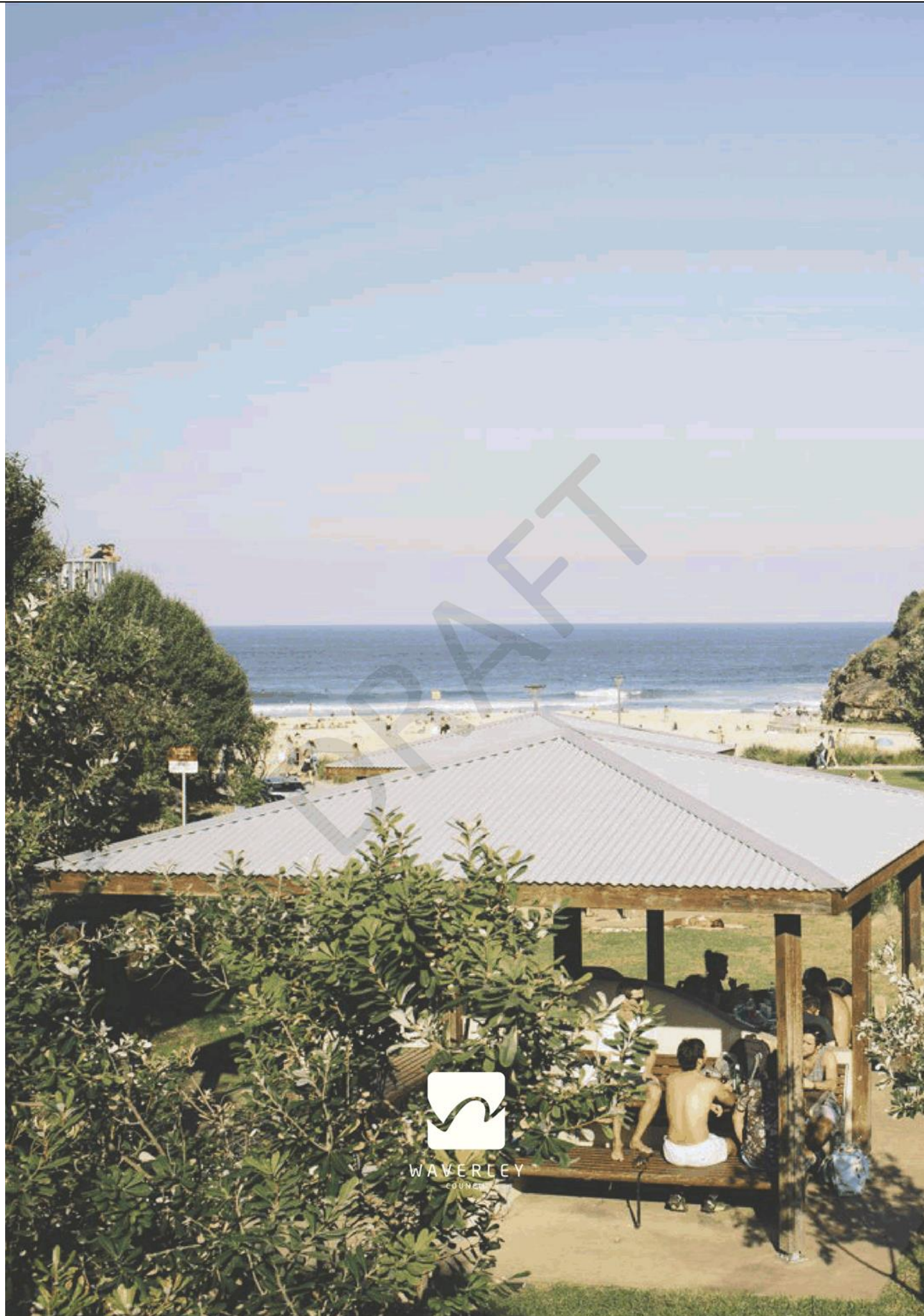
No.	Name	Sports and activities	Features	Usage/capacity	Opening hours	Condition	Notes and stakeholder feedback
Indoor sports and recreation centre							
1	Margaret Whitlam Recreation Centre	Basketball, floorball, futsal and netball	1x indoor court Lighting, toilets/ change rooms, storage	82% capacity summer and winter (max capacity 91h/ week). Booked for netball approximately 3-4h/ week. Booked for futsal 3 nights/ week (2x training and 1x competition) Booked for basketball 2 night/ week + Sundays	Open seven days per week 7am to 10pm	Rubber sprung floor - Good	Location of the only indoor court in the LGA
Sports fields and ovals							
1	Waverley Oval	Crickets, rugby union, Gaelic football	Natural turf wicket 6x synthetic nets with turf runnup 2x turf practice wicket blocks Toilets, kiosk, lighting, scoreboard and site screen	102% capacity winter 89% capacity summer (max capacity 23h/week)	Monday-Friday 7am-9.30pm Saturday-Sunday 7am-5pm	Grass - Good	During 2019 OSRS consultation, clubs noted that they are outgrowing current storage facilities available at Waverley Park. Clubs also expressed the need for indoor and outdoor spaces available throughout the year. Clubs expressed an interest in more/improved training facilities for adults, such as sufficient room around fields for warm-up. Clubs indicated that sharing space between clubs and community groups is currently working well and should continue. Clubs expressed an interest in having access to more synthetic fields and facilities. Clubs expressed the need for more training and playing facilities. Clubs noted an opportunity to better use 'dead space' by converting these spaces into playing fields.
1	Waverley Park Field 2	Rugby union, rugby league soccer, Gaelic football, AFL	Synthetic turf Toilets, kiosk, lighting	83% capacity winter 61% capacity summer (max capacity 70h/week)	Monday-Friday 7am-9.30pm	Synthetic - Excellent	
1	Waverley Park Field 3	Soccer	Training only Lighting No line markings	109% capacity winter 5% capacity summer (max capacity 16h/week)	Monday-Friday 7am-9.30pm Saturday-Sunday 7am-5pm	Grass - Worn	

0.5	Barracuff Park Training Field	Soccer	Lighting No supporting facilities	81% capacity winter 2% capacity summer (max capacity 16h/week)	Monday-Friday 7am-9pm Saturday-Sunday 7am-5pm	Grass - Fair	
1	Dudley Page Reserve Training Field	Bubble soccer, school cricket, junior football	1x synthetic cricket wicket No lighting	3% capacity winter 8% capacity summer (max capacity 16h/week)	Monday-Friday 7am-5pm	Grass - Fair	
0.5	Hugh Bamford Reserve Training Field	Rugby union, rugby league, archery, soccer, playball	No supporting facilities, partial lighting	80% capacity winter 22% capacity summer (max capacity 25h/week)	Monday-Friday 7am-9pm Saturday-Sunday 7am-5pm	Grass - Fair	
1	Rodney Reserve Training Field	Soccer, rugby union	No supporting facilities, no lighting	100% capacity winter Field closed in summer (max capacity 15h/week)	Monday-Friday 7am-5pm	Grass - Fair	
16	Sports fields at Queens Park	Soccer, rugby league, cricket, touch football	9x synthetic wickets 2x turf wickets 16x natural sports fields	-	-	-	Not under Council's Management

Outdoor multi-purpose courts and netball courts							
3	Waverley Park lower level netball courts	Netball	Lighting, toilets, storage, amenity building	33% capacity winter 12% capacity summer (max capacity 85h/week)	Monday-Friday 7am to 8pm Saturday-Sunday 7am to 5pm	Concrete, synapave wear layer – Good	As part of the 2019 OSRS survey, when asked whether there were any sporting and/or recreational facilities that respondents would like to use but are not currently available in Waverley, a number of respondents expressed interest in having access to more multi-purpose courts that could cater to a range of sports, particularly basketball and tennis.
3	Waverley Park upper level multi-purpose courts	Netball, tennis, basketball	Lighting, toilets, storage, amenity building	33% capacity winter. Almost exclusively booked for netball April-September 15% capacity summer Used 2 days/week for netball in summer High casual usage for basketball + 3 nights /week formal training Used 2-5h/week for tennis in summer (max capacity 85h/week)	Monday-Friday 7am to 9pm Saturday-Sunday 7am to 5pm	Concrete, plexipave wear layer – Good	According to Council information, formal usage of outdoor multi-purpose courts for tennis has decreased slightly, possibly due to the surface not being perfect for tennis and due to the inability to have regular bookings throughout the year. Casual usage for tennis is still high but has decreased slightly as well.
3	Tennis courts – Bondi Bowling Club	Tennis	Synthetic grass, lighting	-	Varies depending on coaching and tennis camps	-	Not operated by Council
3	Bondi temporary beach volleyball courts	Volleyball	No nets or poles – players bring their own Location of nets vary on beach Council officers can limit the number of courts should there be potential conflict with other beach users	Official usage is unknown as courts cannot be booked. Based on lifeguard information, courts mainly get used on weekend with limited usage during the week	N/A – can play anytime	-	Council has received feedback that there is a high demand for beach volleyball courts at Bondi.

4	Tamarama temporary beach volleyball courts	Volleyball	No nets or poles – players bring their own Location of nets vary on beach Council officers can limit the number of courts should there be potential conflict with other beach users	Official usage is unknown as courts cannot be booked. Based on lifeguard information, courts are constantly used throughout the week	N/A – can play anytime	-	
Community halls and centres							
1	Bondi Pavilion	Children's parties, playgroup, taekwondo, yoga, dance, Zumba	3x rooms 2x music studios Tables, chairs, AV	300 pax (largest rooms/ configurations) 34% capacity	Varies (as late as 1am)	Currently under renovation	
1	Kimberley Reserve Hall	Children's parties, playgroup, taekwondo	Tables, chairs, toilets, kitchen	35 pax 17% capacity	Saturday-Sunday from 8am to 12pm and 1pm to 5pm	Average	
1	Margaret Whitlam Recreation Centre	Yoga, Pilates, tai chi, meetings, seminars	2x rooms Tables, chairs, AV, commercial kitchen	Community room – 120 pax Club room – 30 persons 25% capacity	Community room – Sunday-Wednesday 7am to 10pm Thursday-Saturday 7am to 11pm Club room – Monday-Friday 7am to 9pm	Good	
1	Mill Hill Centre	Dance, yoga, meditation, meetings, seminars	1x community hall 4x meeting rooms Tables, chairs, projection screen, commercial kitchen	Community hall – 120 pax Meeting rooms – vary between 10 and 40 pax 67% capacity	Community hall and meeting rooms 3 and 4 – Monday-Friday 5pm to 10pm Saturday-Sunday 8am to 10pm Meeting rooms 1 and 2 – 7 days 8am to 10pm	Good	

1	School of Arts	Dance, yoga, meetings	1x community hall 1x meeting room Tables, chairs, toilets, kitchen	Community hall – 100 pax Meeting room – 40 pax 35% capacity	Community room – 7 days 7am-9.30pm Meeting room – 7 days 7am-9pm	Average	
1	Thomas Hogan Reserve Hall	Children's parties, playgroup, dance, yoga, kids soccer	Tables, chairs, toilets, kitchen	100 pax 27% capacity	Monday-Friday 8am to 9pm Saturday 8am to 5pm Sunday 8am-3pm	Good	
1	Wairoa Community Centre Hall	Children's parties, playgroup, meditation	Tables, chairs, couch, toilets, kitchen	35 pax 23% capacity	Saturday-Sunday 8am-12pm and 1pm-5pm	Average	
1	Waverley Library (Ron Lander Centre)	Meetings, seminars, meditation	1x theatre 2x meeting rooms 1x activity room 1x computer training room Tables, chairs, AV, kitchen, internet	Theatre – 80 pax Rooms – 10-25 pax 27% capacity	Monday-Friday 9.30am to 9pm Saturday 9.30am to 3pm Sunday 1pm-5pm	Excellent	
1	Waverley Park amenity building	Children's parties, meetings, art classes	Tables, chairs, toilets, small kitchen	25 pax 10% capacity	Monday-Friday 7am to 9pm Saturday-Sunday 8am to 12pm and 1pm to 5pm	Good	
1	Hugh Bamford Reserve Hall	Children's parties, dance, yoga, taekwondo, kids soccer	Tables, chairs, toilets, kitchen	100 pax 25% capacity	Monday-Friday 8am to 9pm Saturday-Sunday 8am to 5pm	Average	







Open Space and Recreation¹ Strategy 2020 - 2030

² Draft September 2020



Summary of Comments on WOSRS_Draft Report - Public Exhibition_ final markup.pdf

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Acknowledgment

Waverley Council acknowledges the Bidjigal and Gadigal people who traditionally occupied the Sydney Coast and we pay our respects to Elders past, present and future.

Our vision for reconciliation is for Waverley to be a vibrant, resilient, caring, and inclusive community where Aboriginal and Torres Strait Islander peoples:


- Practice and celebrate their culture and heritage proudly;
- Are honored for their survival and resilience, and supported to continue to overcome adversity;
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures.
- Demonstrate and celebrate their living culture and ongoing heritage proudly.

Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land, water and sky.

Chris Ingrey, CEO of the La Perouse Local Aboriginal Land Council

Version	Date	Name	Signature
1 For Public Exhibition	20/09/2020	Draft Open Space and Recreation Strategy	Bianca Simpson

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Our vision for open space and recreation:

“Waverley’s parks and reserves are available to everyone, supporting healthy and active lifestyles.

Our parks provide a green sanctuary by protecting and supporting biodiversity and provide an opportunity to implement the ongoing Aboriginal and traditional custodianship of land which forms our local government area.

Park design responds to the community’s recreation and social aspirations while telling the story of the place, of today’s generation and those before ours.

Spaces are welcoming, safe and well cared for. A sustainable approach to management allows future generations to enjoy these spaces.”



Executive Summary

Open and recreation space is an important asset for our community, contributing to our health and wellbeing. Waverley's parks, reserves, beaches and recreation facilities provide spaces for people to exercise, socialise and relax. These spaces also provide us with a connection to natural landscapes, which is increasingly important for the urban environments we live in.

Our community highly values open and recreation space:

- to access nature and greenery
- to walk the dog
- where children can play
- to play sport
- for the community and somewhere to connect with friends and family.

Our objectives

The Open Space and Recreation Strategy (OSRS) helps us to understand the priorities for open and recreation space planning and management to meet the needs of our community today and in the future. Open space is particularly important in Waverley considering it is a densely populated area of Sydney.

The OSRS has been developed in consultation with the community and is based on research and a review of the 79 open spaces across Waverley LGA.


Through this process we have established the current demand for open and recreation space, established the various groups that use these spaces, the activities they participate in and what their future needs will be.

This Strategy sets a road map for what needs to be done over the next 10 years to deliver our priorities. It will guide our activities in planning, managing and maintaining Waverley's parks, reserves, beaches and recreation facilities.

We need to continue to maintain high quality spaces, respecting the environmental, biodiversity and heritage values of many of our parks and reserves and find some balance between the needs of the local community and demands on the space driven by high visitation particularly in our beach parks which receive visitors from all over Sydney as well as nationally and internationally. We need to find ways to provide spaces that accommodate a mix of activities within the spaces we currently have, acknowledging the scarcity of new land available in Waverley.

Our Strategy




The Open Space and Recreation Strategy proposes the following key areas of focus for the next 10 years:

- increase the capacity of our current sports fields
- seek opportunities to lease or undertake agreements with potential partners in strategic locations to increase the provision of community recreation spaces and secure land currently used for open space and recreation to ensure its continued use for public recreation in the future
- improve the pedestrian environment around open and recreation spaces and way-finding for walking routes
- improve the provision of toilet and ¹water fountain facilities at sports fields and along the Cliff Walk
- establish a framework to support ongoing community and stakeholder engagement in the planning and management of open and recreation spaces
- complete heritage studies and heritage interpretation strategies to improve management of heritage in parks and reserves, prioritising Bronte Beach and Park, Tamarama Beach and Park, and Waverley Park
- prepare an open space network and ²hierarchy to guide management and maintenance activities in relation to the expectations on activities, facilities and level of service for each space 

The Action and Implementation Plan (Section 4) prioritises actions and outlines indicators that Council can monitor to review the effectiveness of actions in achieving the Strategy vision.

The OSRS supports management of our open and recreation spaces to protect their important environmental and heritage values and guide maintenance activities so that the community has access to high quality spaces - encouraging physical activity and supporting mental wellbeing for our current community and future generations.

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	new focus area dot points:			
	- provide more areas for passive recreation activities including areas of quiet contemplation.			
	- protect and enhance our natural heritage and biodiversity.			



Introduction and Context

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This section provides an introduction to the Open Space and Recreation Strategy (OSRS), outlines the value and benefits of open space and recreation and outlines the legislative and policy context for open space and recreation planning.

Introduction

The Waverley OSRS is a strategic document to guide our approach to planning and managing open space and recreation facilities, to best meet the community's needs for these spaces.

Our vision guides the strategic directions and actions to plan and manage open and recreation space.

In developing this OSRS we recognise the importance of parks, reserves, and recreation facilities in positively contributing to the health and wellbeing of individuals; community, culture and heritage; the environment and our planet's health; and distinct local character in Waverley.

The OSRS is presented through six themes:

- playing and relaxing
- design and setting
- getting to and around the parks
- enhancing the environment
- community, culture and heritage
- maintenance and management.

These six themes recognise the different aspects to planning and managing open and recreation spaces and the values these spaces have.

Scope

The OSRS covers the entire Waverley Local Government Area (LGA) and considers the provision of and demand for open space and recreation facilities. The Action and Implementation Plan focuses on parks, reserves and recreation facilities where Council has planning, management and maintenance responsibilities.

Refer to figure 1.2 for a list of the open spaces and recreation facilities included in the scope of the OSRS. This includes all parks, reserves, beaches, significant walking routes, and recreation facilities such as sports fields and outdoor and indoor courts. We also consider all support facilities for recreation, such as community halls in parks, barbecues and picnic facilities.

Urban plazas, private spaces, schools (private and government), spaces managed by neighbouring Randwick, Woollahra and the City of Sydney councils, and Queens Park and Centennial Park managed by the Centennial Parklands Trust are also open recreation spaces used by Waverley residents. These spaces are considered in the development of this OSRS, however the strategy does not direct planning and management of these spaces.

Definitions

Table 1.1 below outlines definitions for different types of open spaces and recreation facilities.

Park or reserve	Parks and reserves are open space and include beach parks, recreation facilities, gardens, small parks, the Coastal and Cliff Walks and dog off-leash areas. These spaces are available for organised and team sports or can be used casually for play in small groups, training and individual exercise, for places to meet and socialise, to relax in, or to walk through.
Recreation facility	Recreation facilities are used for sports activities. Recreation facilities include sports fields and ovals, indoor and outdoor courts, indoor recreation centres (like Margaret Whitlam Recreation Centre), pools, and ancillary buildings such as toilets, change facilities, and grandstands. Recreation facilities are often used for organised and team sports.
Play space	Play spaces are areas that provide a play environment. This can include play equipment, grassed areas for ball games, trees to climb, planting to touch or smell, and paths to ride a scooter. Play spaces also include facilities for carers, such as seating and shade which are important in offering opportunities to gather, promoting social interactions and community cohesion.
Cemetery	Waverley Cemetery and South Head Cemetery are publicly accessible open spaces, with significant heritage value that are also used for walking and as quiet places for sitting.

Table 1.1 Definitions of open and recreation spaces

Methodology

This OSRS has been developed in consultation with the community and with input from key stakeholders. It is established on evidence based research, a review of background studies and best practice.

Figure 1.1 outlines the methodology for developing this Strategy.

Sections 2 and 3 of the Strategy presents the findings from the 'Assessment and Study' phase. The Action and Implementation Plan, in Section 4, presents the outcomes from the 'Strategy Development' phase.



Figure 1.1 Project methodology

Open space value and benefits

Open and recreation space provides health and wellbeing, environmental and economic benefits to individuals and the broader community. It also supports social and cultural life.

We have heard from the community and stakeholders that they value Waverley's parks and reserves. Of particular importance were the following:

- access to nature and greenery
- a place to walk the dog
- a place where children can play
- a place to play sport
- a place for the community and somewhere to socialise with friends and family.

We will deliver these values and benefits through the planning and management of our open and recreation spaces, providing safe spaces and places for all groups in the community.

Health and wellbeing benefits

Our environment has significant impacts on our health and wellbeing, it can shape our habits and affect our physiology by providing opportunities to be active. Green views can also positively influence our mental health.

The National Heart Foundation recognises the design and provision of open and recreation spaces and the right infrastructure creates opportunities that lead to more active, healthier lifestyles¹.

The opportunity for physical activity afforded through provision of open space and recreation can be a significant benefit to the health of individuals. Adults who participate in sport are 20-40% less likely to die prematurely from all causes compared to adults who do not participate². This also acknowledges how sport participation can reduce stress and distress.

Open and recreation space provision, their design and community interaction is often a focus of advocacy groups and governments to promote active and healthy lifestyles.

Environmental benefits

Open space acts as important green breaks in the urban environment. Maintaining and caring for these spaces is important to our planet's health. Our *Environmental Action Plan 2018-2030* recognises the role our parks and reserves play in urban ecology and biodiversity protection, managing water run off and improving water quality, and managing urban heat impacts. Open space supports a healthy environment that in turn benefits us.

Open and recreation space covers 12% of the LGA, including the golf course. In urban environments like Waverley, parks and reserves provide opportunities to design and manage habitat that supports biodiversity of flora and fauna³. With urbanisation, there is less than 2% of pre-European bushland remaining. The 5.99 hectares of remnant bushland in Waverley

needs to be protected before it is lost forever⁴. Parks and reserves provide areas of land that are less exposed to risks of fragmentation and disturbance.

In their research of vegetation structure and composition across different urban green spaces, Threlfall et al. found that remnant bushland and golf courses supported the highest native plant richness⁵.

Open space provides opportunities for stormwater detention and support management of stormwater and water quality improvement before it flows to the ocean⁶. Harvested stormwater can also be used to irrigate parks and reserves.

The Greater Sydney Commission identifies increasing urban tree canopy as a way of addressing urban heat, with a long term goal of reducing the number of hot days over 35 degrees Celsius each year to protect human health and reduce extreme climate and weather event impacts⁷.

Economic benefits

The economic benefits associated with better health and wellbeing have been evaluated and proven through many pieces of well respected research. Health is a significant area of spending for governments and improved health outcomes in people alleviates stress on the public health system.

A study of the health benefits of public parks for residents of London established a relationship between public parks and the opportunities they provide for people to exercise, socialise, relax and feel part of a community⁸. These opportunities contribute to reduced disease risk for physical and mental health. Other research in the UK found that the health and wellbeing benefits of local parks and green spaces generates £30.24 in value per year⁹.

In a 2018 report, KPMG estimated the value of sport infrastructure for the Australian economy (footnote). According to this study, sports infrastructure contributes \$4.9 billion to the Australian economy in health benefits (eg, through reduced incidence of diseases and associated costs) and \$5.1 billion through social benefits (eg, economic benefits of improved community cohesion and reduced costs associated with social isolation). KPMG estimates that sport infrastructure directly contributes a further \$6.3 billion to the Australian economy through the construction, maintenance and operation of sport infrastructure, and through the increased productivity of workers who use the infrastructure for physical activity.¹⁰

Individuals who own property near open space may also experience financial benefits as homes in high amenity areas, such as transport, services, and open space, are more desirable and can fetch higher property prices¹¹.

4 Waverley Council, 2018, Environmental Action Plan 2018-2030

5 Threlfall CG, Ossola A, Hahs AK, Williams NSG, Wilson L and Livesley SJ, 2016, Variation in Vegetation Structure and Composition across Urban Green Space Types. *Front. Ecol. Evol.* 4:66. doi: 10.3389/fevo.2016.00066

6 Waverley Council, 2018, Environmental Action Plan 2018-2030

7 Greater Sydney Commission, 2019, Pulse of Greater Sydney

8 Vivid Economics, 2017, Natural capital accounts for public green space in London.

9 Fields In Trust, 2018, Revaluing Parks and Green Spaces: Measuring their economic and wellbeing value to individuals

10 KPMG, 2018, The Value of Community Sport Infrastructure, Australia

11 Herath, S, 2017, Home prices tell us the value the public puts on green spaces. *The Conversation*, 2 March 1-4

1 National Heart Foundation of Australia, 2019, Blueprint for an active Australia: National Heart Foundation of Australia


2 Boston Consulting Group, 2017, Intergenerational Review of Australian Sport 2017.

3 <http://www.birdsinbackyards.net/Guidelines-Creating-Bird-Habitats>



Figure 1.2 Waverley parks and reserves

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This small parcel of land shown green on Wellington Street is no longer classified as a park, delete from all maps

In Waverley's context, parks and reserves have significant economic benefits to both the local economy as well as state and national economies due to the high visitation from domestic and international tourists to high profile destinations, such as Bondi Beach and Park, Bronte Beach and Park, Tamarama Beach and Park, and the Cliff Top and Coastal Walks. In 2017/18, tourists spent \$1 billion in Waverley and 4,867 jobs in Waverley were dependent on tourism¹².

The use of parks as a venue for events and hire also generates revenue for Waverley Council. These funds are used to offset the cost of managing events.

Social and cultural benefits

Open spaces also provide an opportunity for people to socialise, meet friends and connect with their local community¹³. Provision of quality, well-maintained public open space has a positive effect on the social cohesiveness of a community, vibrancy of neighbourhoods and mental wellbeing of individuals¹⁴.

For Indigenous Australians, land is fundamental to identity and is connected to people and culture. Some spaces such as fishing spots in Waverley are significant for these reasons. In addition, many open spaces in Waverley contain evidence of Aboriginal culture.

Conservation and story-telling not only shares knowledge but enriches our understanding of our history and culture.

Many of these stories are of people who have come before us or who we have lost, and whose contributions to our community are still relevant today.

Legislative and policy context

Waverley Council manages 79 parks and reserves, 14 sports fields and courts (indoor and outdoor), two outdoor pools, 39 play spaces and three beaches. This does not include the sports fields at Queens Park, within Waverley LGA, managed by the Centennial Parklands Trust.

The OSRS is the overarching strategic document that delivers on the open space and recreation vision in the Community Strategic Plan. The OSRS contextualises the various Plans of Management for specific places, the *Play Space Strategy*, and Council plans and policies that relate to open space and recreation. It will guide updates to Plans of Management and future plans.

The current *Waverley Recreation Needs Study (2008)* was completed twelve years ago. The OSRS supersedes this study and presents a new set of actions for the next ten years based on current and future open space and recreation needs. The 2008 study successfully guided: the upgrade of facilities at Waverley Park; improvement in management and maintenance of sport and recreation facilities; development of activities for seniors; and upgrade of play spaces.

The OSRS responds to NSW Government guidelines and strategic plans. Figure 1.3 shows the OSRS in relation to other state and local plans and policies.

¹² Waverley Council, 2018, Draft Waverley Sustainable Visitation Strategy

¹³ Jennings, V, Bamkole, O, 2019, The Relationship between Social Cohesion and Urban Green Space: An Avenue for Health Promotion, *International Journal of Environmental Research and Public Health*, vol 16 (452)

¹⁴ Kelly, J-F.; Bredon, P.; Davis, C.; Hunter, A.; Mares, P.; Mullerworth, D.; Weidmann, B., 2012, *Social Cities*, Grattan Institute, Melbourne.



Figure 1.3 Legislative and policy context

Commonwealth and state legislation

Commonwealth and state legislation, and state planning policies apply to public open space. These documents guide what development can occur and the process that development in parks and reserves must follow. Some legislation and policies apply to spaces with environmental significance, such as coastal areas and bushland.

When managing open spaces, Council must comply with all relevant laws that apply to these spaces.

Local Government Act 1993 requires plans of management to be prepared for public land and reserves under the responsibility of local councils. Councils must manage community land in accordance with core objectives in the Act.

Crown Lands Management Act 2016 requires plans of management to be prepared for all public reserves. These plans of management need to be considered when preparing strategic land use plans for a locality and when assessing development or activities under the EP&A Act in relation to certain activities on or near Crown lands.

The Environmental Planning & Assessment Act 1979 (EP&A Act) governs planning and development assessment. Development and changes to activities in parks and reserves require development approval in accordance to the EP&A Act. Development is assessed against local development controls set out in the *Waverley Local Environmental Plan 2012* and *Waverley Development Control Plan 2012*.

State Environmental Planning Policy (Infrastructure) 2007 identifies works which are permitted in parks and public reserves, such as pathways and roads, information facilities, lighting, landscaping, amenities and environmental management works.

State Environmental Planning Policy (Exempt and Complying Development Codes 2008) identifies exempt and complying development and a streamlined assessment process for this development. Exempt development includes works such as compliant access ramps, play equipment, fences, bollards, paths, barbecues and signs.

Coastal Management Act 2016 No 20 legislates management of the coastal environment of NSW.

State Environment Planning Policy (Coastal Management) 2018 guides development in coastal areas, including land adjacent to beaches, estuaries, coastal lakes, coastal wetlands and littoral rainforest's.

State Environmental Planning Policy 19 – Bushland in Urban Areas guides management of bushland. Parks in Waverley contain bushland covered by this Policy, where vegetation is either a remainder of the natural vegetation of the land or is representative of the natural vegetation.

The Disability Discrimination Act (DDA) 1992 applies to buildings and outdoor spaces. This Act recognises the importance of providing equality, dignity and independence to people with a range of abilities and requires provision of access to premises without discrimination.

The Companion Animals Act 1998 requires environmental initiatives by Councils to promote responsible animal ownership. This Act applies to areas of dog walking which is popular in many of Waverley's parks.

State policies and guidelines

The Government Architect NSW's **Greener Places** (Draft) establishes the NSW Government position that green infrastructure is an important element of our built environments. The policy seeks to elevate the importance of green infrastructure and guide planning, delivery and management of green infrastructure.

The **Open Space for Recreation Guide** (Draft), also prepared by the Government Architect NSW, sets a framework and guidance for open space planning for recreation. The guide introduces a performance-based approach to planning and providing open space for outdoor recreation opportunities.

The NSW Department of Education's **Community Use of School Facilities Policy** outlines the NSW Government's commitment to allow community use of facilities on school grounds. This presents an opportunity to leverage more use out of facilities, such as courts and fields located on public school grounds.

Metropolitan planning

The following regional and metropolitan plans provide a broad strategic framework for Greater Sydney and identify livability and sustainability objectives that relate to open space planning.

Greater Sydney Region Plan: A Metropolis of Three Cities directs land use and transport patterns to support livability, productivity and sustainability in Greater Sydney. Objectives that relate to open space planning are:

- Objective 25. The coast and waterways are protected and healthier
- Objective 27. Biodiversity is protected, urban bushland and remnant vegetation is enhanced
- Objective 28: Scenic and cultural landscape is protected
- Objective 31. Public open space is accessible, protected and enhanced.

The Eastern City District Plan provides the district-level directions for local planning to deliver on the vision of the Greater Sydney Region Plan. Priorities relating to open space planning are Planning Priority E18. Delivering high quality open space.

Local planning context

The draft Waverley Local Strategic Planning Statement 2019 (LSPS) outlines a strategic planning vision for Waverley, in alignment with the Waverley Community Strategic Plan 2018-2029, and identifies key planning priorities, actions and mechanisms to deliver on the vision. The LSPS outlines how metropolitan planning priorities will be delivered at a local level. Once finalised, the LSPS will guide the review and update of the Waverley Local Environmental Plan 2012 (WLEP 2012) and Waverley Development Control Plan 2012 (WDCP 2012).

The Waverley Community Strategic Plan 2018-2029 is Council's overarching strategic plan. This guides Council in responding to change, challenges, and opportunities in a consistent, sustainable, and coordinated way. The Community Strategic Plan sets two goals for open space:

- Improve health and quality of life through a range of recreational opportunities and quality open spaces
- Expand the network of parks and open spaces, sporting and recreational facilities.

The Waverley Local Environmental Plan 2012 (WLEP 2012) identifies and classifies land for open space and recreation, and land with environmental or heritage significance. WLEP 2012 makes provision for development of land within the coastal zone for the purpose of implementing the principles in the NSW Coastal Policy.

The Waverley Development Control Plan 2012 (WDCP 2012) identifies development controls for residential and commercial development, and for specific sites. This includes design controls relating to the bulk, scale, and size of development and controls that manage amenity impacts of development, such as overshadowing and view loss. WDCP 2012 protects solar access of parks and reserves from adjacent development.

People, Movement and Places (2017) is Council's transport strategy. It identifies 12 projects to prioritise pedestrians and active transport and improve the way people can move around the LGA, particularly at key destinations such as centres, parks, reserves and beaches.

The Waverley Play Space Strategy 2014-2029 guides planning and management of Council's 39 play spaces. The Play Space Strategy sets a vision for play spaces and helps prioritise the maintenance and replacement programs for play spaces.

The Waverley Strategic Asset Management Plan 5 (SAMP) identifies programs for renewal, expansion, operation and maintenance of Council's assets, including parks, reserves and Council owned recreation facilities, and the budget allocations for these activities. Development of the SAMP is a requirement for NSW local governments and is regularly reviewed and updated.

The Waverley Environmental Action Plan (EAP) 2018-2030 identifies goals and key deliverables for Council to achieve positive environmental outcomes for the LGA. The EAP identifies actions for the management of bushland and water, influencing management practices for Waverley parks and reserves.

Disability Inclusion - An Inclusive Community for Everyone (The Randwick and Waverley Regional Disability Inclusion Framework 2017-2021) is Council's commitment to creating a more inclusive community and identifies actions to improve the accessibility of public spaces, including Council facilities, parks and beaches.

Waverley Council Innovate Reconciliation Action Plan (RAP) 2019-2021 provides a framework for advancing reconciliation within Waverley, and will keep us accountable and ensure we are working towards a vibrant, resilient, caring and inclusive community.

Council policies and guidelines

We have a number of policies that guide the management of different activities across Council parks and reserves.

Commercial and large group activities in parks and reserves typically require either permits or approval from Council. Activities on Crown land require leases and licenses. Plans of management for these spaces will identify the types of activities that are allowed. This is so the impacts of these activities on public spaces and other users of these spaces are managed.

The following policies guide the management of activities on Council land, including in parks and reserves:

- Outdoor Market Operations in Public Places Policy
- Events Policy, and Event Management and Delivery Guidelines
- Commercial Fitness Groups and Personal Trainers - Policy on the use of Council reserves.

Council plans of management

Council is required to have plans of management in place for public land and reserves under its responsibility. Under the *Crown Lands Management Act 2016*, plans of management will need to be prepared for the following parks which are not currently covered by an existing plan of management:

- Calga Reserve
- Glenayr Reserve (Murrivier Road Playground)
- Marlborough Reserve
- Onslow Street Reserve
- St James Reserve
- Stephen Street Reserve
- Weonga Reserve.

¹ The following plans of management will need to be reviewed and updated for currency:

- Bondi Park, Beach and Pavilion Plan of Management 2014 to 2024
- Bronte Park and Beach Plan of Management (2017)
- Waverley Cemetery Plan of Management (2008)
- Coastal Reserves Plan of Management
- Small Parks Plan of Management
- Tamarama Plan of Management (2007)
- Thomas Hogan Plan of Management (2011 to 2021)
- Waverley Park Plan of Management (2012 to 2022).

Council adopted a plan of management for Hugh Bamford Reserve and Williams Park in 2020.

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Delete text and replace with:

Council has resolved to prepare the following Plans of Management to capture all of our parks and reserves:

- Bondi Park, Beach and Pavilion Plan of Management.
- Bronte Beach and Park Plan of Management.
- Waverley Park Plan of Management.
- Tamarama Park Plan of Management.
- Plan of Management for Parks (for all other parks including Thomas Hogan Reserve and Barracluff Park).
- Coastal and Cliff Top Parks (to include Rodney Reserve, Raleigh Reserve, Weonga Reserve, Diamond Bay Reserve, Clarke Reserve and Eastern Reserve).
- Waverley Cemetery and South Head Cemetery Plan of Management (new).



Existing Open Space and Recreation Facilities

2

This section provides an overview of the Waverley LGA context and community profile and an outline of the different types of open and recreation spaces, activities and users of these spaces in Waverley. This section also presents the six strategy themes: playing and relaxing; design and setting; getting to and around the parks; enhancing the environment; community, culture and heritage; maintenance and management.

Regional context

Waverley LGA is in the Eastern City District, less than 10 kilometres east of the Sydney CBD, along the coastline (figure 2.1).

According to the Greater Sydney Commission's *Eastern City District Plan* aligning growth with infrastructure is a challenge, with an expected increase of 325,050 people by 2036. The Eastern City District will be home to 19% of Greater Sydney's population.

Population growth and residential development will place pressure on beaches, parks and public spaces, particularly where space is constrained. In this context, the provision of open and recreation space, and protection of our beaches and urban bushland needs to be innovative.

Regional open space and recreation facilities

Regional facilities are typically larger facilities that the public can access. They have a catchment area that is greater than the LGA. Figure 2.1 shows regional facilities for eastern Sydney and the range of sports and activities that can be played at these facilities.

Waverley residents and local sporting clubs also access regional parks and recreation facilities located outside Waverley LGA.

A broader regional view of open space and recreation is important, particularly in eastern Sydney where people have access to large regional recreation facilities. Queens Park, Moore Park, Christenson Park, and significant parklands such as Centennial Park and the Royal Botanic Gardens service a large catchment of residents in the Eastern City District.

Allowing Waverley residents to access this regional network of open space and recreation facilities is important as land for new spaces within Waverley LGA can be more difficult to come by.

Collaboration between councils and other open space and facilities managers such as the Centennial Parklands Trust is important for the planning and management of these spaces.

Waverley LGA overview

Waverley LGA is the location of some of Australia's most iconic beaches and parks and attracts a large number of international and local tourists. Parks and open spaces are key draw cards, for Waverley's residents as well as the visitors they attract. These opportunities become particularly important in such a highly urbanised environment.

Waverley LGA covers an area of 920 hectares and is located in the inner east of Sydney. The LGA is bounded by Woollahra LGA in the north, City of Sydney LGA in the west, and Randwick LGA in the south. The Australian eastern coastline forms the eastern boundary of Waverley LGA.

In 2018, the residential population was of 74,114 people¹. Waverley's growth is expected to be steady over the next 10 years, however population density is high compared to the average for Greater Sydney, with 80.16 people per hectare in the LGA compared to 4.29 in Greater Sydney.

The provision of open and recreation space per 1,000 people is lower in Waverley (1.5 ha per 1,000 people) compared to adjacent Randwick and Woollahra LGAs². Provision of open and recreation space is comparable to the City of Sydney LGA where population density is comparable.

With a large proportion of Waverley residents living in high density dwellings, access to public open space is particularly important.

Alongside residents, there are 2.2 million international and domestic tourists visiting Bondi annually. An estimated 700,000 people visited the coast walk (along the Bronte Calga Cutting section) in 2018.

In this context, existing open space and recreation facilities can be stretched to service demand from residents and visitors. The quality of spaces and efficient use of space therefore becomes increasingly important.

¹ 2018 Estimated Residential Population, profile id

² Calculation of open and recreation space excludes national parks and land occupied by golf courses. Randwick LGA has approximately 3 ha per 1,000 residents and Woollahra has approximately 1.7 ha per 1,000 people

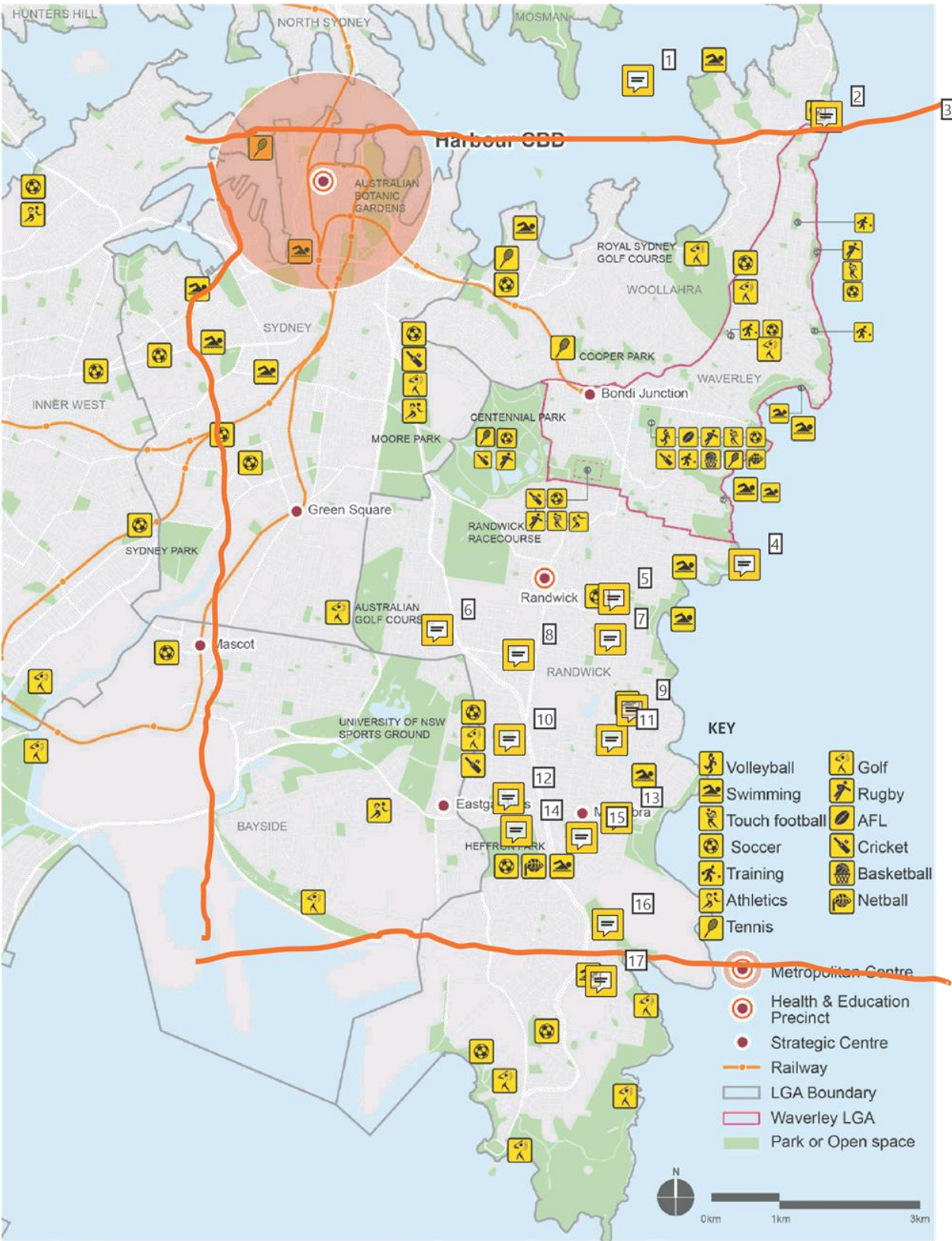





















Figure 2.1 Regional open space and recreation facilities



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	refer to Woollahra Councils website of sports field locations and add to map https://www.woollahra.nsw.gov.au/recreation/sports_grounds/map_of_sports_grounds			
	Number: 2	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 10:07:19 AM +11'00'
	Christinton park is also used for rugby and hockey. Now has multi purpose courts for netball and basketball			
	Number: 3	Author: BiancaS	Subject: Pencil	Date: 03/03/21 10:18:53 AM +11'00'
	Number: 4	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:39:04 AM +11'00'
	Burrows Park, 1-11 Ocean Street, Clovelly NSW 2031. Place a rugby icon here			
	Number: 5	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:47:08 AM +11'00'
	not sure what this soccer icon is referring to? - place at 97R Brook Street, Coogee NSW 2034 for Coogee Oval, rugby union and cricket			
	Number: 6	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:44:49 AM +11'00'
	Kensington Park Sportsfield (Kensington Oval), 2R Edward Avenue, Kensington, include cricket and rugby.			
	Number: 7	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:34:26 AM +11'00'
	tennis at 2 Carr Street, Coogee			
	Number: 8	Author: BiancaS	Subject: Sticky Note	Date: 03/03/21 10:19:19 AM +11'00'
	Paine Reserve, 187-203R Botany Street, Randwick NSW 2031. soccer, football and netball			
	Number: 9	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 10:04:12 AM +11'00'
	what is this swimming icon?			
	Number: 10	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:57:52 AM +11'00'
	Snape Park, 15R Snape Street, Maroubra NSW 2035. Cricket, Loccer and rugby and netball and tennis			
	Number: 11	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 10:04:00 AM +11'00'
	Latham Park, 86R Moverly Road, South Coogee NSW 2034, icons for rugby and tennis			
	Number: 12	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:58:56 AM +11'00'
	Nagle Park Sportsfield 1R Holden Street, Maroubra NSW 2035			
	1R Holden Street, Maroubra NSW 2035, cricket, rugby and baseball			
	Number: 13	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:56:10 AM +11'00'
	maybe put the red dot for Maroubra on Maroubra Junction which is on Anzac Parade.			
	Number: 14	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:52:12 AM +11'00'
	include rugby, gymnastics, basketball, volleyball and tennis at Heffron Park			
	Number: 15	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:51:38 AM +11'00'
	Coral Sea Park Sportsfields 1-5R Yorktown Parade, Maroubra. Include icon for rugby, soccer and cricket			
	Number: 16	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:41:00 AM +11'00'
	Pioneers Park, 1160-1196R Anzac Parade, Malabar. Icon for cricket rugby league			
	Number: 17	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 9:43:19 AM +11'00'
	not sure why the swimming icon is here - maybe its for Malabar Ocean Pool - so in the wrong place?			
	Number: 18	Author: BiancaS	Subject: Highlight	Date: 12/02/21 9:49:14 AM +11'00'
	change to: Recreation facilities within the region			
	Number: 19	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 10:09:16 AM +11'00'
	zoom this map in a bit - you could cut off La Pouse and a bit more of the inner west.			

Waverley community profile

This community profile allows us to identify key characteristics and needs of the Waverley community so that we understand how the community may use open and recreation spaces. This section of the report is mainly based on 2016 Australian Bureau of Statistics (ABS) Census data unless otherwise specified.

Residential population

In 2018, the estimated residential population of Waverley LGA was 74,114¹. By 2031, the residential population of Waverley LGA is projected to grow to 76,450 (2,336 more residents)².

Growth in Waverley LGA is expected to be slow and incremental with 6% population increase over the next 10 years (to 2031). Over the next 20 years, Waverley is expecting an increase of 5,050 people (7% growth between 2016 and 2036). In comparison, this is less than what is anticipated for Greater Sydney (37% increase in population over the same period). Population growth in the next ten years in Waverley will be less than what was experienced in the past ten years.

The residents of Waverley LGA are generally quite young, with almost 47% of residents aged between 20 and 45 years of age in 2016.

The 30 to 34 years age group was the largest age group in 2016 and will remain the largest in 2026. In 2026, it is projected that there will be a slight increase in the proportion of residents in older age groups (12% to 13.5% proportion of residents 65 years plus) and younger age groups (increase from 20% to 22% proportion of residents 0 to 20 years in age) (figure 2.2).

Demand for open space and recreation facilities may vary across different age groups and different areas in the LGA (Figure 2.3). Children typically aged up to 10 years old are regular users of play spaces, while school aged children regularly use sports fields and courts as part of school or participation in sporting club activities. People over the age of 75 years may participate in more community and social based activities such as, swimming and passive recreation (refer to section 3 for more detail).

Socio-demographic profile

Based on 2016 ABS Census date, Waverley LGA recorded a steady growth in its median weekly family income. Over this period, the median income increased by 60%, from \$1,446 to \$2,308 per week.

The 2016 median weekly family income is 47% higher than Greater Sydney's median income and 16% higher than Sydney LGA's median income, indicating that the Waverley residents are relatively high-income earners.

Approximately 45% of households in Waverley LGA are high income households, compared to 13% of households being low income households³ (figure 2.5).

Based on the ABS 2016 Socio-Economic Indexes for areas, Waverley LGA are of low disadvantage compared to NSW⁴.

Cost is typically a barrier to participation in sports and recreation activities. Higher incomes provide households with the ability to spend more time and money on leisure and recreation activities and to participate more regularly in group or organised sports. Higher income households also have a greater ability to purchase sporting equipment and pay for club membership fees. The Waverley community may therefore be more likely to participate in a broad range of activities and expect access to high quality facilities.

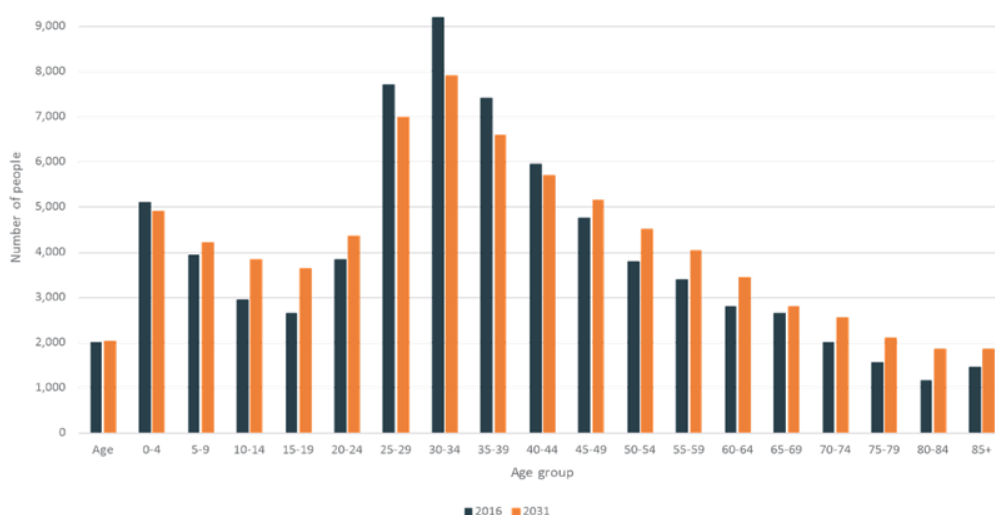


Figure 2.2 Waverley LGA population by age group, 2016 Census compared with 2031 Projection (source: Department of Planning and Environment Population Projections & Australian Bureau of Statistics Census 2016)

1 Australian Bureau of Statistics (2018), Quarterly Population Estimates (ERP) by LGA

2 Department of Planning and Environment (2016), 2016 New South Wales State and Local Government Area population and household projections.

3 Sydney, NSW

3 Based on the ABS Census 2016 and information presented in profile id. by .id, the population experts. Measure of weekly household income, and excludes count of households where income was not stated.

4 2016 SEIFA index

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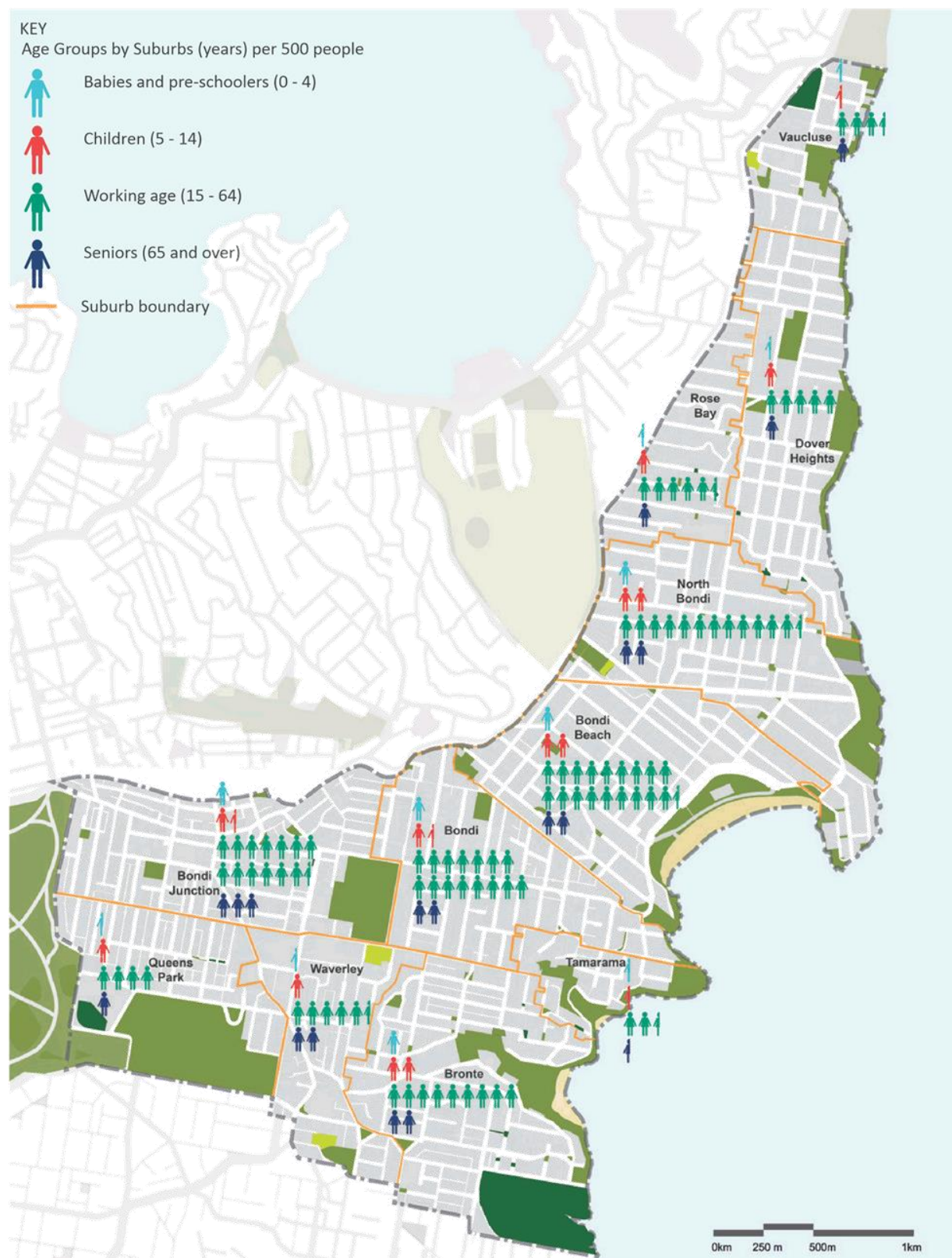


Figure 2.3 Where different age groups live, by suburb

Children are more likely to participate in out of school hours sport if they are from a high income family (84% participation), than children from a low income family (58% participation)¹.

Though cost is less likely to be a barrier to participation in sports and recreation activities for a large proportion of households in Waverley, it is still important that free or cheap access to sports and recreation opportunities are maintained to provide opportunities for all households.

1 AusPlay Focus: Children's Participation in Organised Physical Activity Out of School Hours, April 2018

Households

The predominant type of households in Waverley LGA in 2016 are family households (61% of all households, not counting visitors only and non-classifiable households), followed by lone person households (28% of all households). Of the family households, couples only and couples with children make up the greatest proportion of households.

A similar break down of different household types is expected in 2026, see figure 2.5. Between 2016 and 2026, lone person households (currently 28% of households in 2016) are expected to experience the greatest increase in number of households with a 65% increase, followed by single parent households, a 42% increase. Couple only households are expected to decrease by 1%, see figure 2.5.

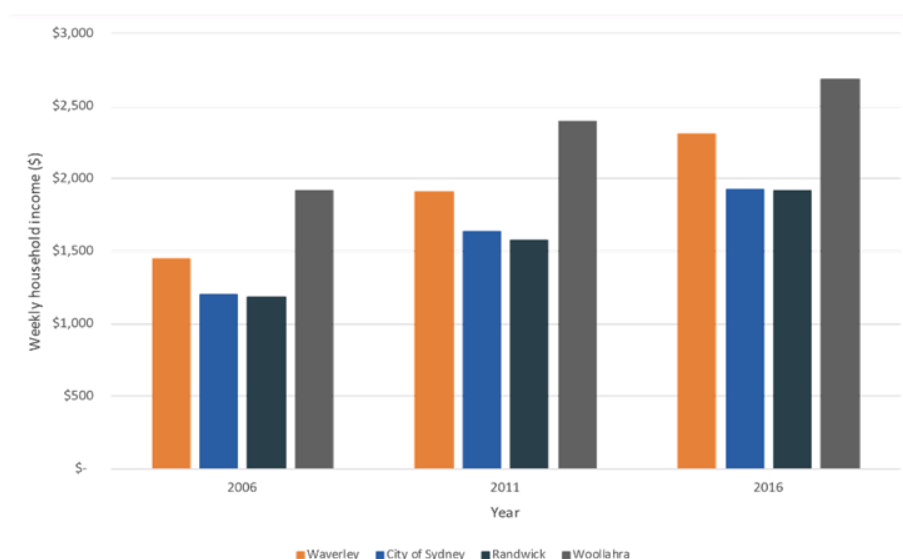


Figure 2.4 LGA Median household income 2006 to 2016, comparing neighbouring LGAs (source: ABS Census 2006, 2011, 2016)

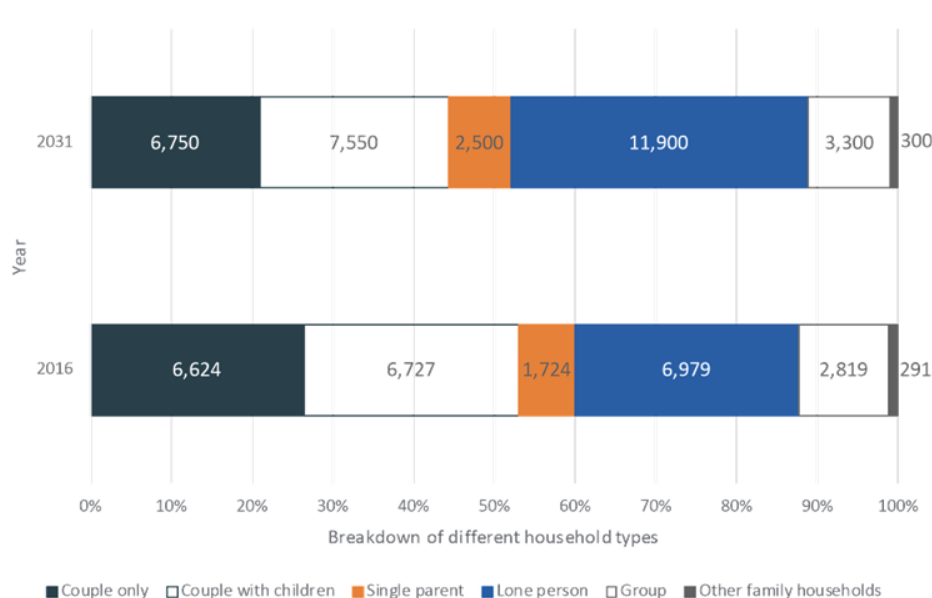


Figure 2.5 Breakdown of Waverley household types, 2006 and 2031 (source: Department of Planning and Environment Population and Household Projections)

Both lone households and households with children are expected to require more open space and public spaces where people can interact, particularly where the size of houses are decreasing and people spending less time at home. This could mean more demand for both formal and informal play spaces, more demand for public parks and spaces for meeting and/or eating, and even more outdoor spaces that provide for quiet spaces and reflection.

Population density

The population density in Waverley LGA is higher than neighbouring Woollahra and Randwick LGAs, based on the number of people living in the LGA compared to the land area. Population density is slightly lower when compared to the City of Sydney.

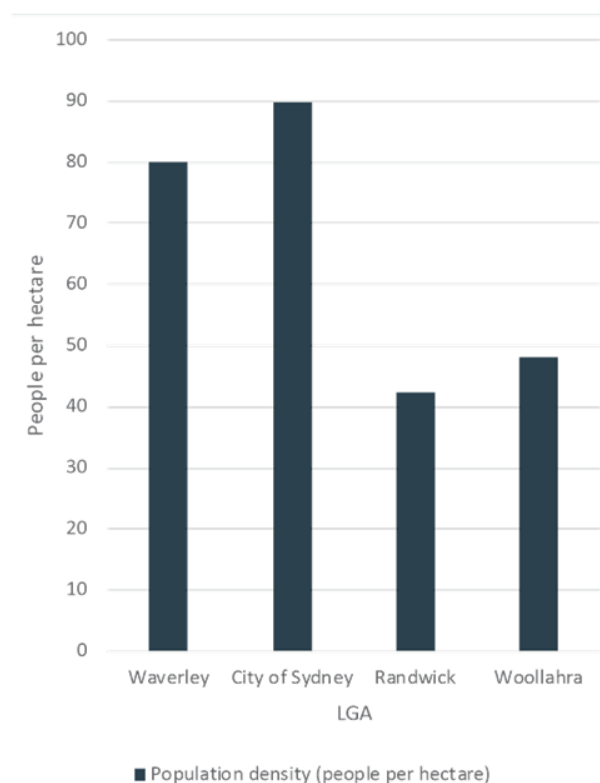


Figure 2.6 Population density in Waverley LGA and neighbouring LGAs

Worker population

In 2016, the Waverley LGA worker population was 24,340 persons. The biggest employer is retail trade (16% of total workers), followed by health care and social assistance (13% of total workers).

Most workers live less than 5 kilometres from work. The most common method of travel to work in 2016 is by car, accounting for 41% of trips by workers, followed by public transport (31% of trips).

Visitors

Our parks also see a high level of visitation by tourists, including tour buses visiting our beaches and areas offering coast and city views. Despite the high visitation statistics, Council survey data suggests that our parks, including beach parks, are most frequented by locals of Waverley.

Approximately 2.6 million visitors visited Bondi a year. Of these 1.7 million were international visitors accounting for 38% of all international visitors to NSW¹. The top activities of domestic visitors were eating out at restaurants and cafés (70%) and going to the beach (51%). The number of international and domestic visitors have grown steadily over the past four years, with a total increase of 17%.

With increasing use of social media platforms such as Instagram, there is a noticeable rise in people visiting parks and cliff lines to take 'selfies'. The natural coastal and outdoor setting within access to the city has made this kind of activity very popular. This behaviour does present some challenges in the design of spaces to allow photo opportunities that do not compromise native vegetation or safety.

Housing and employment growth

New development over the next ten years will be focused in and around key centres, such as Bondi Junction. It is anticipated that there will be some incremental growth throughout Waverley LGA through the redevelopment of existing housing.

¹ Destination NSW Bondi Tourism Precinct: Visitor Profile for year ended March 2019

Open space and recreation facilities in Waverley

Parks and reserves provide green spaces and natural environments, which are breaks within the urban environment. These are spaces for walking and relaxing, as well for playing. Figure 2.8 provides a snapshot of these different spaces. Figure 2.7 outlines the range of activities Sydneysiders enjoy doing in parks and outdoor spaces¹, which is similar to what the Waverley community told us they enjoy.

Waverley is unique with a network of open space and walking paths and passive recreation along the coastline, known as the Coastal Walk and Cliff Top Walk (figure 2.13). There are eight parks that provide dog off-leash areas.

Playing and relaxing

This section outlines the range of recreation facilities located in open spaces in Waverley. This section also presents the user groups and activities that these spaces support.

Waverley Council owns and manages:

- seven sports fields and ovals (for soccer/football, Australian Rules Football, rugby, cricket)
- three outdoor multipurpose courts (for netball, basketball, tennis)
- three outdoor netball courts
- one indoor multipurpose center (with one courts for netball, basketball, futsal and volleyball)
- two ocean pools at North Bondi and Bronte
- thirty-nine play spaces for children of all ages, including a scooter / bike track and skate park
- 1x outdoor fitness stations
- ten indoor venues, including the Margaret Whitlam Recreation Centre at Waverley Park and community halls. Community groups and sports clubs can hire these spaces for indoor activities such as yoga, pilates, community meetings and small events.

Figure 2.10 shows the range of recreation facilities in and around Waverley and the variety of sports that can be played in these spaces.

There are other regional facilities located outside the LGA that service Waverley residents. The nearest are Christison Park in Vaucluse and Centennial and Queens Parks.

Christison Park to the north of Waverley is within Woollahra LGA and provides fields, courts and cricket pitches an exercise station a timed dog off-leash area and amenities.

Centennial Parklands to the south west of Waverley provides extensive parklands, picnic areas, playgrounds and regional sporting facilities. The Parklands include Centennial Park, Moore Park and Queens Park.

Queens Park located within Waverley LGA but managed by the Centennial Parklands Trust. It provides sports fields, play spaces, and an outdoor fitness station.

Privately owned facilities, such as bowling clubs, tennis courts,

¹ NSW Department of Planning and Environment, 2019, Greater Sydney Outdoors Study 2019

gyms, sports courts, and indoor/ outdoor swimming pools, also provide Waverley residents with recreation opportunities.

Table 2.1 shows the range of user groups and the activities these users participate in across our parks and reserves. The views of these user groups are captured through various engagement activities and surveys Council conducts regularly.

Council supports recreation in Waverley and various community and sporting groups by:

- venue hire grants for community groups
- waiving fees for hirers such as WAYS, to provide a youth basketball program
- partnering and supporting application for small community grants
- Community Grants Program, to support community run programs for older people, young people, children and families, multicultural community, people with disabilities
- supporting neighborhood events
- providing spaces for community gardens.


Council also runs programs and activities supporting physical activity and recreation. Recreation programs Waverley Council provides include:

- Active over 50's program: activities to help improve both physical and mental health. Offers table tennis, tai chi, pilates, yoga, balance and strength
- Mind Body Wellness and social support program for 55+: offers fitness and wellbeing classes such as yoga, tai chi, Pilates, jazzercise, fitness classes. Also offer educational and social support programs such as language classes, hobbies such as arts and crafts, bowls, scrabble etc. Also offer discounted podiatry, massage, reflexology, Bowen therapy and haircuts
- School holiday programs.



Figure 2.7 Most popular activities in parks and outdoor spaces for Sydneysiders (from the Greater Sydney Outdoors Study 2019)

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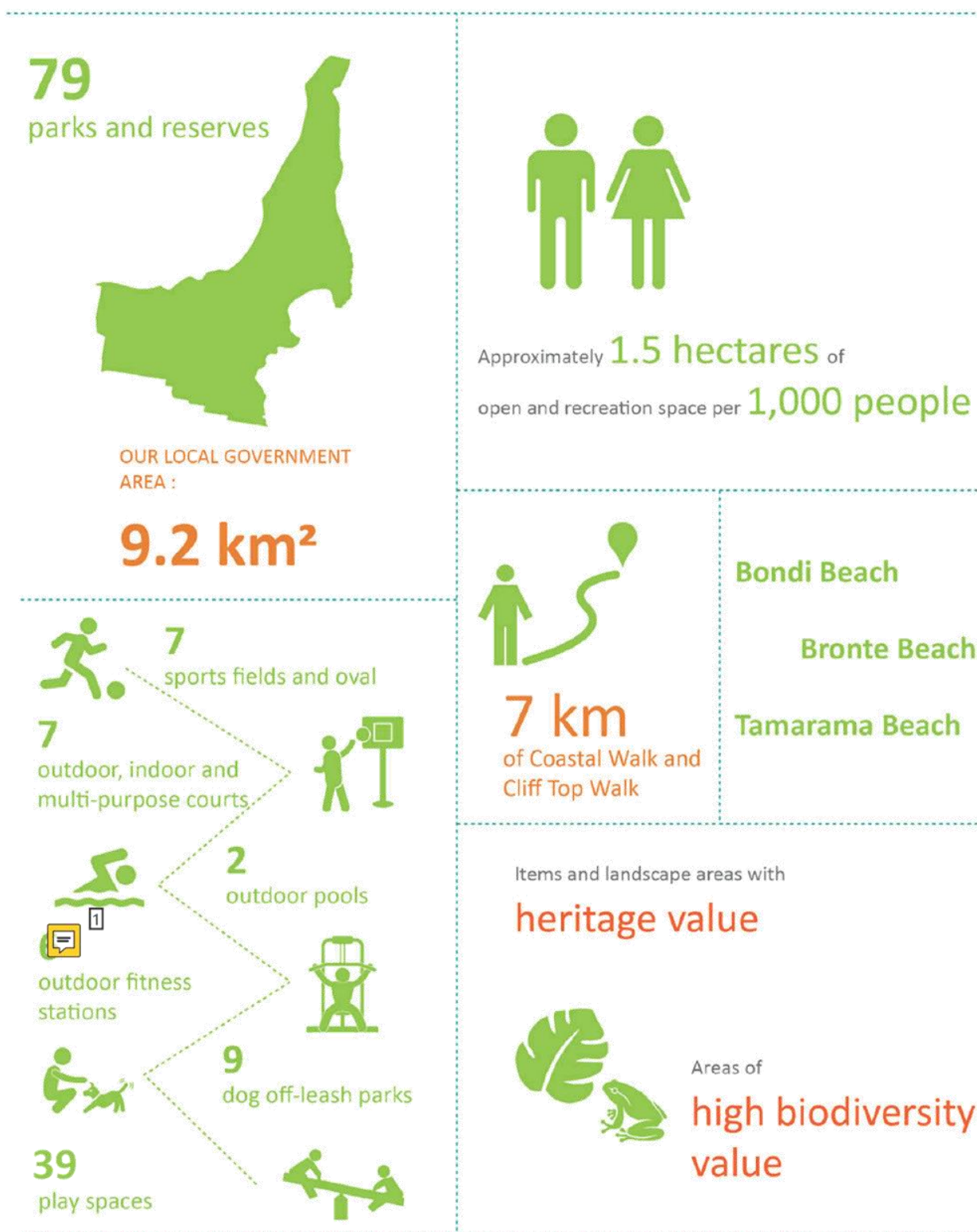


Figure 2.8 Snapshot of open and recreation spaces managed by Waverley Council

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seven outdoor fitness stations			

User group	Spaces used	Key issues
Sporting groups and clubs	<ul style="list-style-type: none"> Waverley Park Margaret Whitlam Recreation Centre Barracuff Park Dudley Page Reserve Hugh Bamford Reserve Rodney Reserve Queens Park 	<p>Bookings of Waverley's sports fields and courts are close to full capacity, particularly during the winter season when football/ soccer and netball is traditionally played.</p> <p>Sporting groups and clubs use fields and courts for matches as well as for training throughout the week, particularly on weekday afternoons and evenings and on weekends. Higher grade and larger facilities at Waverley Park, Queens Park (though not managed by Council) and Hugh Bamford Reserve are generally preferred.</p>
Commercial group fitness and community groups	<ul style="list-style-type: none"> Parks outlined in the Fitness Trainers Policy Council indoor venues 	<p>Private groups can apply for permits to use parts of parks and reserves and/ or hire indoor venues for training activities. It is important that private group activities in parks and reserves do not impact on public access to spaces or damage spaces.</p> <p>Council-run programs, particularly for seniors, are popular. Popularity in these programs is expected to continue as the population chooses to continue living in Waverley as they get older.</p>
Casual players	<ul style="list-style-type: none"> Large parks and reserves Beaches 	<p>Residents and visitors to Waverley visit parks and reserves to play a casual games or train privately. Beaches are also areas where people go to play beach volley ball casually. Maintaining safe and easy to access turn up and play facilities is important for casual players.</p>
Recreational and dog walking, relaxing, socialising	<ul style="list-style-type: none"> All parks and reserves Coastal and Cliff Top Walks Waverley Cemetery 	<p>Many residents and visitors to Waverley enjoy walking through the parks and reserves and along green links.</p> <p>There are approximately 10,000 dogs in Waverley LGA. Residents with dogs value the space that parks and reserves provide for their dogs to get some activity, particularly dedicated dog off-leash areas.</p> <p>It is often reported that dogs off-leash run through playgrounds, creating conflict with children playing.</p>
Families and children	<ul style="list-style-type: none"> All parks and reserves Play spaces 	<p>Play spaces are popular with families with children.</p>
Tourists and visitors	<ul style="list-style-type: none"> Bondi Park Bronte Park Tamarama Park Coastal and Cliff Top Walks Diamond Bay Reserve 	<p>Surveys show that Waverley's beaches and Coastal and Cliff Top Walks are becoming more popular with 2.2 million visitors visit Bondi and the Coastal Walk annually.</p> <p>Waverley's cliffs are becoming popular spots for people to visit and take pictures. We need to identify the risks involved with people visiting these areas and manage access to protect people's health and safety.</p>
Rock climbers	<ul style="list-style-type: none"> Parks along the cliff line and beach parks Queens Park 	<p>The rock face is popular for rock climbers. We need to identify the risks involved with people visiting these areas and manage access and allowance of activities to protect people's health and safety.</p>
Water sports and rock fishing	<ul style="list-style-type: none"> Diamond Bay Reserve Bondi Beach Tamarama Beach Bronte Beach 	<p>Water-based sports (swimming, surfing, boating, kayaking), fishing, and rock fishing are popular activities off the coast. The Ben Buckler Amateur Fishing Club has been located at North Bondi for decades.</p> <p>We need to provide safe access to the water for people to participate in these activities.</p>
Events participants	<ul style="list-style-type: none"> Bondi Beach and Park Bronte Beach and Park Tamarama Beach and Park Dudley Page Reserve 	<p>Events at Waverley attract an increasing number of visitors. This creates pressures on spaces to accommodate for larger crowds and demand on infrastructure, such as transport, food and beverage, and amenities.</p> <p>Key events in Waverley over the year include:</p> <ul style="list-style-type: none"> Open-air Cinemas - Bondi Park (January-February) Bondi Festival - Bondi Park (July) City2Surf - Bondi Beach (August) The Festival of the Winds - Bondi Beach and Park (September) Sculpture by the Sea - Bondi Beach to Tamarama Beach (October/ November) New Years Eve - Dudley Page Reserve (31 December)

Table 2.1 Different user groups of Waverley's open and recreation spaces

Page: 28


 Number: 1	Author: BiancaS	Subject: Cross-Out	Date: 19/01/21 5:17:48 AM +11'00'
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Figure 2.9 Waverley's open spaces, private recreation and streetscape verges

Organised and team sports

Waverley Council provides fields, outdoor courts, and indoor courts at the Margaret Whitlam Recreation Centre (see table 2.2 and figure 2.10), which support a range of sports.

Waverley Council provides three competition-level fields while Queens Park, managed by the Centennial Parklands Trust, provides 16 competition level fields.

In addition, there are four training fields, three outdoor netball courts, and three outdoor multipurpose courts located throughout the LGA.

Neighbouring Centennial Park and Christison Park are located outside Waverley LGA, however provide Waverley residents access to additional facilities for organised and team sports. Centennial Park provides nine fields, one oval, cricket pitches, and amenities for rugby, soccer/football, AFL and cricket. Christison Park provides three fields, one hockey field, one oval, three cricket pitches and amenities that can be used for rugby, soccer/football, touch football, hockey and cricket.



Waverley Field 2 (synthetic surface), Waverley Park

Sport ovals and fields

Reserve / Site Name	Fields	Size	Support Facilities	Irrigation	Parking	Condition description	Linemarking	Lighting
Waverley Park Oval	1	115 x 70m	toilets	Yes	on street	grass - good	yes	yes
Waverley Park Field 2	1	100 x 68m	1 toilets	n/a	on street	synthetic - excellent	yes	yes
Waverley Park Field 3	1	50 x 50m	2 toilets	Yes	on street	grass - worn, pot holes	no	yes
Waverley Park Cricket 3 wickets	2			n/a	on street	good		
Waverley Park Cricket wicket	4					turf - good		
Barracluff Park	0.5	73 x 57m	none	Yes	on street	grass - good	yes	yes
Dudley Page Reserve	1	100 x 73m	cricket pitch (synthetic)	n/a	on street	grass - good	no	no
Hugh Bamford Reserve	0.5	82 x 55m	none	Yes	15 space carpark	grass - good	yes	one side of field
Rodney Reserve	1	100 x 70m	none	Yes	on street	grass - good	yes	no
Queens Park (including 9 soccer fields, 2 soccer / football fields, 5 touch football fields, 9 synthetic cricket wickets, 2 natural turf wickets)	16	various	storage, toilets, change and kiosk		on street	grass - good	yes	no

Sport courts

Reserve / Site Name	Courts	Support Facilities	Parking	Condition Description	Linemarking	Lighting
Margaret Whitlam Recreation Centre	1	toilets, kiosk, storage, changing rooms, first aid	on street	rubber sprung floor, good condition	yes	yes
Waverley Park lower level netball courts	3	toilets, storage, Amenity Hall	on street and St Marys Avenue	concrete base, synapave topping layer, good condition	yes	yes
Waverley Park upper level multi purpose courts	3	toilets, storage, Amenity Hall	on street and St Marys Avenue	concrete base, plexipave topping layer, good condition	yes	yes
Blair Street Basketball Court	1	none	on street	concrete base, good condition	yes	no

Table 2.2 Active recreation facilities in Waverley LGA

Page: 30

	Number: 1 toilets in park	Author: BiancaS	Subject: Highlight	Date: 20/01/21 10:48:03 AM +11'00'
	Number: 2 toilets in park	Author: BiancaS	Subject: Highlight	Date: 20/01/21 10:48:41 AM +11'00'
	Number: 3 Add: 4 x synthetic practice nets with grass runnup.	Author: BiancaS	Subject: Sticky Note	Date: 15/02/21 11:12:53 AM +11'00'
	Number: 4 Move to include with Waverley Park Oval and Cricket wicket	Author: BiancaS	Subject: Highlight	Date: 15/02/21 11:12:12 AM +11'00'
	Number: 5 47	Author: BiancaS	Subject: Highlight	Date: 20/01/21 10:40:32 AM +11'00'
	Number: 6 90	Author: BiancaS	Subject: Highlight	Date: 20/01/21 10:41:45 AM +11'00'
	Number: 7 55	Author: BiancaS	Subject: Highlight	Date: 20/01/21 10:42:07 AM +11'00'
	Number: 8 70 x 50	Author: BiancaS	Subject: Highlight	Date: 20/01/21 10:47:56 AM +11'00'



Figure 2.10 Existing active recreation facilities and spaces

Page: 31

	Number: 1	Author: BiancaS	Subject: Sticky Note	Date: 20/01/21 11:41:31 AM +11'00'
Gaelic football also played at Barracluff Park				

Spaces for public hire and toilet blocks

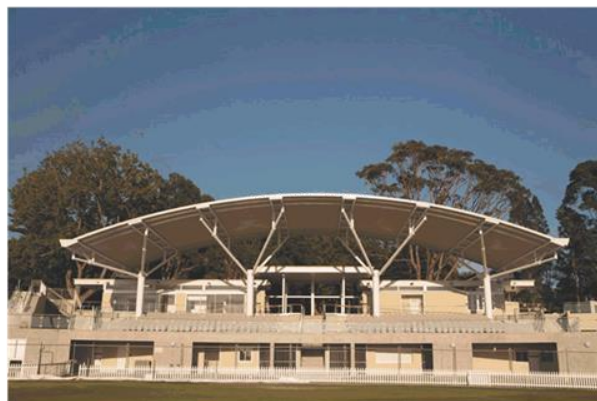
In addition to our sports fields and courts we provide 10 indoor venues that can be hired by groups for activities such as dance, tai chi and yoga. Margaret Whitlam Recreation Centre, Kimberley Reserve Hall, Thomas Hogan Reserve Hall and Hugh Bamford Reserve Hall are generally more suitable for recreation activities, while the other venues can be used for group and social activities.



Council managed indoor venues include:

- Bondi Pavilion, Bondi Park
- Kimberley Reserve Hall
- Margaret Whitlam Recreation Centre
- Mill Hill Centre
- School of Arts
- Thomas Hogan Reserve Hall
- Wairoa Community Centre Hall
- Waverley Library
- Waverley Park amenity building
- Hugh Bamford Reserve Hall.

Waverley provides and maintains nine toilet blocks in some of our larger parks and reserves.



Margaret Whitlam Recreation Centre and Grandstand, Waverley Park



Bondi Pavilion, Bondi Park



Amenities building and kiosk, Tamarama Park

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Number: 1 Author: BiancaS Subject: Sticky Note Date: 01/03/21 9:23:11 AM +11'00'

add:

Margaret Whitlam Recreation Centre (MWRC) is a multi-purpose recreation centre located in Waverley Park. The centre was built in 2012 and comprises an indoor sports court, club room, community room, commercial kitchen, change rooms and restrooms, storage space, a café and a grandstand overlooking Waverley Oval.

While the indoor multi-purpose court is mainly used for basketball, floorball, futsal and netball. The community room and club room are mainly used for yoga, Pilates, tai chi, meetings and seminars.

Based on booking data, the multi-purpose court is nearly used at capacity year-round, particularly during peak times (weeknights and weekends). The community room and club room have sufficient capacity to meet a greater demand if required.

The Bondi Pavilion is currently being renovated. At its reopening the new building will accommodate a visitor centre, a new flexible cultural space, the 'Bondi Story Room' where the history of the local area will be on show, a pottery studio, art gallery, theatre and a community radio station.

The Pavilion will also have a range of rooms available for hire including two community halls where it is expected dance, fitness classes, yoga and children's and toddler recreation activities will take place as these uses have historically taken place in the Pavilion.

In addition, the upgrade will provide new toilet and showers facilities along with a changing place and family accessible bathroom.

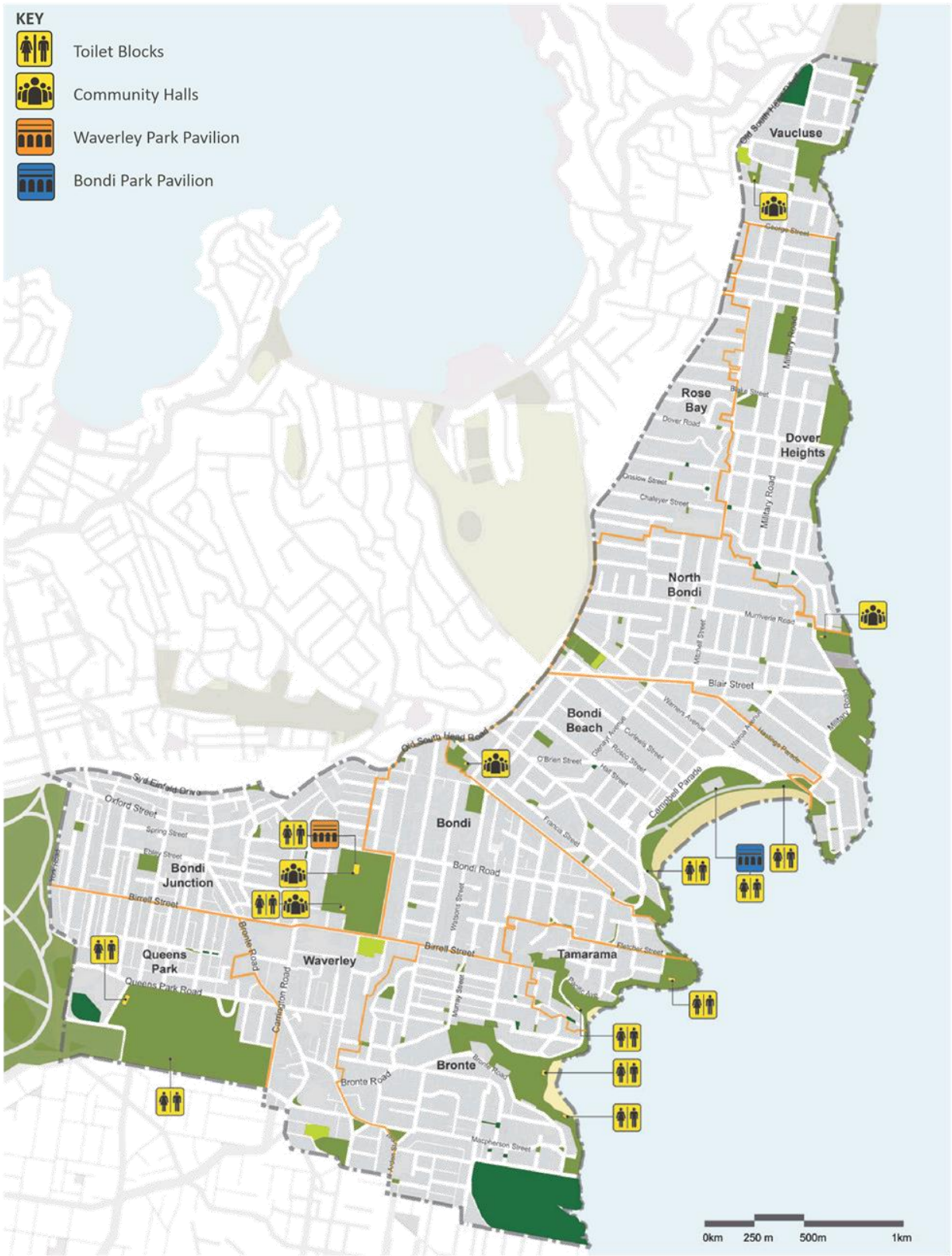


Figure 2.11 Existing spaces for public hire and toilet blocks

Private and club recreation

Various community or privately-run clubs provide a range of recreation opportunities. Clubs operating in Waverley support the following activities:

- lawn bowls (four clubs)
- tennis (one tennis centre)
- golf (one golf course)
- swimming (three indoor pools and one outdoor pool)
- surf life saving (four clubs)
- fishing (one club)
- squash (one squash club)
- fitness and health (18 gyms, fitness clubs and studios)
- board riding clubs (surf, surf ski, paddle boarding).

Many of these clubs are located on land zoned RE1 Public Recreation (refer to figure 2.12). Waverley and Bronte Bowling Clubs are on land zoned RE2 Private Recreation, owned by the club organisation. The land zoning of these sites means that only development and activities that support public and private recreation are allowed. In the review of WLEP 2012, Council may investigate options to secure these sites for public recreation through the planning framework.

In addition to providing sporting opportunities, clubs also provide a meeting place to socialise and space for hire for small events, which is often an affordable alternative to more commercial operations. As such, clubs and private recreation space are an important community asset.

While participation and memberships between clubs varies over time, there remains opportunity for these types of organisations to be adaptive and reuse their facilities in response to community needs.

Gyms and fitness centres are highly visited facilities with fitness and visiting gyms being very popular physical activities. There are many gyms in Waverley, with 18 registered in the LGA.

Commercial fitness trainers and yoga instructors use Waverley parks and reserves. Permits are required for these activities in accordance with the Waverley Commercial Fitness Groups and Personal Trainers' Policy and Guidelines. Permitted training areas are limited to parks and reserves shown on figure 2.12.



Bronte Bowling Club, Bronte



Tamarama Surf Life Saving Club, Tamarama Beach



Amateur Fishing Club, Ben Buckler Point



Figure 2.12 Existing clubs providing recreation



Casual and social activities

Our parks and reserves also include spaces that can be used for picnicking and social activities, social and casual games, play and exercising such as jogging and walking, and small group activities.

Waverley's community garden located behind Clementson Park is a place where people can meet, garden and share skills. Council manages the space and rents out plots. Waverley also has a range of shared garden spaces located in parks, street verges and laneways that are run by community groups and supported by Council.

In many of our parks and reserves we provide equipment and facilities that support a variety of activities and make these spaces more attractive and comfortable.

Spaces in Waverley for casual and social activities include:

- Coast Walk and Cliff Top Walk
- cycling tracks (mostly on road)
- variety of picnic and barbecue opportunities
- three beaches
- 4x exercise stations
- 5vo beach volleyball locations
- 6o basketball hoops
- one community garden and various shared gardens
- one bocce court.

Walking and jogging

Walking is the most popular activity in NSW and Waverley. Athletics (including jogging and running) is one of the top ten activities for adults in NSW. The coastal walk alone is a very popular with approximately 1 to 1.8 million visits of people walking or jogging the route each year. The busiest day of the week is Sunday. Different sections of the walk tend to be more popular than others, with the Bondi to Tamarama section being the most popular. Four of Waverley's exercise stations are located on the Coastal Walk route.

Waverley's Cliff Walk links Bondi to Vaucluse and then onto the Gap in Woollahra. This route utilises Waverley's cliff top parks connected via local roads. While anecdotal evidence suggests this walking route is well used, there is currently no pedestrian data collection.



Beaches

Waverley is home to three world-class beaches, Bondi, Bronte and Tamarama. Waverley Council's estimate for beach visitation to Bondi is approximately 3.3 million people per year while Bronte is over 500,000 people per year and Tamarama 300,000 people per year.

Popular activities at our beaches include swimming, surfing, sun bathing, picnicking and use of barbecue facilities. Beach volley ball can be played at Tamarama and Bondi Beach and

the coastline is also popular for fishing.

Other coastal activities

Waverley's coastal edge includes destinations for recreational activities such as rock fishing, rock climbing and slacklining.

Infrastructure has been installed by individuals who participate in these activities. We need to identify the risks involved with people visiting these areas and manage access to protect people's health and safety.

Waverley, Woollahra and Randwick Council are undertaking a scoping study as part of the Coastal Management Program. This scoping study will inform Waverley Council's work to prepare a Coastal Management Plan which will ensure a consistent approach to managing risk associated with access along the cliff edge.



Coastal Walk, near Waverley Cemetery



Outdoor fitness station, Bondi Park

Page: 36

Number: 1 Author: BiancaS Subject: Sticky Note Date: 03/02/21 7:47:30 PM +11'00'

insert new para and add foot note reference:

Relaxing and quiet spaces (heading)

Solitude and being in nature has many benefits. The impact of exposure to silence has demonstrated brain growth and improved learning, memory and emotion. Conversely exposure to constant noise can cause a stress response [Imke Kiste, 2013, Is silence golden? Effects of auditory stimuli and their absence on adult hippocampal neurogenesis]. Waverley LGA is a relatively high-density area, meaning that a large proportion of residents do not have access to private open space. Residents often turn to our parks for relaxing and quiet activities, such as sitting, sunbaking, walking or meditating. Identifying, preserving and enhancing spaces for quiet contemplation is important for the community's health and wellbeing and is therefore a focus area of this strategy.

Number: 2 Author: BiancaS Subject: Highlight Date: 19/01/21 8:58:31 AM +11'00'

replace with: Waverley, Woollahra and Randwick Councils have completed a Coastal Management Scoping Study, which has confirmed known geotechnical risks will need to be managed effectively to protect and preserve natural coastal processes and unique cultural, biodiversity and economic values. A Cliff and Slope Instability assessment and monitoring framework has been identified as needed to inform the comprehensive Coastal Management Program and will support planning and resilience of Coastal open spaces and uses.

Number: 3 Author: BiancaS Subject: Highlight Date: 19/01/21 3:15:21 PM +11'00'

Continue with. Council also supports verge gardens allowing residents to plant in front of their house. Councils Public Gardening Policy and Street Gardening Guidelines regulate and guide these activities related to public gardening.

Number: 4 Author: BiancaS Subject: Highlight Date: 19/01/21 5:01:24 AM +11'00'

seven

Number: 5 Author: BiancaS Subject: Highlight Date: 15/02/21 3:43:02 PM +11'00'

replace with:

four beach volleyball courts at Tamarama Beach and three courts at Bondi Beach

Number: 6 Author: BiancaS Subject: Highlight Date: 15/02/21 3:43:16 PM +11'00'

three

Number: 7 Author: BiancaS Subject: Highlight Date: 02/03/21 12:49:50 PM +11'00'

replace with: Pedestrian visitation data collected in 2020 indicates approximately 10,000 visits per month along the Diamond Bay section of Cliff Top Walk. It is expected that data collected in 2020 maybe variable from other years due to COVID restrictions.

Number: 8 Author: BiancaS Subject: Sticky Note Date: 02/03/21 12:50:31 PM +11'00'

New paragraph: The popularity of the Coastal and Cliff Top routes has negatively impacted adjoining vegetation with many visitors leaving tracks to walk through the bushland to access views or quiet seating locations as the walkway does not currently accommodate seating.

Number: 9 Author: BiancaS Subject: Highlight Date: 15/02/21 3:41:20 PM +11'00'

text over run...

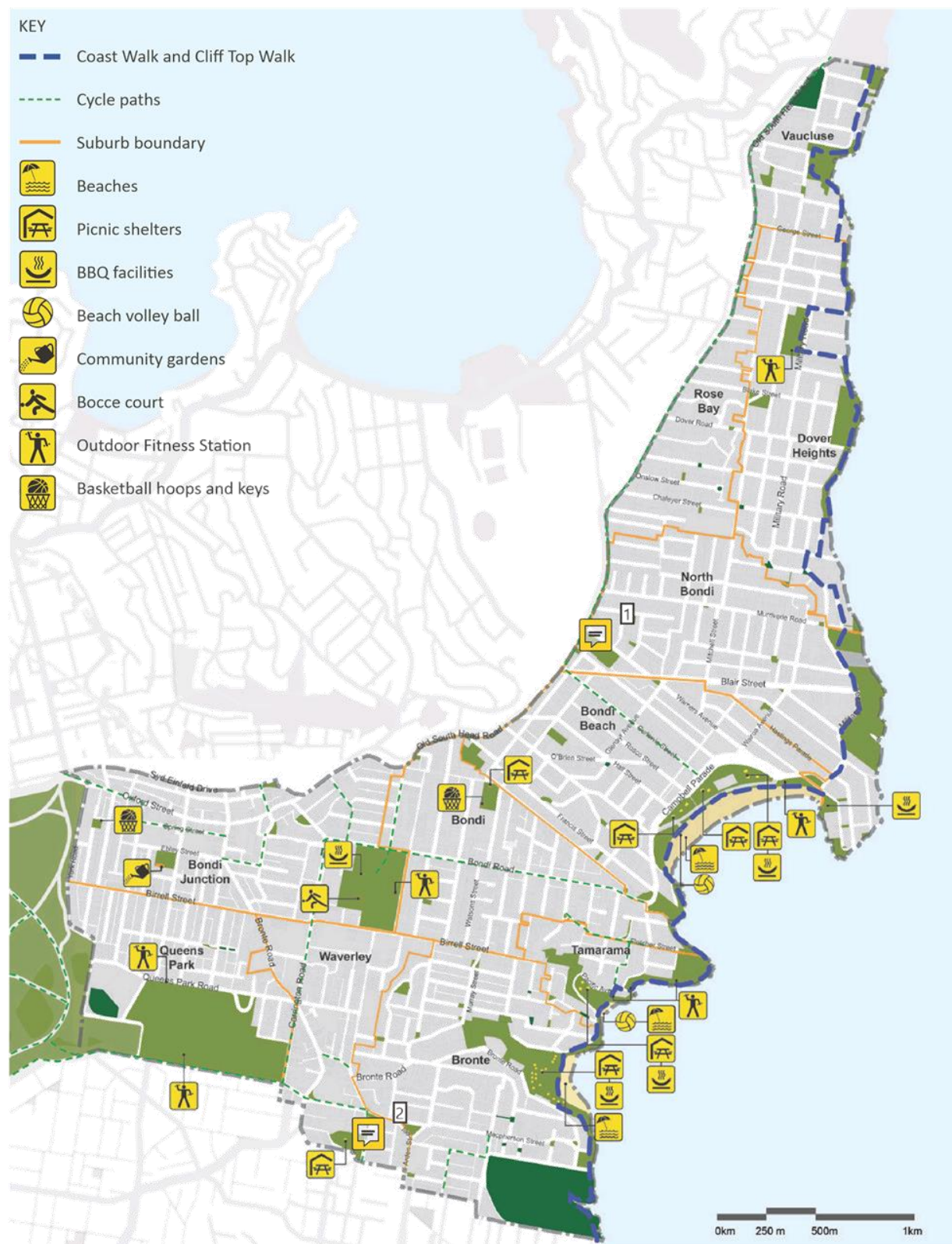




Figure 2.13 Existing passive recreation facilities

Page: 37

	Number: 1	Author: BiancaS	Subject: Sticky Note	Date: 12/02/21 8:56:46 AM +11'00'
	include a basketball hoop here - Barracluff Park			
	Number: 2	Author: BiancaS	Subject: Sticky Note	Date: 19/01/21 4:56:14 AM +11'00'
	include an outdoor fitness station icon in Varna Park - to be completed soon.			

Dog off-leash areas

For many people in our community, pets are companions and important members of the family. Dog walking is a very popular activity in Waverley with 10,587 identified and registered dogs living in the LGA. Many dog owners and commercial dog walkers visit Council's parks and off leash areas for exercise.

Legislation under the NSW *Companion Animals Act 1998* outlines rules governing the control and behaviour of dogs and dog owners as well as commercial dog walking in public places. For peoples, health and safety there are rules and responsibilities of dogs and their owners including:

- dogs must be under the effective control of a competent person by means of an adequate chain, cord or leash at all times unless in an approved off-leash area
- dogs being exercised in an approved off-leash area must always be accompanied by a competent person and the dog must be under control
- no more than four dogs are permitted to walk at any one time in a public space
- all dogs must wear a collar and tag with contact details on it when in a public space. They should also be identified (micro-chipped) and registered
- owners must pick up and appropriately dispose of dog droppings
- dogs are prohibited near beaches and pools
- dogs are prohibited within 10 metres of children's playground equipment
- dogs are prohibited in bushcare areas
- dogs are prohibited near sports fields (except on leash at Rodney Reserve when organised activity is not being played) or public places set aside for organised games
- dogs are prohibited within 10 metres of any food preparation area (the exception is when there is a public thoroughfare like a footpath. In this case dogs must remain controlled, on leash and use the thoroughfare for travel).

Council's rangers have a role in enforcing the regulations outlined in the NSW *Companion Animals Act 1998*. Not all parks allow dog off-leash activities. Council has nine off leash areas in Waverley, two of which (Marks Park and Bronte Park) have areas allowing dogs off-leash at certain times of the day. The distribution of parks with dog off-leash areas is also relatively comprehensive, though distribution in the North Bondi and Vaucluse areas could be improved as currently residents need to walk further to access dog off-leash areas at Hugh Bamford Reserve, Dickson Park, and Raleigh Reserve refer to figure 2.14).

The community has identified the need for more dog off-leash areas, particularly in the North Bondi area as mentioned above. When allowing dog off-leash areas, conflicts and risks with children's play spaces, organised sports activities, and maintenance of **1**urf need to be carefully managed.

Off-leash areas typically require signage, bins and dog bag dispensers and **2**ubblers with dog bowl.



Barracluff Park is informally used as an off-leash area





Dog off-leash area, Raleigh Reserve



Dogs walking, Bronte Gully

Page: 38

	Number: 1	Author: BiancaS	Subject: Highlight	Date: 19/01/21 9:45:43 AM +11'00'
.... turf and vegetation including bushland and remnant vegetation needs...				
	Number: 2	Author: BiancaS	Subject: Highlight	Date: 14/01/21 1:36:53 PM +11'00'
replace with 'water bubbler'				

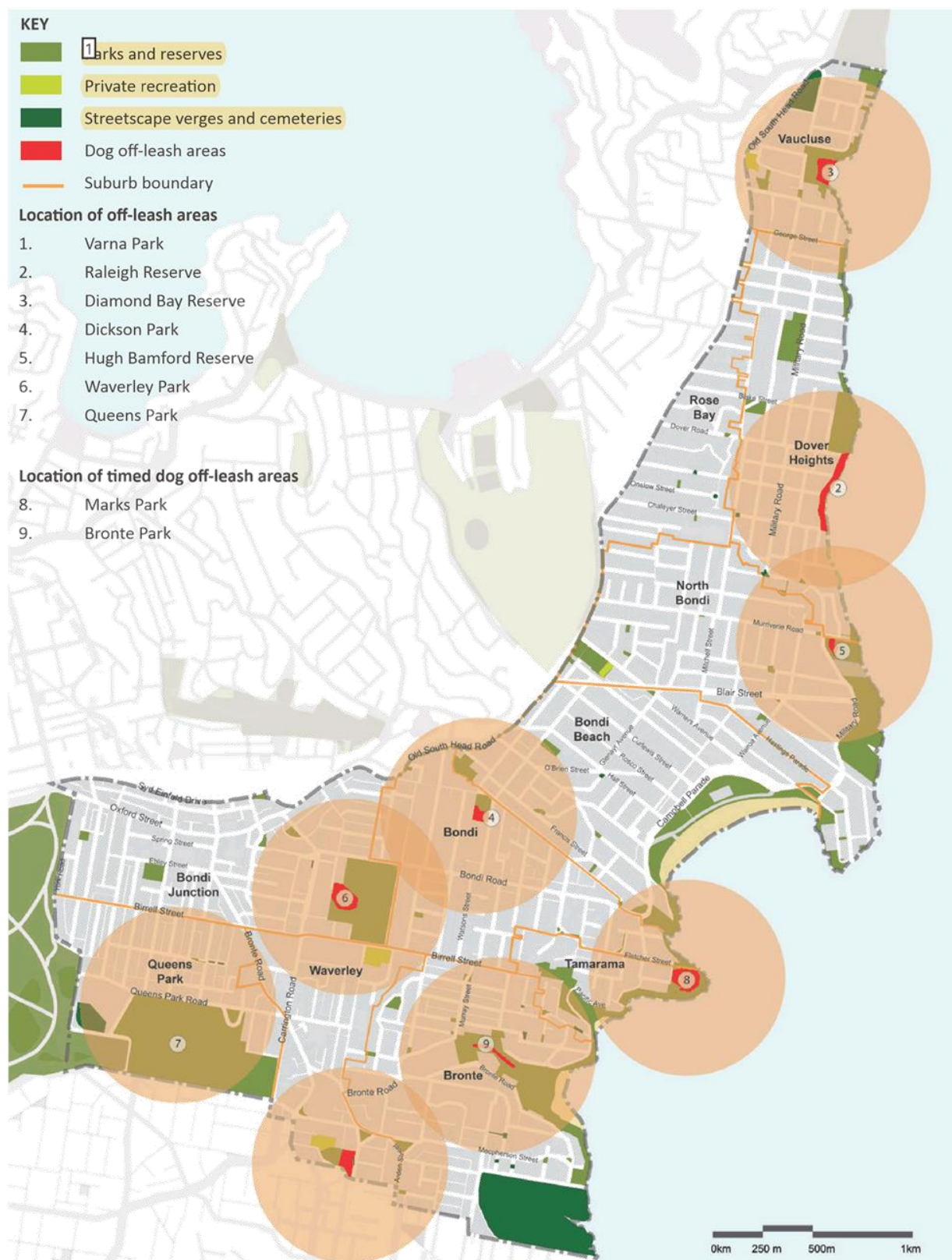



Figure 2.14 Existing parks with dog off-leash areas

Page: 39

 Number: 1 Author: BiancaS Subject: Highlight Date: 14/01/21 1:30:49 PM +11'00'

need a greater differentiation between colors to make it easier to read.

Play spaces

Our playgrounds are an important destination point in our parks for many people. We have 39 play spaces across Waverley.

Waverley has a good provision of play spaces when compared with other councils per population (refer to Table 2.3). Furthermore, our play spaces are well distributed across the LGA.

LGA	Population (children and young people)	Play spaces	Ratio
City of Sydney	17,858	87	1:200
Woollahra	10,607	22	1:480
Randwick	26,418	52	1:500
Waverley	12,118	40	1:300

Table 2.3 Provision of play spaces in Waverley compared to neighbouring LGAs

Our *Play Space Strategy 2014-2029* guides planning and management of our play spaces. The strategy details the benefits and importance of play for children and young people. The strategy aims to implement a hierarchy of play spaces across our LGA in an effort to provide a range of sizes and types of play which are readily accessible to children and young people.

Since implementation of the *Play Space Strategy* in 2014, ¹ht play spaces have been upgraded, ²ree refurbished with a further ⁴vo planned for an upgrade in ³5b/20.

⁶urther studies have been undertaken in developing guidelines for inclusive play to ensure everyone in Waverley has the opportunity enjoy our play spaces.

In addition to more traditional park playgrounds, streetscapes also have potential for providing play opportunities, particularly for intergenerational and social play. For example, on adoption of the *Street Play Policy*, streets will be able to be closed for small community gatherings and events.



Play space at Stephen Street Reserve, pocket level play space








Play space at O'Donnell Street, neighbourhood level play space



Play space at Bronte Park, district level play space

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 Number: 1 nine	Author: BiancaS	Subject: Highlight	Date: 14/01/21 2:12:00 PM +11'00'
 Number: 2 four	Author: BiancaS	Subject: Highlight	Date: 14/01/21 2:12:24 PM +11'00'
 Number: 3	Author: BiancaS	Subject: Cross-Out	Date: 14/01/21 2:12:52 PM +11'00'
 Number: 4 four	Author: BiancaS	Subject: Highlight	Date: 14/01/21 2:12:46 PM +11'00'
 Number: 5 2020.	Author: BiancaS	Subject: Highlight	Date: 14/01/21 2:14:16 PM +11'00'
 Number: 6 to add: In 2020 Council adopted the Inclusive Play Study which identifies how play spaces within the Waverley LGA can be developed to be more inclusive.	Author: BiancaS	Subject: Highlight	Date: 14/01/21 2:11:45 PM +11'00'

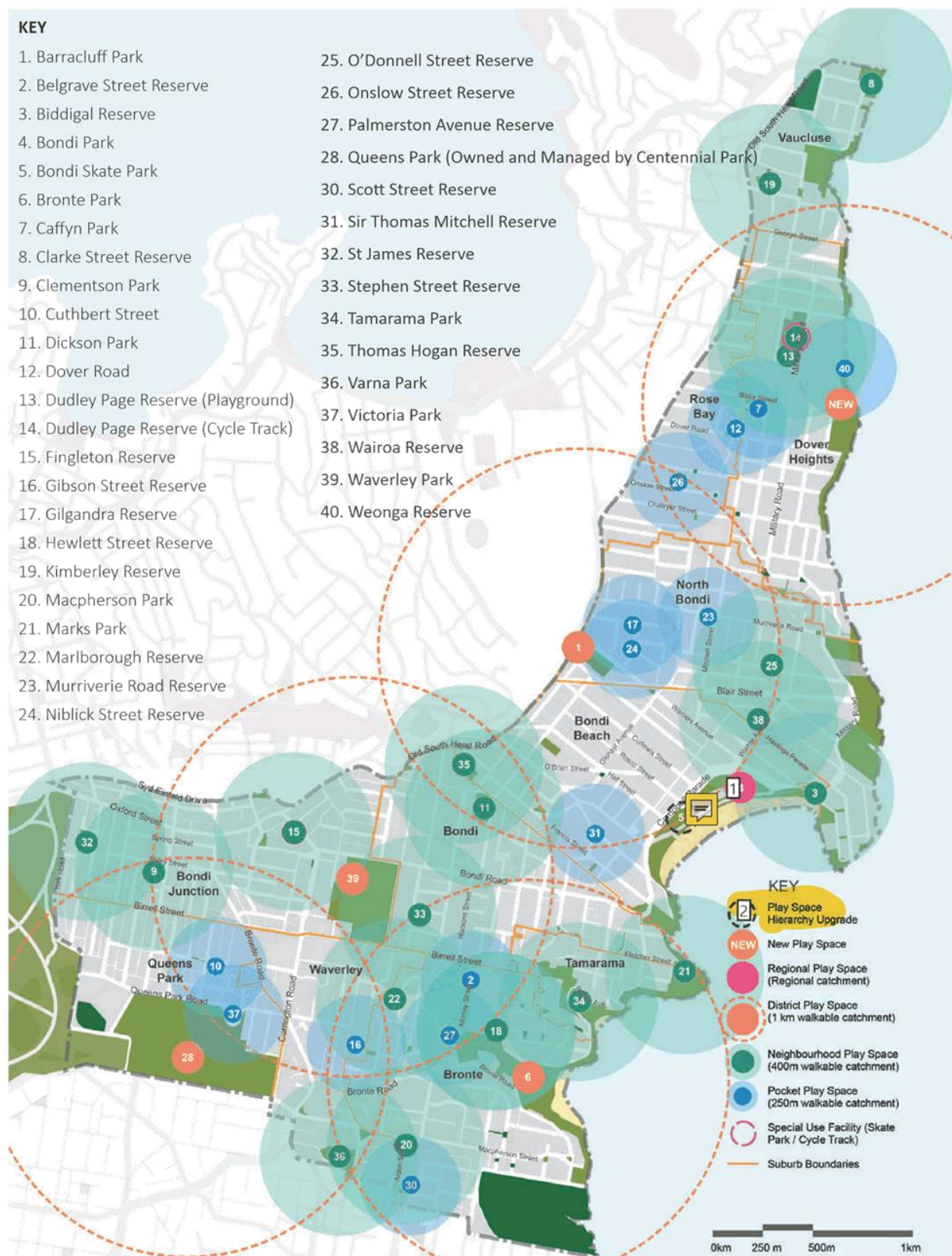





Figure 2.15 Waverley Play Space Strategy 2014-2029

Page: 41

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this line around the skate park to be purple.				
	Number: 2	Author: BiancaS	Subject: Highlight	Date: 03/03/21 10:26:16 AM +11'00'
delete				
	Number: 3	Author: BiancaS	Subject: Highlight	Date: 14/01/21 2:06:46 PM +11'00'
update this map to include inclusive play spaces as shown on page 66 of Councils Inclusive Play strategy https://www.waverley.nsw.gov.au/_data/assets/pdf_file/0006/180645/Waverley_Council_-_Inclusive_Play_Space_Study_Report_-_Dec_2020.pdf				

Design and setting

Our parks and reserves have distinct landscape characters, which are defined in individual plans of management. Our coastal location provides us with stunning coastal reserves and unique beach parks. Landscape design needs to be sympathetic to the unique character of these parks.

There are generally three distinct landscape categories across Waverley: Coastal; Inland; and Special Places. The design of spaces, landscaping and choice of furniture and materials used in each park and reserve is guided by the *Waverley Public Domain Technical Manual (PDTM)*.

The unique landscape character of each park and reserve is important to maintain as it contributes to the local context and people's connection to the place. Design guidance helps to maintain the character of these different spaces.

The design of our parks and reserves also needs to provide spaces that accommodate diversity of activities and offers a range of experiences, whether that be a beautiful view for a walk, a game of basketball, a place to meet friends, or a place to relax. The community told us that they feel safe in our parks and reserves and that they enjoy the spaces as they are clean and well maintained.

User comfort is important in our parks and reserves and we need to make sure that amenities, such as toilets, ¹water fountains and shade are provided in our busy parks and reserves.

The community told us they want amenities to be provided in beach parks and sports parks with high visitation, particularly where training is held and games are played.

Coastal open spaces

Cliff top parks

These are linear parks flanking the coastline. They are exhilarating due to the great height of cliffs and the wide elevated views along the coast and out to the ocean. These spaces have a wild character and are particularly dramatic in high winds and rough seas.

Groupings of semi-natural heathland and open grassland areas characterise these parks. There are a number of natural remnant bushland sites along the coastal walk and scattered among the cliffs, rock shelves and dunes that Council and community volunteers work to protect and regenerate.

Cliff top parks include: Eastern Reserve, Diamond Bay Reserve, Weonga Reserve, Raleigh Reserve, Williams Park and Calga Reserve.

Gully parks

Tamarama Gully and Bronte Gully are natural riparian corridors behind beach parks. While they no longer drain directly to the coast, they do feature water courses. These parks are shaped like green fingers and have steeply sloping sides. They feel contained.

They are generally densely planted lush natural bush reserves and have areas of ecological sensitivity. Gully Parks have medium to low levels of pedestrian activity.

Gully Parks include: Tamarama Gully and Bronte Gully.

Beach parks

These spaces are essentially low-lying coastal sections featuring curved sandy beaches. The beaches are backed by promenades and parklands and form a soft linear edge to the ocean. This type is distinguished by a simple horizontal visual composition of sky, ocean and land.

Beach parks are located within well-populated areas and all have commercial activity within close proximity. They are reasonably exposed, facing east to south east and are framed by rock outcrops to the north and south. The warm Australian light accentuates particular textures, shapes and colors, particularly when reflected off the sandstone.

The vegetation palette is fairly limited due to the challenges associated with front-line coastal environments. Planting consists of a combination of native and exotic species and trees and shrubs often have wild, wind blown forms.

Beach parks include: Bondi Beach Park, Bronte Beach Park, Tamarama Beach Park

Inland open spaces

Civic parks

Civic parks are located within or adjacent to urban areas. Civic parks are characterised by high quality finishes and furniture, and are well maintained. Spatially, these parks comprise perimeter planting with open grassland areas to the centre and scattered tree clusters throughout. Planting design is relatively formal and often accented by flowering plants. Civic parks offer a combination of shaded and open areas and are highly used.

Civic parks include: Waverley Park, Eora Park and Clemenson Park.

Bushland parks

Bushland Parks are our most densely planted areas. They are important fauna and flora zones and also feature some important remnant bushland sites. These parks primarily have a 'natural Australian' bushland character contrasted with small open grassed areas. Materials are rustic, and low key. ²They are popular for their walking tracks that feature look-out points ³revealing spectacular views across the municipality.

Many coastal spaces have important fauna and flora zones, including Diamond Bay Reserve, ⁴Tamarama Gully and Williams Park.

Inland open spaces that have bushland landscapes include: Dickson Park, Gibson Street Reserve, ⁵James Reserve, Thomas Hogan Reserve.

Open parkland - sporting fields

These parks are distinguished by their flat open grasslands and are used for sports and organised team activities. They generally have clusters of shade trees planted around the perimeter with some shrub wind buffer planting. Edges are well defined with planting, bollards or fencing. These parks are open and allow people to have a good view into the park as well as out of the park. Open Parklands are generally well maintained.

Open parklands include: Dudley Page Reserve, Hugh Bamford Reserve, Rodney Reserve.

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	Number: 1	Author: BiancaS	Subject: Highlight	Date: 14/01/21 1:37:48 PM +11'00'
	replace with 'water bubbler'			
	Number: 2	Author: BiancaS	Subject: Cross-Out	Date: 19/01/21 9:55:59 AM +11'00'
	Number: 3	Author: BiancaS	Subject: Cross-Out	Date: 19/01/21 9:56:04 AM +11'00'
	Number: 4	Author: BiancaS	Subject: Cross-Out	Date: 19/01/21 9:47:15 AM +11'00'
	Number: 5	Author: BiancaS	Subject: Cross-Out	Date: 19/01/21 8:59:54 AM +11'00'
	delete St James Reserve, add; Victoria Park and Marlborough Reserve.			

Pocket parks

These small parks are located at the end of streets or bound by residences or shops. Pocket parks generally have well defined edges with planting, bollards or fencing. These parks comprise of trees and grass and sometimes play spaces. They are used by local residents for short stays.

There are 58 pocket parks across Waverley including Varna Park, Kimberley Reserve and St James Reserve (shown as local parks, verges and road closures in figure 2.9).

Special places

Special places are important landmarks that often have significance for the local area but are also recognised nationally and internationally. Special places have characteristics that showcase the cultural, heritage, or natural cliff and coastal setting of the Waverley area.

A number of public open space in Waverley are identified as 'special places' where the use of custom design elements and nonstandard finishes are appropriate.

Special places are:

- high profile locations
- places that have a distinctive character that needs to be differentiated from other spaces
- places with features of particular heritage significance that are to be conserved, requiring special treatment.

Waverley's special places include:

- Bondi Pavilion and surrounds
- Bronte Pool
- Coast Walk
- Cliff Top Walk
- Waverley Cemetery
- South Head Cemetery.

Waverley Public Domain Technical Manual

The PDTM is Council's guiding document to promote a sense of place and cohesiveness in Waverley's public spaces.

The PDTM sets a quality standard for design with a palette of materials, finishes and furniture that reinforces local character of town, villages and neighbourhood centres, open spaces, and special places. These may have a distinctive character or defining features that require application of custom design elements.



Cliff top Parks - Eastern Reserve



Gully parks - Bronte Gully



Beach parks - Bondi Beach Park

Getting to and around the parks

Catchments

Open and recreation space is generally well distributed across the LGA and allows most households access to public open space within 400 metres from home (figure 2.16).

Bondi Junction, Bondi Beach and North Bondi are areas with greater population densities, with higher density housing such as apartment buildings. It is increasingly important to provide access to public open space in these areas particularly where living spaces and private open space can be smaller.

The *Greater Sydney Outdoors Survey 2019* shows that good access to outdoor recreation areas in the area where people live is important, particularly for residents in the Eastern City District. Typically 72% of Eastern City District residents either walk or run to outdoor recreation areas with an average of 15 minutes travel time, and about half of residents drive to outdoor recreation areas with an average of 23 minutes travel time¹.

There is a concentration of larger recreation facilities to the southern part of the LGA, with Queens Park and Waverley Park. Residents living in the north of the LGA access sports fields at Rodney Reserve, Hugh Bamford Reserve and Barracluff Park, and also facilities at Christison Park, in neighbouring Woollahra LGA.

Access to parks and reserves

All parks and reserves can be accessed by car, however car parking can be limited. Council's *People, Movement and Places (2017)* seeks to manage congestion and demand for car parking at key destinations such as beaches and regional parks and reserves. Waverley regional and district parks and reserves are serviced by buses. Council is committed to developing the walking and cycling network by improving links, signage, and providing information on routes. Improving the pedestrian and cycling network across the LGA can reduce reliance on driving to parks and reserves and also support recreational walking and cycling activities, which are already popular in Waverley.

Topography can affect the ease of getting to and around parks and reserves, with level changes, stairs and slopes making it more difficult for people that are less mobile or people with prams.

Accessible parking is currently available at all Waverley regional and district parks and reserves with off-street parking. Council is committed to continually improve universal access at all Council facilities and regional and district parks. This includes improving arrival points and footpaths in and around entries to parks and reserves.

Way finding

Way finding is important to help visitors to understand where they are and supports pedestrians, cyclists and motorists to navigate to landmarks, points of interest or major destinations in and around Waverley. Way finding includes providing signs identifying destinations and routes connecting destinations, improving pathways and entrances to enable a more seamless navigation experience, and providing information to enable people to make choices on where to go and how to get there.

¹ Greater Sydney Outdoors Study, 2019, Department of Planning and Environment

Way finding is particularly important to support universal access so that people who are less mobile or have particular needs can plan their visits to beaches, parks and recreation facilities and know what amenities are available at each location. The Waverley PDTM provides guidance on way finding signage.

Private access points

Many residential properties which back onto parks have an access gate from their property into the reserve. In some instances a properties main entrance may be through a reserve. Such entries do provide an additional level of passive surveillance and activation of parks. However, there are also instances where private entries are problematic with access points causing erosion, or unauthorised steps or planting being installed on public property. These access points also commonly back onto informal paths which are unstable and not accessible. It is important that property owners do not install structures or planting and do not leave property in public parkland. Council does not currently allow private access into parks and reserves. If a Development Application was submitted and was to include access onto a reserve, it would be assessed on its merit.

Universal access

Universal access in the built environment takes into account the needs of a wide range of community members so that each person has an equally satisfying experience. It creates inclusive places and spaces that embrace diversity and deliver design solutions that benefit as many people as possible.

Design of open spaces can enhance or reduce usability, mobility, safety, comfort, choice, security and belonging and has a strong influence on the quality of people's lives. The principles for universal access are:

- easy to use
- comfortable
- safe
- embraces diversity
- offers choice².

The Disability *Discrimination Act 1992* (DDA) extends beyond buildings to include outdoor spaces. Waverley Council has a responsibility under the DDA to provide equitable access to public premises and spaces, programs and events.

There are a range of guidelines that outline design requirements for buildings, streets, amenities and public outdoor spaces. Council also has policy and guidelines to ensure recreational facilities, cultural activities and events are inclusive. The *Waverley Council Disability Inclusion Action Plan 2017-2021* aims to increase access to the greatest extent possible within the built environment and to facilities, amenities, parks and beaches. The topography can also impact on access, reducing the ability to maintain a continuous accessible path of travel and can make access more difficult for people that are less mobile or parents with prams.

Council has committed to ensuring people with disability have support facilities at Bondi to be able to experience the sand and ocean.

² Principles for universal access, Source: adapted by Funktion Making Lifefit from *Easy Access to Historic Landscapes 2005*, English Heritage

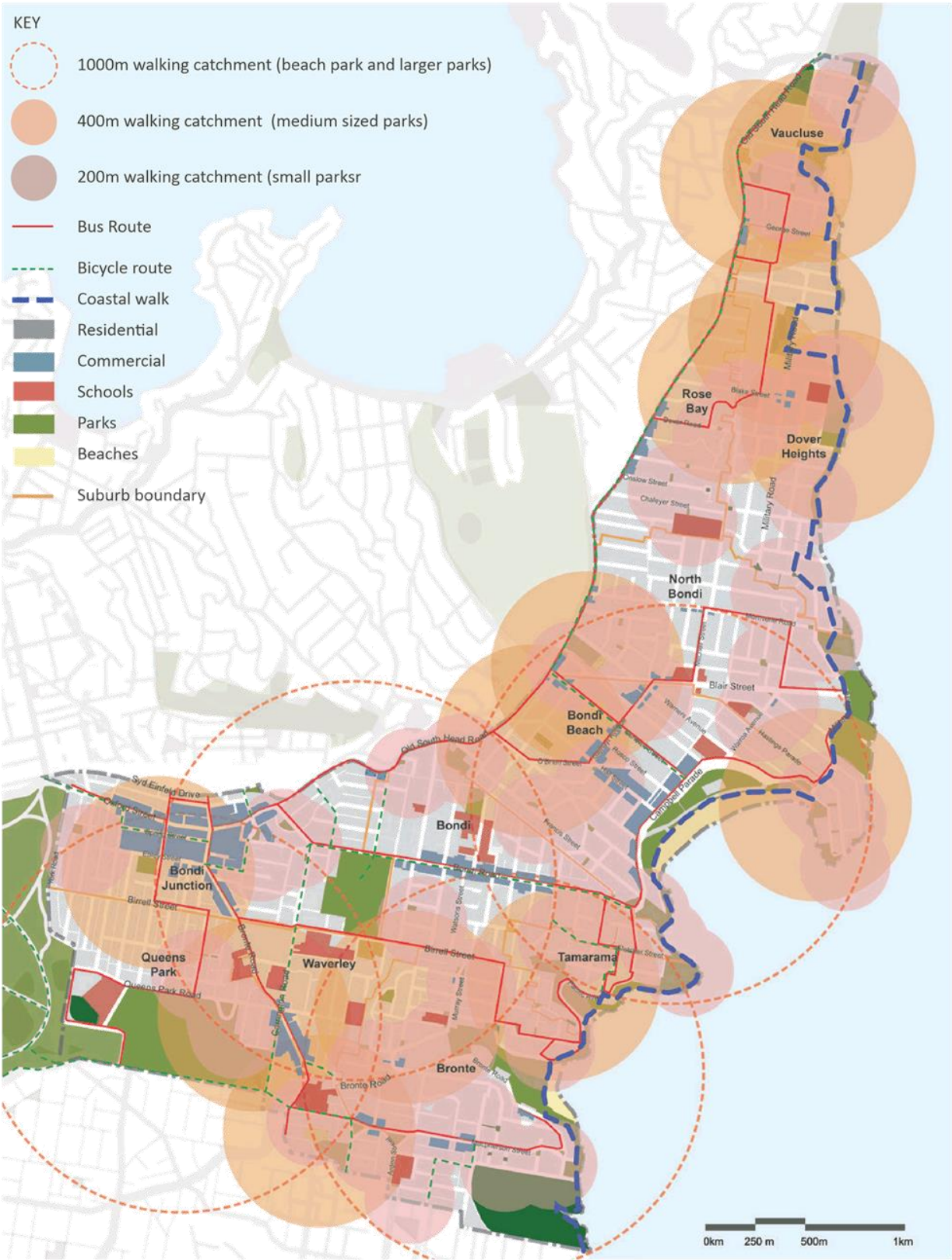


Figure 2.16 Existing walking catchments for open space

Enhancing the environment

The community highly values parks and reserves as green spaces, particularly in the urban environment. Parks and reserves contribute to Waverley's natural landscape and environment and maintaining views and access to green spaces is important for people's health and wellbeing.

Some Waverley parks and reserves along the coastline contain bushland that has ecological importance (figure 2.17). This bushland is identified as terrestrial biodiversity and protected under the WLEP 2012 as samples of native vegetation remaining in the urban environment. The Waverley *Biodiversity Action Plans – Remnant Sites 2014-2020* sets actions for management activities at each park or reserve with remnant bushland to support conservation. **Development and activity in these parks and reserves must seek to protect this bushland as it cannot be recovered once lost.**

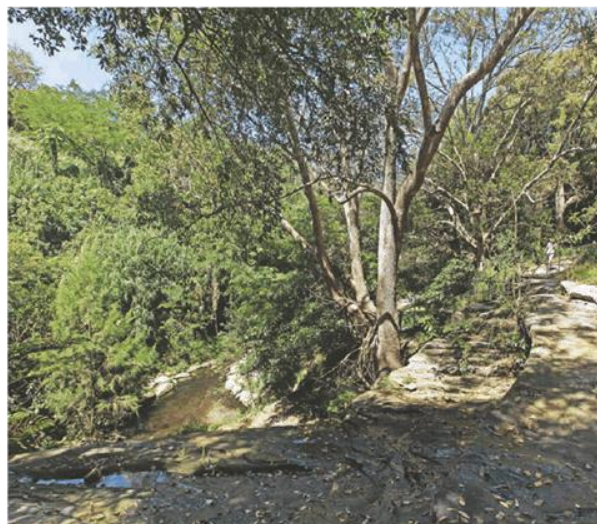
Waverley Council actively manages remnant vegetation through bush regeneration techniques and protecting the area with buffer vegetation and restricting access. Council's *Biodiversity Action Plans – Remnant Sites 2014-2020* details **2** for managing these important areas.

Waverley Council also manage a volunteer bushcare program which focuses on select natural areas to regenerate, managing weeds and plant native species. There are currently **3** bushcare groups who meet regularly in Waverley.

Parks and reserves are important parts of a larger network of green spaces and vegetation links that provide habitats for different flora and fauna. Though parks and verges may be small in size, they are very important for Waverley's urban ecology and contribute to establishing habitat corridors. Encouraging diversity in planting, particularly using native planting where possible, can contribute to re-establishing urban bushland and creating healthy habitats.

Waverley's beaches and intertidal shores are part of a rich marine environment. The urban landscape does however impact the environment. The LGA does contain an Intertidal Protected Areas which provides protection to rocky shore habitats and their species. Removing animals and invertebrates from these areas is prohibited.

Parks and reserve are also important spaces for water management. Landscape design, including considered selection of materials guided by the Waverley PDTM, supports water harvesting and storm water management. The proximity of many parks and reserves to aquatic reserves in Waverley elevates the importance of careful management of the environment in these spaces and considering the impacts of activities on land on aquatic reserves.



Bronte Gully Waterfall, Bronte Park



Cliff top vegetation along the Cliff Walk, Raleigh Reserve



Remnant vegetation at **4** Diamond Bay Reserve

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go onto say...High visitation to Waverleys parks and walking tracks adversely impact vegetation, particularly trampling vegetation to access the bush or lookout locations.

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New paragraph: The management of non-remnant bushland is set out in various ecological restoration action plans (ERAP). Council is currently implementing plans for Thomas Hogan Reserve, Tamarama and Bronte gullies.

Both the biodiversity action plans and ERAP's are implemented using specialist bush regeneration contractors. Bushcare volunteers works can also be guided by these plans however all works undertaken in remnant sites are completed by specialist bush regeneration contractors.

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four


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change to; Eastern Reserve



Figure 2.17 Existing environmental assets

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	add park to the key			
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	delete bushcare site here			
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	delete bushcare site here			

Community, culture and heritage

Waverley's open and recreation spaces reflect the area's planning history and the influences, aspirations and ideals of historical organisations and individuals.

Heritage

There are 26 parks and reserves that either have heritage items, including archaeological sites and sites with Indigenous heritage, or are identified to be part of a landscape character area (figure 2.18). There are state heritage items at:

- Waverley Park (Waverley Reservoir No 1 and No 2)
- Bondi Beach (Bondi Pavilion)
- North Bondi (Bondi Ocean Outfall Sewer).

Both Centennial Park and Bondi Park and Beach (known as the Bondi Beach Cultural Landscape) are Landscape Conservation Areas with state heritage significance. Bondi Beach is also listed on the National Heritage List. A schedule of landscape conservation areas and state and local heritage items that are located in parks and reserves are listed in Appendix C.

Heritage items have historic, cultural, social, spiritual, architectural, aesthetic and archaeological significance to the community and development or activities in or around these items need development consent.

There are many locations, items and archaeological sites that are important for understanding Indigenous heritage and culture. It is also important to acknowledge the significance of land to Indigenous Australians. For Indigenous Australians land is connected to people and culture. There is a significant opportunity to learn about 'caring for country' and to educate the broader community on and celebrate Indigenous culture as part of telling the story of community, culture and heritage in our parks and reserves.

State heritage items trigger a requirement of referral to the NSW Heritage Council and any works proposed in a park or reserve with heritage values requires a review by Council's heritage advisors. These requirements seek to protect and manage heritage values.

Some of the local and state heritage items in Waverley's parks and reserves are Sydney Water assets and are examples of Sydney's water supply, sewerage and drainage history.

We prepare heritage management plans which include heritage management strategies as part of plans of management for spaces with heritage items or identified as heritage landscape areas. This allows consideration of the management of heritage, including opportunities to improve on the care and interpretation of heritage values as part of the planning for these spaces.

Public art

Council has a *Public Art Policy and Master Plan* which identifies opportunities for public art in Waverley. Council also has a Public Art Committee that serves as an advisory panel on all public art proposals in the area.

The *Public Art Master Plan* identifies opportunities for public art in several parks, notably at Marks Park (Bondi Memorial Project), Bondi Park and Pavilion, Clemenston Park, Waverley Park, Dickson Park. In addition, Hunter Park was established in 1998 as Waverley's Sculpture Park. The park currently features four sculptural works.

Public events

Parks and reserves are important public spaces and continue to be places where the community meet for events throughout the year. Our beach parks and Dudley Page Reserve host a program of high profile events each year (refer to Table 2.1). These events attract many visitors from across Sydney and internationally, which is good for Waverley's local economy. Large events impact on local residents and require Council to coordinate and plan with event organisers. *Waverley Events Policy and Event Management and Delivery Guidelines* identify parks and reserves where events are permitted and stipulate activities event organisers are responsible for.

It is critical that Council's policy and guidelines ensure that events benefit our community and that impacts on our parks and reserves are mitigated and managed.

Commemorative and quiet spaces

The way we commemorate those who have passed is reflective of our personal values, beliefs and our life story. Commemoration is such an important part of our culture and society.

In support of members of our community who are grieving, Council provides a range of services. Notably, we have state heritage listed cemeteries in Waverley Cemetery and South Head Cemetery. We tell the stories of those in our community who have made contribution through programs such as the Local Heroes Awards, Best of the Best Awards, cemetery tours and our local studies collection in the Library.

Memorial spaces are also provided in several parks across Waverley LGA, such as Waverley Park Memorial Garden with a monument to World War I and World War II. Sam Fisman Park which recognises the valuable contribution of refugees to the Waverley Council area.

Council receives several requests a year for memorials to pay tribute to deceased community members. Typically memorials are requested in our open spaces in the form of a plaque attached to a seat with ocean view. Because it is difficult to accommodate the volume of these specific requests, Council's policy does not allow donations such as plaques associated with seats or trees in our open spaces.

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Figure 2.18 Heritage items and areas with heritage landscape values, associated with parks and reserves

Maintenance and management

Council is responsible for the maintenance and management of the 79 public parks and reserves in Waverley LGA (except for Queens Park, managed by the Centennial Parklands Trust). Council is also the consent authority for a majority of development and works on these parks and reserves, in line with the range of legislation and local policies, plans and guidelines listed in Section 1.

Planning and acquisitions

Council is able to identify land in the LEP for acquisition for the purpose of expanding the open space network. The WLEP 2012 currently identifies 11 parcels of land for acquisition (refer to Table 2.4). Council is able to prepare a planning proposal to amend the WLEP 2012 to identify additional open space acquisitions if required.

Funding for acquisitions comes from Council's capital works budget or can be funded through contributions from new development, either from a Section 7.12 of the EPAA 1979 contribution or a contribution offered through a planning agreement.

Address	Land parcel	Public benefit
2 Ray Street	Lot 37 DP 976698	Acquisitions allow better pedestrian connections along the Cliff Top walk.
4 Ray Street	Lot 2 DP 417665	
6 Ray Street	Lot 1 DP 417665	
8 Ray Street	Lot 40 DP 976698	
8 Ray Street	Lot 41 DP 976698	
29 Kimberley Street	Lot 2 DP 1056298	Acquisitions secure Gilgandra Reserve.
27-29 Gilgandra Road	Lot 24 DP 654616	
27-29 Gilgandra Road	Lot 23 DP 7758	Acquisitions allow expansion of Fingleton Reserve.
2 Waverley Crescent	Lot 1 DP 937724	
5 Bondi Road	Lot 9 DP 455977	
5 Bondi Road	Lot 8 DP 455977	

Table 2.4 Land for acquisition in WLEP 2012

Land ownership

Land zoned RE1 Public Recreation in the WLEP 2012 is for public recreation purposes and allow public access to these spaces. Not all land zoned for RE1 Public Recreation is owned by Council, however Council can work with land owners to maximise the public benefit opportunities of all public open space. State government, under Crown lands or Sydney Water also own several parks which Council is responsible for the maintenance and management.

Spaces that are currently zoned RE1 Public Recreation but that are not owned by Council or NSW Government include 15 Adelaide Street, Bondi Junction.

Local Aboriginal Land Council

The La Perouse Local Aboriginal Land Council oversees the La Perouse area, which includes Waverley LGA. The La Perouse Local Aboriginal Land Council can advise on lands of cultural significance of Aboriginal persons and promote Aboriginal culture and heritage particularly in relation to the management of open space with cultural significance.

Sydney Water assets

A number of parks and reserves contain Sydney Water assets and are owned by Sydney Water. These are located at:

- Waverley Park
- Williams Park and Hugh Bamford Reserve (underground easements)
- Dudley Page Reserves.

Works at these parks require Sydney Water approval and need to allow Sydney Water to access their assets.

Strategic Asset Management Plan (SAMP)

Council prepares a SAMP to guide sustainable management of Council assets, including identifying funding allocation for the maintenance and capital works of projects. This OSRS directs future open space and recreation projects and the approach to asset management. The SAMP will identify capital works and maintenance activities for funding to deliver the OSRS.

Council maintenance

Council carries out regular maintenance of all parks and reserves, beaches, play spaces and recreation facilities. Smaller parks are maintained every six weeks and permanent staff are located in larger parks such as Waverley Park, Bondi Park, Bronte Park and Tamarama Park. Play spaces are inspected daily and audited for compliance with safety standards annually.

The maintenance of parks comes from Council's operations budget. Revenue from the hire of sports fields, courts and indoor venues also contribute to the administration cost associated with hiring these spaces.

Compliance


Compliance and regulation in open spaces are an important part of keeping the community safe and our environmental assets clean and sustainable. Regulations of permitted or prohibited activities are currently outlined in each of Council's Plans of Management and on the Council website. Compliance information is also currently found on park signs.

There are currently gaps in the communication of compliance information and regulations. Not all parks and open spaces have a plan of management or have information on site signs.

Partnerships and Sponsorship

Council is often approached by corporate entities, charities and not-for-profit organisations to enter agreements for providing new facilities, memorials or promotion of various works or programs. Council has a Sponsorship, Grants and Donations Policy which sets out the roles and responsibilities for such agreements.

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ensure no overlap between table and text

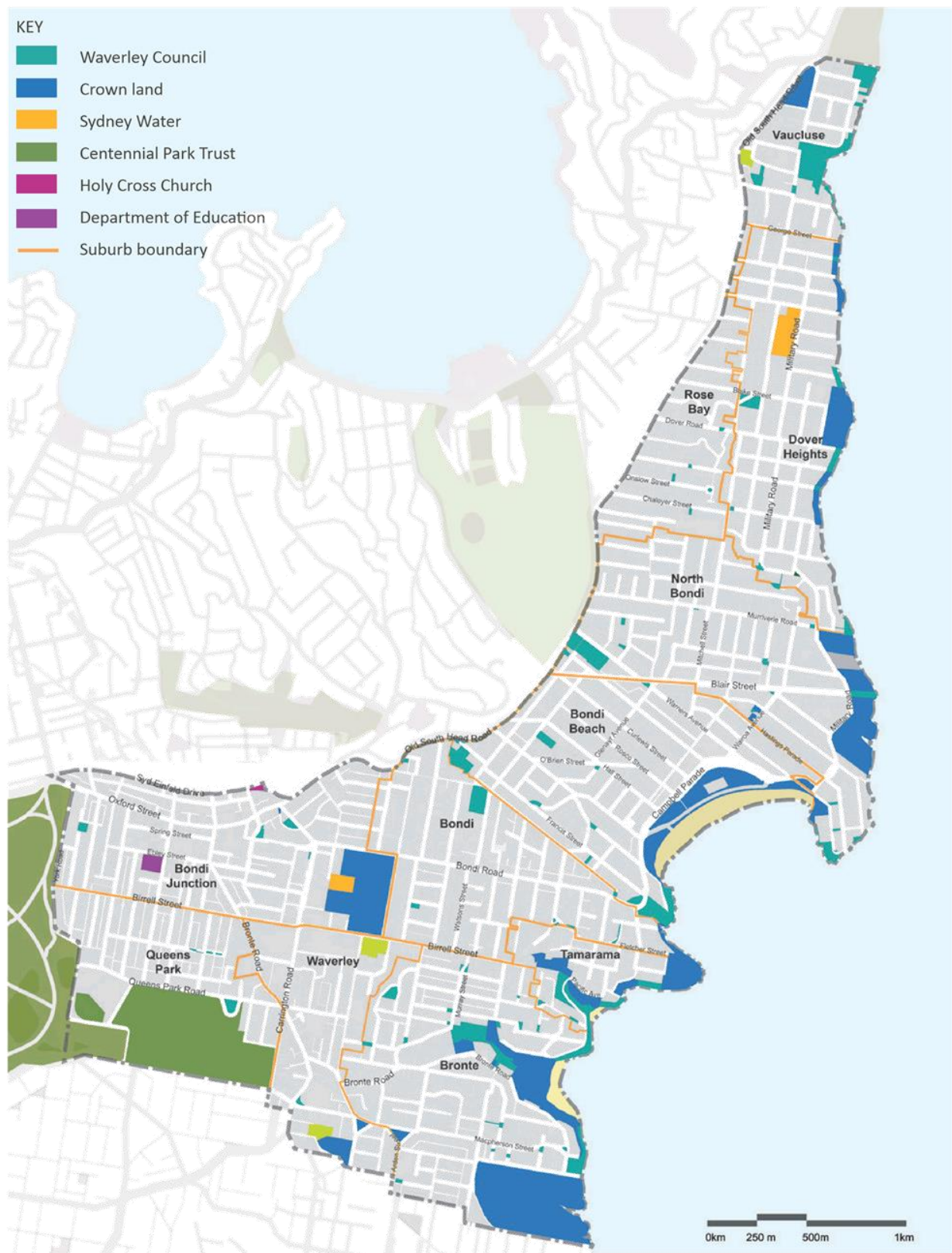


Figure 2.19 Land ownership



Open and recreation space review

This is a summary of findings from our review of open and recreation space in Waverley, the range of user groups that use these spaces and diversity of activities that these spaces support. Findings under each of the six OSRS themes inform our approach to management of open and recreation space and the Action and Implementation Plan in Section 4.

Playing and relaxing

- Different groups use spaces for organised sports and team activities as well as casual play, socialising and relaxing. Organised groups (sporting and community clubs, schools) regularly book spaces for training and match play.
- Beach parks are key visitor destinations and host large annual events which are important for Sydney.
- ¹Occasional users include visitors that live outside the LGA, domestic travelers and international travellers that are attracted to Waverley's coastal walks and beaches. ²


Design and setting

- Design guidance helps to maintain and enhance the distinct characteristics of the Waverley local area and the context of each park and reserve.

Getting to and around

- There is generally a good distribution of open space across the LGA, and most residents live within a 400 metre walk from a park or reserve. There is variation in the types of spaces people can access from home, so it is important to maintain quality spaces and provide walking, cycling and public transport connections across the open space network.
- It is important to continually review whether spaces are universally accessible, particularly regional and district parks and reserves which have high visitation. The topography can also impact on access, reducing the ability to maintain continuous paths and can make access more difficult for people that are less mobile or carers with prams.

Enhancing the environment

- Waverley's parks and reserves have environmental importance. They contribute to the ecology of Waverley contain bushland that has high environmental value.
- The topography and coastal setting creates a unique landscape. However, it can also make access for maintenance difficult in places where there are level changes such as the cliff line.
- Design of parks and reserves must respond to the landscape. Topography contributes to the coastal landscape and creates opportunities for view points that make Waverley's parks and reserves unique.
- Conversely, topography can affect how many spaces ³in the LGA are appropriate for sports fields and courts. Recreation facilities need to be located in flatter land. 




Community, culture and heritage

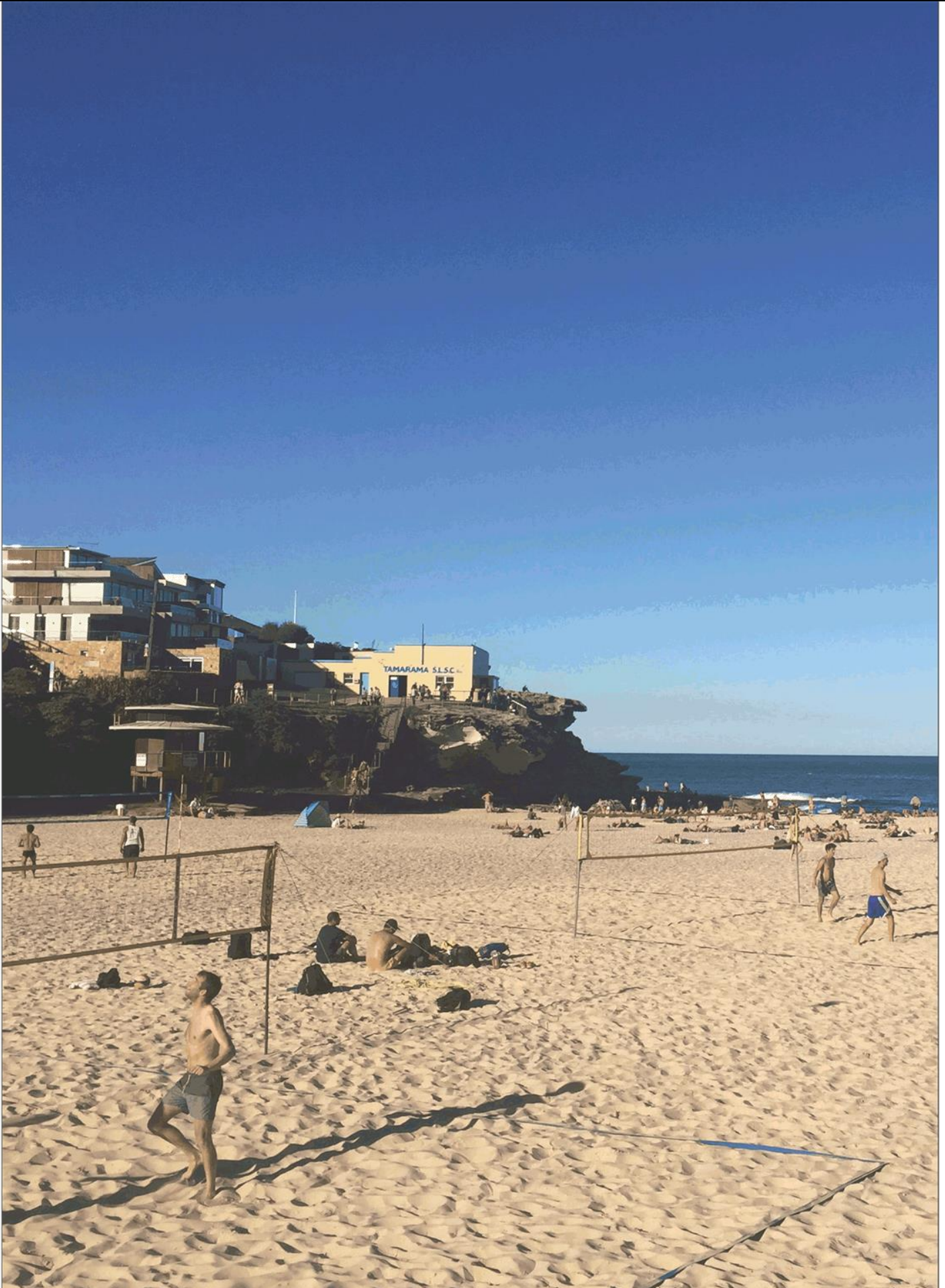
- Many parks and reserves have heritage values that need to be protected and managed. Management of heritage needs to be improved. There are Indigenous items, important archaeological sites, non-Indigenous items, and landscape character areas that have national, local and state significance.
- The preparation of new plans of management will need to include heritage management plans to incorporate heritage recommendations.
- Overall the heritage listed open space in Waverley LGA is well conserved and maintained. There is, however, evidence of some loss of heritage value and historic character within some areas of open space. Incremental changes including landscape improvement works, the removal of some mature plantings, the introduction of new features have resulted in some impacts on heritage values, including the historic character.
- Hunter Park as a location is constrained due to the steepness of the site being impractical for universal access. The park design and sitting also make it difficult to curate works.
- Further opportunities for 'reflective spaces' suitable for quiet contemplation, rest and respite are in demand and need to be considered in future planning.

Maintenance and management

- Acquisition of land for open space should align with and deliver on the OSRS.
- There is a need for better signage and completion of plans of management for all spaces to support compliance with permitted and prohibited activities in parks and reserves.
- The high level nature of the Sponsorship, Grants and Donations Policy does not provide a detailed framework for these agreements, which require bespoke negotiations as they arise.

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The provision of dog off-leash areas are a divisive topic in the community with many people requesting more or less spaces as there tends to be conflict between user groups. Timed off-leash areas can create further tension as this approach requires more constant surveillance for compliance with the rules.				
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add new point: There is a need to manage the natural environment to increase biodiversity and green space.				



Open Space and Recreation Needs

3

This section provides an audit of the provision, quality and capacity of existing open and recreation space in Waverley LGA and user preferences.

Limitations on current spaces

A needs-based assessment was undertaken to identify the open and recreation spaces and types of facilities needed in Waverley. This approach is informed by:

- the Waverley community profile - number of residents, age profile and sports participations rates and trends
- benchmarking of open space and recreation facilities provision
- assessment of the quality and capacity of current spaces
- consultation with the community and stakeholders.

Waverley open space provision

Waverley is starting out from a deficit-of-space, compared to rates of open space provision in neighbouring LGAs. However, almost all of Waverley's open space can be used for a range of activities. It will be difficult to create more space considering the current population and residential development density in Waverley and competition for new land.

Approximately 500 square metres of additional open space is needed in Waverley LGA to maintain today's level of provision of 1.47 hectares of open space per 1,000 people. This is the equivalent of providing another Cuthbert Street Reserve in Queens Park (597 square metres).

Existing open space is also expected to 'do more' and cater for a broader range of user needs and diversity in activities. Councils across Greater Sydney experience similar issues to Waverley and need to provide inclusive spaces, play spaces, and dedicated dog off-leash areas.

Waverley recreation facilities

Generally, utilisation of Waverley's recreation facilities are not yet at capacity with the exception of Waverley Park. Alongside the relatively low growth rate expected over the next 10 years (when compared to neighbouring LGAs), there is enough capacity within existing facilities to accommodate anticipated growth.

Growth in neighbouring LGAs² may impact on demand for recreation facilities in Waverley as many sporting groups and clubs operate across Eastern City District LGAs.

Bookings for Waverley's sports fields and courts differ between the winter and summer seasons, with higher demand experienced in winter as competitions for soccer/football, Australian Rules Football, rugby, and netball are held during this season.

Council faces many challenges as our community's participation in physical activity evolves. The trend for sports to operate through both the summer and winter seasons has presented challenges for Council as there has been increased demand on already limited facilities. Weather conditions in summer and winter also present new challenges for all sports operating throughout the year.

Another trend is increased interest in more flexible and informal activities (i.e. 'pick up and play' sports) which are appealing to those who may not be interested or involved in club sports. While 'pick up and play' sports such as tennis and basketball do not see the intensity of use of sports facilities compared with competition play, they do provide the same health and wellbeing benefits to the wider community.

Quality, multi-use spaces with amenities are in high demand. Waverley Oval, Waverley Field 3, and indoor courts are the most used facilities in the LGA. Utilisation of the oval and Field 3 are currently booked for more hours than their playing surface is able to accommodate resulting in premature wear and tear of the fields.

Clubs and groups would like to see more choice for bookings. They value longer hours of play (provision of lighting), quality of the spaces (reducing impacts of weather on fields and courts affecting play), and provision of amenities (toilets, storage).

Public feedback has shown a desire for more basketball and netball courts, provision of an indoor pool, improvement to amenities in parks and reserves, and improvement to access and parking.

The community want to see more of the types of spaces and facilities they currently have access to in Waverley - what is currently provided is good, it's just in high demand.

The community have indicated that the maintenance of parks, reserves and facilities is generally good and clubs and groups are happy with the service that Waverley's bookings management team provides. Encouraging higher utilisation across Waverley facilities will have an impact on maintenance regimes and budgets to maintain facilities at a good standard. We will need to balance these demands carefully.



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Community sports clubs in Waverley (heading)

There are approximately 20 different clubs and schools in Waverley who regularly book fields and courts in the LGA (Waverley Council, 2020). Based on 2019 engagement, the clubs and community groups based in Waverley practice the following sports and activities (Waverley, 2019):

soccer

cricket

AFL

golf

rugby

archery

fishing

netball

Gaelic football.

According to the NSW Office of Sport (2019), organised sports (through a membership or club) with the highest participation rates as a proportion of the LGA population are:

soccer

tennis

golf

Oztag

netball.



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Community Profile



2,336
estimated additional
residents by 2031



27%
increase in
older people
(65 years and older)



13%
increase in
children
(0 to 19 years old)



Over **20** different sporting
clubs and schools regularly
book Waverley sports fields
and courts

Top activities in Waverley

from responses to an online survey



Walking
(recreational)



Swimming



Fitness/gym



Surfing



Bushwalking



Cycling



Athletics,
track
and field



Yoga



Other/golf



Football

From the Community

"The open, green spaces are increasingly important for neighbourhoods and we are very lucky to have this in ours."

Online survey participant

"Open space in our increasingly crowded suburbs. A place to relax and exercise. Access to nature. Places for children to play. Helps maintain biodiversity in Waverley."

Online survey participant

"Continue maintenance at the standard we have and with no reduction to available facilities."

Online survey participant

"Everything is there but there is not enough of it."

Online survey participant

Top activities in NSW - Adults

AusPlay Survey 2018



Walking
(recreational)



Fitness/
gym



Swimming



Athletics,
track and field



Cycling



Bushwalking



Yoga



Football



Golf



Tennis

Top activities in NSW - Children

AusPlay Survey 2018



Swimming



Football



Dancing
(recreational)



Gymnastics



Australian
football



Netball



Basketball



Tennis



Athletics,
track and field



Cricket

Top activities in NSW - Seniors

AusPlay Survey 2018



Walking
(recreational)



Fitness/
gym



Swimming



Golf



Cycling



Bowls



Tennis



Bushwalking



Yoga



Pilates

Figure 3.1 Snapshot of activities and user preferences for open and recreation space in Waverley

Sports participation rates



Top sports and activities that Waverley residents participate in are consistent with AusPlay Survey results (2018) for NSW.

Survey results also show that how a person participates in sports changes over their lifetime. Children and young people (35 years and younger) in NSW are more likely to be participating in organised or venue-based sports, while older adults are more likely to participating in sports in a casual way and not as part of organised activities (Figure 3.2).

Recreational walking is the most popular activity among adults in Waverley. Swimming and fitness/gym are also popular. This is consistent with the results of the *Greater Sydney Outdoors Study 2019* of most popular active recreation activities.

This means that green links and swimming pools are important public spaces to provide in Waverley. Providing spaces in parks and reserves that are flexible for different fitness activities is also important for people that prefer not to visit private indoor gyms.

Difference in participation between women and men

Women and men maintain similar levels of physical activity, although generally participate in physical activity and sports in different ways. Women are more likely to participate in non-sport related activities such as gym/fitness, walking and yoga and pilates than men¹. For women in their 20s through to their 50s, in particular, family and work commitments influence the time they have to spend on physical activity. It is therefore important to support diversity in physical activity options and flexibility in ways to participate. This means providing more public recreation facilities that can be accessed casually by individuals without a booking or through organised sports or teams, and supporting programs that provide choice in activities.

Across the soccer/football sporting clubs in Waverley participation by women and girls has been growing, particularly for girls. This means that it is critical to provide amenities such as toilets and change facilities at sports fields and courts for both men and women².

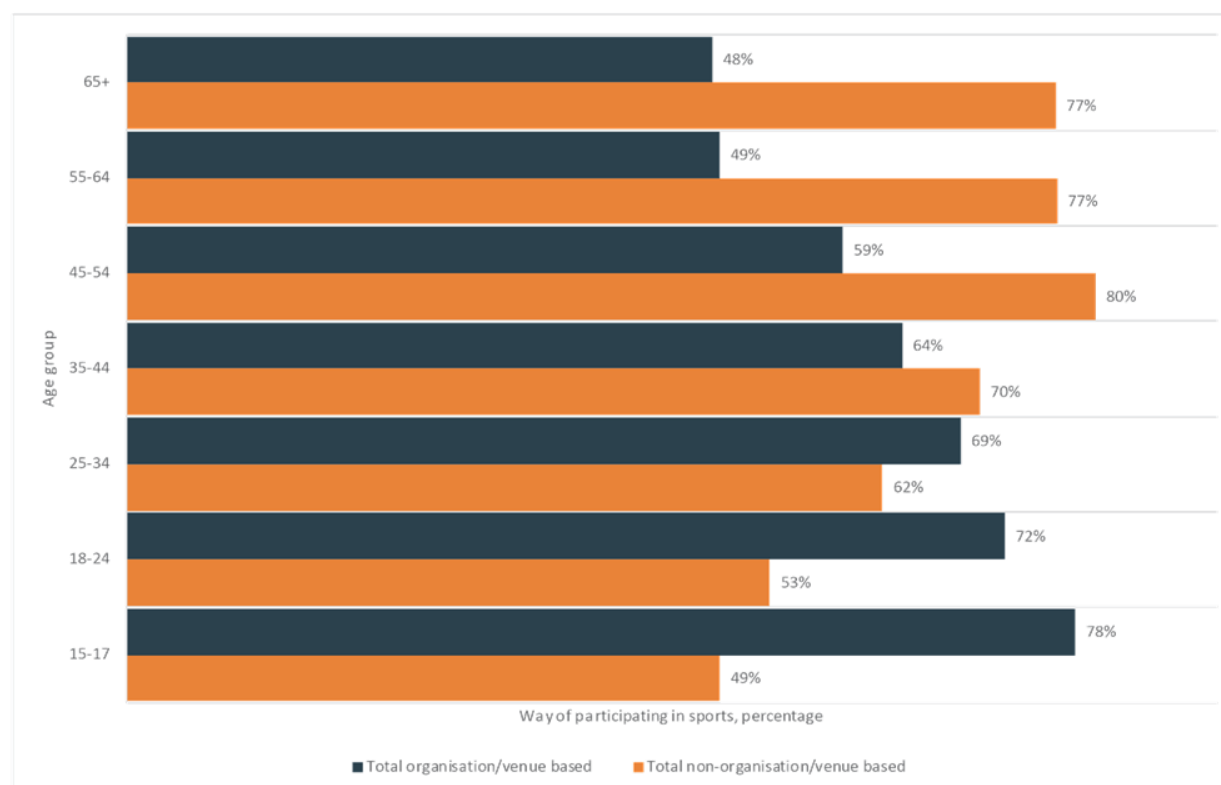


Figure 3.2 Rates of participation in organisation/venue based activities versus non-organisation/venue based activities across different age groups in NSW

¹ AusPlay Focus: Women and girls participation, Australian Sports Commission, November 2017

² Initial stakeholder engagement with sporting clubs and groups in Waverley, March 2019

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follow on with: NSW adults have generally been engaging in the same top 10 activities over the past four years. The top five activities have consistently been walking, gym/fitness, swimming, athletics (including running), and cycling.

Over this period, the biggest change in participation rates were for gym/fitness, swimming, golf, yoga and Pilates, and potentially cricket.

While fitness/gym has maintained its second-place popularity over the four years, the proportion of the population who engaged in this activity increased from 33% to 36%.

The proportion of active NSW residents engaging in swimming increased by 1.3% (17.7% up from 16.4%) and the proportion engaging in golf decreased by 1.1% (4.6% down from 5.7%).

Yoga and Pilates have become more popular since 2016: in 2019, the proportion of active adults practicing yoga increased by 1.3% (5.9% in 2019 up from 4.6% in 2016) and the proportion of active adults engaging in Pilates in 2019 was 2.7%. The 2016 and 2017 data for Pilates is not available as this was not one of the top 15 adult activities.

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Clearinghouse for Sport's key findings on Australian physical activity participation in 2019 are (Clearinghouse for Sport, 2020a):

- 83.9% of women participated at least once per week and 65.4% three times per week. Of these, 50.1% engaged in some sport-related activities.
- 81.1% of men participate at least once per week and 61.8% three times per week. Of these, 58.8% engaged in some sport-related activities.
- 58.8% of children participated in some form of organised sport or physical activity outside of school hours at least once per week and 22.4% three times or more per week. Of these, 72.3% engaged in some sport-related activities.

- Male and female participation rates were similar. However, females were more likely to participate in non-sport-related physical activity than males, and males were more likely to participate in sport-related physical activity and club sports in all age groups.

In NSW, children and young people (35 years and younger) are more likely to participate in organised or venue-based sports, while older adults are more likely to participate in physical activity casually and not as part of organised activities.

NSW adult and children participation rates for 2019 are shown in Figure 3.1.

Age-friendly spaces and activities

Participation in physical activity and demand for different types of spaces can differ between age groups. It is important that these different needs are considered in providing diverse spaces and experiences where various age groups across the community can use.

Council supports physical activity, health and wellbeing for people of all ages and ability in Waverley.

Children and adolescents

Supporting sport and active recreation in children is very important, as these activities contribute to the development of confidence and social skills, social inclusion, community development, health and wellbeing, diversion from antisocial behaviour and improved self-esteem as well as movement skills and physical fitness¹.

Australian children are lagging behind compared to other countries on overall physical activity². The research suggests that lifestyles and behaviours are contributing to this. An international study into the levels of physical activity in children and young people, the healthy kids report card, suggests that Australian outdoor spaces are performing well and provide the right environment to encourage physical activity. The reason our children are comparatively unhealthy is because their level of incidental exercise is very low.

Provision of spaces, such as parks, ovals, play spaces and beaches, where parents can take children or that children can safely access themselves is very important, particularly considering the higher density living in Waverley and smaller living spaces, where private open space may not always be available.

Playgrounds typically cater for younger children, while older children and adolescents often seek out recreational facilities. Facilities such as skate parks and basketball courts allow adolescents spaces outdoors to also socialise.

Council has carried out extensive engagement with young people recently. Young people have indicated there is a real gap for their age group and they need engaging places to meet indoors and outdoors with their friends.

School facilities and sports programs organised through schools are very important to maintain levels of physical activity in school-aged children and establish behaviours around physical activity. It is therefore just as important to support programs that encourage children and young people to be active as it is to provide spaces for sports and physical activity.

¹ Vella SA, Cliff DP, Magee CA, Okely AD. Sports participation and parent-reported health-related quality of life in children: Longitudinal associations. *J Pediatr*. 2014;164(6):1469-74.

Eime RM, Young JA, Harvey JT, Charity MJ, Payne WR. A systematic review of the psychological and social benefits of participation in sport for children and adolescents: Informing development of a conceptual model of health through sport. *Int J Behav Nutr Phys Act*. 2013;10(1):98.

Lubans DR, Morgan PJ, Cliff DP, Barnett LM, Okely AD. Fundamental movement skills in children and adolescents. *Sports Med*. 2010;40(12):1019-35.

² Active Healthy Kids Australia, 2018, Muscular Fitness: It's time for a jump start – 2018 Report Card on Physical Activity for Children and Young People

Adults

For adults, key life transitions can impact on levels of physical activity and disrupt habits formed early in life. Events such as leaving secondary school and changes in employment and family structure can lead to adults reducing participation in physical activity.

Trends are showing a shift towards more casual participation in physical activity rather than participating through organised sports. It is therefore important to provide spaces that people can access casually - fitting activity around work and family commitments - and design environments where physical activity is encouraged as part of everyday activity, such as increasing trips taken through walking and cycling. Encouraging the social aspect of physical activity is also important.

Seniors

Maintaining physical activity through older age is important to support health and wellbeing. As people are living longer, there is an increasing awareness of the importance of remaining healthy, active and socially engaged.

Providing spaces and supporting activities that also serve a social function is important. In older age, maintaining autonomy and independence and social connectedness are just as important as health and wellbeing³. Council runs a variety of programs that involve physical and social activities for seniors to maintain a connection to a community.

Older persons are more likely to participate in self-organised activities than organised sport. Top activities for people over the age of 65 years in NSW are walking, fitness/gym, swimming, and golf⁴.

It is also important to provide flexible public spaces that provide possibilities for exercise and recreation. Shaded courtyards, well maintained footpaths, and easy to access pools can encourage older persons to participate in wellness activities such as walking, swimming and dancing.

To support physical activity in older age, spaces and activities need to be easy to access and also affordable.

³ Cities Alive: Designing for ageing communities, Arup, 2019

⁴ Ausplay Survey 2018

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As illustrated in Figure 3.1, NSW active children have generally been engaging in the same top 10 activities over the past four years. The top four activities have consistently swimming, soccer, dancing and gymnastics. Over this period, the biggest change in participation rates were swimming, dancing, gymnastics, and potentially rugby league and AFL.

Swimming experienced the most significant change in participation rates with the proportion of active children swimming increasing by 11.5% between 2016 and 2019 (41.8% up from 30.2%).

Dancing and gymnastics participation rates both increased by 1.9% over this period. The proportion of active NSW children engaging in dancing was 11.1% in 2019 up from 9.2% in 2016, and the proportion of active NSW children engaging in gymnastics was 10.1% in 2019 up from 8.2% in 2016.

Rugby league held the tenth spot for top sports in 2016 with 3.5% of active NSW children engaging in this sport, and ninth spot in 2017 with 4.5%. It did not figure in the top 10 organised activities for children in 2018 and 2019, consequently participation rates are not available. During those years, the tenth most popular activity (cricket) had 3.9% (2018) and 4.2% (2019) participation rates. Rugby league participation rates were therefore lower.

Conversely, AFL emerged as one of the top 10 organised activities for children in 2018 and 2019. Both years, AFL held the eight spot with 5.5% of all active NSW children engaging in this sport in 2018 and 5.0% in 2019. The percentage increase cannot be calculated as it did not figure as one of the top 10 sports in 2016 and 2017.

Over this period, the proportion of NSW children engaging in organised cricket remained relatively stable, recording only a minor net decrease (0.3%) with a 4.2% participation rate in 2019 down from 4.5% in 2016.

Benchmarking and comparison

Applying benchmarks is a means of generating a quick understanding of provision and allowing snap shot comparison between places. However, benchmarks do not allow for consideration of specific circumstances around quality of space, utilisation and access, which influences provision and demand. Therefore benchmarks are considered alongside community and stakeholder feedback and the demographic profile.

Open space provision

There is 108.8 hectares of open space in Waverley LGA. In comparison to other LGAs, Waverley has a slightly lower proportion of open and recreation space per 1,000 residents. Waverley, however, has a high population density - comparable to the City of Sydney - and has a similar rate of provision of open and recreation space.

Approximately 11.6% of land in Waverley LGA is dedicated as public open space that can support a range of passive and active recreation activities (this excludes land for golf courses and national parks).

It will be difficult to create more public open space considering the current population and development density in Waverley and competition for new land. As Waverley's population is set to be steady over the next 10 years, 500 square metres of additional active open space is needed to maintain today's level of provision.

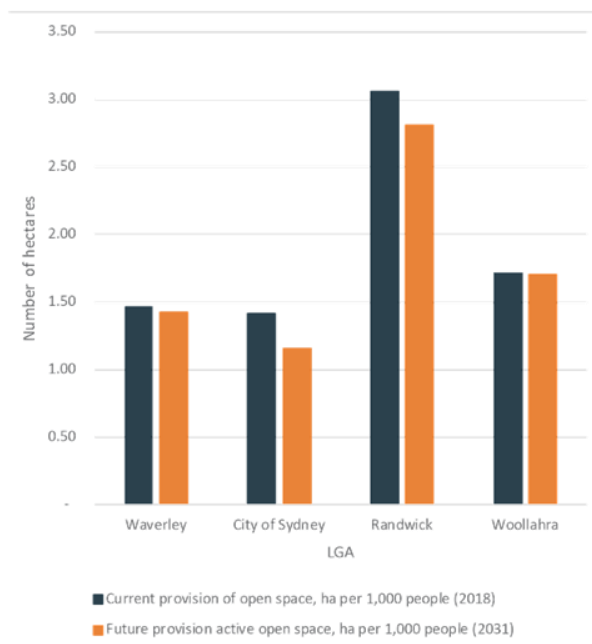


Figure 3.3 2018 and in 2031 hectares of open space per 1,000 people for Waverley and neighbouring LGAs

Open space excludes land for golf courses and national parks. Estimated residential population for 2018 and population projection for 2031 used.

LGA	Total open space in hectares (% of LGA)	Total active open space in hectares* (% of LGA)	Population density (people per hectare)	Number of residents (2018)	Number of residents (2031)	% change in residents	Gap in active open space provision by 2031, number of sqm
Waverley	113.3 (12.1%)	108.8 (11.6%)	80.16	74,114	76,450	3.2%	448.6
City of Sydney	381.7 (14.4%)	339.6 (12.8%)	89.90	240,229	292,350	21.7%	2,520.5
Randwick	955.2 (25.5%)	472.0 (12.6%)	42.46	154,265	167,950	8.9%	2,492.9
Woollahra	159.2 (13.1%)	101.2 (8.3%)	48.13	58,964	59,200	0.4%	68.4

* open space excludes land for golf courses and national parks

Table 3.1 Open space benchmarks for Waverley and neighbouring LGAs



2 Recreation facilities provision

The Eastern City District has relatively lower rates of provision of recreation facilities when compared to the average across Greater Sydney (Table 3.2) due to the relatively high population density in the Eastern City District and less available land for open space compared to other districts in Greater Sydney.

There is a high rate of provision of public swimming pools in Waverley LGA compared to Eastern City District and Greater Sydney averages. Waverley LGA has two outdoor ocean pools managed by Council or community organisations. Programs offered at these pools include recreational swimming, club training and competition and swimming lessons. Council also manage Wally Weeks Pool and the Childrens Pool at Bondi Beach. These pools are used for recreational purposes and are not large enough to accommodate training or competitions. There are also multiple pools owned and managed by private organisations and in schools that operate learn to swim schools which the public can access.

The provision of netball courts is very low in the Eastern City District compared to the average for Greater Sydney. However the provision in Waverley LGA is higher than the district average.

There is a need for more tennis courts in Waverley LGA, as the provision rate is currently lower than the Eastern City District average. Tennis courts are often located on school grounds and on private land and can be spaces that sporting clubs or individuals can hire.

The provision of sports fields in Waverley is slightly higher

than the average for the Eastern City District when including sports fields at Queens Park. It is important to note however that not all sports fields in Waverley are the same size or have the same capacity to support competitions, training and casual play activities (refer to Table 3.2). Provision of new sports fields will be difficult due to limited availability of space. However, we can investigate ways to increase the capacity of our existing fields.

Waverley LGA is located close to a range of large regional-scale facilities such as Moore Park and Centennial Park which provide residents with access to more facilities outside the LGA.

Dog off-leash areas

By comparison with neighbouring councils, Waverley has a shortfall of dog off-leash areas. Regardless of provision of area, many councils share similar issues of conflict between children and dogs (particularly in parks with a playground) and dogs digging and leaving droppings on sports grounds.

There is a gap in the provision of dog off-leash areas in the Bondi Basin area. Currently Barracluff Park is being used to exercise dogs. This is reflective of a need for off-leash areas in this neighbourhood.

	Greater Sydney	Eastern City District		Waverley LGA	
Facility	Provision, persons per facility (2016)	Number of facilities	Provision, persons per facility (2016)	Number of facilities	Provision, persons per facility (2018)
Sports fields	2,553	265	3,823	22*	3,369
Tennis courts	4,335	230	4,405	6**	12,353***
Netball courts	5,412	107	46,055	6	12,353***
Pools	62,424	15	67,547	2 ****	37,057

* includes 16 fields at Queens Park

** includes courts at Waverley Park and Bondi Bowling Club




*** additional facilities are on public and private school grounds

**** includes Bondi Icebergs and Bronte Baths which are suitable for club and lap swimming. This figure does not include several privately owned swimming pools that are publically accessible. These pools are not included as data from Greater Sydney and Eastern City District does not include these type of facilities.

Table 3.2 Provision of sporting facilities for Greater Sydney, Eastern City District and Waverley LGA

Source: Greater Sydney and Eastern City District information provided by NSW Office of Sport, Waverley LGA provision calculated based on NSW Office of Sport methodology to allow comparison

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Quality and capacity of recreation spaces

The community and stakeholders have told us that maintenance of parks, reserves and facilities is generally good.

Waverley is fortunate in having three spectacular beaches, a coast line with significant regional views as well as impressive parklands and gullies. In this regard, the quality of passive recreation facilities is excellent. Our parks and beaches draw millions of visitors annually which puts significant pressure on maintenance resources to prevent these assets from prematurely being affected by wear and tear. High visitation rates can also create conflict between park users as parks are already generally used at capacity.

Table 3.3 outlines our evaluation of the quality of our existing active recreation spaces, provision of amenities and whether there is opportunity to improve on the quality or capacity of these facilities.

Our assessment of bookings of recreation facilities over the past three years shows that the utilisation rate of spaces varies significantly between summer and winter, with demand being higher in winter.

Quality, multi-use spaces with amenities are in high demand. Waverley Oval, Waverley Field 2, and the indoor and outdoor courts at Waverley Park are the most used. In winter, when bookings are highest, Waverley Oval, Waverley Field 2 and

indoor court are utilised at between 100% and 109%, capacity meaning they are totally booked out for the maximum hours available.

The capacity of sports fields in other councils range between 25 to 30 hours per week for turf and up to 70 hours per week for synthetic surfaces. The capacity of Waverley's fields is consistent with this, however lower for our training fields. The capacity of these fields are lower due to the lack of lighting which restricts extended hours of use.

Our training fields, typically used for training or schools sports, have the potential to support more bookings. To achieve this however, upgrades to amenities and the size of fields may be required. Attracting more bookings to fields outside Waverley Park will offer sports groups and schools greater choice and spaces to hold games as well as training, and place less strain on facilities in Waverley Park.

Provision of toilets at Barracluff Park, Dudley Page Reserve, Hugh Bamford Reserve, and Rodney Reserve will improve the quality of these facilities and allow more groups to use them. Barracluff Park is the only facility that can potentially be expanded to provide a larger field.

Our public ocean pools at North Bondi and Bronte are great places to visit. However, are limited in size and cannot be heated. People can access indoor heated pools at private facilities for fees or memberships at Waverley College Aquatic Centre and gyms and fitness centres in Bondi.


Field / Court	Surface (quality)	Lighting	Toilets / Change rooms	Storage
Waverley Park - Waverley Oval	Grass (good)	Yes	Yes	Yes
Waverley Park - Field 2	Synthetic (excellent)	Yes	Yes (not adjacent to field)	No
Waverley Park - Field 3	Grass (worn, pot holes)	Yes	No (not adjacent to field)	No
Waverley Park, Lower level courts	Concrete, synapave wear layer (good)	Yes	Yes	Yes
Waverley Park, Upper level courts	Concrete, plexipave wear layer (good)	Yes	Yes	Yes
Margaret Whitlam Recreation Centre	Rubber sprung floor (good)	Yes	Yes	Yes
Barracluff Park	Grass (fair)	Yes	No	No
Dudley Page Reserve	Grass (fair)	No	No	No
Hugh Bamford Reserve	Grass (fair)	Partial	No	No
Rodney Reserve	Grass (good)	No	No	No

Table 3.4 Evaluation of ²quality and facilities of Waverley recreation facilities

	Fields		Outdoor courts		Indoor courts	
	Winter	Summer	Winter	Summer	Winter	Summer
Average hours booked per week	140	72	57	39	75	75
Utilisation rates	77%	40%	33%	13%	82%	82%
Total average utilisation	59%		33%		82%	

Table 3.3 Utilisation rates of Waverley recreation facilities based on hours booked

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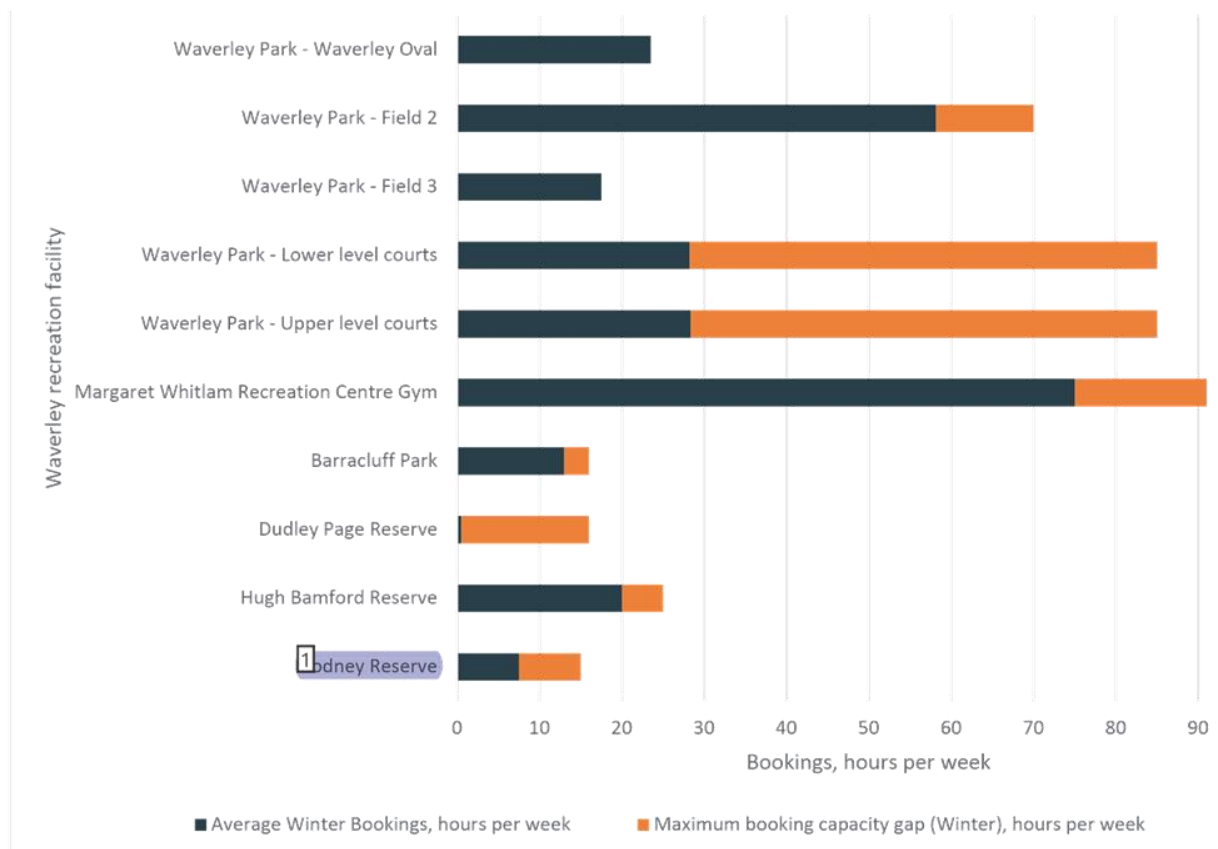


Figure 3.4 Capacity of Waverley recreation facilities, winter season

Source: Data collected by the Waverley Community Venues Team


Needs assessment actions

We will investigate the following needs for open and recreation spaces over the next 10 years:


- Increase capacity of our sports fields through improvement of playing surfaces, installation of lighting to allow more hours of play, and provision of ²amenities in consultation with the community.
- There is an opportunity to attract more bookings at fields outside of Waverley Park. For example, Dudley Page and Rodney Reserve are currently under-utilised, which may be due to the lack of lighting. Improving the quality of spaces and amenities at existing fields may increase the utilisation of those spaces and provide more options for sporting groups and clubs, school groups, as well as for casual play in the LGA.
- Provide additional casual play facilities, such as ³basketball and netball hoops where possible
- Improve access to indoor swimming facilities by ensuring information is readily available to the community.
- Improve the quality of walking environments along walking routes (to access open and recreation space and along the Cliff Top and Coastal Walks)
- Secure sites currently used and managed by clubs to ensure land will continue to be used for public recreation purposes
- Investigate additional recreation opportunities that can be offered by co-locating and integrating with existing community halls.
- Waverley's population is set to be steady over the next 10 years, the goal will be to maintain, and grow where possible provision of open and recreation spaces in order to maintain current levels of provision. We can also investigate ways to improve the quality of spaces so that they are attractive places to visit and support the range of activities Waverley residents and visitors participate in.
- ⁴Provide both indoor and outdoor recreational opportunities for older children and adolescents.


Section 4: Action and Implementation Plan outlines actions to achieve this.

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Amend maximum booking capacity to 23 hours a week and usage is 12 hours per week.

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amenities and storage

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basketball hoops, netball goals and tennis courts and rebound walls

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Consider the feasibility to provide a venue suitable for dance and gymnastics.
Consider options to support junior AFL in Waverley.

Context of change

The rapidity of changes in society and the cities we live in means people's motivations are changing, in line with living arrangements, changes in lifestyles, and motivation for participation in sport. Changes in sport participation rates and trends in recreational activity will influence the needs and demand on open space in the future.

Trends that will shape open space and recreation needs in Waverley LGA in the future includes:

- smaller living spaces mean there will be an increasing need for more public outdoor spaces to walk, socialise, play (children and adults), and for dogs to exercise
- busy lifestyles not necessarily following the traditional nine-to-five work day means casual sporting arrangements and 'turn up and play' facilities are increasingly important
- personal motivations for participation in sports and recreation activities are increasingly about general health and wellbeing rather than about playing a sport. Participation in organised team sports, with the exception of soccer, are constant or declining. This means increasing participation in non-organised sport and activity and the need for flexible spaces that can be used by individuals for various activities
- an increasing fitness industry will also see the rise of small businesses playing a role in providing fitness, sports and lifestyle offerings. Market forces may also see a shift of community-based organisations to corporate structures and see a change in the range of activities that are offered. This means the need for flexible spaces and provision of venues where these activities can take place and a shift away from demand for spaces based on seasonal competitions
- Sydney's growing population will attract greater numbers of people to visit Waverley's beaches and unique coastal landscape, leading to increased visitors throughout the year. Beaches will need to be shared by a growing population across Greater Sydney as well as increasing international visitors.

Case study: Megatrends that will influence people's participation in sports and recreation activities and use of recreation space

The CSIRO Futures with the Australian Government have determined six mega trends that will influence people's activities and participation in sport in Australia¹.

A perfect fit: personalised sport for health and fitness

As we become increasingly time poor, sport is being tailored to meet personal needs. This is largely being influenced by the increased use of online tools and applications to individualise sport. Health, rather than competition, is becoming a major driver for participation in sport.

From extreme to mainstream: the rise of lifestyle sports

Lifestyle, adventure and alternative sports are becoming popular with Australians particularly young Australians, with participation being driven by widespread exposure through digital media.

More than sport: the attainment of health, community and overseas aid objectives via sport

There is an increased focus on the broader benefits derived from participation in sport, including physical and mental benefits, crime prevention and social inclusion.

Everybody's game: demographic, generational and cultural change

The types of sports Australians are likely to play will shift as demographics, including cultural landscapes, change. There are indicators Australians are embracing sport in older age resulting in the need for sport to cater for senior citizens to participate in sport.

New wealth, new talent: economic growth and sports development in Asia

Population growth in developing countries, specifically Asia, increases athlete competition within the sport landscape. This may result in emerging new sporting markets for television, social media, sports equipment, services and events.

Tracksuits to business suits: market pressure and new business models

Market forces are likely to put pressure on sport in the future, drawing athletes away from sports which have lower salary bases. In addition, the administration of sport may transition from community based organisations to corporate structures as they face increased accountability.

¹ Hajkowicz, Stefan; Cook, Hannah; Wilhelmseder, Lisa; Boughen, Naomi. The Future of Australian Sport: Megatrends shaping the sports sector over coming decades. Belconnen, ACT: CSIRO, 2013.

Stakeholder inputs

We held community and stakeholder engagement to input into the OSRS in early 2019. The focus of engagement activities was to understand three main questions in relation to the provision of spaces and their maintenance:

- How do people currently use open space and recreation facilities?
- What would people like to see change in the provision and management of current spaces?
- What kind of spaces and facilities are not currently available in Waverley LGA?

Activities included a mix of face-to-face (intercept surveys, 'Have Your Say' day, presentations and workshops) and indirect methods (access to an online survey, letters, flyers) that allowed a diverse range of groups to participate in different ways and at different times of the day and week.



Community and stakeholder groups engaged



Waverley residents, workers and visitors



Sporting clubs and community groups



Local schools



Precinct committees



Waverley Council departments and Councillors



Engagement outcomes

These key issues were raised by the community and stakeholders during the engagement period:

Maintenance

- Maintain parks and open space at a high standard
- More maintenance attention is needed for areas with high visitation
- Focus on replacing ageing playground equipment

Amenities

- Add facilities such as more water fountains, toilets and shade in parks for the comfort of visitors

Access

- Investigate opportunities to provide more car parking around sports fields, ovals and courts
- Improve pathways around parks and reserves and access points
- Maintain free or low cost access to open space, beaches and Waverley Council recreation facilities

Opportunities


- Investigate opportunities to provide more sports fields
- Investigate opportunities to provide more facilities for casual play such as basketball hoops and tennis courts
- Investigate opportunities to provide improved access to existing indoor swimming pools in Waverley

Engagement

- Maintain good customer service for sporting clubs and community groups and continue engaging these groups in development of the OSRS
- Continue engagement with the community on the development of the OSRS



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Based on the first round of consultation the Open Space and Recreation Strategy was drafted. A second round of consultation was held in September and November 2020. COVID-19 restrictions meant face-to-face engagement opportunities were unavailable. Instead, online information sessions and multiple stakeholder workshops were conducted to gather feedback.

The consultation objectives for this second round of consultation were:

- Sense check strategy and action plan with key stakeholders and general community
- Close the loop with people who were involved in Stage 1 consultation
- Understand community sentiment on the actions proposed in the strategy
- Obtain overview approval and awareness of strategy

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Eastern Suburbs Cricket Club (ESCC) is a premier and community cricket club with a longstanding attachment to Waverley Local Government Area (LGA). Prior to 2019, ESCC along with other clubs in the Sydney Premier Cricket Competition could access the 11 indoor training nets at the Sydney Cricket Ground (SCG) for pre-season and wet weather training. However, the facility has since closed to clubs across Sydney due to the Allianz Stadium redevelopment and only professional athletes will have access to the SCG training nets once they reopen. Since the closure of the SCG nets, ESCC players have been travelling to the Norm O'Neill Cricket Training Facility for pre-season training, a new facility in Penshurst.


Cricket NSW and ESCC have identified an opportunity to provide new indoor cricket training facilities at Waverley Park's Margaret Whitlam Recreation Centre (MWRC). These facilities would be co-located with the club's home ground, Waverley Oval.

In December 2018, Cricket NSW submitted a high-level functional design brief indicating club requirements for a new indoor cricket facility at Waverley Park. In February 2019, the club submitted a draft plan for a potential facility. Following this, Waverley Council drafted a Heads of Agreement (HOA) in 2019 regarding to the proposed indoor cricket training facility.

The core purpose of the facility would be for ESCC member' pre-season training and training on wet days during summer.

As identified in the needs assessment, there is a shortage of most types of recreation facilities in Waverley LGA. The proposed facility presents an opportunity to address ESCC's specific indoor training as well as some of the community's broader recreation infrastructure needs.

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to also include as stakeholder group: Neighbouring councils, Sydney Water and Centennial and Moore Park Trust

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Engagement outcomes from the first stage of consultation

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Engagement outcomes from the second round of community consultation

The community response demonstrated that there are several differing perspectives on how best to manage and improve Waverley's open space and recreation.

There was majority support for the proposed vision, with 77.3% Supportive or somewhat supportive.

There was generally positive support towards all seven key focus areas proposed in the strategy, particularly improving pedestrian environment around parks and wayfinding for walking routes for the Cliff Top and Coastal walk; increasing the provision of community recreation spaces and secure land currently used for open space and recreation; and establishing a framework to support ongoing community and stakeholder engagement in the planning and management of parks. As there is a majority support for the vision and key focus areas, it is recommended that these remain unchanged.

Comments from page 65 continued on next page

Stakeholder inputs

We held community and stakeholder engagement to input into the OSRS in early 2019. The focus of engagement activities was to understand three main questions in relation to the provision of spaces and their maintenance:

- How do people currently use open space and recreation facilities?
- What would people like to see change in the provision and management of current spaces?
- What kind of spaces and facilities are not currently available in Waverley LGA?

Activities included a mix of face-to-face (intercept surveys, 'Have Your Say' day, presentations and workshops) and indirect methods (access to an online survey, letters, flyers) that allowed a diverse range of groups to participate in different ways and at different times of the day and week.



Community and stakeholder groups engaged



Waverley residents, workers and visitors



Sporting clubs and community groups



Local schools



Precinct committees



Waverley Council departments and Councillors



Engagement outcomes

These key issues were raised by the community and stakeholders during the engagement period:

Maintenance

- Maintain parks and open space at a high standard
- More maintenance attention is needed for areas with high visitation
- Focus on replacing ageing playground equipment

Amenities

- Add facilities such as more water fountains, toilets and shade in parks for the comfort of visitors

Access

- Investigate opportunities to provide more car parking around sports fields, ovals and courts
- Improve pathways around parks and reserves and access points
- Maintain free or low cost access to open space, beaches and Waverley Council recreation facilities

Opportunities

- Investigate opportunities to provide more sports fields
- Investigate opportunities to provide more facilities for casual play such as basketball hoops and tennis courts
- Investigate opportunities to provide improved access to existing indoor swimming pools in Waverley

Engagement

- Maintain good customer service for sporting clubs and community groups and continue engaging these groups in development of the OSRS
- Continue engagement with the community on the development of the OSRS



There was however a theme through many of the responses to protect natural heritage and biodiversity for its environmental value as well as use as passive recreational spaces. The two new focus areas include:

- Provide more areas for passive recreation including quiet contemplation, further areas for quiet contemplation area also identified in figure 4.5 including Clarke Reserve and Varna Park.
- Protection of natural heritage and biodiversity. To support this focus area further issues have been raised in the protection of vegetation and a new action is included to consider fencing around bushland for protection.

Other key updates to the strategy document were made in response to community feedback include:

- Deletion of actions and reference to proposed sports courts at Rodney Reserve.
- Allocate time for social play on Councils fields with the exception for facilities in Waverley Park which are allocated to community clubs only. Fields at Waverley Park are used to full capacity and under licensing agreements which Council needs to accommodate.
- New action to consider providing storage space for community clubs adjoining sports fields.
- To assess the provision of non-sport recreational activities such as gymnastics, dance, yoga and pilates the strategy has been updated to include an assessment of Council owned indoor venues which are often hired for recreation activities.
- More detailed analysis on participation in the top 10 most common recreation activities for children, adults and seniors and the provision of facilities to support these activities.
- New action to investigate and consult on providing indoor cricket facilities in Waverley Park as identified by Council resolution as detailed from the 3 November 2020 Strategic Planning and Development Committee Meeting.

Several further updates have been made to the draft Open Space and Recreation Strategy to reflect works completed since drafting the report as well as general administrative changes to ensure the document is clear and concise.



Action and Implementation Plan

4

This section provides a series of directions and actions to guide Waverley Council's planning and management of open and recreation space over the next 10 years.

Our vision for open space and recreation

Our vision has been developed based on community feedback on what is most important about our open space in Waverley. Our vision recognises the multiple benefits of open space in supporting community health and wellbeing, environmental health and biodiversity, and the significance of some of our parks as destinations for visitors, contributing to our local and State economy.

Our vision

“Waverley’s parks and reserves are available to everyone, supporting healthy and active lifestyles.

Our parks provide a green sanctuary, protecting and supporting biodiversity and provide an opportunity to implement the ongoing Aboriginal and traditional custodianship of land which forms our local government area.

Park design responds to the community’s recreation and social aspirations while telling the story of the place, of today’s generation and those before ours.

Spaces are welcoming, safe and well cared for. A sustainable approach to management allows future generations to enjoy these spaces.”

Action Plan

Our desired outcomes

The Action and Implementation Plan identifies outcomes, directions and actions under the six Strategy themes, explored in Section 2:

- playing and relaxing
- design and setting
- getting to and around the parks
- enhancing the environment
- community, culture and heritage
- management and maintenance.

Our priorities for implementation

Actions under each theme will guide Council's planning and management of open space and recreation facilities over the next 10 years. This is summarised in the following tables. Actions are allocated a time frame for delivery and whether or not the action will be initiated or delivered within the time frame.

Existing Council policies, plans and studies relating to the six themes will continue to apply and operate in conjunction with this OSRS. Actions that relate to existing Council policy positions have been noted in the footnotes of the Action Plan.

Timing for delivery of actions	
Short term	Next 0-5 years (2020 to 2025)
Medium term	Next 6-10 (2026 to 2030)
Ongoing	To be initiated by 2030, however delivery of the action may take longer than 10 years and require ongoing work
Initiate	The action is to be initiated within the indicated time frame
Deliver	The action is to be delivered and finished within the indicated time frame

Playing and relaxing

Outcomes

Open spaces across Waverley will provide diverse and flexible spaces that can be used for a range of active and passive recreation activities to meet the community's needs.

Directions

A1. Provide diverse spaces for different users and activities

A2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works

A3. Leverage opportunities to provide new and extended spaces in key strategic locations

A4. Continue to improve walking routes along the coastline by identifying pinch points and areas for improvement in walker comfort and way finding.

A5. Seek funding and partnership arrangements to provide public access to new open spaces and recreation facilities

A6. Secure existing open spaces for future generations











Relevant Council policies, plans and studies:

- Plans of management for all parks and reserves
- Waverley Council Planning Agreement Policy (2014)
- Waverley Development Contribution Plan (2006)
- Waverley Council Play Space Strategy 2014-2029

No.	Action	Timing
Direction A1: Provide diverse spaces for different users and activities		
A1.1	Engage schools, sports clubs and community groups to work together to program activities to increase use of Waverley's recreation facilities at off-peak times and maximise the hours of usage.	Short term (initiate)
A1.2	Investigate the introduction of booking-free days for Waverley sports fields where sporting clubs, commercial operators or community groups cannot book facilities during certain times of the week to enable the public to use facilities on a casual, turn-up-and-play basis.	Short term (deliver)
A1.3	Increase provision and capacity of dog off-leash areas. Consult on the introduction of timed access for dog off-leash activities at Barracuff Park/Beach Road Reserve to improve access to dog off-leash areas in North Bondi and Bondi Beach. Identify measures to enforce compliance with timed access. If trial proves to be successful, implement dog off-leash area. Investigate means of improving turf and support facilities such as signage, clubbers and bins at dog off-leash parks.	Short term (deliver)
A1.4	Implement a strategy to increase the profile of South Head Cemetery as part of the Waverley parks and reserves network and recreation walking network.	Short term (deliver)
A1.5	Undertake a needs and demands assessment for recreational swimming in the LGA, to address the availability of swimming classes, lap swimming and club swimming participation opportunities, community knowledge and affordability of available facilities.	Short term (deliver)

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	Number: 1	Author: BiancaS	Subject: Sticky Note	Date: 03/02/21 7:53:22 PM +11'00'
add new direction: provide more areas for passive recreation activities including areas of quiet contemplation.				
	Number: 2	Author: BiancaS	Subject: Cross-Out	Date: 01/03/21 3:54:15 PM +11'00'
	Number: 3	Author: BiancaS	Subject: Cross-Out	Date: 01/03/21 3:51:36 PM +11'00'
	Number: 4	Author: BiancaS	Subject: Highlight	Date: 01/03/21 3:53:58 PM +11'00'
Investigate allowing the public to use facilities on a casual, turn up and play basis (except for facilities in Waverley Park) by allocating time for social play.				
	Number: 5	Author: BiancaS	Subject: Cross-Out	Date: 01/03/21 3:54:22 PM +11'00'
	Number: 6	Author: BiancaS	Subject: Cross-Out	Date: 11/02/21 9:47:00 AM +11'00'
	Number: 7	Author: BiancaS	Subject: Cross-Out	Date: 11/02/21 9:47:14 AM +11'00'
	Number: 8	Author: BiancaS	Subject: Highlight	Date: 14/01/21 1:37:02 PM +11'00'
replace with 'water bubbler'				

No.	Action	Timing
A1.6	Seek opportunities to provide additional turn-up and play facilities such as basketball and netball hoops, tennis rebound walls, and outdoor activity stations. Priority locations for investigation are: <ul style="list-style-type: none"> in and around Bondi Junction, well-connected by pedestrian and cycle paths and public transport in Waverley Park, adjoining the upper level courts in the northern part of the LGA in North Bondi, 2 Lower Heights, Rose Bay and Vaucluse to increase residents' access to these facilities. 	Medium term (deliver)
A1.7	Seek opportunities to provide additional indoor multi-use courts that can be used for casual play and also support match play, such as basketball. New facilities can be integrated as part of new development, particularly in and around Bondi Junction.	Medium term (deliver)
A1.8	Implement the <i>Inclusive Play Space Study</i> to provide inclusive play spaces for all ages and abilities. ¹	Short term (deliver)
A1.9	Implement the <i>Street Play Policy</i> to further provide opportunities for play. Consider play in planting design in designated street play streets.	Short term (deliver)
A1.10	Continue to provide improved beach access, in line with the principles for universal access at Bondi Beach. ²	Short term (deliver)
Direction A2: Increase the capacity of existing spaces through embellishment and upgrade works		
A2.1	Complete an audit of all Waverley sports fields and investigate opportunities to change play surfaces that could support greater utilisation of facilities.	Short term (deliver)
A2.2	Investigate opportunities to extend the size of the field at Barracluff Park to increase the capacity of the field for match play and training activities. While supporting a broader mix of activities, such as casual play and dog off-leash (timed access), and providing amenities such as toilets to support an increase of users.	Short term (deliver)
3 2.3	Investigate opportunities to increase the capacity of Rodney Reserve and provide sports clubs and groups more options for training and match play, including: <ul style="list-style-type: none"> 4 locating new outdoor courts at the northern end of the reserve • providing support amenities, such as 5 water fountains. 	Short term (deliver)
A2.4	Increase lighting of the sports field and provide amenities such as toilets and change facilities at Hugh Bamford Reserve to enable more groups access and increase the hours of play available for the field. ³	Medium term (deliver)

1. Architects of Arcadia, Inclusive Play Study

2. Waverley Council, Bondi Park, Beach and Pavilion Plan of Management 2014-2024, p92

3. Waverley Council, Draft Williams park and Hugh Bamford Reserve Plan of Management, p66


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	Number: 1	Author: BiancaS	Subject: Cross-Out	Date: 14/01/21 1:48:08 PM +11'00'
	Number: 2	Author: BiancaS	Subject: Highlight	Date: 14/01/21 1:48:03 PM +11'00'
	delete 'dover heights'			
	Number: 3	Author: BiancaS	Subject: Cross-Out	Date: 11/02/21 9:54:53 AM +11'00'
	Number: 4	Author: BiancaS	Subject: Cross-Out	Date: 14/01/21 1:49:16 PM +11'00'
	Number: 5	Author: BiancaS	Subject: Highlight	Date: 14/01/21 1:35:15 PM +11'00'
	replace with 'water bubbler'			



Figure 4.1 Playing and relaxing key actions

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
 Number: 1 Author: BiancaS Subject: Highlight Date: 14/01/21 1:50:31 PM +11'00'
delete reference to Rodney Reserve and possible sports court

 Number: 2 Author: BiancaS Subject: Highlight Date: 12/02/21 8:48:53 AM +11'00'
Possible half basketball court for casual play

 Number: 3 Author: BiancaS Subject: Highlight Date: 12/02/21 8:47:41 AM +11'00'
11.

 Number: 4 Author: BiancaS Subject: Cross-Out Date: 14/01/21 1:50:56 PM +11'00'





 Number: 5 Author: BiancaS Subject: Highlight Date: 12/02/21 9:09:14 AM +11'00'
include: 12. Williams Park, North Bondi

No.	Action	Timing
A2.5	Investigate increasing the capacity of Varna Park to support an area for junior sports and training. Improvements to include possible stormwater harvesting and irrigation system to improve turf and establishing bookings for the space.  1	Medium term (deliver)
Direction A3: Leverage opportunities to provide new and extended spaces in key strategic locations		
A3.1	Seek opportunities to provide an 'urban park' in Bondi Junction as part of new development. Urban parks can include community indoor recreation space, rooftop courts for basketball or tennis, and indoor public pools. Opportunities can be investigated with potential redevelopments at the following sites: <ul style="list-style-type: none"> • 15 Adelaide Street • Under the viaduct along Syd Enfield Drive 	Medium term (deliver)
A3.2	Investigate options to secure 143 Bronte Road, Queens Park as a publicly accessible recreation and play space during weekends and out of school hours. Option may include establishing a shared use arrangement with the Department of Education.	Short term (deliver)
A3.2	Seek opportunities to acquire land in strategic locations, such as adjoining existing parks, to create community hubs with co-located community services, Council indoor and outdoor recreation facilities, parks and play spaces. Investigate the impacts of developing a series of community hubs at: <ul style="list-style-type: none"> • Wairoa Avenue, North Bondi - to create a community hub with childcare, play space, recreation facilities, and WAYS centre with frontage to the park. • Clementson Park, Bondi Junction - to maintain as a Park and community hub with childcare, play space, early childhood centre, community garden. • Varna Park - to expand Varna Park to provide a community hub with a broader range of community facilities. • Maintain the land identified for acquisition in Councils Local Environmental Plan 2012.¹ 	Ongoing
A3.3	Investigate options available in the planning framework to secure current RE1 and RE2 zoned land for recreation purposes into the future.  2	Short term (deliver)
Direction A4: Continue to improve walking routes along the coastline by identifying pinch points and areas for improvement in walker comfort and way finding		
A4.1	Complete an amenities study to identify gaps and recommended actions for providing public toilet facilities and water fountains along the Cliff Top Walk.  3  4	Short term (deliver)
A4.2	Complete an audit of the Cliff Top and Coastal Walk to address breaks to footpath continuity, gaps in signage, and allow continuous connection between both walks to improve visitor experience and manage the increasing number of visitors to the walks each year. Priority areas to audit include: <ul style="list-style-type: none"> • From Bondi Park on approach to Williams Park as an alternative to Military Road • Connecting Williams Park to Hugh Bamford Reserve • Connecting from Military Road through Hugh Bamford onto Wentworth Street 	Medium term (deliver)

1. Waverley Council, Waverley Local Environmental Plan 2012, Land Acquisition Map, online; <https://www.legislation.nsw.gov.au/#/view/EPL/2012/540/maps#LRA>

2. Waverley Council, Draft Williams park and Hugh Bamford Reserve Plan of Management, p73


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-  Number: 1 Author: BiancaS Subject: Sticky Note Date: 01/03/21 4:09:31 PM +11'00'
new action 2.6. Investigate providing storage space for community clubs adjoining sports fields. Short term (deliver)
-
-  Number: 2 Author: BiancaS Subject: Sticky Note Date: 01/03/21 9:55:51 AM +11'00'
(add new action) A3.4. Investigate the need and requirements for indoor cricket practice nets in Waverley Park through an update to the Waverley Park Plan of Management. Undertake a series of consultation activities in the planning and design phase of the project including broad community consultation to gauge support for the project and focused consultation with other community clubs and groups who may use the proposed multipurpose facility to gauge their interest, understand requirements to help inform the preferred multi-use combination. Short Term (deliver)
-
-  Number: 3 Author: BiancaS Subject: Sticky Note Date: 28/10/20 9:49:28 AM +11'00'
go on to say to implement findings
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-  Number: 4 Author: BiancaS Subject: Highlight Date: 14/01/21 1:35:24 PM +11'00'
replace with 'water bubbler'
-

No.	Action	Timing
Direction A5: Seek funding and partnership arrangements to provide public access to new open spaces and recreation facilities		
A5.1	Investigate establishing shared-use arrangements of recreation facilities with schools.	Short term (deliver)
A5.2	Investigate a regional and joint venture approach to provide indoor sports and swimming facilities with neighbouring councils and interested clubs so Waverley Council residents can access facilities for a low fee on a casual basis.	Short term (initiate)
A5.3	Pursue external sources of funding, such as grants and funding from other levels of government and the business community to improve recreation facilities and Council-run programs.	Short term (initiate)
A5.4	Continue close working relationships with government, Eastern City District LGA councils, and the Centennial Park and Moore Park Trust to plan for and manage open space. Pursue opportunities to share resources and deliver cross-regional facilities.	Short term (initiate)



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 Number: 1 Author: BiancaS Subject: Sticky Note Date: 03/02/21 7:53:10 PM +11'00'

move action E.1 here. Add new direction to 'provide more areas for passive recreation activities including areas of quiet contemplation.'

Design and setting

Outcomes

Open spaces in Waverley are well-designed, comfortable places that contribute to the natural landscape, local character of places, and support community health and wellness. People will be attracted to visit Waverley's open spaces.

Directions

B1. Ensure design responds to the unique character of a place and responds to the community's needs

B2. Design environments for user comfort for all times of the day

B3. Design spaces that encourage physical activity

Relevant Council policies, plans and studies:

- Waverley PDTM
- Plans of management for all parks and reserves

No.	Action	Timing
Direction B1: Ensure design responds to the unique character of a place and responds to community's needs		
B1.1	Review and update the Waverley PDTM to incorporate findings from this OSRS relating to design and managing heritage values in spaces. Figure 4.2 shows the different types of spaces across Waverley.	Short term (initiate)
B1.2	Complete a visual analysis study of regional views to: <ul style="list-style-type: none"> • integrate view points and view corridors with park design • inform development controls required to protect regional views. 	Short term (initiate)
B1.3	Ensure landscape design responds to the surrounding natural environment, views and vistas.	Short term (initiate)
Direction B2: Design environments for user comfort for all times of the day		
B2.1	Provide amenities (shade, seating, toilets, and ¹ water fountains) at all regional, district and neighborhood parks. Prioritise providing amenities at parks and reserves with sports fields where sporting clubs and school groups play, such as: <ul style="list-style-type: none"> • Waverley Park¹ • Barracluff Park • Rodney Reserve • Hugh Bamford Reserve.² 	Medium term (deliver)
B2.2	Prioritise tree planting and landscaping along popular walking routes and streets to create comfortable and attractive environments for recreational walkers, tree planting and landscape should help make these links to be shaded in winter and cool in summer (refer to Action D2.3 and 4.4).	Short term (initiate)
Direction B3: Design spaces that encourage physical activity		
B3.1	Integrate built elements as part of public domain and park upgrade designs that encourage physical activity and play for all age groups. ³	Ongoing

1. Waverley Council, Waverley Park and Pavilion Plan of Management 2012-2022, p44

2. Waverley Council, Draft Williams Park and Hugh Bamford Reserve Plan of Management, p62-92

3. Waverley Council, Play Space Strategy 2014-2029, p 43

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Figure 4.2 Design and setting

Getting to and around the parks

Outcomes

Parks, reserves and recreation facilities form a network of open space that is well-connected, with a focus on pedestrian and cycling connections. Open spaces will be accessible to everyone.

Directions

- C1. Provide for easy navigation and access throughout the open space network and within parks
- C2. Manage car parking and transport impacts particularly at busy times and during events at Waverley parks and reserves
- C3. Provide a safe and comfortable environment along the pedestrian and cycling network to access Waverley parks and reserves
- C4. Ensure all parks are designed and upgraded in line with universal design principles.

Relevant Council policies, plans and studies:

- Waverley PDTM
- Waverley's Disability Inclusion Action Plan 2017 - 2021

No.	Action	Timing
Direction C1: Provide for easy navigation and access throughout the open space network and within parks		
C1.1	Ensure entrances are clearly marked at popular open spaces (such as Bondi Beach and Park), through signage and way finding for pedestrians and cyclists, public transport users, and drivers. ¹	Medium term (initiate)
C1.2	Update the Waverley PDTM to include design guidance on way-finding signage for parks and reserves. Guidelines to include the preferred type and location of signs and to ensure control over the proliferation of signs in parks.	Medium term (initiate)
Direction C2: Manage car parking and transport impacts particularly at busy times and during events at Waverley parks and reserves		
C2.1	Undertake a study of off-street car parking for beach and sports focused parks and reserves to identify patterns of trips by car, understand shifting mode to more active forms of transport and inform car parking and traffic management strategies to improve safety at times of high visitation.	Short term (deliver)
Direction C3: Provide a safe and comfortable environment along the pedestrian and cycling network to access Waverley parks and reserves		
C3.1	Audit the quality, safety and continuity of footpaths in and around parks and reserves and along the Coast and Cliff Top Walk. Improve street entry into parks and reserves and along the Coast and Cliff Top Walk to consider universal access and address hazards or blockages to pedestrian access where needed. Prioritise the Coast and Cliff Top Walk, regional parks, then district parks, that experience higher visitation (refer to figure 4.3). ²	Short term (initiate)
C3.2	Develop a wayfinding strategy to ensure routes are adequately signed and easy to navigate for: <ul style="list-style-type: none"> • Bondi Beach • Cliff and Coastal Walks, including feeder routes to and connections between the two walks • Bondi Junction • Bronte Park and Gully • Tamarama Park and Gully • Bondi to Manly Walk as agreed with organisers. 	Medium term (deliver)
Direction C4: Ensure all parks are designed and upgraded in line with universal design principles		
C4.1	Provide accessible car parking at all larger parks. Integrate with study identified in C2.1.	Short term (initiate)
C4.2	Ensure universal access to park facilities (where natural topography and local conditions allows) such as playgrounds, toilet amenities and lookouts as well as providing access to park experiences such as traversing through parks and playing sport. ²	Short term (initiate)

1. Waverley Council, Bondi Park, Beach and Pavilion Plan of Management 2014-2024, p61

2. Waverley Council, Disability Inclusion Action Plan 2017-2021, p12

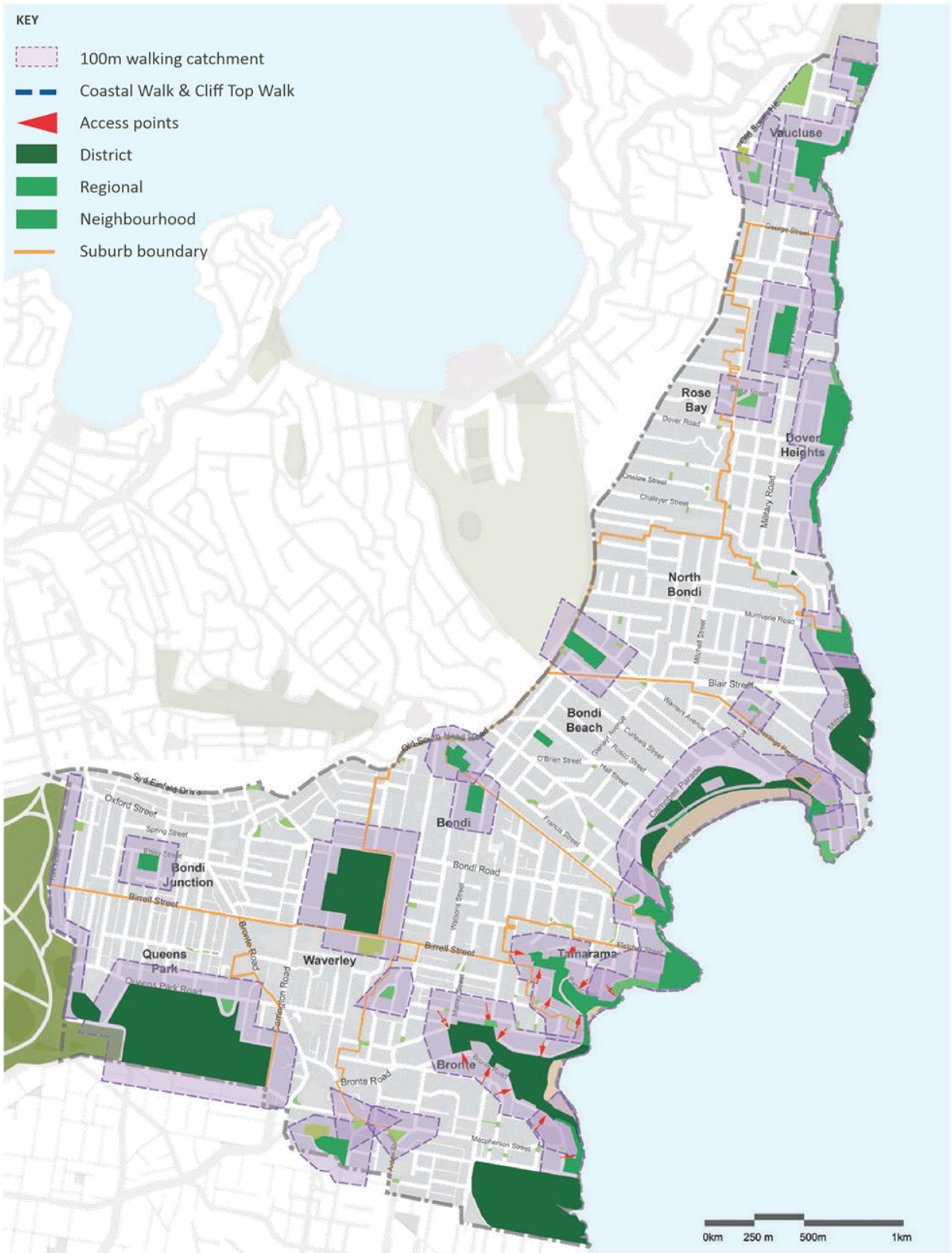


Figure 4.3 Extent of footpath audit around regional and district parks (Action C3.1)

Enhancing the environment

Outcomes

Open spaces in Waverley has significant environmental values and form an important part of the ecology in Waverley, which needs to be respected in the design of parks and reserves.

Directions

D1. Embed environmentally sustainable practices in the management and maintenance of spaces

D2. Enhance and conserve the natural environment

D3. Plan for resilience to manage and adapt to climate change impacts

Relevant Council policies, plans and studies:



- Environmental Action Plan 3
- Water Management Technical Manual
- Plans of management for all parks and reserves
- Waverley Council *Innovate Reconciliation Action Plan 2019-2021*

No.	Action	Timing
Direction D1: Embed environmentally sustainable practices in the management and maintenance of spaces		
D1.1	Continue to engage the La Perouse Local Aboriginal Land Council in the management and maintenance of spaces and seek opportunities to integrate traditional land management practices to build environmental as well as social and cultural resilience.	Short term (initiate)
D1.2	Complete an overarching waste management strategy for Waverley parks and reserves to guide Council's approach to collection, management, and disposal of general waste, recycling and green waste in parks.	Short term (deliver)
D1.3	Continue to improve on water management in open spaces including water capture, recycling, re-use and increasing permeable surfaces.	Short term (deliver)
Direction D2: Enhance and conserve the natural environment		
D2.1	¹ Continue to manage activities adjoining remnant bushland sites to avoid disruption and erosion of vegetation areas. ⁴ Relevant parks include ² Diamond Bay Reserve, Hugh Bamford Reserve, Tamarama Park, and Waverley Cemetery.	Ongoing
D2.2	Increase tree planting in parks and reserves and use diverse planting where appropriate to achieve Waverley's canopy targets. Providing density of tree planting and continuity between parks can help create corridors of vegetation to support local flora and fauna habitats. ⁵ Focus on possible street greening and park biodiversity focus areas (refer to 4.4).	Ongoing
D2.3	Encourage planting of native species in open spaces and verges to improve habitats and provide a food source for native fauna in our urban environment. ⁶ Particularly along possible street greening and park biodiversity focus areas (refer to 4.4).	Ongoing
D2.4	Encourage planting of native species along the coast line to support the coastal biodiversity corridor (refer to Figure 4.4).	Ongoing
Direction D3: Plan for resilience to manage and adapt to climate change impacts		
D3.1	Focus planting of street trees along key pedestrian and cycling routes that align with ecological corridors connecting parks and reserves.	Ongoing
D3.2	Provide additional shade trees in parks around ⁷ water fountains and rest spots such as near seating to minimise exposure to heat. ⁸	Medium term (deliver)

1. Total Earth Care, Biodiversity Action Plan 2014-2020.



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	Number: 1	Author: BiancaS	Subject: Cross-Out	Date: 05/02/21 9:31:59 AM +11'00'
	Number: 2	Author: BiancaS	Subject: Cross-Out	Date: 03/02/21 8:05:13 PM +11'00'
	Number: 3	Author: BiancaS	Subject: Cross-Out	Date: 03/02/21 8:05:18 PM +11'00'
	Number: 4	Author: BiancaS	Subject: Highlight	Date: 05/02/21 9:34:58 AM +11'00'
	insert text: Consider the protection of bushland when locating walking tracks and lookouts and provide fencing surrounding bushland and remnant vegetation where necessary.			
	Number: 5	Author: BiancaS	Subject: Highlight	Date: 12/02/21 8:37:13 AM +11'00'
	replace with: Areas identified for increased tree planting are shown on Figure 4.4 as 'possible street greening' and park biodiversity focus areas'.			
	Number: 6	Author: BiancaS	Subject: Highlight	Date: 12/02/21 8:38:25 AM +11'00'
	replace with. Areas identified for planting of native species are shown on Figure 4.4 as 'street greening' and 'park biodiversity focus areas'.			
	Number: 7	Author: BiancaS	Subject: Highlight	Date: 14/01/21 1:38:22 PM +11'00'
	replace with 'water bubbler'			
	Number: 8	Author: BiancaS	Subject: Sticky Note	Date: 03/02/21 8:03:32 PM +11'00'
	Add an additional D3.3 Provide under-story planting where possible to increase cooling and improve biodiversity connectivity			

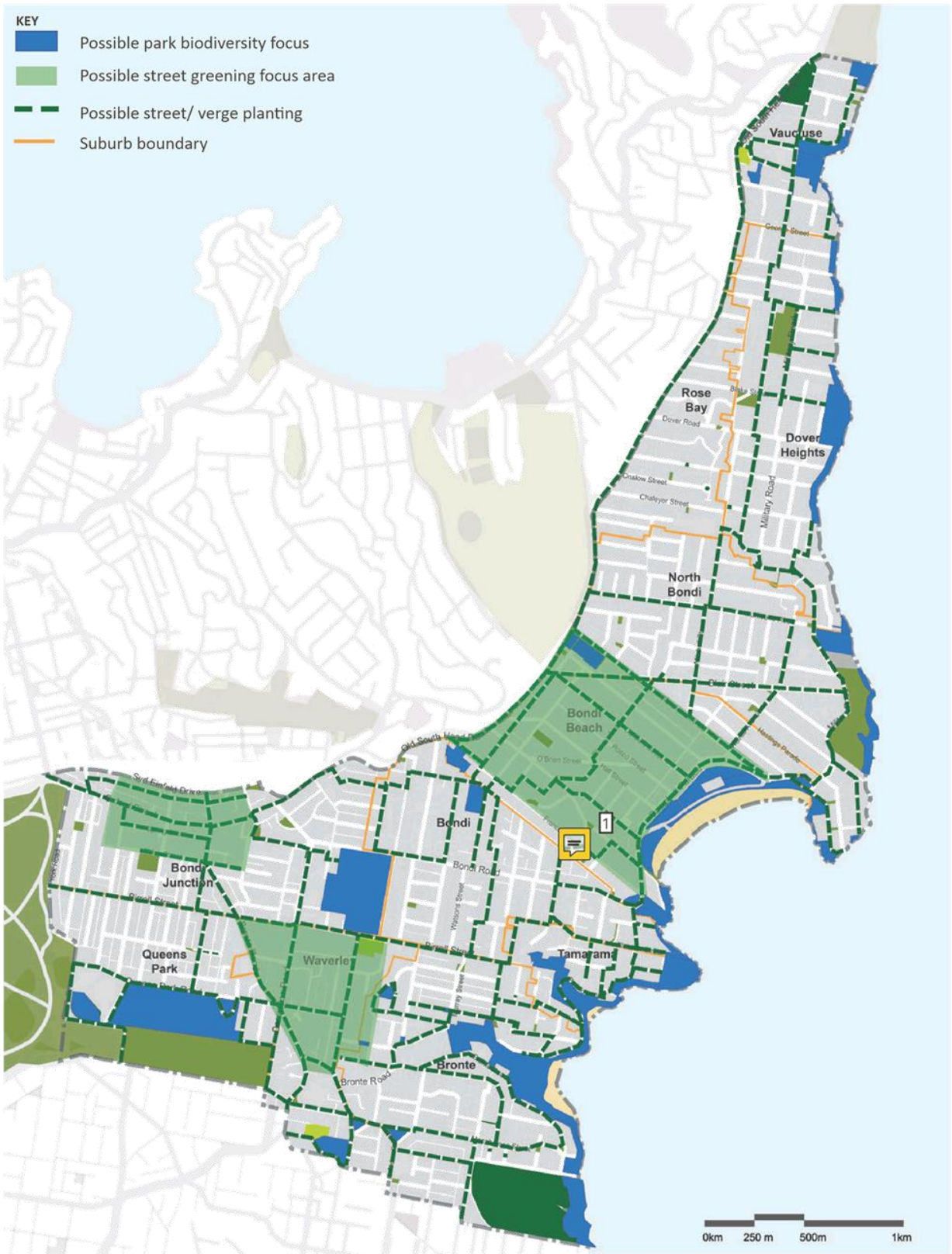


Figure 4.4 Network for street / verge planting (Action D2.3)

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 Number: 1 Author: BiancaS Subject: Sticky Note Date: 11/02/21 9:38:58 AM +11'00'

Include Francis street (split level section) in the street tree/verge planting

Community, culture and heritage

Outcomes

Parks and reserves provide spaces for the community. These spaces allow for a range of community activities and the community also needs to be involved in the management of these spaces.

Directions

- E1. Engage the community in the care and management of open space and facilities
- E2. Support community events and social activities in parks and reserves
- E3. Protect and manage the heritage values of items and landscape areas
- E4. Educate the community about the value of the unique environment of spaces
- E5. Ensure design of parks tells the story of the place and local culture

Relevant Council policies, plans and studies:

- Plans of management for all parks and reserves
- Waverley PDTM
- Consultation Policy
- Conservation management plans
- Waverley Council *Innovate Reconciliation Action Plan 2019-2021*


No.	Action	Timing
Direction E1: Engage the community in the care and management of open space and facilities		
E1.1	Develop a place story strategy that educates a visitor on the environmental, ¹ heritage, archaeological, and social significance of Waverley's parks and reserves. Prioritise places with high visitation such as regional and district parks.	Medium term (deliver)
E1.2	Implement an engagement framework that reflects full life-cycle of community engagement for the design, care and management of spaces, from design to post-implementation. Council to establish: <ul style="list-style-type: none"> • initial consultation with the community and stakeholders prior to the development of designs • post-implementation surveys to capture the community's assessment and evaluation of the success of projects • annual community survey on open space and recreation to monitor people's use and satisfaction of Waverley's parks and reserves • annual sports fields and courts regular hirers survey to monitor stakeholder satisfaction and feedback on the management of facilities • a plan to involve traditional owners in the conservation and management of open and recreation spaces, recognising and respecting Aboriginal cultures and heritage. 	Ongoing
E1.3	² Provide opportunities for 'reflective spaces' that are suitable for quiet contemplation, rest and respite. Conserve these spaces for this purpose. ¹	Ongoing
E1.4	Provide spaces that allow commemoration to members of the community who have passed away by providing 'living legacy' spaces (see Figure 4.5). ¹ Develop an implementation and management plan for 'living legacy' spaces, including arrangements for funding through public donations for the upkeep in the form of additional planting, furniture or the like and increased maintenance.	Medium term (deliver)
E1.5	Identify ways in which Council can support and encourage the community to partake in ³ botpath gardening.	Ongoing

1. Waverley Council, Meeting Minutes of the Waverley Operations and Community Services Committee Meeting held on 9 October 2018, p3

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Aboriginal and European heritage

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move this action to 'playing and relaxing' action plan and amend to: Conserve existing and provide more opportunities for quiet contemplation, rest and respite.


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public gardening including verge and community gardening.

No.	Action	Timing
Direction E2: Support community events and social activities in parks and reserves		
E2.1	Continue to support events in Waverley's parks and reserves that are focused on building community and generate positive benefits for Waverley's local economy. Also see A1.9 regarding street play policy. Events should align with Waverley's Events Policy. ¹	Ongoing
Direction E3: Protect and manage the heritage values of items and landscape areas and educate the community on the unique environment and heritage value of Waverley's spaces		
E3.1	<p>Adopt the following principles to guide management of open space in Waverley that have landscape heritage values and Heritage items:</p> <ul style="list-style-type: none"> Plan and manage the open spaces and parks of Waverley to conserve and protect significant heritage values Manage individual contributory elements within the listed parks or reserves in accordance with their assessed level of significance Consider the impact of works to heritage and their associated attributes as well as impacts on the significance of the place as a whole Establish and maintain a regular maintenance program for identified heritage structures and landscape components Acknowledge the contribution of significant trees to the distinctive, historic character of parks and try to replace species like for like if significant trees become senescent and fail Seek opportunities to recover, enrich and celebrate the historic character and significance of open space and parks within Waverley. 	Short term (deliver)
E3.2	<p>Amend and update the LEP Schedule 5 heritage items and heritage map to more accurately reflect the items (including landscape conservation areas) and their boundaries. Investigate:</p> <ul style="list-style-type: none"> Inclusion of Calga Reserve as part of the South Bronte Headland Conservation Area. The heritage significance of Clemenson Park and review its heritage listing. Williams Park as a cultural landscape area, recognising the Aboriginal and historical archaeological significance of the site. Inclusion of Francis Street as a heritage item (Francis Street Landscape Conservation Area) for its significance in relation to the history and development of Waverley LGA. 	Short term (deliver)
E3.3	Ensure Council's parks operations team is trained in best practice heritage landscape management. Management of heritage items, landscape conservation areas and heritage significant trees at Varna Park, Dickson Park, and Thomas Hogan Reserve, must be undertaken in accordance with conservation processes and principles.	Medium term (deliver)
E3.4	Integrate landscape heritage conservation planning, management and actions for conservation as part of the process for preparing a plan of management for parks and reserves with heritage values.	Medium term (deliver)

1. Waverley Council, Waverley Council Events Policy, p3


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Aboriginal and European heritage items				

No.	Action	Timing
E3.4	<p>1. Prepare and implement a heritage interpretation strategy or plan for historic and heritage listed open space LGA wide. The following parks and reserves should be included in this strategy or plan:</p> <ul style="list-style-type: none"> • Bondi Beach and Park (including Ben Buckler / Ray O'Keefe Reserve, Marks Park) - planning for this place is a priority • Hunter Park (reflecting the context of the Bondi Beach Cultural Landscape Area) • Bronte Beach (for the park, beach, ocean pool, Calga cutting and Bronte House) • Waverley Park • Tamarama Beach Park and Gully • Varna Reserve • Thomas Hogan Reserve • Dickson Park • Gaerloch Reserve • Macpherson Park • Simpson Park • Queens Park (in conjunction with Centennial Parklands Trust) • Rodney Reserve (to provide better public access to and awareness for the CSIRO Astronomical Instrument Base) • Diamond Bay Reserve (to provide better public access to and awareness of the rock engraving). 	Medium term (deliver)
E3.5	<p>Prepare a heritage and landscape management plan as part of the plans of management for the following places:</p> <ul style="list-style-type: none"> • Waverley Park • Sandstone Coastal Escarpment Landscape Conservation Area. Area includes Clarke Reserve, Diamond Bay to Rodney Reserve. <p>Heritage and landscape management plans should guide works to improve heritage interpretation, management and maintenance of heritage items, items contributing to heritage landscapes, and significant heritage trees.</p>	Medium term (deliver)
E4. Educate the community about the value of the unique environment of spaces		
E4.1	Integrate environmental and Aboriginal cultural messaging on park signage. ¹ Educate the community on the significance of remnant vegetation and importance of protecting vegetation from damage.	Medium term (initiate)
E5. Ensure park design reflects the story of the place and local culture		
E5.1	Prepare a master plan and associated management plan for Hunter Park which includes park improvements, management and information on art pieces and references Council's <i>Art Collection - Acquisition and Decommissioning Guidelines</i> for future works.	Medium term (deliver)
E5.2	Investigate opportunities for public art installations, in addition to projects identified in the <i>Waverley Public Art Masterplan</i> . Encourage integration of public art in the design of parks, play spaces and living memorials to tell the story of place, Indigenous culture and local perspectives. Seek to engage local artists for public art projects.	Medium term (deliver)

1. Waverley Council, Waverley Council Innovate Reconciliation Action Plan 2019-2021, p33

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 Number: 1 Author: BiancaS Subject: Highlight Date: 15/02/21 4:00:07 PM +11'00'

Prepare and implement a heritage interpretation strategy or plan for historic and heritage listed open space LGA wide. This strategy will aim to help communicate the heritage values of the place weather through signage, artwork, storytelling, landscape design or improvements to amenity. The following parks and reserves, as shown on Figure 4.5

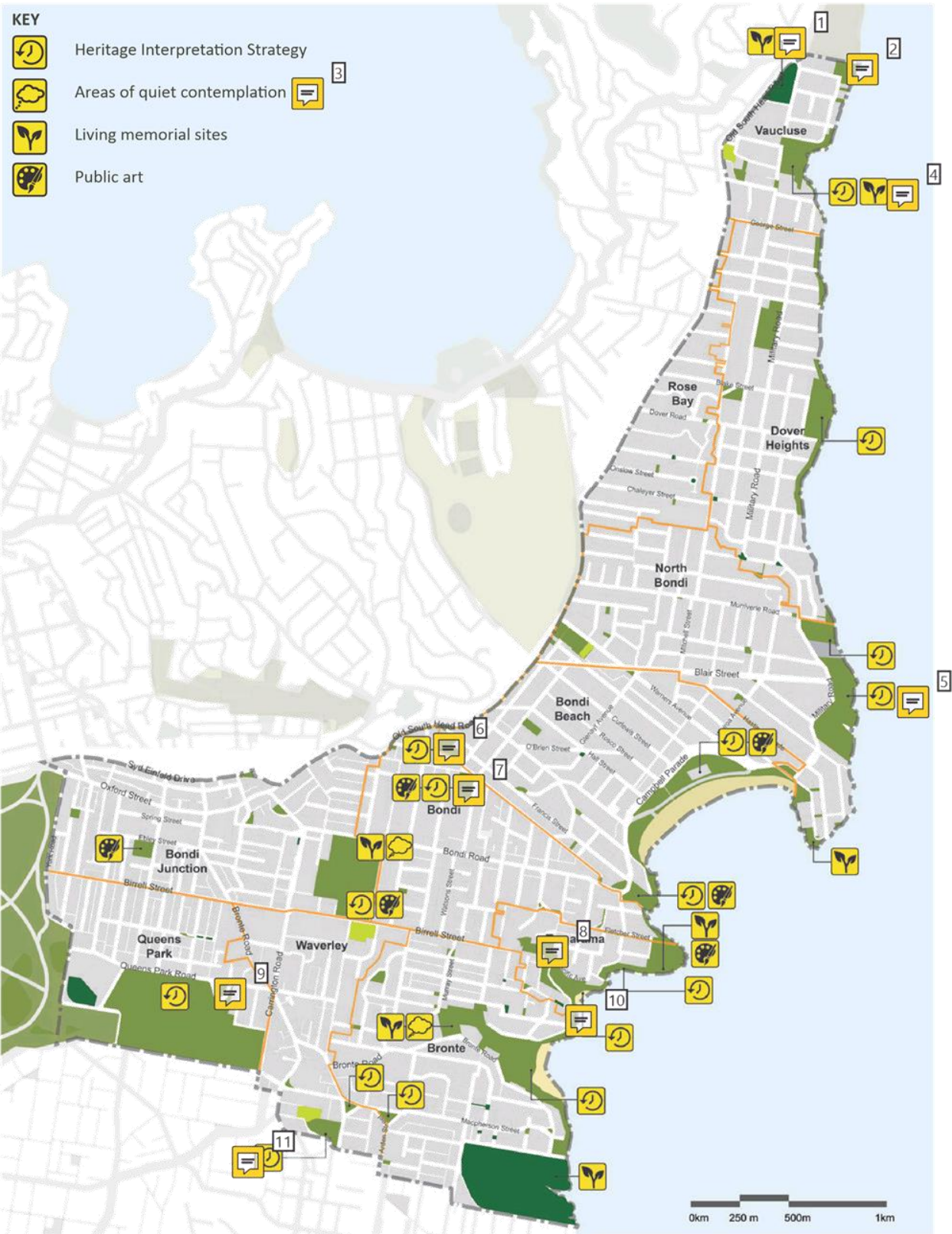


Figure 4.5 Community, culture and heritage

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	include an area of quiet contemplation icon			
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	move all the 'areas of quiet contemplation' onto the playing and relaxing map figure 4.1.			
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Management and maintenance

Outcomes

Council provides spaces that are safe and maintained at a good standard that is satisfactory to the community.

Directions


- F1. Maintain spaces, facilities and amenities at a standard in line with the park ¹erarchy
- F2. Provide clear and consistent messaging regarding compliance in parks
- F3. Maintain environments that are safe for all users
- F4. Ensure consistency in management across all parks and reserves

Relevant Council policies, plans and studies:

- Plans of management for all parks and reserves
- Waverley Strategic Asset Management Plan
- Waverley Operational Plan
- Waverley Play Spaces Strategy 2014-2029


No.	Action	Timing
Direction F1: Maintain spaces, facilities and amenities at a good standard		
F1.1	<p>Prepare and or maintain plans of management (PoM) for parks and reserves to guide maintenance and management activities.</p> <p>Prioritise the preparation of plans of management for spaces that aren't currently covered by a PoM, and require a plans of management under the Crown Lands Act, and prioritise the review and update of plans of management currently in place for high profile places:</p> <ul style="list-style-type: none"> ²Update Tamarama Plan of Management Update Waverley Cemetery Plan of Management Update Waverley Park Plan of Management Update Bondi Park, Beach and Pavilion Plan of Management Update Bronte Beach and Park Plan of Management Prepare a Plan of Management for Parks (generic for all other parks including Thomas Hogan Reserve) Prepare a Plan of Management for Coastal and Cliff Top Parks, including Rodney Reserve, Raleigh Reserve, Weonga Reserve, Diamond Bay Reserve, Clarke Reserve and Eastern Reserve. 	Short term (initiate)
F1.2	Adopt the maintenance and servicing framework (Appendix A) that outlines expectations for service standards, maintenance activities, and frequency of servicing of Waverley parks and reserves. Based on the framework, prepare a detailed service plan ³ or parks and streetscapes.	Short term (deliver)
F1.3	Audit Council Parks and Operations team requirements for support ⁴ ilities, storage space, and parking to enable implementation of the maintenance and servicing framework.	Short term (deliver)
F1.4	Establish a priority listing of all parks for upgrade and refurbishment based on asset life cycle and coordinate with the <i>Play Space Strategy 2014-2029</i> priority of works.	Short term (deliver)


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classification

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replace with:

- Bondi Park, Beach and Pavilion Plan of Management.
- Bronte Beach and Park Plan of Management.
- Waverley Park Plan of Management.
- Tamarama Park Plan of Management.
- Plan of Management for Parks (plan to include Thomas Hogan Reserve and Barracluff Park).
- Coastal and Cliff Top Parks (plan to include Rodney Reserve, Raleigh Reserve, Weonga Reserve, Diamond Bay Reserve, Clarke Reserve and Eastern Reserve).
- Waverley Cemetery and South Head Cemetery Plan of Management (new).

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continue with ... review staffing levels against servicing framework.


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also include plant and equipment such as watering trucks.

No.	Action	Timing
F1.5	Establish a database of living assets for parks and street trees and inform improvement works to parks, program audits and renewal of assets.	Short term (deliver)
F1.6	Establish and maintain a list of significant trees in parks and streets.	Short term (deliver)
F1.7	Undertake an assessment of training field surfaces to determine what maintenance and upgrade schedules are required to increase the capacity of play and resilience of turf. Consider alternative surfaces such as hybrid or synthetics.	Short term (deliver)
F1.8	Review and update Council's <i>Tree Policy and Street Tree Master Plan</i> in line with Council's commitment to urban canopy targets and areas identified in Figure 4.4.	
Direction F2: Provide clear and consistent messaging regarding compliance in parks		
F2.1	Review Council's <i>Events Policy and Event Management and Delivery Guidelines</i> and update the policy to identify: <ul style="list-style-type: none"> • which parks and reserves are appropriate for different types of events • key impacts that would need to be managed for each place • a calendar of events to manage frequency of events so that public access to spaces is not impacted and the environment has opportunity to recover. 	Short term (deliver)
F2.2	Implement updates to signage in parks and reserves and communication of information identifying open space regulations, in accordance with Appendix B.	Medium term (deliver)
Direction F3: Maintain environments that are safe for users		
F3.1	Review risks to health and safety at Waverley's cliff top parks and implement management strategies.	Short term (deliver)
Direction F4: Ensure consistency in management across all parks and reserves		
F4.1	Set out guidelines for sponsorship or partnership agreements for park and recreation assets to ensure some consistency of approach between community, not-for-profit and commercial organisations. Review Council's fees and charges accordingly.	Short term (deliver)
F4.2	Focus mass planting areas in: <ul style="list-style-type: none"> • Beach and sports parks • Steep slopes (of 1:3 or greater) • Verge planting focus areas as identified in Figure 4.4. 	Ongoing



1

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add action F4.3 Connect all irrigation systems to cloud based smart controllers which automatically adjust watering time and volume based on both forecast and actual rainfall.

Open space network and classification

We have 79 parks and reserves to manage, which service a range of activities and users. The introduction of a system of classification of our parks and reserves will help Council prioritise maintenance decisions and improvement activities by providing an understanding of the level of provision and facilities expected for each type of open space.

Our classification of spaces by five types (Bondi Beach and Park landscape, beach parks, sports parks, neighbourhood and local) is generally consistent with the proposed approach for open space planning set out in the NSW Government Architect's *Open Space for Recreation Guide*. Our classification reflects the types of activities and facilities currently available, or desired in each park and reserve, and to some extent the size of spaces. It indicates the catchment size and the extent that people travel to visit a space, and based on this information informs the approach to maintenance and servicing required for each space. Principles for open space classification and hierarchy are outlined in Table 4.1.

Open space classification

Bondi Beach and Park landscape

- Unique and high profile destination in Waverley that attracts visitors locally, regionally and internationally and provides access to water-based recreation activities, spaces to socialise and relax, and high quality amenities.

Beach parks

- Provides open green space and space for passive and active recreation and includes access to water-based activities. Provides facilities and a landscape that attracts visitors from beyond Waverley LGA.

Sports parks

- Provides open green space and space for passive recreation and team and organised sports. Provide sporting facilities that can cater for group and organised sports.
- A destination park that services a substantial residential area or at least two local suburb catchments.

Neighbourhood

- Provides open green space for primarily passive and casual turn up and play recreation. Provides green spaces to walk through. Caters to the local catchment of residents in the suburb or LGA.

Local

- Provides open green space for primarily passive recreation. Provides green spaces to walk through. Includes small parks and parks on street verges and road closures and caters for immediate residents in the area.



Bondi Beach Park



Sports park - Waverley Park



Neighbourhood open space - St James Reserve

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Figure 4.6 Classification of Waverley parks and reserves

Type	Description	Catchment and access	Facilities
Bondi Beach and Park landscape	<p>Includes Bondi Beach, Bondi Park, surrounding parks and coast line.</p> <p>Relates to the National Heritage Listing.</p> <p>The landscape is a unique place in Waverley and is a high profile destination with an international reputation.</p> <p>The landscape provides access to water-based recreation activities, spaces to socialise and relax, and high quality amenities.</p> <p>The landscape attracts visitors internationally and encourages whole day visits and overnight stays.</p>	<p>Encourages visits for a whole day and overnight stays.</p> <p>The landscape is a destination and attracts organised or planned journeys.</p>	<ul style="list-style-type: none"> Has a unique design characteristic Includes furniture such as benches and picnic tables Includes high quality toilet facilities Include a play space with access path, signs and 1. Lubbler. Includes Bondi Pavilion Includes food and beverage retailers Includes casual turn up and play facilities Includes lighting Include high amenity horticultural planting, turf and trees Includes welcome signage at all entrances and interpretive signage of heritage items if relevant.
Beach parks	<p>Larger park by the beach, designed with high amenity.</p> <p>Refer to Appendix A for details of service levels and maintenance servicing framework.</p> <p>Provides space for recreation, socialising and relaxation and includes access to water-based activities.</p> <p>A destination park that provides facilities and a landscape that attracts visitors from across Waverley LGA and outside the LGA. Encourages visits for more than two hours.</p>	<p>Encourages visits for several hours and will attract organised or planned journeys.</p> <p>Located close to public transport and includes associated facilities such as car parking including accessible parking.</p>	<ul style="list-style-type: none"> Includes furniture such as benches and picnic tables Includes toilet facilities Include a play space with access path, signs and 2. Lubbler. May include a community hall or meeting space May include some casual turn up and play facilities May include a recreation facility for sports Includes lighting Include high amenity horticultural planting, turf and trees Includes welcome signage at all entrances and interpretive signage of heritage items if relevant.



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Type	Description	Catchment and access	Facilities
Sports parks	<p>Larger park, designed with high amenity and provision of sports fields, courts and recreation facilities.</p> <p>Refer to Appendix A for details of service levels and maintenance servicing framework.</p> <p>Provides sporting facilities that can cater for organised and team sports and casual play.</p> <p>A destination park that services a substantial residential area or at least two local suburb catchments.</p>	<p>Encourages visits for one to two hours.</p> <p>Accessible to users within a 1km catchment area, about 15 to 20 minutes' walk from home.</p> <p>Located close to public transport.</p>	<ul style="list-style-type: none"> • >25% of space is active space • Includes furniture such as benches and picnic tables • Includes toilet facilities • May include a play space with access path, signs and 1 lubbler. • May include a community hall or meeting space • May include some casual turn up and play facilities • May include a sporting facility • Includes lighting • Includes planting, turf and trees • Includes welcome signage at all entrances and interpretive signage of heritage items if relevant.
Neighbourhood	<p>Provides a good level of landscape amenity.</p> <p>Refer to Appendix A for details of service levels and maintenance servicing framework.</p> <p>Provides open green space for primarily passive and casual turn up and play recreation. Provides green spaces to walk through.</p>	<p>Caters to a localised catchment.</p> <p>Accessible to users within a 400m catchment area, about an 8 to 15 minutes' walk from home.</p> <p>Visited daily by many users for short visits of up to one hour.</p>	<ul style="list-style-type: none"> • 0% active space • May include furniture such as benches and picnic tables • May include toilet facilities • May include a play space with access path, signs and 2 lubbler. • May include a community hall or meeting space • May include some casual turn up and play facilities • Does not include lighting • Includes low maintenance planting, turf and trees • Includes small park signs at all entrances.
Local	<p>Provides a basic level of landscape amenity.</p> <p>Refer to Appendix A for details of service levels and maintenance servicing framework.</p> <p>Provides open green space for primarily passive recreation. Provides green spaces to walk through.</p>	<p>Caters to immediate residents in the area.</p> <p>Accessible to users within a 200m walking catchment area, about 5 to 10 minutes' walk from home or to users passing by on their way to other destinations.</p>	<ul style="list-style-type: none"> • 0% active space • May include furniture such as bins, seating benches and picnic tables • May include a play space • Does not include lighting • Includes low maintenance planting, turf and trees • Includes small park signs at all entrances

Table 4.1 Principles for open space network and classification

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Locality strategic plan

The following plans show the combined strategies by locality.

North

Figure 4.7 shows the North locality, which extends from North Bondi to Vaucluse in the north.

Key projects for the North locality are focused on increasing amenities to improve access to toilets along the Cliff Walk, increasing the capacity of sports fields at Barracluff Park and Dudley Page Reserve, ~~2nd courts~~, and increasing street planting on key cycle and pedestrian routes.

Priority actions for projects to be delivered in the short term (next 0 to 5 years) in the North locality are:

- A1.4 Implement a strategy to increase the profile of South Head Cemetery as part of the Waverley parks and reserves network and recreation walking network.
- A1.6 Seek opportunities to increase turn-up and play facilities such as basketball and netball hoops, tennis rebound walls, and outdoor activity stations. ~~3 Priority locations may be 4 Rodney Reserve and Barracluff Park.~~
- A1.3 Consult on the introduction of timed access for dog off-leash activities ~~5 Barracluff Park/Beach Road Reserve~~ to improve access to dog off-leash areas in North Bondi and Bondi Beach. Identify measures to enforce compliance with timed access.
- A2.2 Investigate opportunities to extend the size of the field at Barracluff Park to increase the capacity of the field for training and match play, whilst supporting a broader mix of activities such as casual play and dog off-leash (timed access), and providing amenities such as toilets.
- A2.3 Investigate opportunities to increase the capacity of Rodney Reserve and provide sports clubs and groups more options for training and match play, including locating new outdoor courts at the northern end of the reserve.
- A2.4 Increase lighting of the sports field and provide amenities such as toilets and change facilities at Hugh Bamford Reserve, to enable more groups access and increase the hours of play available for the field.
- A4.1 Complete an amenities study to identify gaps and recommended locations for providing public toilet facilities, seating and ~~6 water fountains~~ along the Cliff Top Walk. Suggested locations for more amenities include Diamond Bay and Hugh Bamford Reserve.

Beaches

Figure 4.8 shows the Beaches locality, which encompasses Bondi, Tamarama and Bronte Beaches and the suburbs of Bondi Beach, Bondi, Tamarama and Bronte.

Key projects for the Beaches locality are focused on providing better access to dog off-leash areas (to Barracluff Park), and increasing street planting on key cycle and pedestrian routes, with a particular focus on the Bondi Beach street greening focus area.

Priority actions for projects to be delivered in the short term (next 0 to 5 years) in the Beaches locality are:

- A1.9 Continue to implement actions to provide improved beach access, in line with the principles for universal access at Bondi Beach and Bronte Park.
- D2.3 Encourage planting of native species in open spaces and verges to improve habitats for native flora and fauna in our urban environment, ~~1~~ particularly along Possible Street Greening and Park Biodiversity Focus Areas.

The Junction







Figure 4.9 shows The Junction locality, which encompasses the western part of the LGA, including the suburbs of Waverley, Queens Park and Bondi Junction.

Key projects for The Junction locality, are focused on increasing tree planting and greening to support the high number of pedestrians in this locality, securing more spaces for recreation, and providing more opportunities for turn-up and play facilities and spaces for casual play. There is an opportunity to explore shared use arrangements to enable access to existing private facilities and schools extend and upgrade existing parks and reserves.

Priority actions for projects to be delivered in the short term (next 0 to 5 years) in The Junction locality are:

- A1.6 Seek opportunities to increase turn-up and play facilities such as basketball and netball hoops, tennis rebound walls, and outdoor activity stations.
- Priority locations for investigation are: Bondi Junction and Waverley Park.
- A1.7 Seek opportunities to provide additional indoor multi-use courts that can be used for casual play and also support match play, such as basketball. New facilities can be integrated as part of new development, particularly in and around Bondi Junction.
 - D2.3 Encourage planting of native species in open spaces and verges to improve habitats for native flora and fauna in our urban environment, ~~6~~ particularly along Possible Street Greening and Park Biodiversity Focus Areas in Bondi Junction and Waverley suburbs.

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these areas of focus are identified as 'possible street greening' and 'park biodiversity focus areas'.				
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these areas of focus are identified as 'possible street greening' and 'park biodiversity focus areas'				
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	change to Williams Park, North Bondi			
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	delete reference to any new sports courts at Rodney Reserve			
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	add basketball icon here			



Figure 4.8 Beaches combined strategies map

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Add a basketball icon here and add to legend

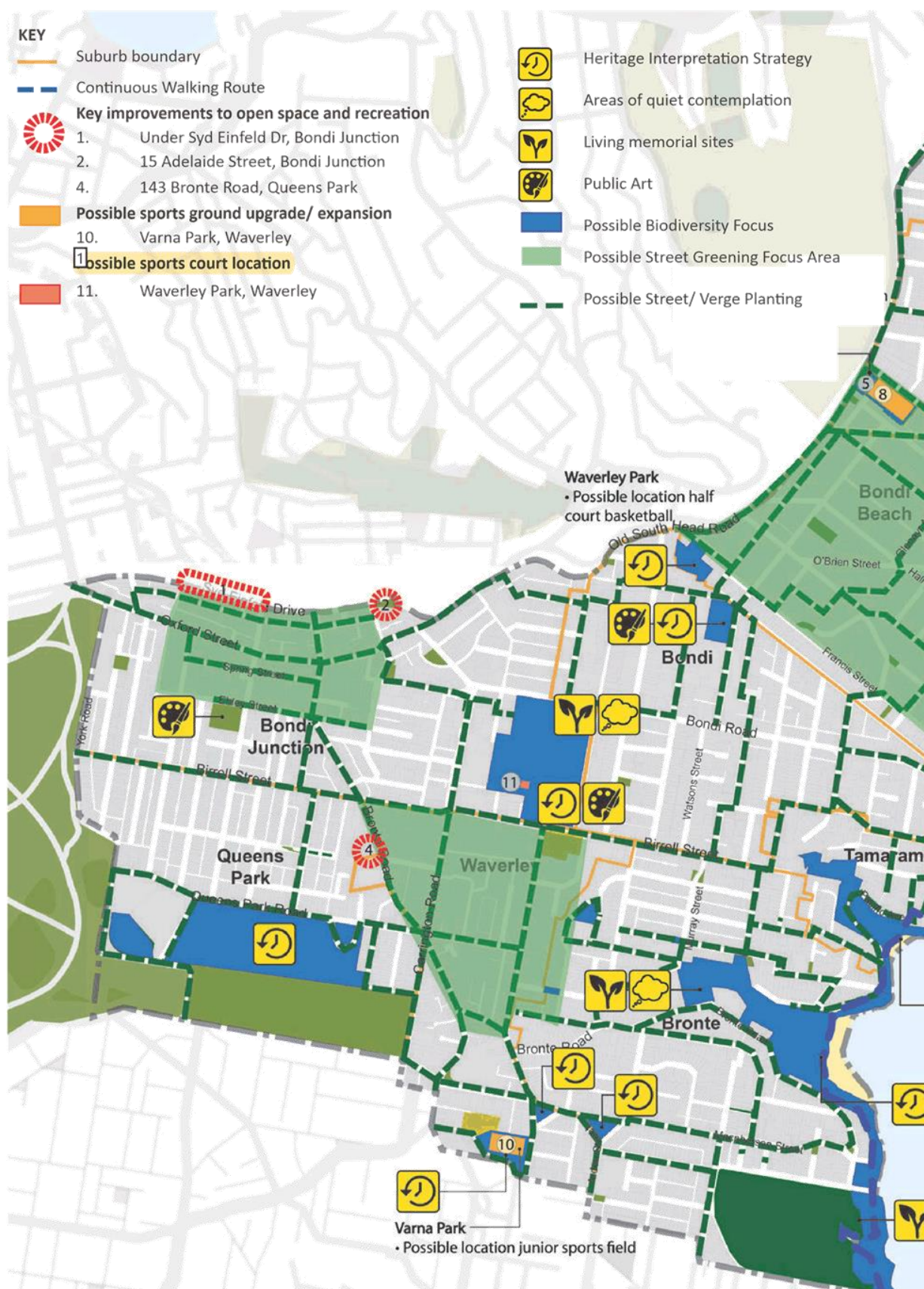



Figure 4.9 Bondi Junction and surrounds combined strategies map

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Possible half court basketball for casual play				



Funding

Planning, management, and maintenance of open space is funded through Council's operational budgets. Delivery of this OSRS will predominately be funded by Council.

Acquisition of new spaces and upgrade of existing spaces will primarily be funded through Council's capital works budgets. Sometimes funding may be available via external sources such as development contributions collected via local contributions plans or negotiated through planning agreements, or other government grant funding.

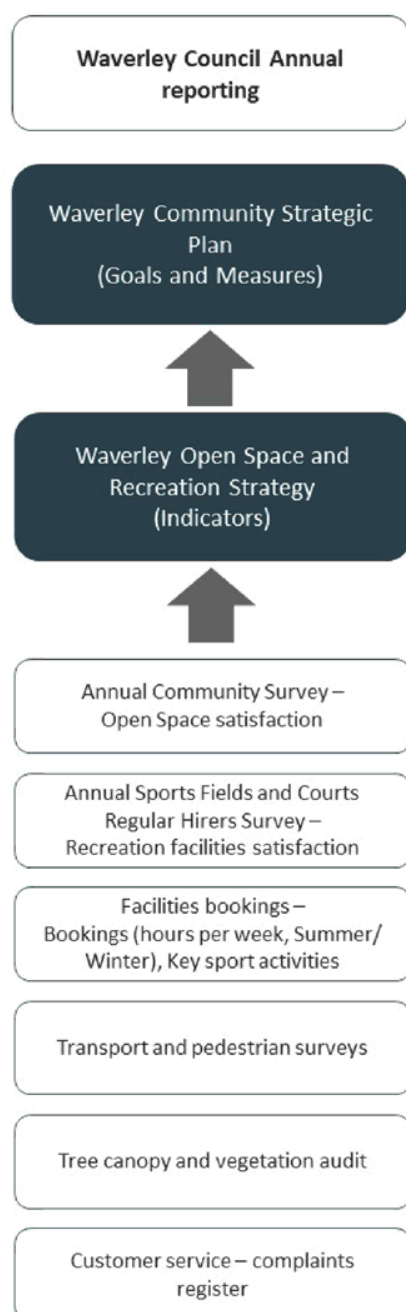


Figure 4.10 Monitoring and reporting framework

Monitoring and reporting

Existing Council reviews and measures will assist in monitoring the effectiveness of the OSRS. The approaches to monitoring and indicators for success are listed in Table 4.2. Indicators can be monitored through the proposed activities as part of the engagement framework (action E1.2) and through other monitoring and reporting activities as part of our other programs.

Each year, Waverley reports on progress in delivering goals of the Waverley Community Strategic Plan. For open space this involves reporting on the following measures:

- improved community satisfaction with the quality of parks, sporting and recreational facilities and open spaces
- improve, community satisfaction with the accessibility to parks, sporting and recreational facilities and open spaces.

We will review our SAMP to guide the funding and prioritisation of projects that deliver on the OSRS.

The OSRS will be reviewed and updated in 10 years time.

Approach to monitoring	Indicators
Annual community satisfaction survey	Community satisfaction increases
Annual sports fields and courts regular hirers survey	Sporting clubs and school groups satisfaction is maintained or increases
Hours facilities used or booked	The average hours of bookings increases across all facilities
Transport surveys and pedestrian monitoring	Trips in Waverley by active transport (walking and cycling) increases
Tree canopy and vegetated area audit	Tree canopy and vegetated area increases
Compliance with Council open space policies and regulations	Complaints decreases

Table 4.2 Monitoring OSRS and performance indicators

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Appendices


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Appendix A: Maintenance and servicing framework



Description	Beach Parks (including Bondi Park)	Parks with Sports Fields	Neighbourhood Parks	Local Parks	Streets/ Verges/ Traffic Calming Device
Service Level	<p>High</p> <p><i>High level of utilisation</i></p> <p><i>This standard has the highest level of asset provision, using quality materials and bespoke designs, maintenance is undertaken to the highest affordable standards with quick response times and proactive programed operations.</i></p>	<p>High</p> <p><i>High level of utilisation</i></p> <p><i>This standard has the highest level of asset provision, using quality materials and bespoke designs, maintenance is undertaken to the highest affordable standards with quick response times and proactive programed operations.</i></p>	<p>Medium</p> <p><i>Medium level of utilisation</i></p> <p><i>This standard has a moderate level of asset provision, using robust materials and simple designs. Maintenance is undertaken to a good standards, with standard response times and programed operations.</i></p>	<p>Basic</p> <p><i>Relatively low level of utilisation.</i></p> <p><i>This standard has the lowest level of asset provision, using robust materials and simple designs. Maintenance is undertaken to the lowest acceptable standard, with longer response times and fewer programed operations.</i></p>	<p>Basic</p> <p><i>Relatively low level of utilisation.</i></p> <p><i>This standard has the lowest level of asset provision, using robust materials and simple designs. Maintenance is undertaken to the lowest acceptable standard, with longer response times and fewer programed operations.</i></p>
Service Frequency	Weekly	Monthly	6 weeks – 3 months	6 weeks – 3 months	6 weeks – 3 months
Water	Summer lawn areas as required	Summer lawn areas as required	Limited or no lawn irrigation	No lawn irrigation	No lawn irrigation
	Trees and shrubs as required. Drip system to be installed where possible.	Trees and shrubs as required. Drip system to be installed where possible.	Hand water new revegetation areas.	Hand water new revegetation areas.	Hand water new revegetation areas.
	Monitor water use to adhere to water budgets.	Monitor water use to adhere to water budgets.	Monitor water use to adhere to water budgets.		

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Number: 1

Author: BiancaS


Subject: Sticky Note

Date: 03/03/21 10:46:34 AM +11'00'

insert text to introduce table:

Maintenance of parks and reserves requires the repair and or servicing of parks involves:

- maintenance inspections to assess the requirements for repairs and
- maintenance tasks to keep the asset serviceable and meet level of service standards, wither immediately or within the next year or two.

Irrigation System	Repair sprinklers, valves and pipes as required. Maintain in a good condition. Refer to IPWEA Parks Management: Inventories, conditions and performance grading for ratings.	Sprinkler systems to sports fields / repair sprinklers, valves and pipes as required. Maintain in a good condition. Refer to IPWEA Parks Management: Inventories, conditions and performance grading for ratings.	No/ Limited sprinklers systems, check taps, valves if present. Maintain in a good condition. Refer to IPWEA Parks Management: Inventories, conditions and performance grading for ratings.	No irrigation systems	No irrigation systems
	Sprinkler checks monthly between November – February.	Limited sprinkler system/ sprinkler checks monthly between November – February.	No/ Limited sprinklers	No sprinklers	No sprinklers
Mowing	Grass height between 80 – 100mm covering 30% turf area	Grass height between 80 – 100mm covering 30% turf area	Seasonally dependent especially on reserves with waterways and drains. Grass height between 100 – 150mm between >50% reserve.	Seasonally dependent especially on reserves with waterways and drains. Grass height between 100 – 150mm between >50% reserve.	Seasonally dependent. Grass height between 100 – 150mm.
					Respond to merit requests
NOTE: Mowing  may be deferred in winter months or if a community event is scheduled.					
Edging	Every 2-4 weeks or as required	Every Month	Every 3 months	Every 3 months	No edging
Brush Cutting	Around signage, furniture, structures, path edges every 1-2 weeks	Around signage, furniture, structures, path edges every month	Around signage, furniture, structures, path edges every 6 weeks – 3 months	Around signage, furniture, structures, path edges every 6 weeks – 3 months	
Weed Control	Spay selective herbicides to control Bindii and Cape Daisy on turf once a year between June – September.	Spay selective herbicides to control Bindii and Cape Daisy on turf once a year between June – September.	Spay selective herbicides to control Bindii and Cape Daisy on turf once a year between June – September.	Spay selective herbicides to control Bindii and Cape Daisy on turf once a year between June – September.	
			Pre-emergent applied to garden beds every 3 months in spring and summer.	Pre-emergent applied to garden beds every 3 months in spring and summer.	Pre-emergent applied to garden beds once a year.
	Hand weed garden beds – check weekly	Hand weed garden beds – check every month	Hand weed garden beds – check 6 weeks – 3 months	Hand weed garden beds – check 6 weeks – 3 months	Hand weed garden beds – check 6 weeks – 3 months





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 Number: 1 Author: BiancaS Subject: Sticky Note Date: 03/02/21 8:13:52 PM +11'00'

Mowing and brush cutting may be deferred....

Pruning	Trees and shrubs as required to maintain tidy appearance and for plant health	Trees and shrubs as required	Prune damaged or hazardous branches	Prune damaged or hazardous branches	
	Remove spent flowers as required	Remove spent flowers as required			
1 Dig, Plant, Maintain	Garden beds	Garden beds	Garden beds	Plant on steep slopes	
	Top up mulch monthly	Top up mulch every 3 months	Top up mulch as necessary	Top up mulch as necessary	
2 Plant	Replacements as necessary and for improvements	Replacements as necessary and for improvements	Revegetation and screen plantings in winter	Trees/ shrubs – screening resident request	Replant/ replace traffic calming device planting as necessary and for improvements
Fertilise	Lawns/ turf/ sports fields Autumn and Spring	Lawns/ sports fields in Spring	No/ limited fertilising only as necessary and high use local parks	No/ limited fertilising only as necessary	No/ limited fertilising only as necessary
Top Dress	Lawns/ turf/ sports fields to ensure even surfaces throughout	Top dress high traffic or damaged areas as necessary	Top dress uneven surfaces for public safety as required	Top dress uneven surfaces for public safety as required	Top dress uneven surfaces for public safety as required
Turf	Returf after large events, and surrounding high wear areas including sports fields as required and end of each season.	Returf after large events, and surrounding high wear areas including sports fields as required and end of each season.	Returf for safety as necessary	Returf for safety as necessary	Returf for safety as necessary
	Over sow annually	Over sow sports fields and high use parks			
	Aerate sports fields and high use parks annually	Aerate sports fields and high use parks annually			

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	Number: 1	Author: BiancaS	Subject: Cross-Out	Date: 03/02/21 8:15:32 PM +11'00'
	Number: 2	Author: BiancaS	Subject: Highlight	Date: 03/02/21 8:18:06 PM +11'00'
	Replace dead or unhealthy plans. Infill planting as required to create habitat and maintain amenity.			
	Number: 3	Author: BiancaS	Subject: Highlight	Date: 03/02/21 8:20:16 PM +11'00'
	Infill planting as required to create habitat and maintain amenity.			
	Replace dead or unhealthy plans.			
	Number: 4	Author: BiancaS	Subject: Highlight	Date: 05/02/21 9:50:19 AM +11'00'
	replace with: Infill planting as required to create habitat and maintain amenity.			
	Replace dead or unhealthy plans.			

Maintain Assets and Play Equipment	Playgrounds weekly visual condition assessment. 3 monthly testing of moving parts. Annual audit for compliance to AS.	Playgrounds weekly visual condition assessment. 3 monthly testing of moving parts. Annual audit for compliance to AS.	Playgrounds weekly visual condition assessment. 3 monthly testing of moving parts. Annual audit for compliance to AS.	Playgrounds weekly visual condition assessment. 3 monthly testing of moving parts. Annual audit for compliance to AS.	
	Furniture (seats, tables, bins, barbecues) weekly	Furniture (seats, tables, bins, barbecues) monthly	Furniture (seats, tables, bins, barbecues) 6 weeks – 3 months	Furniture (seats, tables, bins, barbecues) 6 weeks – 3 months	
	Structures (picnic shelter, toilets, change rooms) weekly	Structures (picnic shelter, toilets, change rooms) monthly	Few or no structures to maintain.	Few or no structures to maintain.	
	Monthly inspection of all pathways, footbridges and walking trails in safe to easily accessible state.	Monthly inspection of all pathways, footbridges and walking trails in safe to easily accessible state.	Safe walkways by repairs to footpaths, walkways, steps, post and rail fences, handrails as required	Check and maintain walkways/ footpaths as required.	
Hand Litter Pick Up	Daily to twice weekly	Daily to twice weekly (Dec, Jan, Feb) – Weekly (May, June, July)	Check every visit	Check every visit	Check every visit
Vandalism	Inspect and assess within 24hrs Mon – Fri, carry out ASAP depending on damage/ vandalism and required materials.	Inspect and assess within 24hrs Mon – Fri, carry out ASAP depending on damage/ vandalism and required materials.	Inspect and assess within 24hrs Mon – Fri of notification, carry out ASAP depending on damage/ vandalism and required materials.	For safety if required or programmed	For safety if required or programmed
Bin change over	Change over daily	Collected by PPC	Collected by PPC	Collected by PPC	




Number: 1 Author: BiancaS Subject: Sticky Note Date: 05/02/21 9:37:53 AM +11'00'
add
Note: frequency of watering, weed management, mowing and bush cutting are adapted to respond to seasonal variations.

Number: 1 Author: BiancaS Subject: Sticky Note Date: 05/02/21 9:37:53 AM +11'00'
add
Note: frequency of watering, weed management, mowing and bush cutting are adapted to respond to seasonal variations.




Appendix B: Parks compliance

*Alcohol free zone = public streets and beaches (Bondi, Tamarama and Bronte) only

*Alcohol prohibited zone = parks, reserves and public spaces that have been endorsed by council to be enforceable alcohol prohibited zones

Park or Reserve	Proposed compliance information
All Parks (except those listed independently below)	All Parks (except those listed independently below)
	<ul style="list-style-type: none"> No camping or staying over night No portable barbecues or open fires
	In an alcohol prohibited zone; Bondi Park & Beach, Tamarama Park & Beach and Bronte Park & Beach.
	<ul style="list-style-type: none"> No consumption of alcohol (only is Alcohol free or prohibited zones as determined by Council)
	With a playground (refer to play strategy for locations)
	<ul style="list-style-type: none"> No dogs within 10m of playground Assistance dogs permitted in playground No smoking within 10m of playground
	Without a field or court (i.e. except Rodney Reserve, Barracluff Park, Dudley Page Reserve, Hugh Bamford Reserve)
	<ul style="list-style-type: none"> No organised ball games, without council approval
	In Coastal Reserves (Diamond Bay Reserve)
	<ul style="list-style-type: none"> No camping or staying overnight
	Parks within the ¹ Bondi Intertidal Area i.e. ² Hunter Park, Marks Park, Gareloch Reserve <ul style="list-style-type: none"> No collecting or harvesting invertebrates in the intertidal area  ³
	Locations where commercial activities are allowed: (Note fitness training allowed in Hunter Park, Marks Park, Barracluff Park, Diamond Bay Reserve, Dudley page Reserve, Hugh Bamford Reserve, Rodney Reserve, Upper Dickson Reserve, Varna Park. Note events in Dudley Page Reserve, Marks Park, Calga Reserve, Gaerloch Reserve, Diamond Bay, Hugh Bamford Reserve, Hunter Park, Waverley Memorial Park, Caffyn Park, Barracluff Park, Clementson Park, Kimberley Reserve, Thomas Hogan Reserve, Varna Park, Upper Dickson Reserve, Rodney Reserve) <i>To apply for an event or commercial activity, please seek approval from Council prior by calling 9369 8000.</i> <i>Otherwise: No commercial activities</i>

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	Number: 1	Author: BiancaS	Subject: Highlight	Date: 05/02/21 9:58:50 AM +11'00'
	Bondi Intertidal Area and Bronte - Coogee Aquatic Reserve			
	Number: 2	Author: BiancaS	Subject: Highlight	Date: 05/02/21 10:37:06 AM +11'00'
	add Bronte Cutting, Calga Reserve and Waverley Cemetery.			
	Number: 3	Author: BiancaS	Subject: Sticky Note	Date: 05/02/21 9:03:17 AM +11'00'
	add a new row: dogs prohibited in areas with remnant vegetation and bushcare areas.			

Park or Reserve	Proposed compliance information
Bronte Park	<ul style="list-style-type: none"> • No consumption of alcohol • No camping or staying overnight • No organised ball games, without council approval • No commercial activities, without Council approval • No kites or kite activities • No portable barbecues or open fires • No collecting or harvesting invertebrates in the intertidal area • No smoking on beaches • Dogs are prohibited on the beach, in the bushland of the Bronte Gully, and near the pool, children's play areas and food preparation areas such as barbecues and the kiosk.
Bronte Beach	<ul style="list-style-type: none"> • No Dogs • No Smoking • No kite or kite activities • No collecting or harvesting invertebrates in the intertidal area • No commercial activities • No Alcohol • No ball games • No glass
Tamarama Park	<ul style="list-style-type: none"> • No consumption of alcohol • No camping or staying overnight • No smoking on beaches • No organised ball games, without council approval • No skateboarding, rollerblading and kite flying. • No dogs. Dogs prohibited in park and on the Beach, dogs permitted on-leash on the Coast Walk, promenade and in Tamarama Gully • Fishing is allowed in these areas but taking, gathering or collecting seashore animals is prohibited.
Tamarama Beach	<ul style="list-style-type: none"> • No Dogs • No Smoking • No kite or kite activities • No collecting or harvesting invertebrates in the intertidal area • No commercial activities • No Alcohol • No ball games • No glass





Park or Reserve	Proposed compliance information
Bondi Park and Biddigal Park	<ul style="list-style-type: none"> • No consumption of alcohol • No camping or staying overnight • No smoking on beaches • No dogs. Dogs prohibited in park and on the Beach, dogs permitted on-leash on the Coast Walk and promenade. • No organised ball games, without council approval. • No commercial activities, without Council approval • No bikes, skateboards or rollerblades • No kites or kite activities • No portable barbeque's or open fires
Bondi Beach signs	<ul style="list-style-type: none"> • No dogs • No Smoking • No kite or kite activities • No commercial activities • No Alcohol • No glass • No carrying of hand spears or spear guns • No collecting or harvesting invertebrates in the intertidal area. Bondi to Tamarama forms an Intertidal Protected Area
North Bondi Childrens' Pool and Rock Pool	<ul style="list-style-type: none"> • No Dogs • No running • No diving • No collecting or harvesting invertebrates in the intertidal area. Bondi to Tamarama forms an Intertidal Protected Area • No smoking • No drinking • No glass • No spear fishing
Waverley Park	<ul style="list-style-type: none"> • No camping or staying overnight • No commercial activities, without Council approval • No portable barbeque's or open fires • Dogs prohibited on sports fields and courts, the memorial garden and within 10m of playground and food preparation areas. A designated dog off-leash area is located on the top section of the park. Dogs must remain on-leash in all other areas of the park.

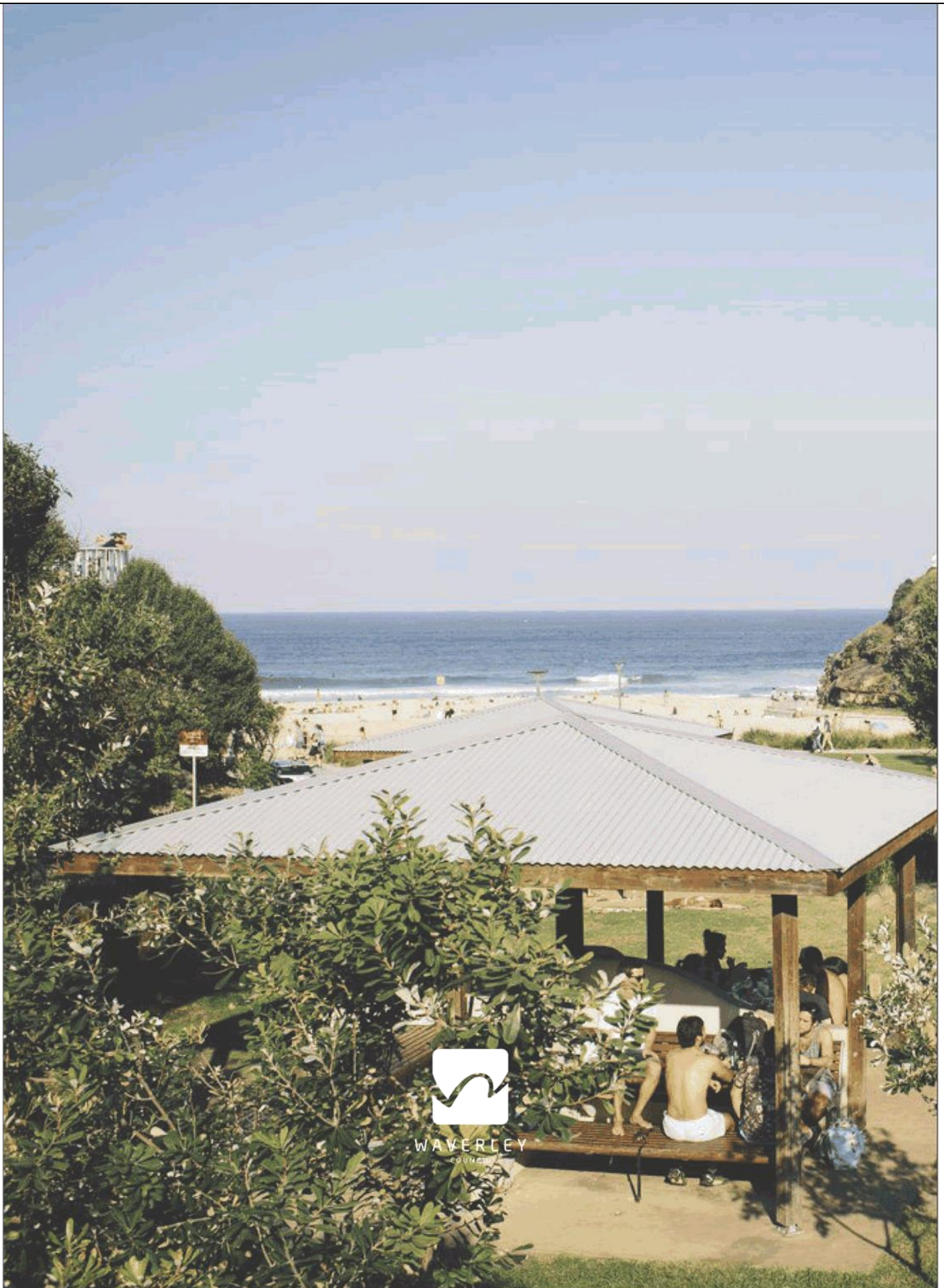
Appendix C: Landscape Conservation Areas and heritage items

Park or reserve	Landscape Conservation Area	State Heritage Listing	Includes Local Heritage, Archaeological, Aboriginal Items or Sites
Ben Buckler / Ray O'Keefe Reserve	Ben Buckler (Ray O'Keefe) Reserve Landscape Conservation Area		Yes
Bondi Beach and Park*	Bondi Beach and Park Landscape Conservation Area	Yes - Bondi Pavilion, ¹ Bondi Ocean Outfall Sewer , Bondi Beach Cultural Landscape	Yes
Bronte Beach and Park	Bronte Beach and Park Landscape Conservation Area		Yes
Caffyn Park	Caffyn Park Landscape Conservation Area		
Calga Reserve	Calga Avenue Landscape Conservation Area		
Clarke Reserve	Coastal Sandstone Escarpment Landscape Conservation Area		
Clemenston Park	Clemenston Park Landscape Conservation Area		
Cuthbert Street Reserve	Cuthbert Street Landscape Conservation Area		
Diamond Bay Reserve	Coastal Sandstone Escarpment Landscape Conservation Area		Yes
Dickson Park	Dickson Park Landscape Conservation Area		
Fingleton Reserve	Fingleton Reserve Landscape Conservation Area		
Francis Street Reserve	Francis Street Landscape Conservation Area		
Gaerloch Reserve	Gaerloch Reserve Landscape Conservation Area		
Hewlett Street Reserve	Hewlett Street Landscape Conservation Area	 ²	
Hugh Bamford Reserve			Yes
 ³ Hunter Park	Hunter and Marks Park Landscape Conservation Area		Yes
Macpherson Park	Macpherson Park Landscape Conservation Area		
Marks Park	Hunter and Marks Park Landscape Conservation Area		Yes
Queens Park	Queens Park Landscape Conservation Area		
Rodney Reserve	Coastal Sandstone Escarpment Landscape Conservation Area		Yes
Simpson Park	Simpson Park Landscape Conservation Area		Yes
Tamarama Beach and Park	Tamarama Beach, Park and Marine Drive Landscape Conservation Area		Yes
Tamarama Beach and Park	Tamarama Park Landscape Conservation Area		Yes
Thomas Hogan Reserve	Thomas Hogan Reserve and Bird Sanctuary (Formerly Glen-Roona Reserve) Landscape Conservation Area		
Varna Park	Varna Reserve Landscape Conservation Area		
Waverley Park	Waverley Park Landscape Conservation Area	Yes - Waverley Reservoir No. 1 and No. 2 ⁴	Yes
Williams Park	William Reserve, North Bondi Golf Course Landscape Conservation Area	 ⁴	Yes

* Note Bondi Beach is listed as National Heritage Place

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	Number: 1	Author: BiancaS	Subject: Cross-Out	Date: 02/03/21 2:40:29 PM +11'00'
	Number: 2	Author: BiancaS	Subject: Sticky Note	Date: 02/03/21 2:39:12 PM +11'00'
Ben Buckler Gun Battery 1893, 9.2" Disappearing Gun.				
	Number: 3	Author: BiancaS	Subject: Sticky Note	Date: 03/03/21 10:47:40 AM +11'00'
insert heritage items in Eastern Reserve - check LEP and mapping to confirm.				
	Number: 4	Author: BiancaS	Subject: Sticky Note	Date: 02/03/21 2:38:12 PM +11'00'
sewer vent. Bondi Ocean Outfall Sewer.				



A photograph of a park scene. In the foreground, a red bicycle is leaning against a tree trunk. In the background, there are several large trees with green leaves, a wooden bench, and a person walking on a path. The scene is bright and sunny.

Open Space and Recreation Strategy Public Exhibition Consultation Summary Report

Waverley Council acknowledges the Bidjigal and Gadigal people, who traditionally occupied the Sydney Coast, and we acknowledge all Aboriginal and Torres Strait Islander Elders both past and present.

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Executive summary

Waverley Council has been developing the draft Open Space and Recreation Strategy (OSRS) in collaboration with the community to ensure we are planning and designing these spaces and facilities in line with community needs and expectations. Community consultation focused on ascertaining feedback on the draft document. Initially the consultation period was 21 September — 2 November 2020; this was then extended to 8 November upon community request.

Council received 75 survey responses, nine email submissions, and held five stakeholder meetings. The community response demonstrated that there are several differing perspectives on how best to manage and improve Waverley's open space and recreation.

Majority support was received for the vision and key focus areas, and it is recommended that these remain unchanged.

There was however a theme through many of the responses to protect natural heritage and biodiversity for its environmental value as well as use as passive recreational spaces. It is recommended that two new focus areas are added, as follows:

- Provide more areas for passive recreation including quiet contemplation, further areas for quiet contemplation area also identified in figure 4.5 including Clarke Reserve and Varna Park
- Protection of natural heritage and biodiversity. To support this focus area further issues have been raised in the protection of vegetation and a new action is included to consider fencing around bushland for protection.

Other key updates to the strategy document are recommended in response to community feedback, as follows:

- Deletion of action 2.3 and reference to Dover Heights in Action A1.6 thereby removing any reference to proposed sports courts at Rodney Reserve
- Change action A1.2 to allocate time for social play on Councils fields with the exception for facilities in Waverley Park which are allocated to community clubs only. Fields at Waverley Park are used to full capacity and under licensing agreements which Council needs to accommodate
- New action to consider providing storage space for community clubs adjoining sports fields
- To assess the provision of non-sport recreational activities such as gymnastics, dance, yoga and pilates, the strategy has been updated to include an assessment of Council owned indoor venues which are often hired for recreation activities
- More detailed analysis on participation in the top 10 most common recreation activities for children, adults and seniors and the provision of facilities to support these activities
- New action to investigate and consult on providing indoor cricket facilities in Waverley Park as identified by Council resolution as detailed from the 3 November 2020 Strategic Planning and Development Committee Meeting.

Background

Waverley Council has been developing the draft Open Space and Recreation Strategy (OSRS) in collaboration with the community to ensure we are planning and designing these spaces and facilities in line with community needs and expectations.

A first round of community engagement was held in February and March 2019.

The OSRS is a road map that will guide Council in meeting the recreation and open space needs of Waverley's community and visitors over the next 10 years. The OSRS establishes our collective vision for public recreation facilities and open space. It also determines the directions and action plan that will enable us to deliver on this vision across the local government area.

The OSRS includes a series of focus areas developed based on community consultation and analysis of existing facilities. The focus areas are to:

- Develop an open space network and hierarchy to guide management and maintenance activities in line with the level of activity, facilities, and level of service for each space
- Adopt a maintenance and servicing framework for parks and reserves that relates to the open space hierarchy
- Increase the capacity of our current sports fields
- Seek opportunities to increase the provision of community recreation spaces, and secure existing spaces that provide recreation opportunities to ensure they continue to do so in the future
- Improve the pedestrian environment and wayfinding for walking routes around open and recreation spaces
- Improve the provision of toilets, seating, and water fountain facilities at sports fields and along the Cliff Walk
- Establish a framework to support ongoing community and stakeholder engagement in the planning and management of open and recreation spaces.

Engagement approach and methodology

COVID-19 restrictions meant face-to-face engagement opportunities were unavailable. Instead, we ran online information sessions, as well as multiple stakeholder workshops to gather feedback.

The main source of information and engagement was the project page on Have Your Say Waverley at haveyoursay.waverley.nsw.gov.au/osrs

The consultation objectives for this second round of consultation were:

- Sense check strategy and action plan with key stakeholders and general community
- Close the loop with people who were involved in Stage 1 consultation
- Understand community sentiment on the actions proposed in the strategy
- Obtain overview approval and awareness of strategy.

Initially the consultation period was 21 September — 2 November 2020; this was then extended to 8 November upon community request.

Engagement tools overview

The engagement process aligned with Waverley Council's adapted IAP2 model for community engagement, sitting at Consult on the public participation spectrum.

Method	Overview	Date	Response
Online survey	A 14-question online survey on the Have Your Say Waverley dedicated project page, addressing the draft document.	21 September — 8 November 2020	75 survey responses
Long form submissions	Submissions received via email.	21 September — 8 November 2020	9 email submissions
Online information session	A dedicated Open Space and Recreation Strategy information session held on Zoom, with q&a was held. This meeting was made available for precinct members and the general community. Following the meeting, a video of the session was posted to YouTube and on the HYS project page.	15 October 2020	15 attendees
Stakeholder workshops	Five workshops were held with identified relevant stakeholders via Microsoft Teams	19 October 20 October 10 November 12 November 17 November	

Communications tools overview

A range of methods were used to raise awareness of the consultation period and the opportunity for community participation.

Method	Overview	Date	Response
Have Your Say website	Council's 'Have Your Say' website had a dedicated page for the project: haveyoursay.waverley.nsw.gov.au/osrs	Launched in February 2019 as part of the initial stage of community engagement	Since inception: 1700 total visits 381 document downloads During public exhibition period: 708 total visits 240 document downloads
Flyer drop	DL flyer was distributed Waverley-wide, to about 31,000 households	Distribution finished by 26 September 2020	—
Floor decals	Floor decals were displayed at high traffic areas and Waverley such as Bondi, Bronte, Tamarama, Coast Walk, Marks Park, St James Park, Clemenston Park, Thomas Hogan Reserve.	All decals installed by 9 October 2020	—
Social media posts	Facebook Post 1: Raise awareness of the public exhibition period	21 September	Reach: 1392 Engagements: 69
	Post 2: Call out for people to attend the informational webinar	13 October	Reach: 492 Engagements: 2
	Post 3&4: Link to the precinct webinar on youtube and encouraging people to have their say.	23 October 7 November	Reach: 507 Engagements: 4 Reach: 493 Engagements: 6
	Twitter Post 1: Raise awareness of the public exhibition period	21 September	Impressions: 1341 Engagements: 31
	Post 2: Call out for people to attend the informational webinar	13 October	Impressions: 823 Engagements: 9
	Post 3&4: Link to the precinct webinar on YouTube and encourage people to have their say	23 October 7 November	Impressions: 1555 Engagements: 8 Impressions: 1553 Engagements: 6
Advertising	Advert in the Wentworth Courier as part of the Council page	7 October	—
	Half page advert in The Beast	October edition	—
Council	Waverley Weekly x 5	25 September (feature article),	Recipients: Approx. 1515 subscribers

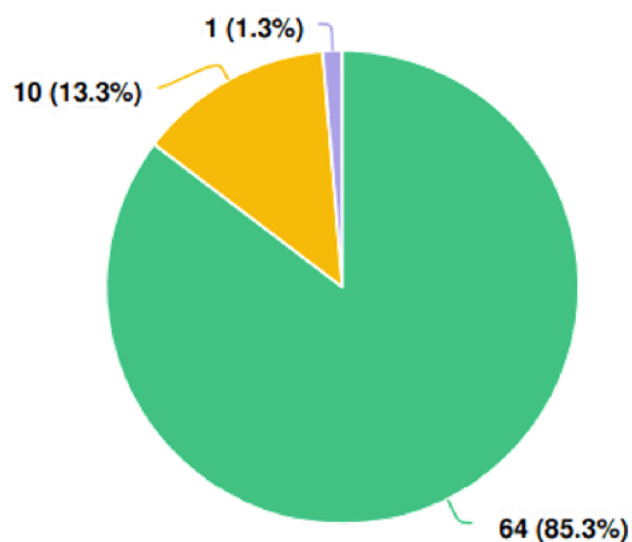
Enewsletters		2, 8, 22 October (mentions)	Click-throughs: 15
	Engagement enews	September	Recipients: 4197
Stakeholder outreach	Direct emails and notifications to targeted stakeholders	21 September — 2 November 2020	—

Detailed results – Online survey

75 survey responses were received via the Have Your Say Waverley project page.

Summary of feedback received as follows:

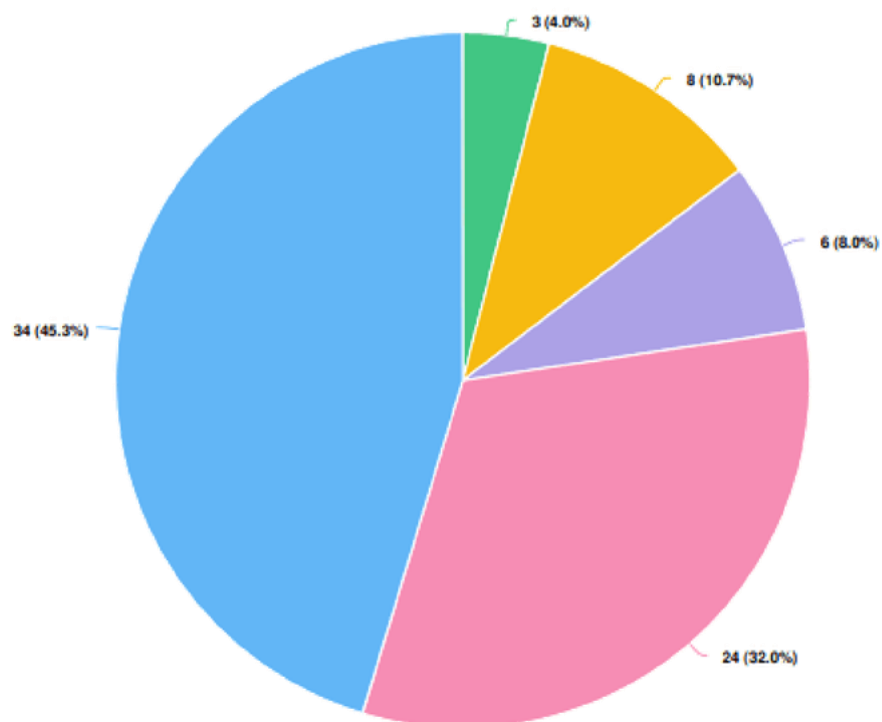
How often do you visit parks in Waverley LGA?



Question options

- Daily or most days of the week ● Two or three times a month ● Once a month

How supportive are you of the vision statement?



Question options

● Unsupportive ● Somewhat Unsupportive ● It isn't important to me ● Somewhat Supportive ● Supportive

Listed below are some of the OSRS key focus areas for the next 10 years. Please indicate how supportive you are of each key focus area.



Optional question (75 response(s), 0 skipped)

Question type: Likert Question

Focus areas

Of the seven focus areas, respondents were:

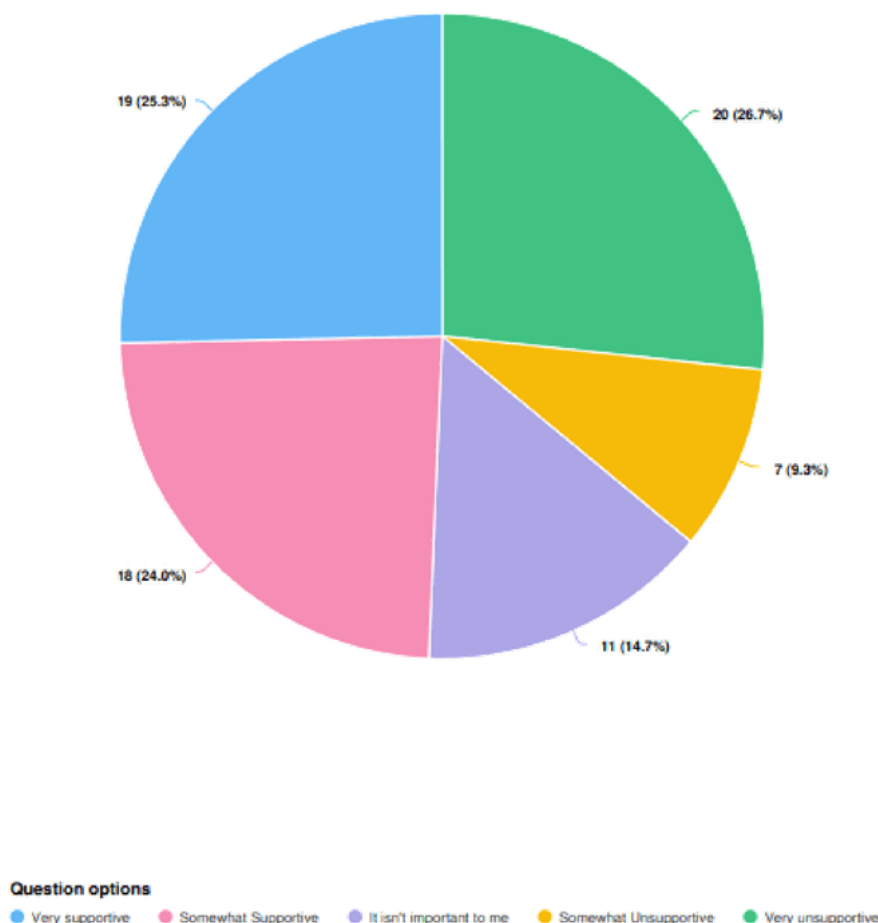
- **Most supportive** of the following (most supportive in this context is defined as over 30 respondents marking very supportive, and few/none very unsupportive):
 - Improving the pedestrian environment around parks and wayfinding for walking routes for the Cliff Top and Coastal walks
 - Increasing the provision of community recreation spaces and secure land currently used for open space and recreation
 - Establishing a framework to support ongoing community and stakeholder engagement in the planning and management of parks
- **Mix of supportive and unsupportive** of the following (this is defined as between 20—30 respondents very supportive, but also a comparable number of very unsupportive or neutral ratings):
 - Increasing the capacity of our currently sportsfields
 - Preparing an open space network and hierarchy to guide management, maintenance and activities, expectations of facilities, and level of service for parks
 - Completing heritage studies and heritage interpretation strategies to improve management of heritage in parks, prioritising Bronte Beach and Park, Tamarama Beach and Park, and Waverley Park
 - Improving the provision of toilet, seating, and water fountain facilities at sports fields and along the Cliff Walk

In response to the question *Have we missed any key focuses?*, the key themes of feedback received were:

- The gaps in other active sport facilities, such as basketball, skate parks and cycle routes
- Minimal access to dogs off-leash areas
- Lack of availability of existing sport fields
- A need to increase the number of plants and greening, focus on preserving the natural environment.

North Locality Action Plan

How supportive are you of the proposed actions in the North?

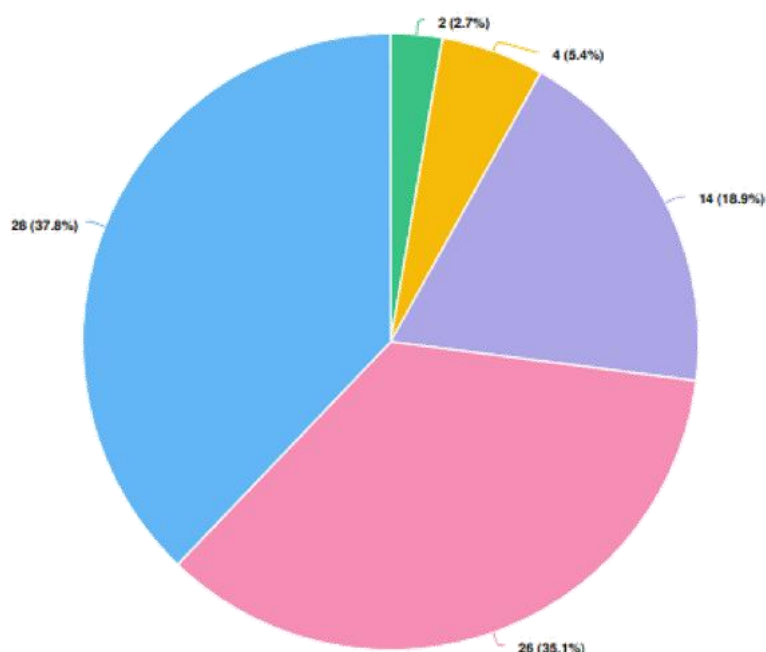


The key themes arising from respondents in relation to the proposed actions in the North locality were:

- Some commenters raised wanting more sports fields and facilities at Rodney Reserve, but there is very strong opposition from residents to any facilities
- Opposition to any developments on open green space, and ensuring there are enough spaces for quiet contemplation
- Some highlighted support for the dog off-leash areas in Barracluff Park, but expressed concerns over sharing sportsfields, and Council's ability to ensure restrictions, such as timed use, would be adhered to [Barracluff Park is mentioned in both the North and Beaches locality plans].

Beaches Locality Action Plan

How supportive are you of the proposed actions in the locality of the Beaches?



Question options

● Very supportive
 ● Somewhat Supportive
 ● It isn't important to me
 ● Somewhat Unsupportive
 ● Very unsupportive

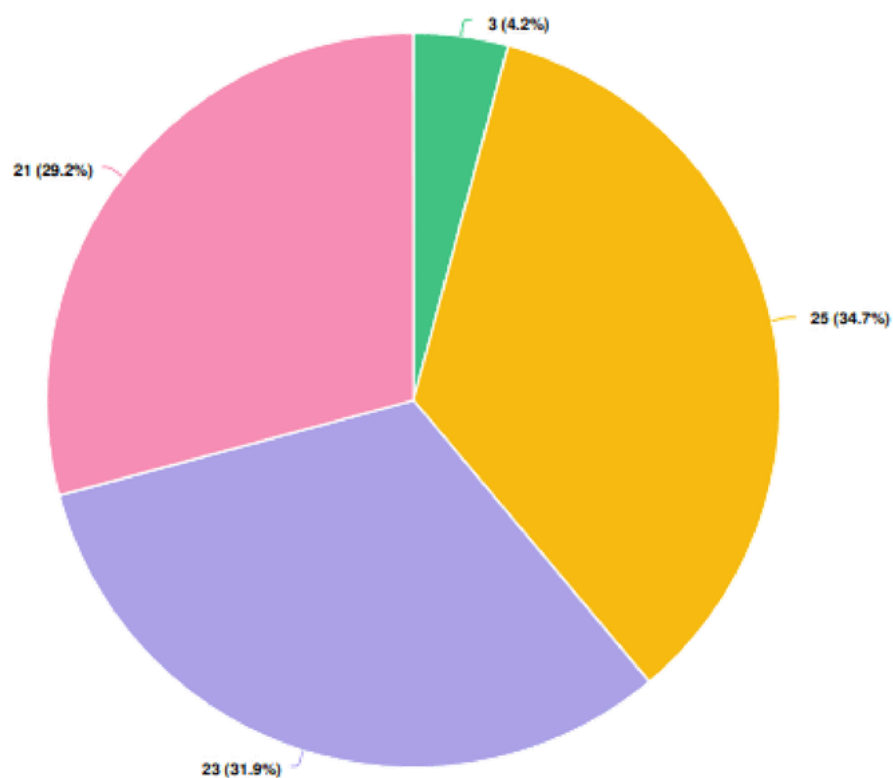
The key themes arising from respondents relating to the proposed actions in the Beaches locality were:

- Similar to the North themes, there is support of the proposed timed dogs off-leash area at Barracluff Park, however there are some concerns over conflict between the sportsfields and dogs off-leash and the need define areas
- Important to focus on protecting and enhancing green spaces in the locality, for example, improving maintenance of the small green areas at the end of cul-de-sacs.

NOTE: This public exhibition period coincided with the 'Amalfi beach club proposal' that had high media and community interest, as such there were several responses relating to opposing Council privatising public spaces, particularly the beach.

The Junction Locality Action Plan

How supportive are you of the proposed actions in The Junction?



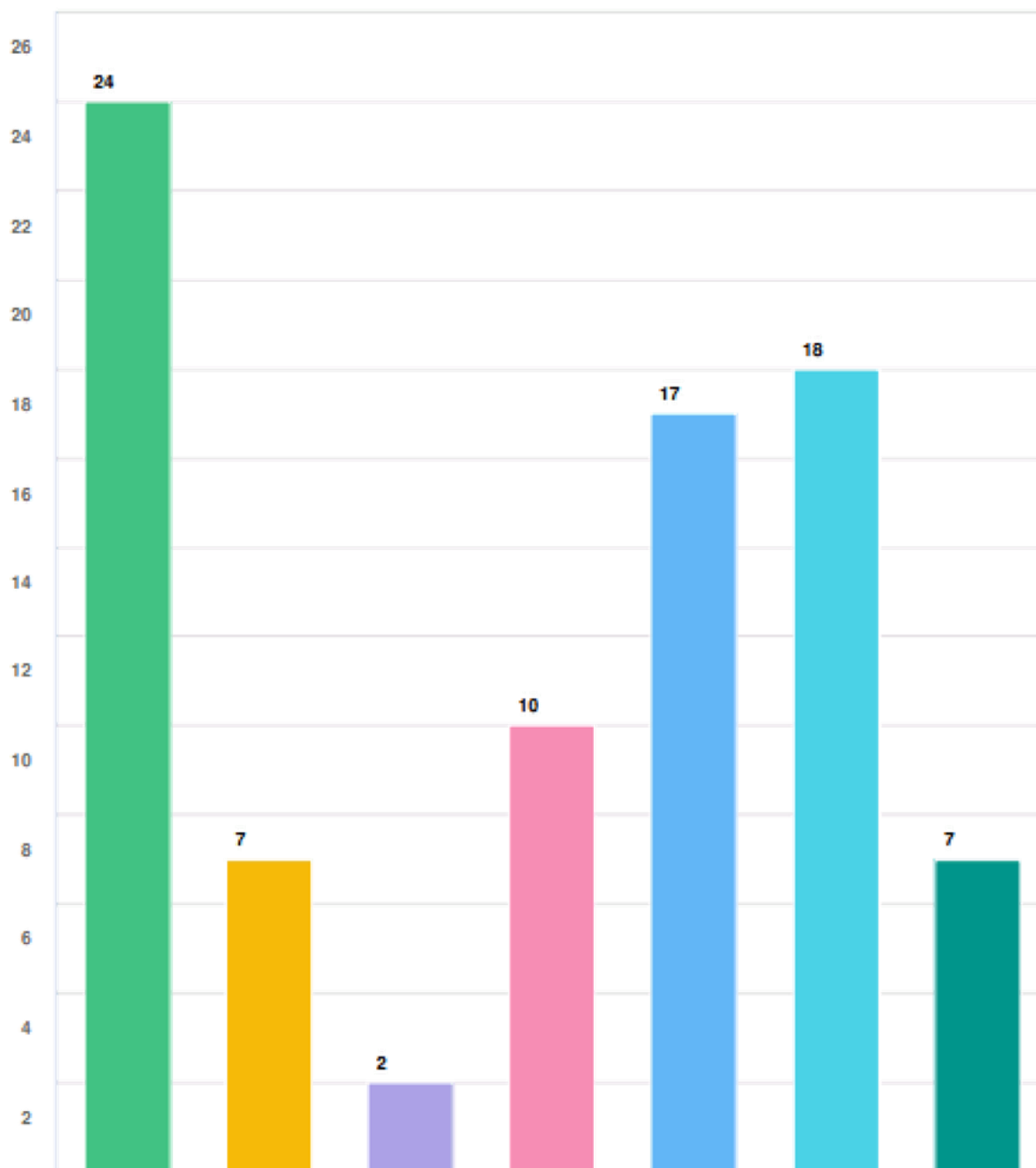
Question options

Very supportive Somewhat Supportive Neutral Somewhat Unsupportive

The key themes arising from respondents relating to the proposed actions in The Junction locality were:

- Support for additional relaxation, natural places, and less built structures
- Indoor sport facilities were requested by a few respondents
- Support of greenery and greening streets, but not at the expense of transport flow, parking, and car access
- Some respondents were supportive of basketball courts, and public art.

How did you hear about the Open Space and Recreation Strategy consultation?
(select all that apply)



Question options

Other (please specify) Letterbox flyer Word of mouth Social media Wentworth Courier
Council newsletter Direct email

Optional question (74 response(s), 1 skipped)

Action and implementation plan

Regarding the proposed Action and Implementation plan, a summary of feedback received is below.

Supportive

The directions and actions with the most support (5—6 comments) were:

- Direction A1: Provide diverse spaces for different users and activities
- Action A1.3: Increase provision and capacity of dog off-leash areas. Consult on the introduction of timed access for dog off-leash activities at Barracluff Park/Beach Road Reserve to improve access to dog off-leash areas in North Bondi and Bondi Beach. Identify measures to enforce compliance with timed access. If trial proves to be successful, implement dog off-leash area. Investigate means of improving turf and support facilities such as signage, bubblers, and bins at dog off-leash parks
- Action A1.5: Undertake a needs and demands assessment for recreational swimming in the LGA, to address the availability of swimming classes, lap swimming and club swimming participation opportunities, community knowledge and affordability of available facilities
- Action A2.4: Increase lighting of the sports field and provide amenities such as toilets and change facilities at Hugh Bamford Reserve to enable more groups access and increase the hours of play available for the field
- Action A3.1: Seek opportunities to provide an 'urban park' in Bondi Junction as part of new development. Urban parks can include community indoor recreation space, rooftop courts for basketball or tennis, and indoor public pools.

The following directions and actions were also supported by several respondents (3—4 comments):

- Direction A2: Increase the capacity of existing active recreation spaces through embellishment and upgrade works
- Direction A4: Continue to improve walking routes along the coastline by identifying pinch points and areas for improvement in walker comfort and way finding
- Direction A3: Leverage opportunities to provide new and extended spaces in key strategic locations
- Direction A5: Seek funding and partnership arrangements to provide public access to new open spaces and recreation facilities
- Direction A6: Secure existing open spaces for future generations
- Action A1.2: Investigate the introduction of booking-free days for Waverley sports fields where sporting clubs, commercial operators or community groups cannot book facilities during certain times of the week to enable the public to use facilities on a casual, turn up and play basis
- Action A1.6: Seek opportunities to provide additional turn-up and play facilities such as basketball and netball hoops, tennis rebound walls, and outdoor activity stations
- Action A1.7: Seek opportunities to provide additional indoor multi-use courts that can be used for casual play and also support match play, such as basketball. New facilities can be integrated as part of new development, particularly in and around Bondi Junction.
- Action A1.10: Continue to provide improved beach access, in line with the principles for universal access at Bondi Beach
- Action A2.2: Investigate opportunities to extend the size of the field at Barracluff Park to increase the capacity of the field for match play and training activities. While supporting a broader mix of activities, such as casual play and dog off-leash (timed access) and providing amenities such as toilets to support an increase of users.
- Action A2.3: Investigate opportunities to increase the capacity of Rodney Reserve and provide sports clubs and groups more options for training and match play, including:
 - locating new outdoor courts at the northern end of the reserve
 - providing support amenities, such as water fountains

- Action A3.2: Investigate options to secure 143 Bronte Road, Queens Park as a publicly accessible recreation and play space during weekends and out of school hours. Option may include establishing a shared use arrangement with the Department of Education.
- Action B2.1: Provide amenities (shade, seating, toilets, and water fountains) at all regional, district and neighbourhood parks. Prioritise providing amenities at parks and reserves with sports fields where sporting clubs and school groups play
- Action E1.5: Identify ways in which Council can support and encourage the community to partake in footpath gardening.

Not supportive

The directions and actions that respondents identified they were the least supportive of (5—9 comments) were:

- Action A1.6: Seek opportunities to provide additional turn-up and play facilities such as basketball and netball hoops, tennis rebound walls, and outdoor activity stations
- Action A2.3: Investigate opportunities to increase the capacity of Rodney Reserve and provide sports clubs and groups more options for training and match play, including: • locating new outdoor courts at the northern end of the reserve • providing support amenities, such as water fountains.

The directions and actions that a few (3—4 comments) respondents identified they were not supportive of were:

- Action A1.2: Investigate the introduction of booking-free days for Waverley sports fields where sporting clubs, commercial operators or community groups cannot book facilities during certain times of the week to enable the public to use facilities on a casual, turn up and play basis
- Action A1.3: Increase provision and capacity of dog off-leash areas. Consult on the introduction of timed access for dog off-leash activities at Barracluff Park/Beach Road Reserve to improve access to dog off-leash areas in North Bondi and Bondi Beach. Identify measures to enforce compliance with timed access. If trial proves to be successful, implement dog off-leash area. Investigate means of improving turf and support facilities such as signage, bubblers, and bins at dog off-leash parks.

NOTE: Several respondents highlighted that the design of the survey questions relating to the Action and Implementation plan were hard to respond to and prohibitively time-consuming. Although designed to ensure people were responding specifically to what is proposed in the strategy, this feedback has been noted and will be adjusted for future similar engagements.

General feedback

In response to the question *Is there any further feedback you would like to provide for consideration for the draft OSRS*, the key themes of feedback received were:

- Strong opposition, by the local residents, to any additional facilities in Rodney Reserve
- More free play and dog areas
- Get the basics right first ie. proper maintenance of spaces.

Detailed results – Long form submissions

Nine submissions were received via email to Council Officers.

Key themes

The majority of submissions received strongly advocated for Council to:

- Protect and preserve all-natural open space throughout the Waverley LGA
- Acquisition of more open space to offset the relative high-density in the area compared to other eastern beaches municipalities
- Designate spaces such as Varna Park and Clarke Reserve as 'passive use' spaces, with no organised sports.

Bronte Beach Precinct submission also raised:

- Large, and advanced, trees have their roots mulched to assist trees in their survival, particularly in times of drought
- Opposed the proposal to formalise sports use at Varna Park
- Increase opportunities for children's play spaces, such as in Varna Park, Macpherson Park, or the bowling club.

The submission received by representatives of the owners of one of the spaces discussed in the draft strategy raised:

- Supportive of relevant actions as proposed in the draft strategy
- Clarity needed on pathways to collaboration with Council and owners
- Option to reclassify space to B4 Mixed use to allow for affordable housing and open space.

Other comments

- Some submissions received opposed organised sports, build structures or lighting in any capacity for any open space throughout the Waverley LGA
- One submission requested Council install more senior-friendly outdoor gym equipment, suitable for active seniors, similar to Burrows Park in Clovelly
- More outdoor benches in open spaces.

Detailed results — Stakeholder meetings

Stakeholder meeting 1

Council officers ran an information session with Q&A on 15 October 2020.

There was broad feedback and questions asked. Key themes were:

- Support for multi-use, casual play, offerings for different age groups
- Support for sharing more heritage stories (Aboriginal and post-colonisation)
- There is strong opposition to any built structure in Rodney Reserve
- Support for open, passive, green spaces
- The maintenance schedule for the north parks is inadequate eg. a monthly service frequency in a sports park is inadequate when there are daily sports games happening at Rodney Reserve
- Mulching does not seem to be done for street or park trees outside garden beds. Surprised there is no more emphasis on it
- Organised sport attracts people outside the area. Not locals. Speak to precinct before engaging in level of cost.
- Planning should not be done only for people who live near parks. Parks of Waverley are for all residents not just those that live around the parks.

Stakeholder meeting 2

Council officers facilitated a workshop on 20 September. This session focused on the needs and demands on Waverley's sporting facilities by community clubs. There were four representatives.

Summary of feedback as below:

- Investigate possibility of more storage at sports fields to store equipment
- Issues with size of fields, many are not large enough for full-sized games
- Investigate further possibility for basketball courts, indoor facilities also
- Building in parks is difficult because people value parks as green space, so hard to introduce area for built infrastructure, but could be more palatable if offered in redevelopments
- Partnerships seem like a good opportunity, spaces where does not have to be Council-owned, for example Council to support by means of cost sharing on private spaces.
- There is a critical shortage of some types of recreation facilities such as futsal and basketball.

Stakeholder meetings (workshops 3, 4, and 5)

Council officers facilitated a series of workshops throughout October and November with several government organisations such as Woollahra Council, Randwick Council, Centennial and Moore Park Trust, The Catholic Church (owners of 15 Adelaide Street) and the Department of Education. The following points provide a summary of the main discussion points:

- Randwick Council is investing a regional indoor facility in Heffron Park. The local government area is expecting an increase in demand on facilities from future population growth. It is expected this demand will also impact neighbouring Council areas as Randwick's facilities become more popular
- Woollahra has a demand for youth facilities and has seen great success in the courts recently built in Christison Park
- Centennial Park is also planning to increase capacity of their facilities, however, is not open to the suggestion of lighting fields. The parklands have a future focus on 'lifestyle' sports such as bike tracks and skate parks. Keen for collaboration on increasing walkability and biodiversity links. They acknowledge the difficulty in getting the balance right between active and passive use and 'commercialising' spaces
- Sydney Water is open to ideas of resurfacing Dudley Page and Waverley Parks. Also open to ideas of repurposing the underground reservoir in Waverley Park for community use
- Identified opportunities to incorporate more recreational facilities at 15 Adelaide Street
- Identified opportunities to share sports facilities with public schools.

Conclusion

The community response demonstrated that there are several differing perspectives on how best to manage and improve Waverley's open space and recreation.

There was majority support for the proposed vision, with 77.3% Supportive or somewhat supportive.

There was generally positive support towards all seven key focus areas proposed in the strategy, particularly improving pedestrian environment around parks and wayfinding for walking routes for the Cliff Top and Coastal walk; increasing the provision of community recreation spaces and secure land currently used for open space and recreation; and establishing a framework to support ongoing community and stakeholder engagement in the planning and management of parks. As there is a majority support for the vision and key focus areas, it is recommended that these remain unchanged.

There was, however, a theme through many of the responses to protect natural heritage and biodiversity for its environmental value as well as use as passive recreational spaces. It is recommended that two new focus areas are added, as follows:

- Provide more areas for passive recreation including quiet contemplation, further areas for quiet contemplation area also identified in figure 4.5 including Clarke Reserve and Varna Park
- Protection of natural heritage and biodiversity. To support this focus area further issues have been raised in the protection of vegetation and a new action is included to consider fencing around bushland for protection.

Other key updates to the strategy document are recommended in response to community feedback, as follows:

- Deletion of action 2.3 and reference to Dover Heights in Action A1.6 thereby removing any reference to proposed sports courts at Rodney Reserve
- Change action A1.2 to allocate time for social play on Councils fields with the exception for facilities in Waverley Park which are allocated to community clubs only. Fields at Waverley Park are used to full capacity and under licensing agreements which Council needs to accommodate
- New action to consider providing storage space for community clubs adjoining sports fields
- To assess the provision of non-sport recreational activities such as gymnastics, dance, yoga and pilates, the strategy has been updated to include an assessment of Council owned indoor venues which are often hired for recreation activities
- More detailed analysis on participation in the top 10 most common recreation activities for children, adults and seniors and the provision of facilities to support these activities
- New action to investigate and consult on providing indoor cricket facilities in Waverley Park as identified by Council resolution as detailed from the 3 November 2020 Strategic Planning and Development Committee Meeting.

Facebook:

Page 21

Waverley Council
Published by Sprout Social [?] · ★ Favourites · 23 October 2020 ·

Missed our webinar on the draft Open Space and Recreation Strategy? We've uploaded it to the project page so you can watch it in your own time. Public exhibition closes 2 November! Head to <https://bit.ly/3jcOFcp> to watch and provide your feedback!



HAVEYOURSAY.WAVERLEY.NSW.GOV.AU

Waverley Open Space and Recreation Strategy

Performance for your post

507 People Reached

1 Likes, Comments & Shares

1 Likes	1 On Post	0 On Shares
0 Comments	0 On Post	0 On Shares
0 Shares	0 On Post	0 On Shares

3 Post Clicks

0 Photo views	2 Link clicks	1 Other Clicks
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NEGATIVE FEEDBACK

0 Hide post	0 Hide all posts
0 Report as spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Waverley Council
Published by Sprout Social [?] · ★ Favourites · 7 November 2020 ·

Missed our webinar on the draft Open Space and Recreation Strategy? We've uploaded it to the project page so you can watch it in your own time. Public exhibition closes this Sunday 8 November! Head to <https://bit.ly/3cNGfXB> to watch and provide your feedback



Performance for your post

493 People Reached

0 Likes, Comments & Shares

0 Likes	0 On Post	0 On Shares
0 Comments	0 On Post	0 On Shares
0 Shares	0 On Post	0 On Shares

6 Post Clicks

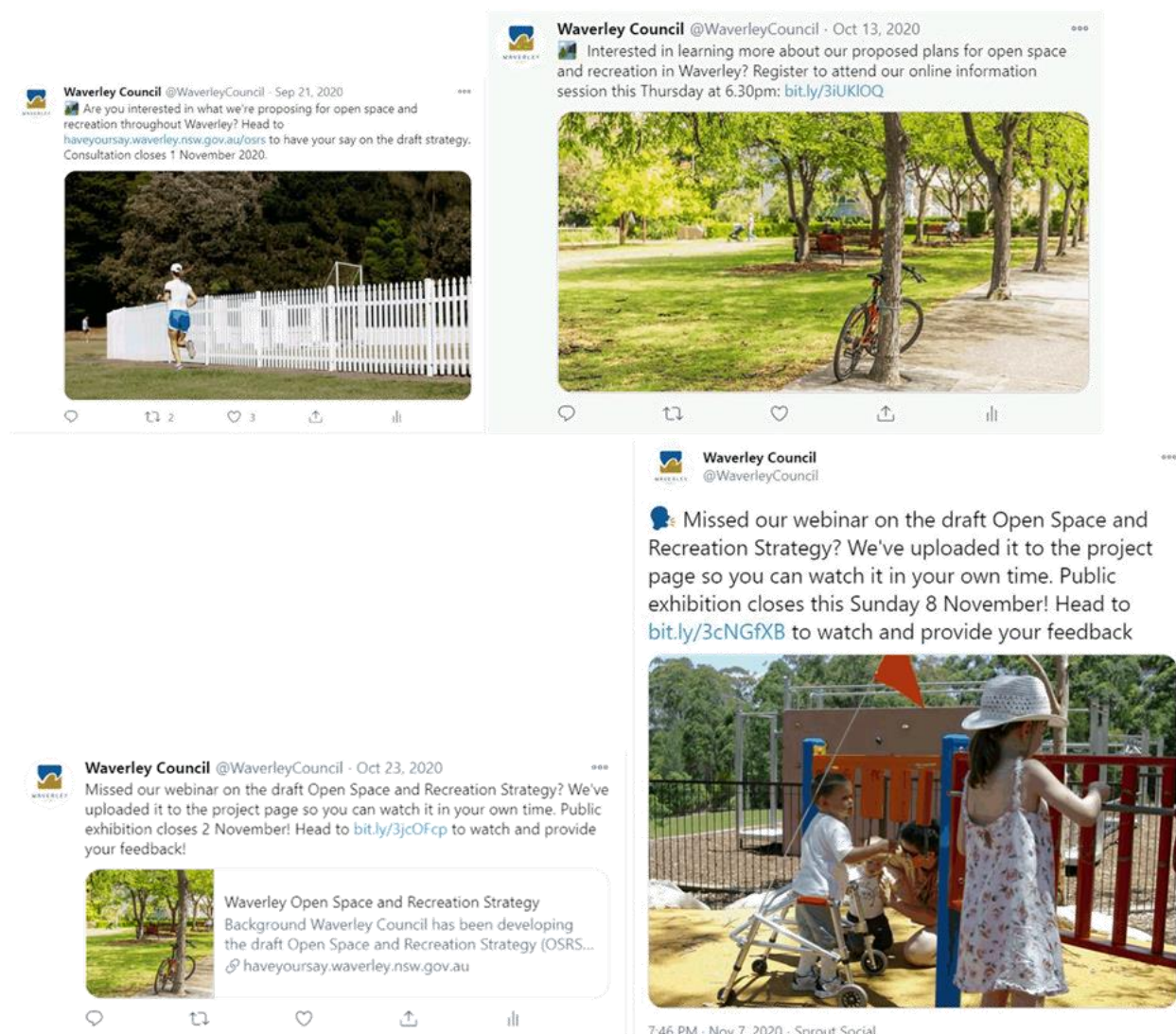
0 Photo views	5 Link clicks	1 Other Clicks
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NEGATIVE FEEDBACK

0 Hide post	0 Hide all posts
0 Report as spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Twitter:



Appendix B — Advertising clippings

The Beast:

HAVE YOUR SAY

Let us know your thoughts on the draft Open Space and Recreation Strategy

We know how important our parks, sportgrounds and recreation spaces are in facilitating healthy, active lifestyles, and our connections with each other and the natural environment.

The Open Space and Recreation Strategy establishes our collective vision and 10-year plan for continuing to provide for the needs of our community.

We want to make sure we get this right.

Head to haveyoursay.waverley.nsw.gov.au to provide your feedback. Questions? Call us on 9083 8000 or email openspace@waverley.nsw.gov.au

WAVERLEY COUNCIL

Wentworth Courier

by Sunday 1 November 2020.
waverley.nsw.gov.au/collectionday

Have your say

Waverley Voluntary Planning Agreement Policy and Draft Affordable Housing Contributions Policy

Notice is hereby given for the public exhibition of the draft Waverley Voluntary Planning Agreement Policy and Draft Affordable Housing Contributions Policy.

The draft documents are available to view at Council's Have Your Say webpage between Wednesday 7 October to Sunday 22 November 2020.

info@waverley.nsw.gov.au

Draft Open Space and Recreation Strategy, and Draft Inclusive Play Space Study

Interested in open space, recreation, and inclusive play? Our draft Open Space and Recreation Strategy, and draft Inclusive Play Space Study are currently open for public comment.

Head to haveyoursay.waverley.nsw.gov.au to provide your feedback, or sign up to one of our webinars, where we will provide an overview of the document, and answer any questions you may have.

to 31 December 2021.

Venues available include rooms in the Margaret Whitlam Recreation Centre (Waverley Pavilion), Waverley Woollahra School of Arts, Mill Hill Centre, Thomas Hogan Hall, Hugh Bamford Hall, Kimberley Reserve Hall and Wairoa Community Centre Hall.

For information and to apply:

• **Online:** waverley.nsw.gov.au/business/procurement_tenders/EOI

• **Email:** venuehire@waverley.nsw.gov.au

• **Phone:** 9083 8300. Monday to Friday 8.30am to 4.30pm.

EOI close on Sunday 18 October 2020.

Subscribe



Appendix C — Council newsletter clippings

Waverley Weekly

HAVE YOUR SAY ON OPEN SPACE AND RECREATION



Do you use the open space and recreation facilities throughout Waverley? We've drafted the Open Space and Recreation Strategy and want to make sure we are on the right track in how we plan on managing these spaces for the next 10 years.

Head to haveyoursay.waverley.nsw.gov.au/osrs to have your say. You can also register for an information session on 15 October, where Council officers will provide an overview of the draft strategy and answer any questions you may have.

Consultation closes 1 September 2020.

Other projects currently open for feedback:

- a draft Planning Agreement for [82–84 Curlewis Street, Bondi Beach](#)
- the draft [Heritage Assessment](#)
- your pick for the book that should be awarded this year's [People's Choice Prize as part of the Mark & Evette Moran Nib Award](#)

Engagement news

HAVE YOUR SAY WAVERLEY— SEPTEMBER 2020 UPDATE

Thanks to everyone who provided a submission, filled in a survey or let us know their thoughts — since the last newsletter, the project with the most interest was the proposal for a timed dogs-off leash trial at Mackenzies Bay, where we received over 460 responses via Have Your Say! We are currently reviewing and collating all feedback received into a summary report and will keep you updated as this progresses.

PROJECTS CURRENTLY OPEN FOR COMMUNITY FEEDBACK

- The [draft Heritage Assessment](#) public exhibition is open until 16 October. We've also put together [a fact sheet outlining how heritage listings impacts on development](#), which has been prepared based on community feedback and questions to date on the draft Assessment.
- This Thursday 1 October is the last day to vote on your favourite book from the [Mark & Evette Nib Literary Award shortlist!](#)
- The [draft Open Space and Recreation Strategy](#) is currently on public exhibition until 2 November. As part of the consultation period, we are holding an information and Q&A webinar on Thursday 15 October, [register here if you're interested in attending](#).

Appendix D — Flyer



The flyer is a vertical rectangular poster. The top half has a dark blue background with the text "HAVE YOUR SAY" in orange, flanked by large orange quotation marks. Below this, the title "OPEN SPACE AND RECREATION STRATEGY" is written in large white capital letters. The middle section has an orange background with white text explaining the importance of parks and sports grounds, the council's goal to meet community needs, and a request for feedback on the draft strategy. The bottom section has a white background and features a photograph of a park on the left, a checkmark icon and consultation details on the right, and contact information and the Waverley Council logo at the bottom.

“
HAVE YOUR SAY **”**

OPEN SPACE AND RECREATION STRATEGY

Our parks and sports grounds play an important role in facilitating healthy active lifestyles and connections with each other and our natural environment.

To ensure these valued assets continue to meet the needs of the community, Waverley Council has prepared an Open Space and Recreation Strategy.

To make sure we get this right, we want your feedback on the draft strategy.



✓

To have your say, please visit haveyoursaywaverley.com.au and complete the survey or register to attend an online webinar.

Feedback will be accepted until Monday 2 November 2020.

For more information, please contact openspace@waverley.nsw.gov.au



WAVERLEY
COUNCIL

Appendix E — Floor decal





Bondi Pavilion Courtyard
Existing Amphitheatre Photographs and venue occupancy.



Amphitheatre Occupancy:

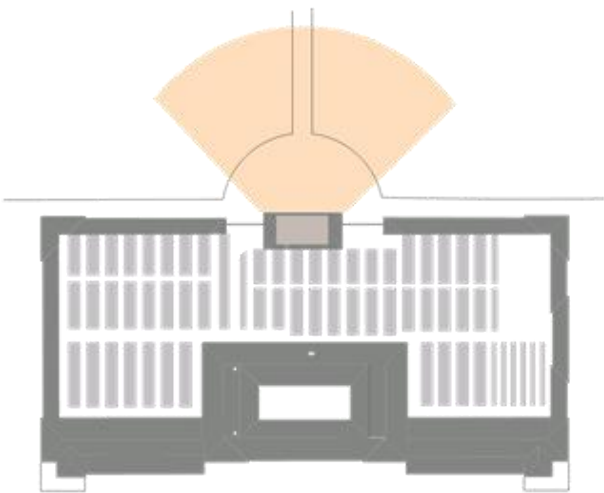
Flickerfest	15 days.
Latin America Festival:	4 days.
Total days:	19 days.

Courtyards Occupancy:

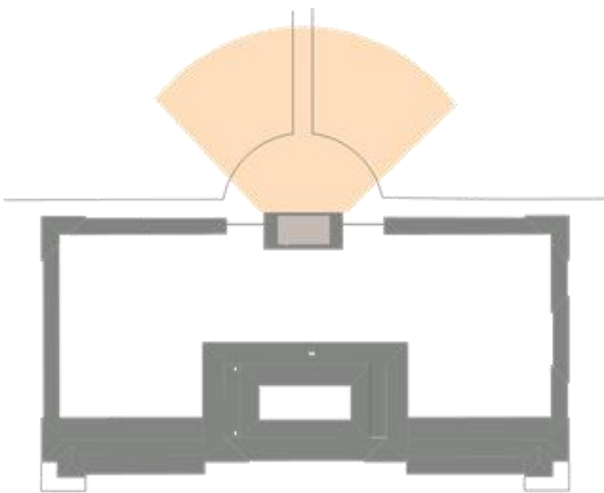
School holiday workshops:	2 days.
Makers workshop	3 days.
Bondi Feast:	4 days.
Carols by the Sea:	1 day.
City 2 Surf:	7 days.
Festival of the Winds:	4 days.
Bike maintenance workshop:	4 days.
One of theatre booking:	14 days.
Marine discovery kids programs:	3 days.
High Tide class relocations:	11 days.
Amateur theatre group:	2 days.
'The house that Dan Built' project:	14 days.
Youth music gigs:	2 days.
Total days:	71 days.

Timeline of Courtyards and Amphitheatre

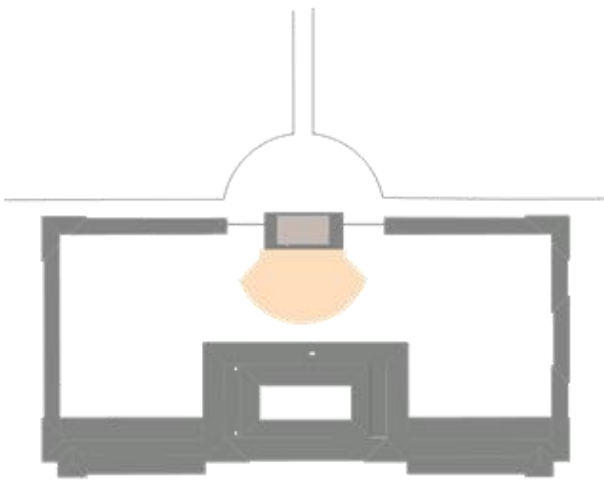
Bondi Pavilion
Background Information



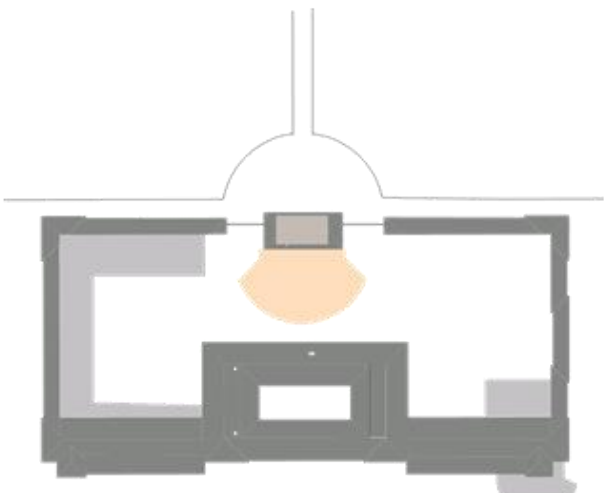
Courtyard with Bathing sheds and external Amphitheatre (1931).



Bathing Sheds removed (1978) courtyard landscaped including grassed amphitheatre seating 250 people (location unknown) .



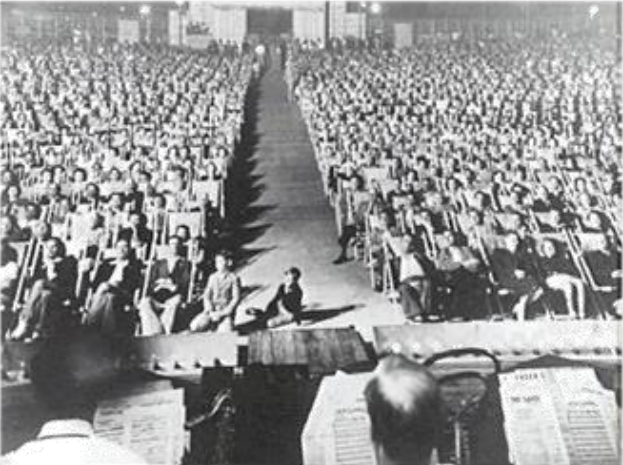
Buidling of current Amphitheatre (1987) stage reversed from external Amphitheatre.



Current Courtyards.



View to and from the auditorium when R Gray's orchestra performed to a respectfully sized audience relaxing in deck chairs on 6 April 1947. Source: WL Picnumb 632 and 634.



Current Amphitheatre viewed from Balcony above during Flickerfest



Current Amphitheatre viewed from eastern courtyard.

Bondi Pavilion • Conservation Management Plan



Figure 164
Relative levels of heritage significance of spaces and walls in the ground floor of the Bondi Pavilion (not to scale). Refer to summary on pp.92-93 for key to spaces.
Source: TKD

Conservation Managment Plan

The Bondi Pavilion Conservation Management Plan (CMP), prepared by Tanner Denton Kibble, was endorsed by the NSW Department of Environment & Heritage, Heritage Division in 2018.

The courtyard is graded as being of ‘high’ significance, whilst the amphitheatre is graded as being ‘intrusive’ in the CMP.

The CMP contains policies aimed at conserving the heritage values of the Pavilion. With respect to the courtyard, the most relevant policies are as follows:

Policy No.:	Policy
Policy 8	The focus of conservation management for the Bondi Pavilion should aim to achieve the objectives of the Bondi Pavilion Purpose Statement (Section 6.4) and the key ideas that form the basis of management included in the Bondi Park, Beach and Pavilion Plan of Management (2014).
Policy 36	Retain and conserve the original form and fabric of the courtyard spaces within the Bondi Pavilion complex. Any future development within these courtyards must respect and not obscure their original form and fabric.
Policy 49	Retain, conserve and enhance the spatial character and significant fabric of the Bondi Pavilion.
Policy 61	Remove those elements considered to be intrusive to the Bondi Pavilion’s contribution to the place, which are identified in Section 5.5 of this CMP.
Policy 87	Upgrade and enhance entry to the Bondi Pavilion from the west.

Policy 8 of the CMP refers back to the Bondi Park, Beach and Pavilion Plan of Management which identifies the purpose of the building and how it should be achieved. The following section has been extracted from the Plan of Management: (colour identifies items relevant to Courtyard)

Located in a unique setting, Bondi Pavilion overlooks spectacular Bondi Beach and is a much loved, heritage building. It has an important purpose:

- As a landmark building, contributing to the unique heritage character of Bondi;
- As the centre of community life, accommodating a vibrant mix of cultural, community and commercial use; and
- Providing a grand entrance from the street to Bondi Beach.

This purpose should be achieved by making sure the Pavilion is sensitively looked after and well used. As the centrepiece it should be:

- Attractive and inviting with welcoming entrances front and rear, good internal signage and tourism information that is accessible;
- A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well-designed and engaging foyer with activities throughout that entertain;
- Delivering a vibrant cultural and community life including interesting theatre, cultural happenings, great cafes and appropriately located programs.
- Well maintained, clean and functional with improved spaces for hire and good amenities to service people visiting the building, Park or Beach;
- Environmentally efficient, as much as possible;
- Financially sustainable so that it can meet community expectations, providing a good balance of community and commercial activities.

The basis for management of the place is embodied in seven key ideas, which were formulated in consultation with the community. The key ideas aim to:

1. Reinforce Bondi’s unique character.
2. Increase green space and improve parking.
3. Restore the connection from street to sand.
4. Restore the Pavilion as gateway to the beach.
5. Create new facilities and shade.
6. Provide places for play and respite.
7. Respect Bondi’s heritage.



Bondi Pavilion
Queen Elizabeth Drive, Bondi Beach

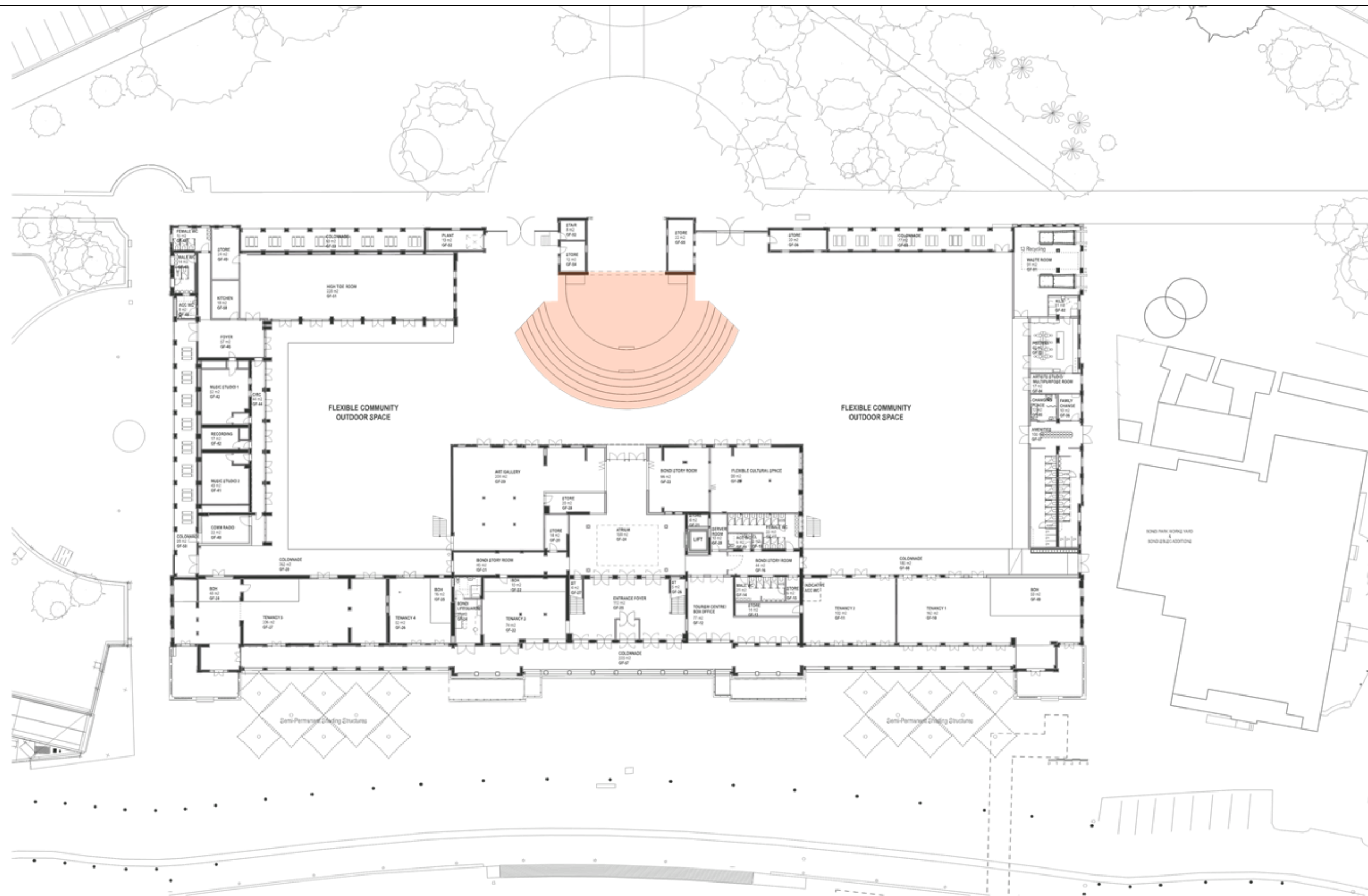


Conservation Management Plan

Prepared for
Waverley Council

June 2018 • Issue 11
Project number: 14 1331

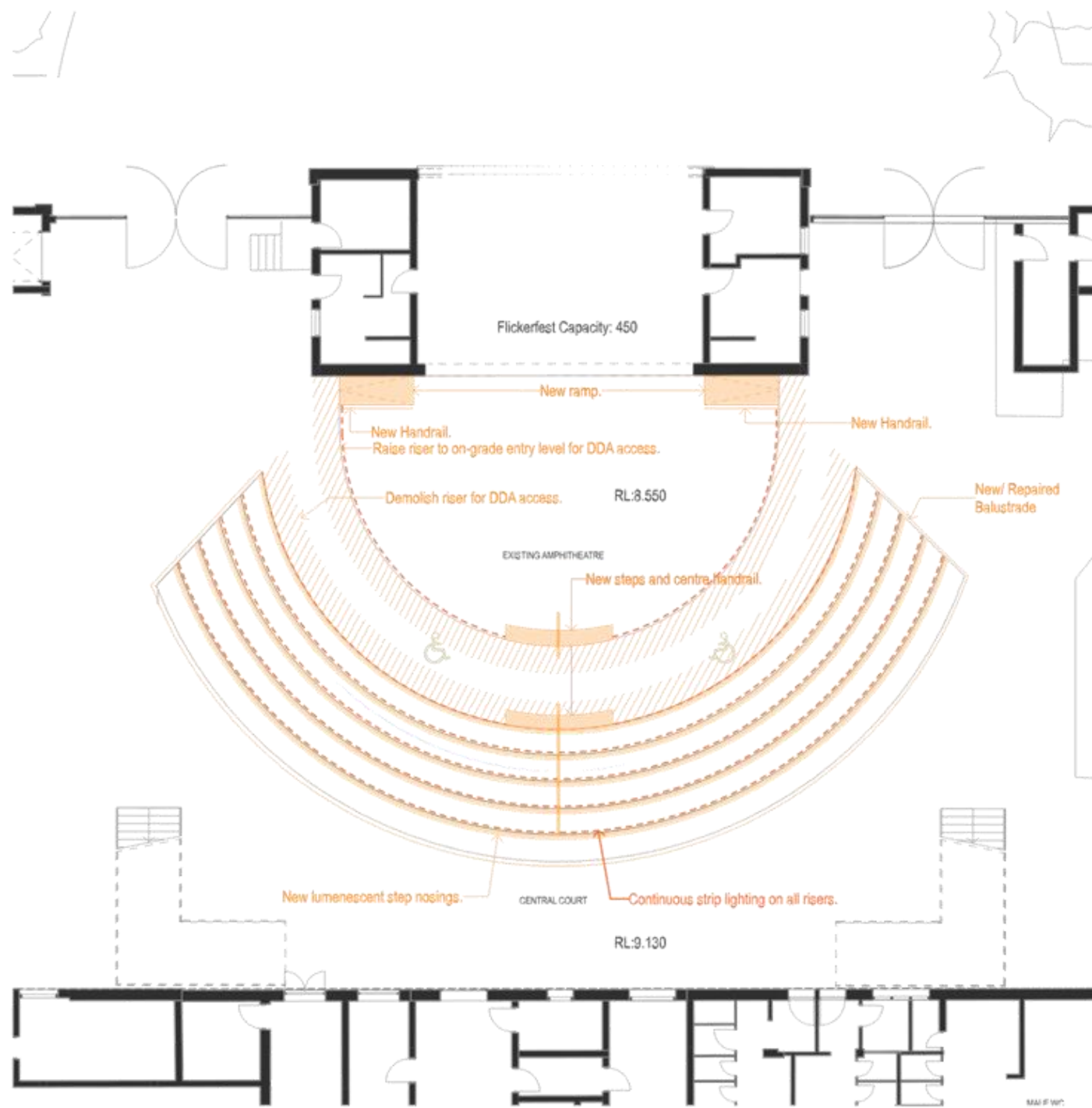
Tanner Denton Kibble Architects Pty Ltd
ABN 71 421 339 342
Level 1, 10 White Street
Sydney NSW 2000 Australia
T +61 (0)2 9391 4999
www.tkd.com.au



Option 1

Retain and renovate existing Amphitheatre

Ground Floor Plan 1:500@A3



Existing Amphitheatre Plan 1:200@A3

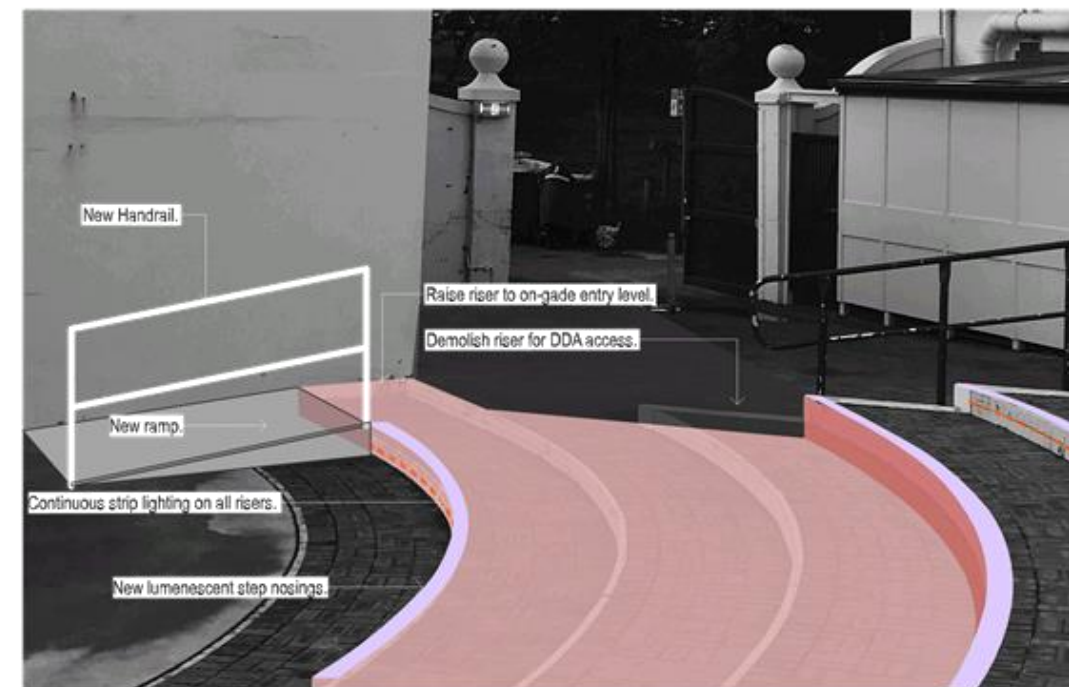


Photo existing Amphitheatre
Required work for DDA compliance.

Option 1

Retain and renovate existing Amphitheatre

Project Outcomes:

Positive Outcomes:

- Minimum cost.

Negative Outcomes:

- Blocking pedestrian throughway between Gatehouse and Pavilion.
- Sightlines worse than existing poor status.
- No flexible seating arrangement.
- Preventing bigger events and concerts connecting eastern and western courtyards.
- Maintaining 'status quo' of courtyards underutilised non flexible spaces.

Overall Heritage Impact:

- Amphitheatre identified as intrusive element
- CMP recommends removal of intrusive elements.

Positive Heritage Impacts:

- Nil

Negative Heritage Impacts:

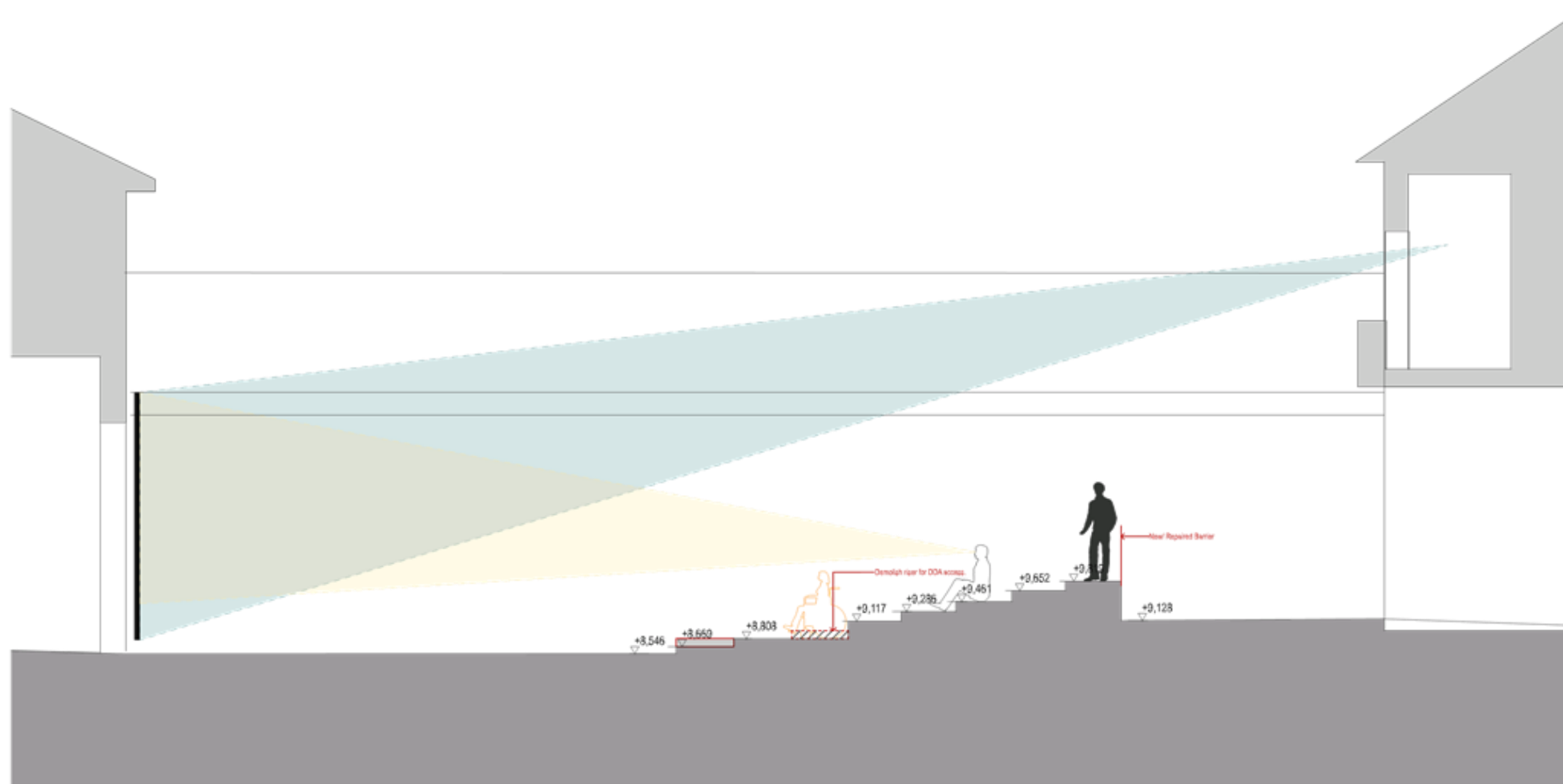
- Works involve alternations to an existing intrusive element which the CMP recommends to be removed.

Costing:

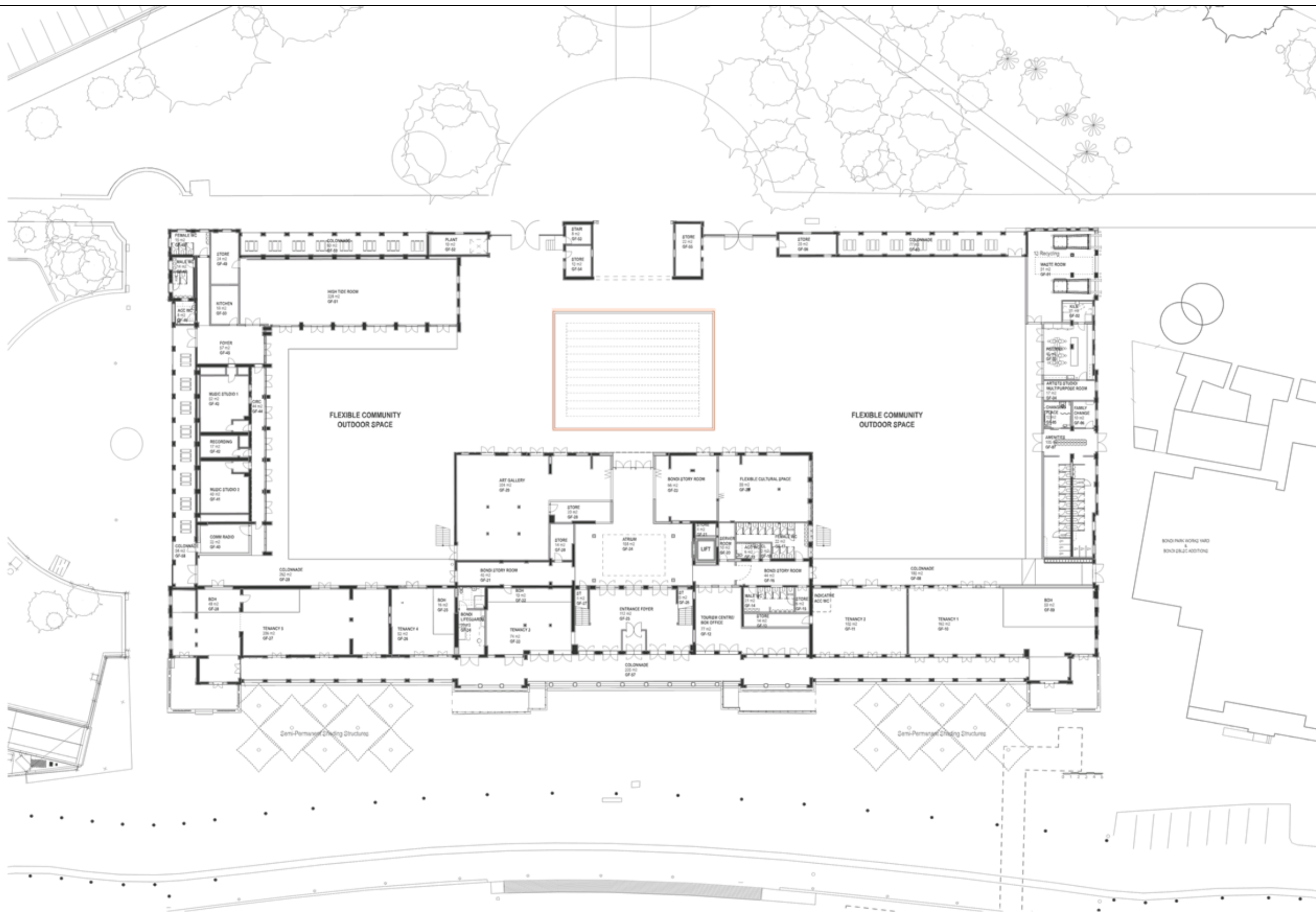
\$ 136,000 (excl GST)

Option 1, Impact Assessment

Retain and renovate existing Amphitheatre

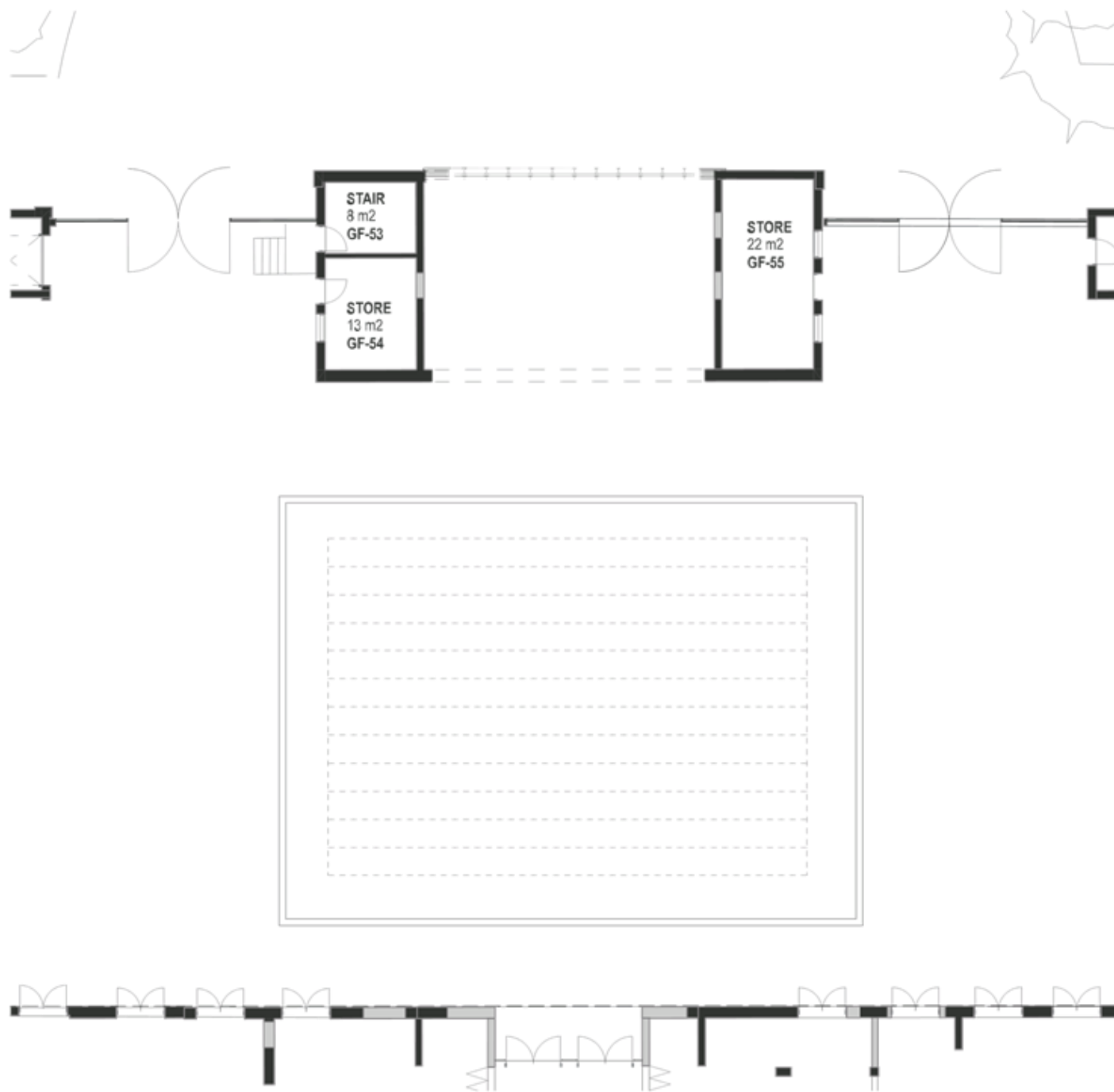


Cross Section _1.200@A3

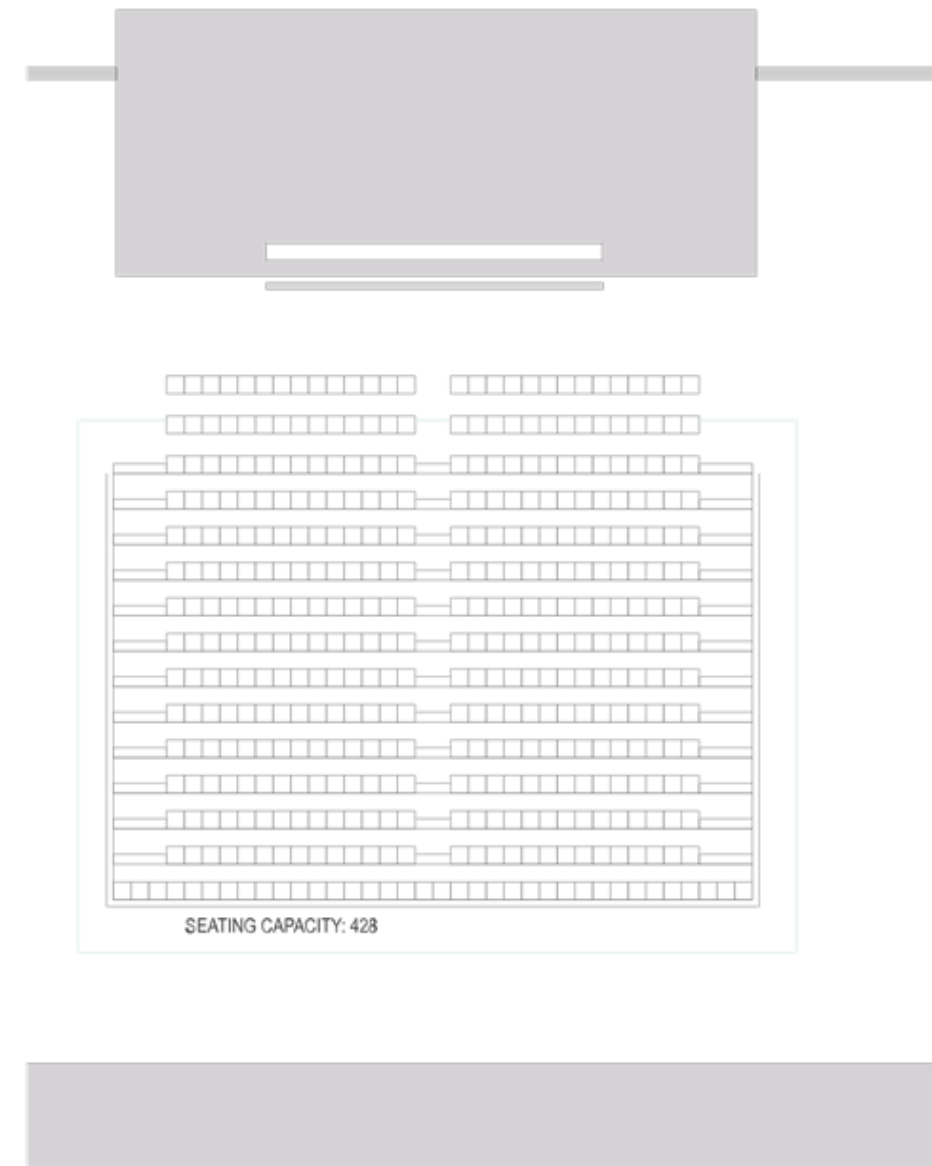


Option 2
New tiered amphitheatre with retractable floor.

Ground Floor Plan 1:500@A3



Proposed Plan Amphitheatre retracted_1.200@A3



Proposed Amphitheatre Plan_1.200@A3

Option 2
New tiered amphitheatre with retractable floor.

Project Outcomes:

Positive Outcomes:

- Good sight lines.
- Allowing improved pedestrian throughway and levelled access to the Pavilion.
- Flexibility in seating numbers.
- Quick setting up of seating.
- Allowing for new functions within courtyards.

Negative Project Impacts

- Very expensive(*)
- Maintenance issues due to the salt and sand - not recommended by manufacturer.

(*)

Mechanism for retractable floor and seating is custom made and based on pit lift system. These systems have not been tested in an external setting and are very expensive.

Cost is around \$9,000 per seat. This does not include the construction of a pit including all other infrastructure. The protection of the mechanism in regards to sand and saltwater will be extremely challenging to resolve. Possible manufacturers are:

Gala Seating Systems, Canada through
Jands Head Office, 40 Kent Road, Mascot NSW 2020

Overall Heritage Impact

- Overall positive heritage impact through the removal of intrusive permanent amphitheatre.

Positive Impacts

- Removal of intrusive 'sunken' amphitheatre element from courtyard.
- Reinstates flat ground plane in retracted position.
- Minimal visual impact on courtyard and building presentation when retracted.

Negative Impacts

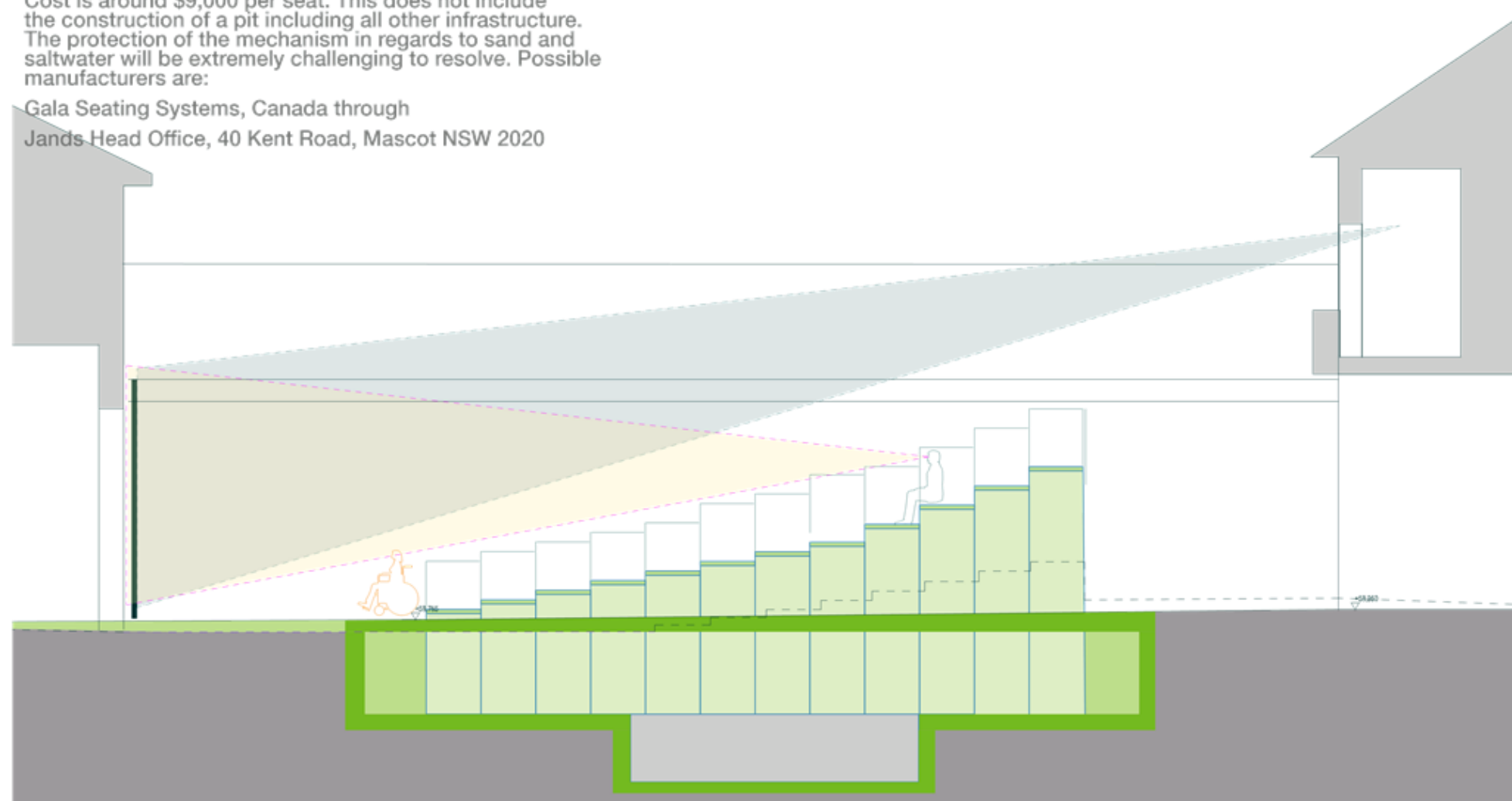
- May impact archaeology. Archaeological impacts need further investigation.

Costing:

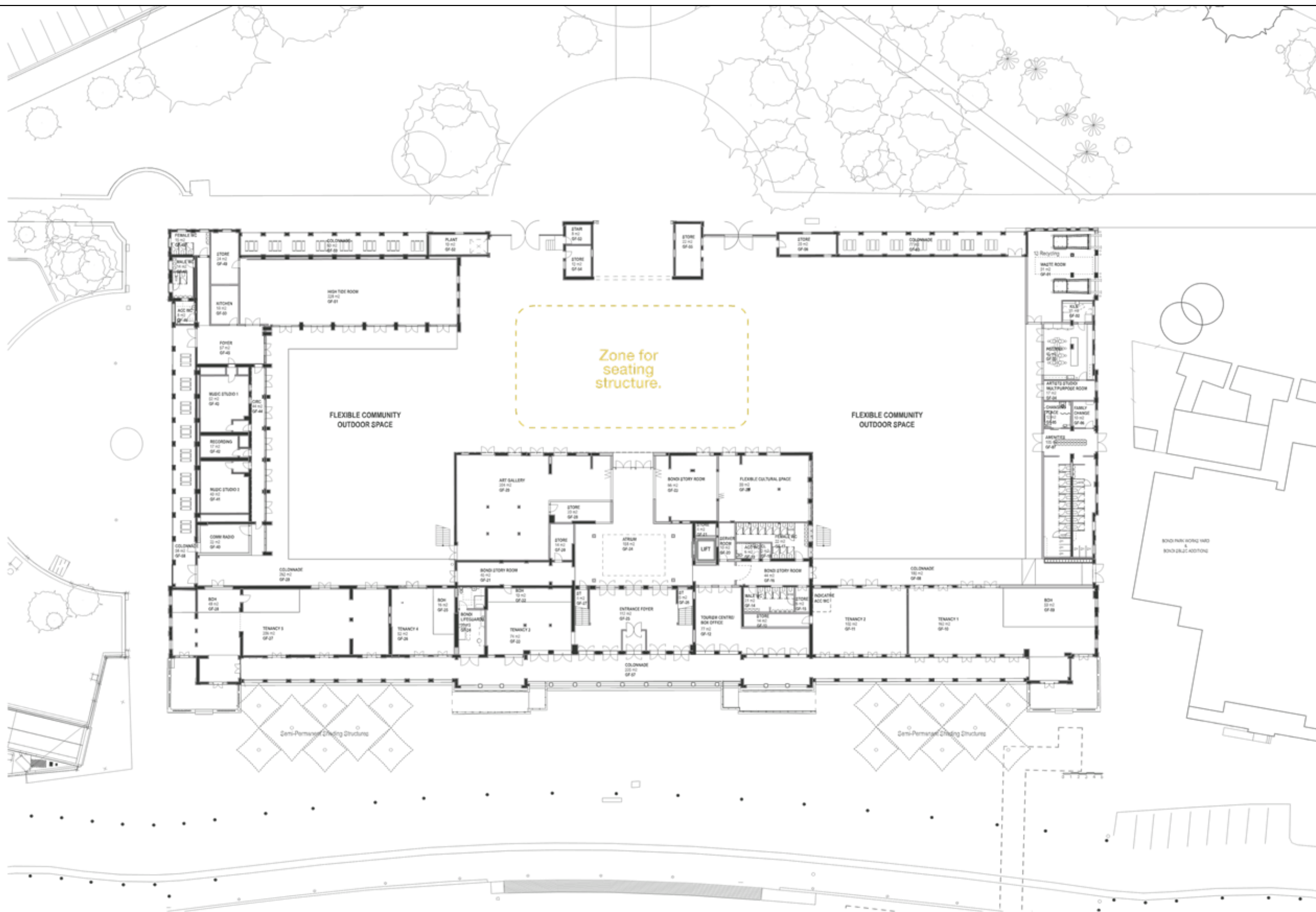
\$ 6,711,500 (excl GST)

Option 2

New tiered amphitheatre with retractable floor.

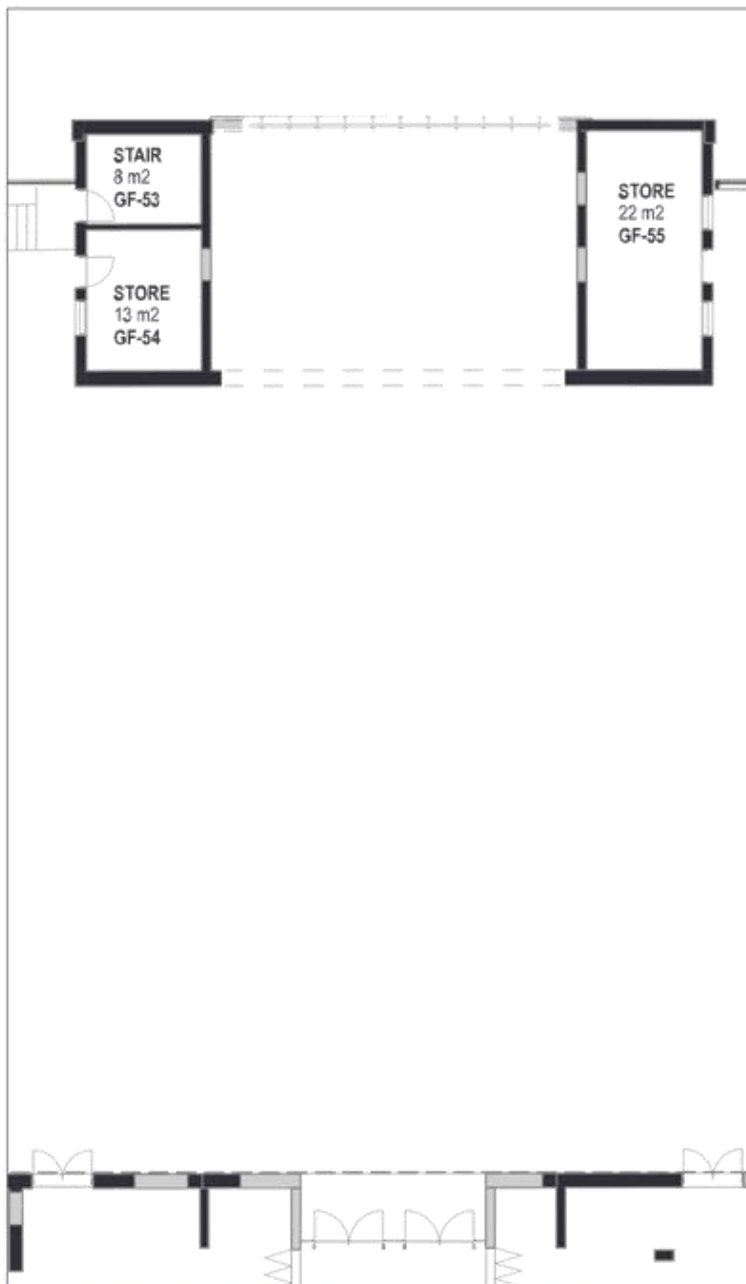


Cross Section _1.200@A3

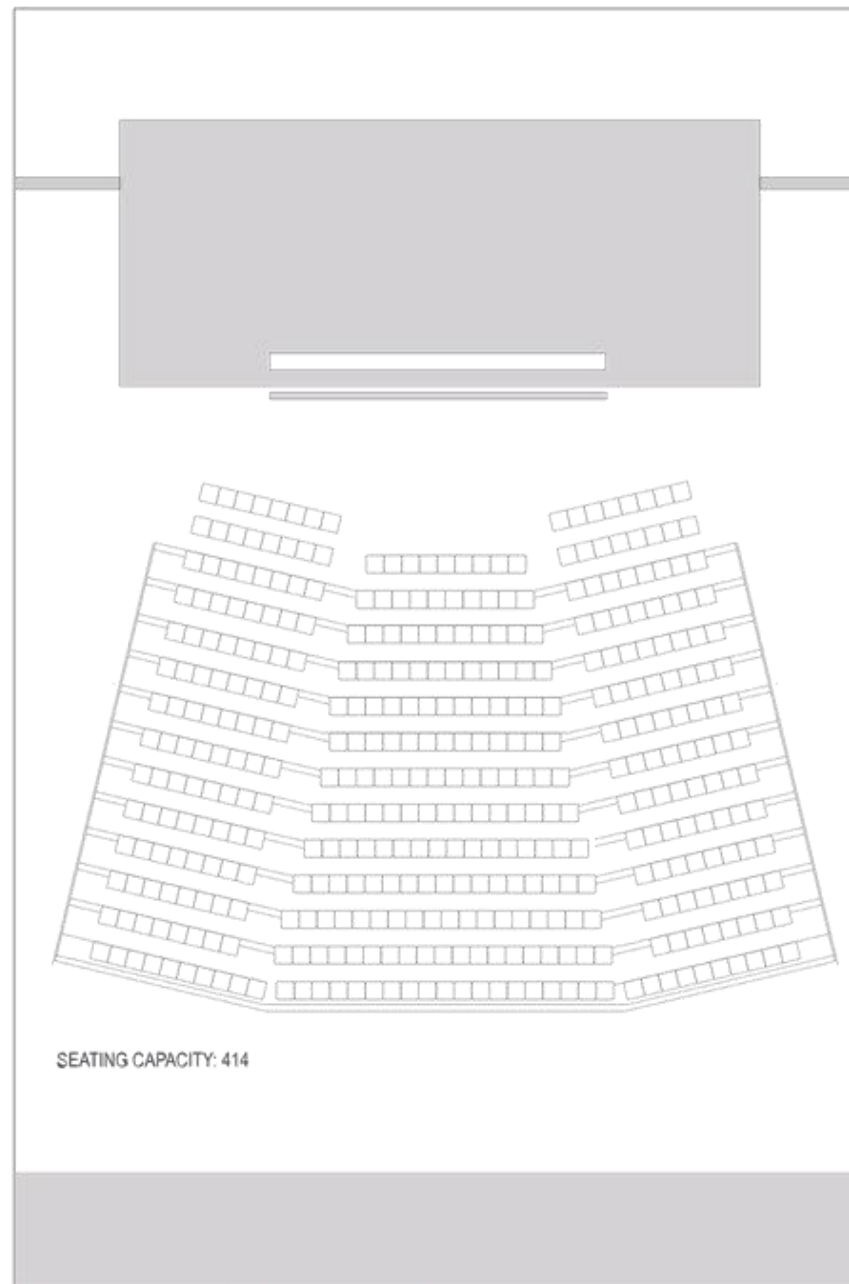


Ground Floor Plan 1:500@A3

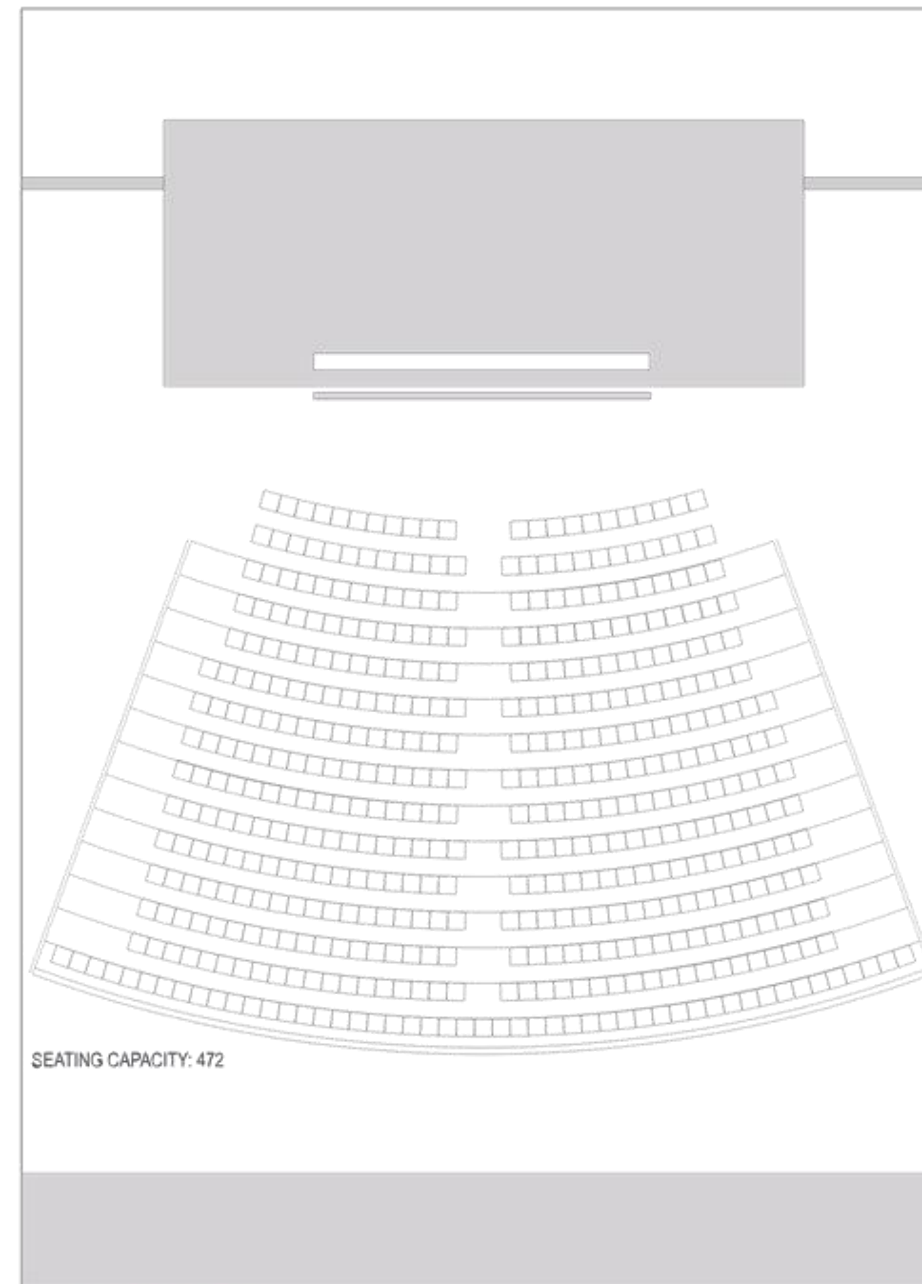
Option 2a
Temporary demountable seating structure.



Partial Courtyard Plan 1:200@A3



Multiple and flexible Amphitheatre Plan Options 1:200@A3



Option 2a
Temporary demountable seating structure.



Project Outcomes:

Positive Outcomes:

- Good sight lines.
- Allowing improved pedestrian throughway and levelled access to the Pavilion.
- Flexibility in seating numbers.
- Allowing for new functions within courtyards.

Negative Project Impacts:

- Time allowance for installation each time.
- External storage/ rental.

Overall Heritage Impact:

- Overall Positive Heritage impact through the removal of intrusive permanent amphitheatre.

Positive Impacts:

- Removal of intrusive 'sunken' amphitheatre element from courtyard.
- Reinstates flat ground plane.
- Minimal visual impact on courtyard and building presentation when retracted.
- Fully reversible minimising physical and visual impacts.
- Distinctly contemporary element avoiding confusion of built elements.

Negative Impacts:

- Nil.

Costing:

Variable pending on seat numbers:

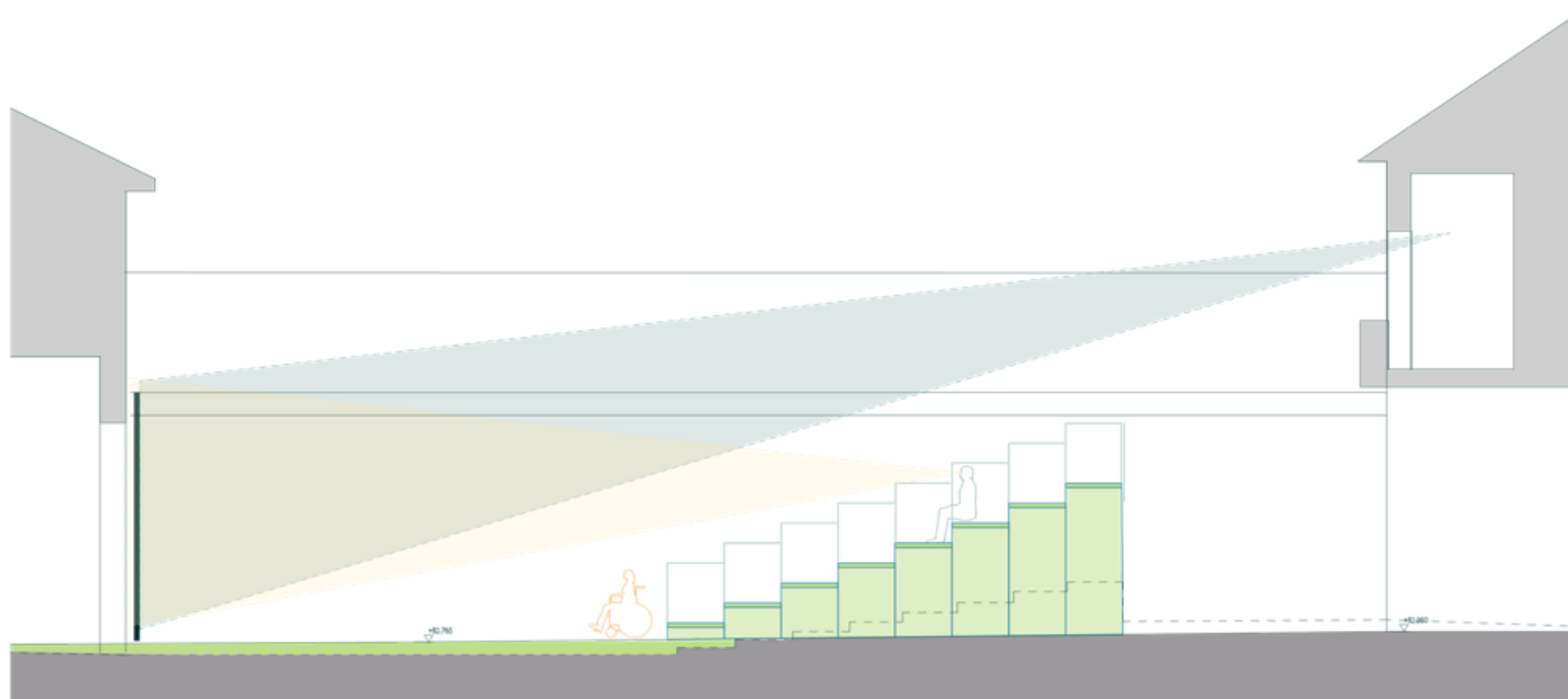
\$ 371,100 (excl GST) to build.

or

\$60/seat per week for rental
(\$25,000 per week for rental).

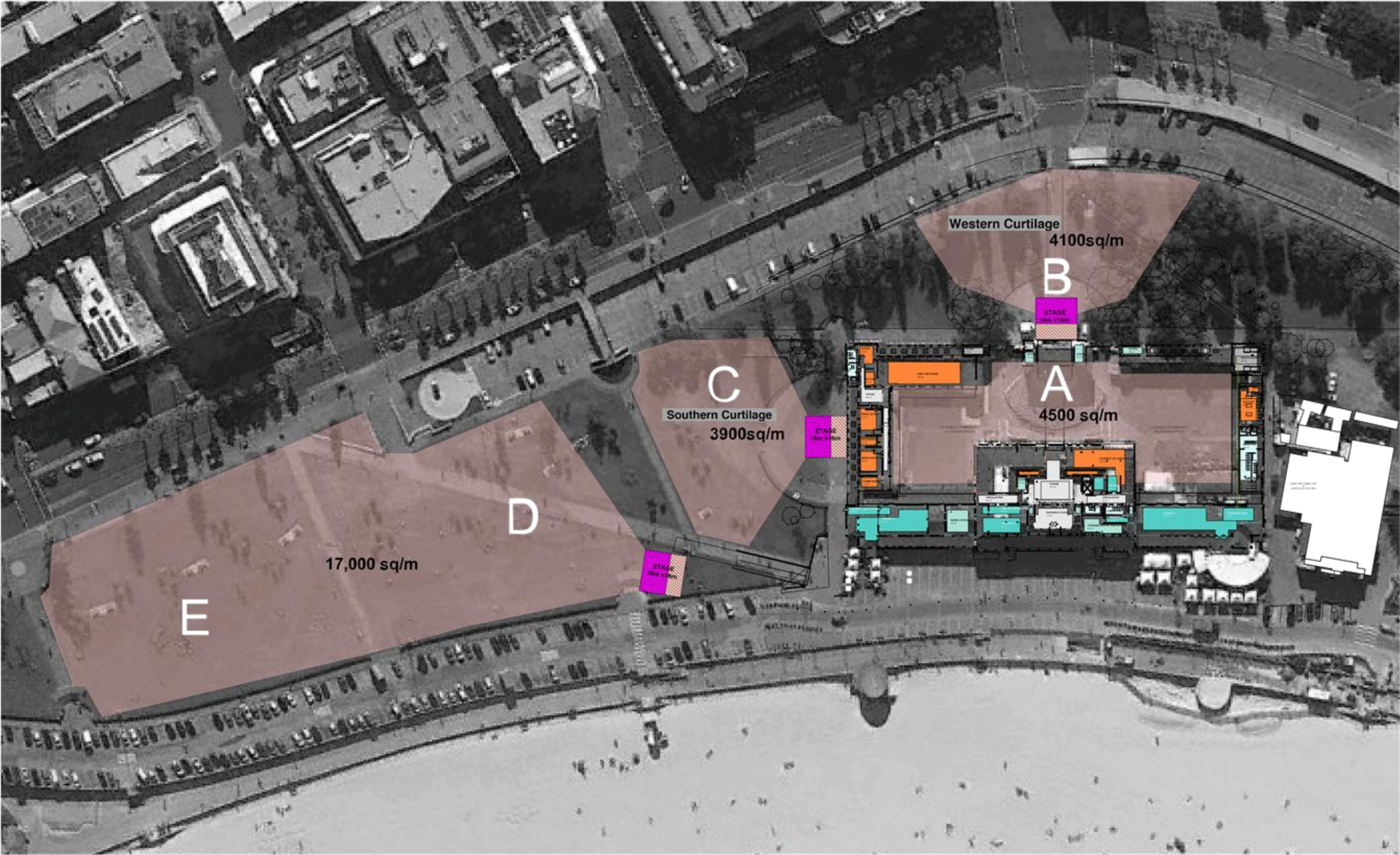
Option 2a

Temporary demountable seating structure.



Cross Section 1:200@A3

Performances in curtilage area.



Large Stage Configurations.



22 October 2018

TZG Architects
117 Reservoir Street
SURRY HILLS NSW 2010



Attention: Wolfgang Ripberger
Email: wolfgang@tzg.com.au

Dear Wolfgang,

REFERENCE: BONDI PAVILION AMPITHEATRE

Reference is made to our site meeting on 16th October 2018 to review the existing open-air Amphitheatre at Bondi Pavilion.

The following table comprises a summary of the BCA compliance matters discussed on-site in relation to the retention of the existing Amphitheatre.


ITEM	BCA COMPLIANCE ISSUE	COMMENTS	PHOTOS
1.	Suitability of existing balustrades (BCA cl. D2.16)	The BCA DtS provisions require a minimum 1m high barrier where the fall to the level below is more than 1m. Where barriers are required, the openings must not exceed 125mm. During the site inspection, it was noted that the fall from the top level of the Amphitheatre to the level below is less than 1m. As such, a 1m high barrier complying with the above provisions is not required under the BCA. Notwithstanding the above, the existing balustrade (shown in the photo) appeared to be deteriorated and should be repaired where retained, particularly with respect to being capable of withstanding live loads.	
2.	Stepped access to platforms	Access to the platforms comprise a single step and landing. The landing sizes are compliant with the BCA landing provisions. Furthermore, the riser height of each step is consistent with the minimum and maximum riser heights prescribed for risers to stairways, and as such considered satisfactory. Notwithstanding the above, it is recommended that new colour contrast nosing strips complying with AS 1428.1-2009 be installed to the edge of each nosing as the	

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Ultimo NSW 2007

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ABN 18 408 985 851

Contact Ph: 02 9211 7777
Fax: 02 9211 7774
Email: admin@bmplusg.com.au



ITEM	BCA COMPLIANCE ISSUE	COMMENTS	PHOTOS
		existing coloured nosing has deteriorated.	
3.	Stairways and handrails (BCA cl. D2.13 & D2.17)	The stairway provisions of the BCA only apply where there are two or more risers in a flight of stairs. The stepped access to the platforms is not considered a stairway as the length of each landing between steps exceeds 750mm resulting in a single step, landing, single step, landing arrangement and therefore no flights containing two or more risers. In considering the above, handrails and tactile indicators are not required under the BCA DtS provisions.	
4.	Access for people with disabilities (BCA Part D3)	There are two steps at each of the two accessways to the Amphitheatre, and as such there is currently no wheelchair access available. Ramped access complying with AS 1428.1-2009 would be required to these areas for compliance with the BCA access provisions. We note that separate advice will be obtained from the Access Consultant in this regard.	

Please do not hesitate to contact the undersigned on 02 9211 777 should you have any queries in relation to the above.

Yours sincerely,



Tony Heaslip
Director
Blackett Maguire + Goldsmith Pty Ltd

F:\projects\2018\160310 - bondi pavilion restoration and conservation\bcas\161022 bp amphitheatre - bca advice.docx

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BCA Report by BMG

ACCESS REPORT

“BONDI PAVILION AMPHITHEATRE AUDIT”

CAMPBELL PARADE
BONDI BEACH

24TH OCTOBER 2018

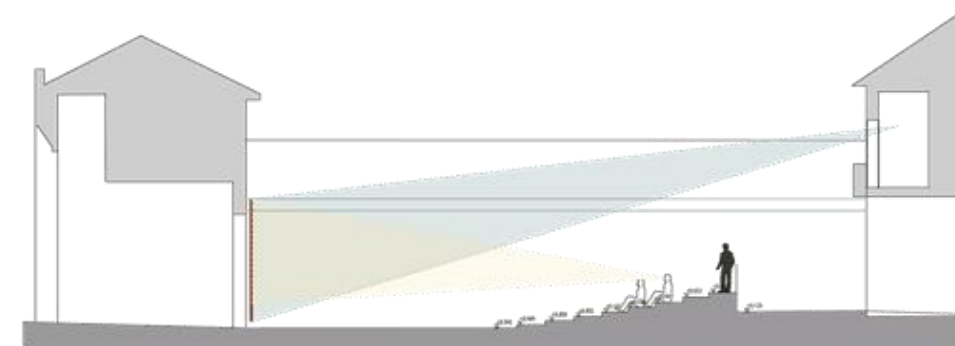
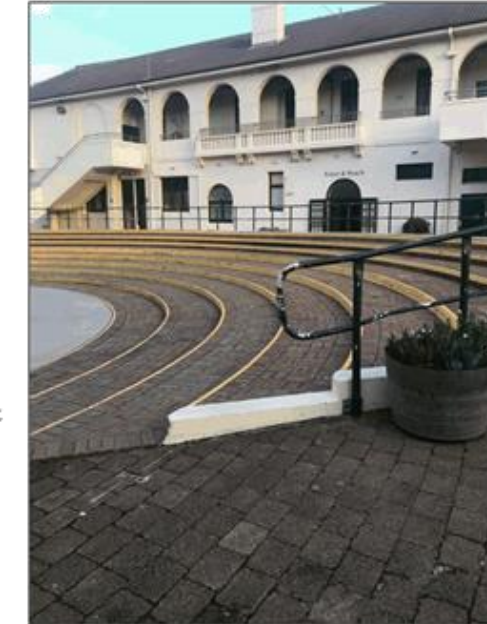


This report has been prepared to provide an accessibility audit of the existing amphitheatre within the Bondi Pavilion while having regard to accessibility requirements of the BCA, DDA Premises Standards, Council's DCP, NSW Disability Inclusion Act (2014) and the Disability Discrimination Act.

The report also provides recommendations to facilitate equitable access and inclusive participation of people with disabilities.

ASSESSMENT

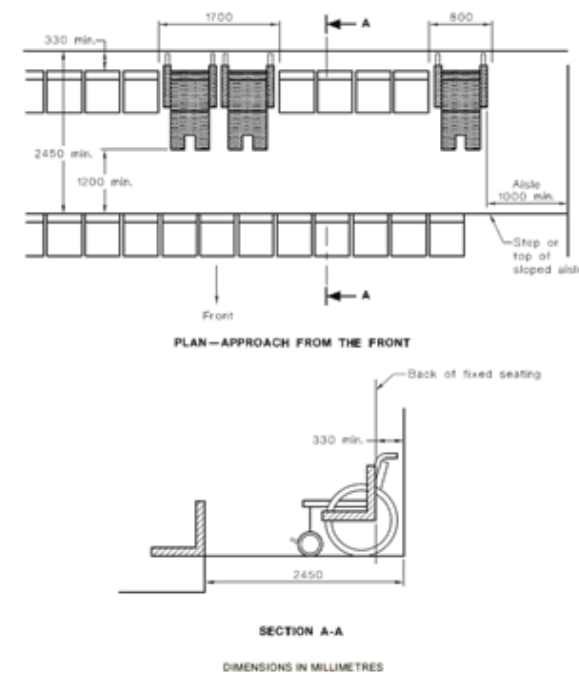
1. I have inspected the site and associated accessibility of the existing amphitheatre and provide the following findings.
2. Generally, the existing amphitheatre is inaccessible for people with disabilities due to;
 - a) The narrow stepped platforms prevent wheelchair access and do not comply with ASI428.1;
 - b) The available space for wheelchair seating spaces on the edge of the seating area does not provide appropriate viewing angles or opportunity to be seated with companions consistent with clause D3.9 of the BCA and DDA Premises Standards and ASI428.1;
 - c) There is no wheelchair access to the lower platform area which is inconsistent with the DDA;
 - d) The painted stairs nosing and risers do not comply and there is no evidence of illumination of the stair risers and do not comply with ASI428.1;
 - e) The single handrail on the outer edge does not comply with ASI428.1.
 - f) There is no evidence of hearing augmentation consistent with clause D3.7 of the BCA and DDA Premises Standards.



Recommendations

To remove the barriers affecting people with disabilities to enable inclusive participation the following alterations and additions are required.

3. Install a 2500mm minimum width crossover aisle by lowering the 4th platform to the on-grade entry level and raising the 2nd platform to the on-grade entry level, which enables wheelchair seating spaces to be located within the amphitheatre and adjacent to their companions in accordance with ASI428.1 and D3.9 of the BCA and DDA Premises Standards.
4. The crossover aisle would require a step and a step down to create a centre stairway of 2100mm overall width with a centre handrail complying with ASI428.1. the design could include a break in the handrail at the crossover aisle and the 6th row.



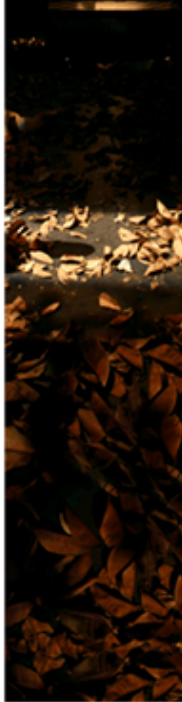
5. Install a ramp on each side of the amphitheatre from the general courtyard level to the lower platform / stage area.
6. The yellow painted nosings require an upgrade to the requirements of ASI428.1.
7. Aisle lights should be installed in accordance with H1.7 of the BCA.
8. Hearing augmentation should be installed in accordance with D3.7 of the BCA.

Mark Relf,
Access Consultant

DarkHouse
Production
Design

lighting
production
design
consultancy

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18 October 2018

DarkHouse Production Design

ABN: 16515643979

LIGHTING | DESIGN | PRODUCTION | CONSULTANCY
501/82-92 Cooper St, Surry Hills, NSW, 2010

For the attention of:
Wolfgang Ripberger
Tonkin Zulaikha Greer Architects
117 Reservoir St Surry Hills, NSW 2010

Summary of Outdoor Performance Areas

Dear Mr Ripberger,

Please find below a brief overview of existing infrastructure and new works that would facilitate performances in the southern and western curtilages.

Yours sincerely,

Dr. Mark Dyson
DarkHouse Production Design

General Notes on Temporary Stages and Performance Spaces

Modern infrastructure for temporary staging and technical performance systems are highly adaptive, and can built for most spaces, however they are expensive. The limiting factors are therefore, primarily the financial viability of the performance being mounted and secondarily the venue limitations. Venue limitations typically include noise restrictions, geography and the ability to secure the perimeter of an area for extended periods to cover setup and pack down. In general, the outlying areas of Bondi Pavilion have relatively good geography for performance spaces but rate poorly with regard to noise complaints and the blocking of large amounts of land from public access for extended periods.

1 person per square metre is a reasonable rule of thumb for capacity with large outdoor performance spaces however venue access, security and toilets quickly become limiting factors with large venues. Physical infrastructure that is useful in attracting promoters by way of cutting costs include:

- Public toilet facilities – inside a boundary fence
- Access to substantial amounts of power (typically 300–400amps of three phase power via Power Lock connections)
- Good road access for delivery to the stage area
- An existing stage or at least a flat paved area for temporary staging to be built
- Reasonable noise restrictions
- Sufficient transport and crowd management plans to manage large crowds
- Parking for show staff and vehicles.
- Dressing rooms and BOH facilities

Southern Curtilage

The southern curtilage is a low rake natural amphitheatre that has been used successfully in the past for films and other performances. The audience area of approximately 4000 square metres has clear sightlines lines to an obvious stage space. The paved area would allow the building of a substantial stage, big enough to house a main stage and back of stage change over facilities for multiple bands or other performance acts. This space backs onto the Pavilion, which would usefully allow access to dressing rooms and other ancillary spaces inside. The major issue with this space is that amplified audio points out to residential areas that have in the past been be a major limiting factor – and will likely continue to be in the future. Equally there are no easily accessible toilets in this area. There is also no major power in this area, which would necessitate the use of generators and parking is also an issue.

Western Curtilage

The western curtilage is again a good natural amphitheatre of approximately 4000 square metres with a steeper rake than the southern side and likely a better outcome for noise complaints. Again there is an obvious space for a large stage to be built with good vehicles access for equipment. The trees in this area cause some sightline issues but at the same time provide more shade than the southern curtilage area, so might be better suited to day time festivals or performances. Noise complaints, toilets, power and staff parking remain problems for this area.




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2/2

Summary:

Venue Occupancy Report

Reporting Event Date Range: Sat 1 Jul 2017 - Sat 30 Jun 2018
Reporting Time: 00:00 - 23:59



Priava

Page: 13 of 20

JUN 2018
SUMMARY

Venue		JAN 2018	FEB 2018	MAR 2018	APR 2018	MAY 2018	JUN 2018	JUL 2017	AUG 2017	SEP 2017	OCT 2017	NOV 2017	DEC 2017	TOTAL
Amphitheatre Performance Space	%	30	0	7	47	1	0	2	6	42	1	2	1	12
	hours	225.8	0.0	54.0	341.0	5.0	0.0	14.0	44.0	300.5	9.0	11.0	9.0	1 013.1
	pax	2660	0	12	10	12	0	70	0	260	10	200	0	3234
	bkg	16	0	10	20	2	0	6	3	13	1	4	1	76
Amphitheatre Workspace	%	30	0	7	45	1	1	4	13	42	1	4	2	12
	hours	224.8	0.0	55.0	327.0	4.0	3.5	32.0	93.9	300.5	5.5	26.0	12.0	1 084.1
	pax	1180	0	22	0	12	10	110	7	260	20	20	5	1646
	bkg	15	0	5	14	1	1	10	6	13	1	5	2	73
TOTAL		30	0	7	46	1	0	3	9	42	1	3	1	12
		450.5	0.0	108.9	668.0	9.0	3.5	46.0	137.9	601.0	14.5	37.0	21.0	2 097.2
		3840	0	34	10	24	10	180	7	520	30	220	5	4880
		31	0	15	34	3	1	16	9	26	2	9	3	149

Venue Occupancy Report

Reporting Event Date Range: Sat 1 Jul 2017 - Sat 30 Jun 2018
Reporting Time: 00:00 - 23:59

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[illegible]

Printed Wed 31 Oct 2018 11:14 Report: Venue Occupancy Report / Bondi Pavilion Amphitheatre

Venue Occupancy Report

Reporting Event Date Range: Sat 1 Jul 2017 - Sat 30 Jun 2018
Reporting Time: 00:00 - 23:59

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Printed Wed 31 Oct 2018 11:14 Report: Venue Occupancy Report / Bondi Pavilion Amphitheatre

Venue Occupancy Report

Reporting Event Date Range: Sat 1 Jul 2017 - Sat 30 Jun 2018
Reporting Time: 00:00 - 23:59

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20

Bondi Pavilion Restoration and Conservation Project

Amphitheatre and outdoor performance Report
November 2018

Tonkin Zulaikha Greer Architects
for Waverley Council

Venue Occupancy Report

Reporting Event Date Range: Sat 1 Jul 2017 - Sat 30 Jun 2018
Reporting Time: 00:00 - 23:59

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Printed Wed 31 Oct 2018 11:14 Report: Venue Occupancy Report / Bondi Pavilion Amphitheatre

Venue Occupancy Report July 17 - June 18



Proposed Redevelopment of Bondi Pavilion – 10293



Cost Plan by AltusGroup

Order of Cost Options (4 no.)
Bondi Pavilion Amphitheatre



PROJECT NO.: 71130.102930.000
REVIEWED BY: Barry McBeth
DOCUMENT TITLE: Bondi Pavilion Amphitheatre
ISSUE DATE: 08th November 2018

Quality Information

Document: Bondi Pavilion Amphitheatre
Project No.: 71130.121076.000
Ref: P2018BMB
Prepared By: Michael Huynh
Reviewed By: Barry McBeth

Issue Register

Version	Issue Date	Details	Authorised	
			Name (Position)	Signature
0	07-11-2018	Amphitheatre 4 Options	Barry McBeth (Associate Director)	
1	08-11-2018	Amphitheatre 4 Options	Barry McBeth (Associate Director)	

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Prepared for Waverley Council | Bondi Pavilion Amphitheatre
P2018BMB



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1. Executive Summary

1.1 Introduction

Altus Group (Altus) has been engaged by Waverley Council to undertake a high level costing for each of the options for the Amphitheatre works. Please note these costs include Preliminaries and Margins however exclude fees, Land, Finance, Legal, GST and Staging:

DESCRIPTION OF ITEM	Cost ex GST (\$)
Option 1 (opt-1) – Retain and renovate existing Amphitheatre	\$ 136,000
Option 2 (opt-2) – New tiered Amphitheatre with retractable floor	\$6,711,500
Option 2a (opt-3) – Temporary demountable seating structure, 414 seats (based on purchase of seating)	\$371,100
Option 2a (opt-4) – Temporary demountable seating structure, 472 seats (based on purchase of seating)	\$413,300

Note: Regarding the demountable costs noted above, these are based on the purchase of the seating. We have been advised an order of cost of \$60/seat per week for rental (c\$25k per week for rental).

We draw your attention to our list of risks, assumptions and exclusions included within this report on page 6-7. At this stage, we have provided Order of Cost allowances only and have provided back-up within the Appendix.

1.2 Drawings & Documentation Used

This order of cost and associated measurements has been prepared based on the documentation received by this office outlined below - TZG Amphitheatre and Outdoor Performance Report.



2. Project Brief

Appendix A – Cost Plan for Options

2.1 Qualifications and Representations

We make the following qualifications and representations within the 4 Cost Options:

Option 1

- We have included for the removal of balustrades around the Amphitheatre and the installation of new balustrades in lieu.
- Demolition of one seating platform / step and raising one seating platform / step.

Option 2

- AG have included 450mm thick retaining wall to pit and 650mm thick retaining wall to trench.
- We have included 200mm slab on ground to the pit and trench
- Allowance had been included for flooring system and associated equipment
- Demolition of existing Amphitheatre

Option 2a

- Demolition of existing Amphitheatre
- Allowance to make good of existing floor finish

2.2 Risks

1. Latent Defects within Existing Heritage Building Fabric
2. Staging Development
3. Hazardous Materials
4. It is important to note that as the project is still progressing through the early stages of design and the cost plan represents an estimated budget only.

2.3 Exclusions

The following items have been excluded in the Order of Cost Plan:

- Maintenance required and out of hours work.
- Council Fees, Construction Certificates, Section 94 Development Contributions, Section 73. fees, Licenses, Levies and Permits.
- Legal and Agents Fees.
- Delay Costs.
- Latent conditions including site remediation works and disposal of contaminated materials.
- Removal of asbestos, lead based paints and all other hazardous materials.
- Upgrade or diversions of existing services and infrastructure works unless noted otherwise.



Client: Waverley Council
Project: Bondi Pavilion 2018
Report: Amphitheatre 4 Options

Ref.	Description	Quantity	Unit	Rate	Total
Opt 1	Option 1 - Retain and renovate existing Amphitheatre				135,674
Opt 2	Option 2 - New tiered Amphitheatre with retractable floor	428	no	15,681	6,711,461
Opt 3	Option 2a - Temporary demountable seating strucutre - 414 seating capacity	414	no	896	371,102
Opt 4	Option 2a - Temporary demountable seating strucutre - 472 seating capacity	472	no	876	413,305



Client: Waverley Council
Project: Bondi Pavilion 2018
Report: Amphitheatre 4 Options

Ref.	Description	Quantity	Unit	Rate	Total
Opt 1	OPTION 1 - RETAIN AND RENOVATE EXISTING AMPHITHEATRE				
	<u>Demolition Works</u>				
	Demolition of one seating platform / step and raising one seating platform / step	88	m2	100.00	8,800
	Remove balustrade	50	m	50.00	2,500
	<u>New Works</u>				
	Match floor finish of DDA access to existing floor finish	88	m2	100.00	8,800
	New balustrades to amphitheatre	50	m	500.00	25,000
	New handrails to ramps	6	m	400.00	2,400
	New ramps	6	m2	320.00	1,920
	New central handrails	7	m	500.00	3,500
	Line marking to DDA	2	no	200.00	400
	New lumescent step nosing	169	m	70.00	11,830
	New continous strip lighting on all risers	169	m	120.00	20,280
	Allow for 5% misc items	1	item	4,271.50	4,272
	SUBTOTAL CONSTRUCTION COST				85,430
	Prelims and Margin @ 21%	1	item	18,837.32	18,837
	TOTAL CONSTRUCTION COST excluding CONTINGENCY				108,539
	Contingency @ 25%	1	item	27,134.70	27,135
	TOTAL CONSTRUCTION COST including CONTINGENCY				135,674
	OPTION 1 - RETAIN AND RENOVATE EXISTING AMPHITHEATRE TOTAL				135,674



Client: Waverley Council
Project: Bondi Pavilion 2018
Report: Amphitheatre 4 Options

Ref.	Description	Quantity	Unit	Rate	Total
Opt 2	OPTION 2 - NEW TIERED AMPHITHEATRE WITH RETRACTABLE FLOOR				
	Demolition Works				
	Demolish of existing amphitheatre	264	m2	100	26,400
	Excavate pit	594	m3	65	38,610
	Detail excavation to trench	192	m3	65	12,480
	New Works				
	Allow for 200mm thick slab on ground to trench and pit	264	m2	230	60,720
	Allow 450mm thick retaining wall to pit	200	m2	600	120,000
	Allow 600mm thick retaining wall to trench	96	m2	700	67,200
	New tiered mechanical amphitheatre	428	no	12,000	5,136,000
	Machine pit of sufficient capacity to sustain specified loads	1	item	30,000	30,000
	Finish flooring	1	item	0.00	excl
	Required accessories (railings, steps...)	1	item	0.00	excl
	Supply of the seats	428	no	500	214,000
	Sufficient electrical power brought to the control room	1	item	30,000	30,000
	Encased conduits, if required	1	item	30,000	30,000
	Spare parts - say 2% of retractable seating allowance	1	item	102,720	102,720
	Any duties, taxes, fees, bonds or permits that may be required	1	item	0.00	excl
	Allow for flooring system	1	item	50,000	50,000
	Allow for mechanical equipment	1	item	50,000	50,000
	Allow for 2% misc items	1	item	119,363	119,363
	SUBTOTAL CONSTRUCTION COST				5,461,410
	Prelims and Margin @ 5%	1	item	304,375	304,375
	TOTAL CONSTRUCTION COST				6,391,867
	Contingency @ 5%	1	item	319,593	319,593
	TOTAL CONSTRUCTION COST including CONTINGENCY				6,711,461
	OPTION 2 - NEW TIERED AMPHITHEATRE WITH RETRACTABLE FLOOR TOTAL				
					6,711,461
Opt 3	OPTION 2A - TEMPORARY DEMOUNTABLE SEATING STRUCTURE - 414 SEATING CAPACITY				
	Demolition Works				
	Demolish of existing amphitheatre	264	m2	100.00	26,400
	New Works				
	Make good to existing floor finish	264	m2	100.00	26,400
	Allow for temporary demountable seating structure - 414 seats	414	no	550.00	227,700
	Allow for 5% misc items	1	item	14,025.00	14,025
	SUBTOTAL CONSTRUCTION COST				294,525
	Prelims and Margin @ 10%	1	item	58,905.00	58,905
	TOTAL CONSTRUCTION COST				353,430
	Contingency @ 5%	1	item	17,672	17,672
	TOTAL CONSTRUCTION COST including CONTINGENCY				371,102
	OPTION 2A - TEMPORARY DEMOUNTABLE SEATING STRUCTURE - 414 SEATING CAPACITY TOTAL				
					371,102



Client: Waverley Council
Project: Bondi Pavilion 2018
Report: Amphitheatre 4 Options

Ref.	Description	Quantity	Unit	Rate	Total
Opt 4	OPTION 2A - TEMPORARY DEMOUNTABLE SEATING STRUCTURE - 472 SEATING CAPACITY				
	Demolition Works				
	Demolish of existing amphitheatre	264	m2	100.00	26,400
	New Works				
	Make good to existing floor finish	264	m2	100.00	26,400
	Allow for temporary demountable seating structure - 472 seats	472	no	550.00	259,600
	Allow for 5% misc items	1	item	15,620.00	15,620
	SUBTOTAL CONSTRUCTION COST				328,020
	Prelims and Margin @ 10%	1	item	65,604.00	65,604
	TOTAL CONSTRUCTION COST				393,624
	Contingency @ 5%	1	item	19,681	19,681
	TOTAL CONSTRUCTION COST including CONTINGENCY				413,305
	OPTION 2A - TEMPORARY DEMOUNTABLE SEATING STRUCTURE - 472 SEATING CAPACITY TOTAL				
					413,305

Currently documented design
(Concept Sketches by JMD)

Current Design



Council Motion CM/8.3/20.10

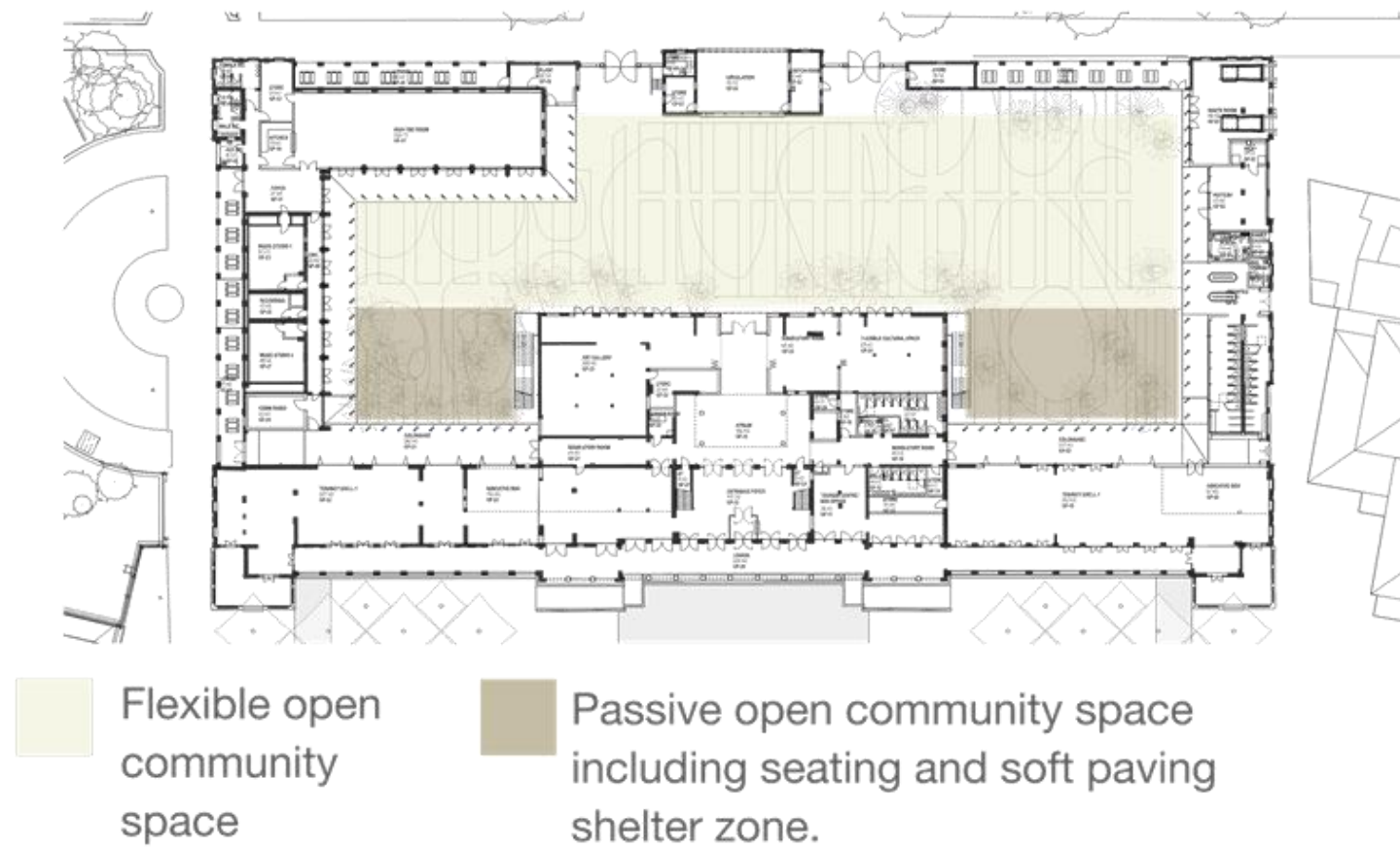
Tonkin Zulaikha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

Current Design

Zones within Courtyard



Marquees Market and pop up events



Council Motion CM/8.3/20.10

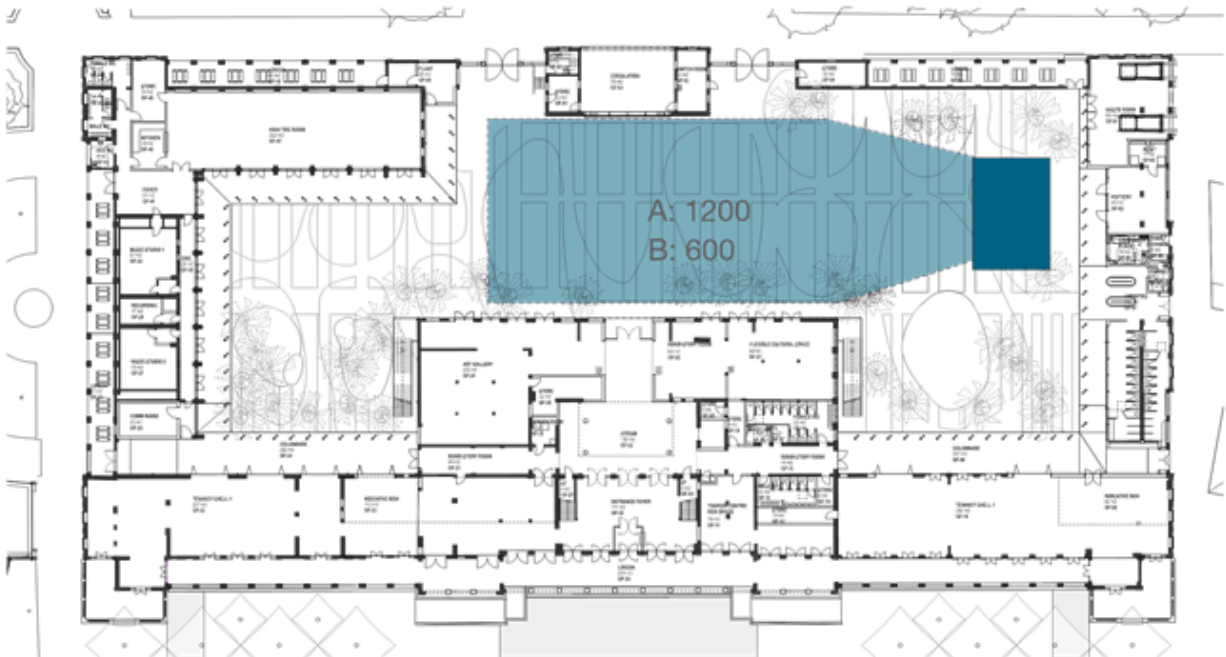
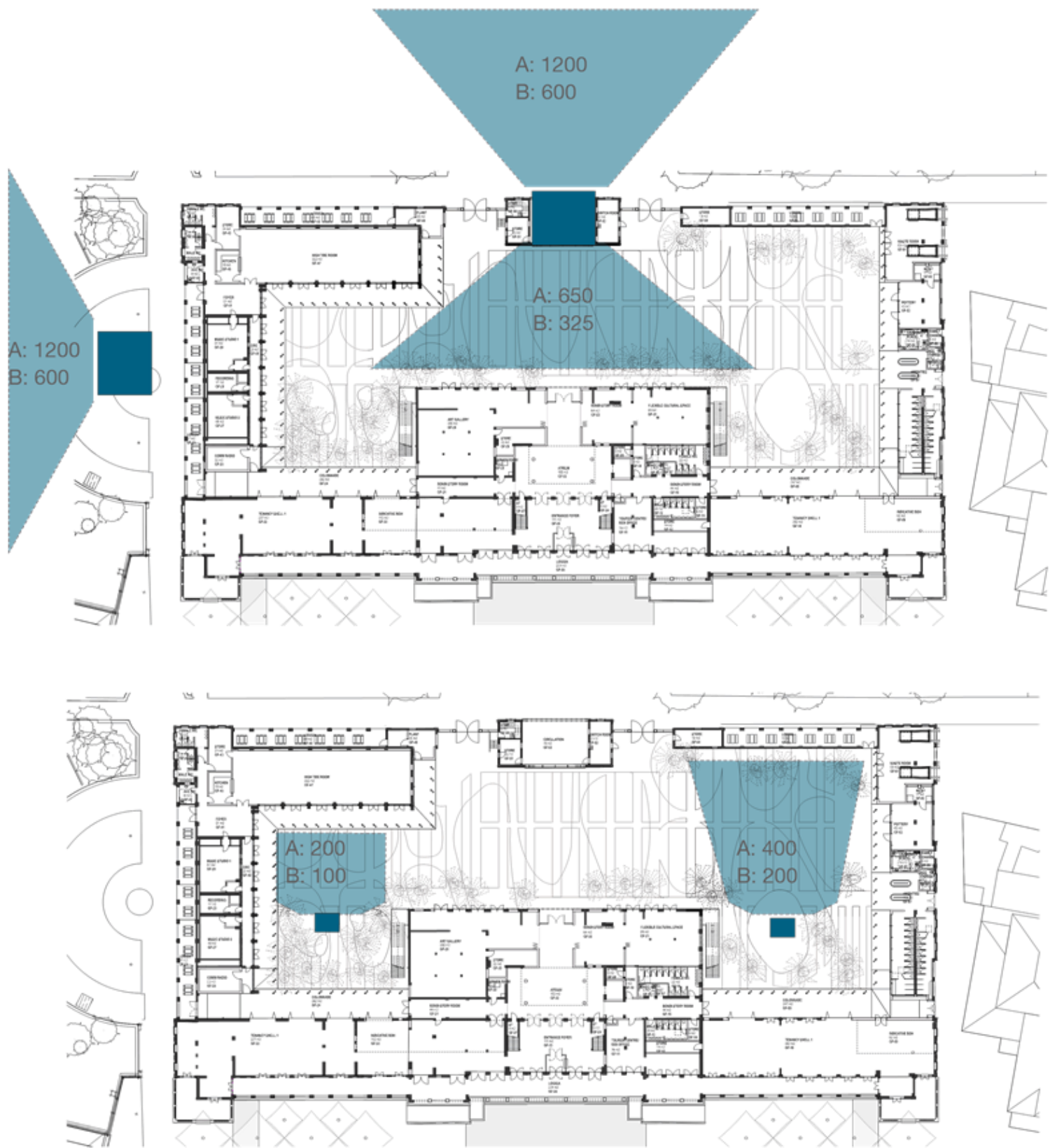
Torin Zulakha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

Options for Event and Stage Configurations

Current Design



- Stage location
- Audience
- A: Standing capacity (approximate)
- B: Picnic style seating capacity (approximate)

Council Motion CM/8.3/20.10

Torikin Zulaikha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

Option 1 - Proposal Northern

Council Motion 1(a)

Sketch of Proposal



Council Motion CM/8.3/20.10

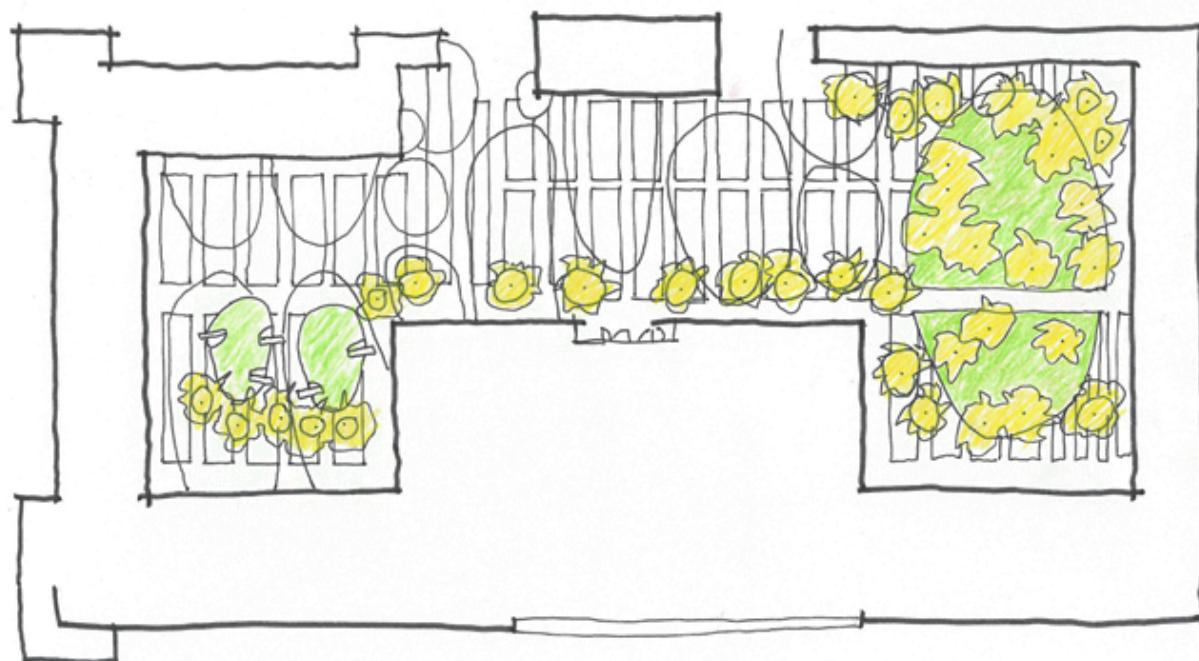
Torin Zulakha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

Sketch Plan

Council Motion 1(a)



COUNCIL MOTION	RESPONSE
(i) Desirability	Very desirable.
(ii) Likelihood of approval for modification.	Likely.
(iii) Implementation timelines and potential impact on the current Bondi Pavilion restoration timeline.	Minor Impact as no underground services will be impacted.
(iv) Costings f and impact on the existing project budget.	Possible cost saving/ cost neutral.
(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.	<p>Likely planning approval.</p> <p>A Review of Environmental Factors (REF): approximate 6 weeks;</p> <ul style="list-style-type: none"> • Documentation 3 weeks. • Approval 3 weeks. • No public exhibition. • General Manager decision to proceed. • Heritage NSW approval required.

Council Motion 1(b)

Option 2a - Proposal Northern Courtyard



Option 2b - Proposal Central Courtyard



Council Motion CM/8.3/20.10

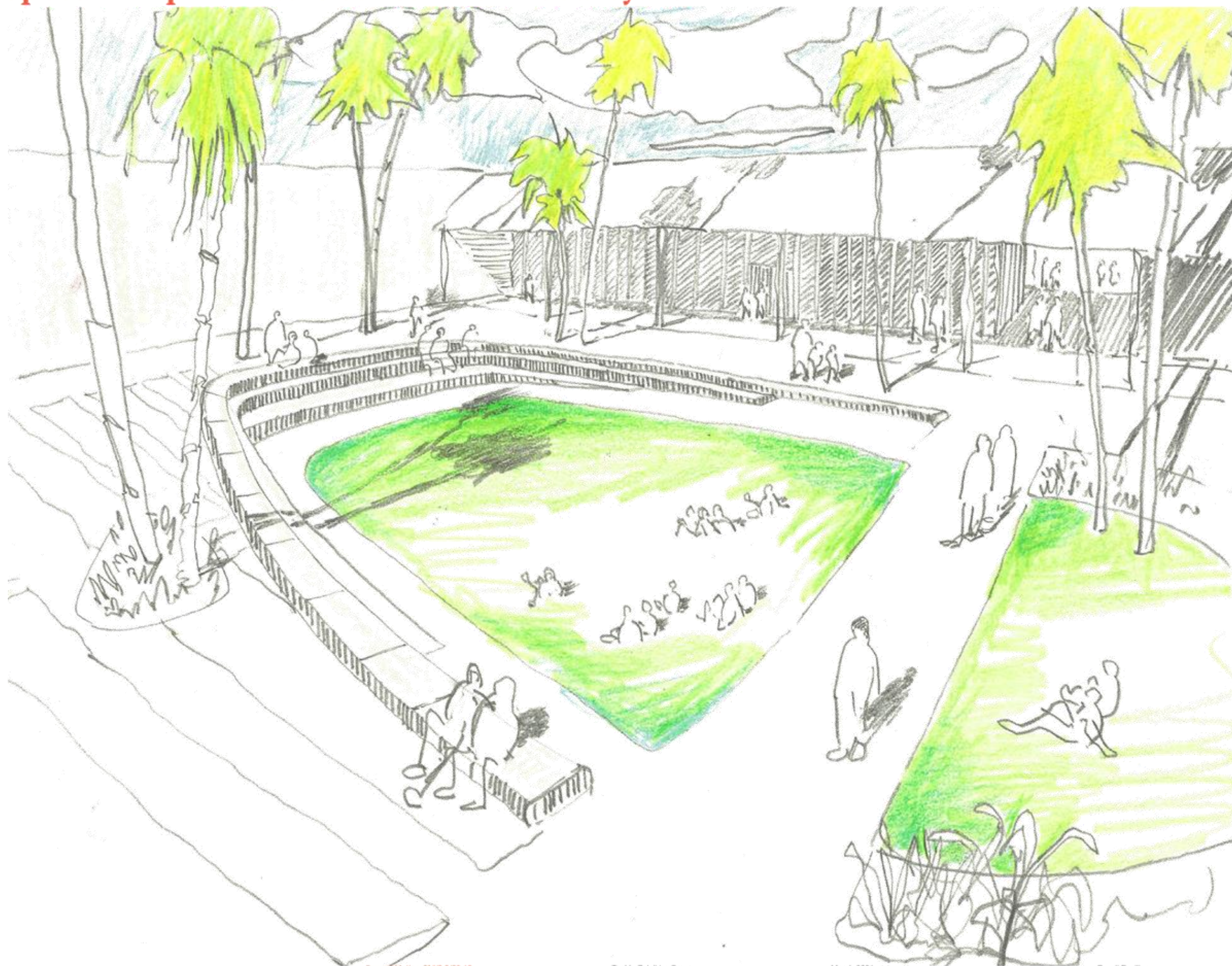
Torikin Zulaikha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

Option 2a - Proposal Amphitheatre to Northern Courtyard

Council Motion 1(b)



Sketch of Proposal

Council Motion CM/8.3/20.10

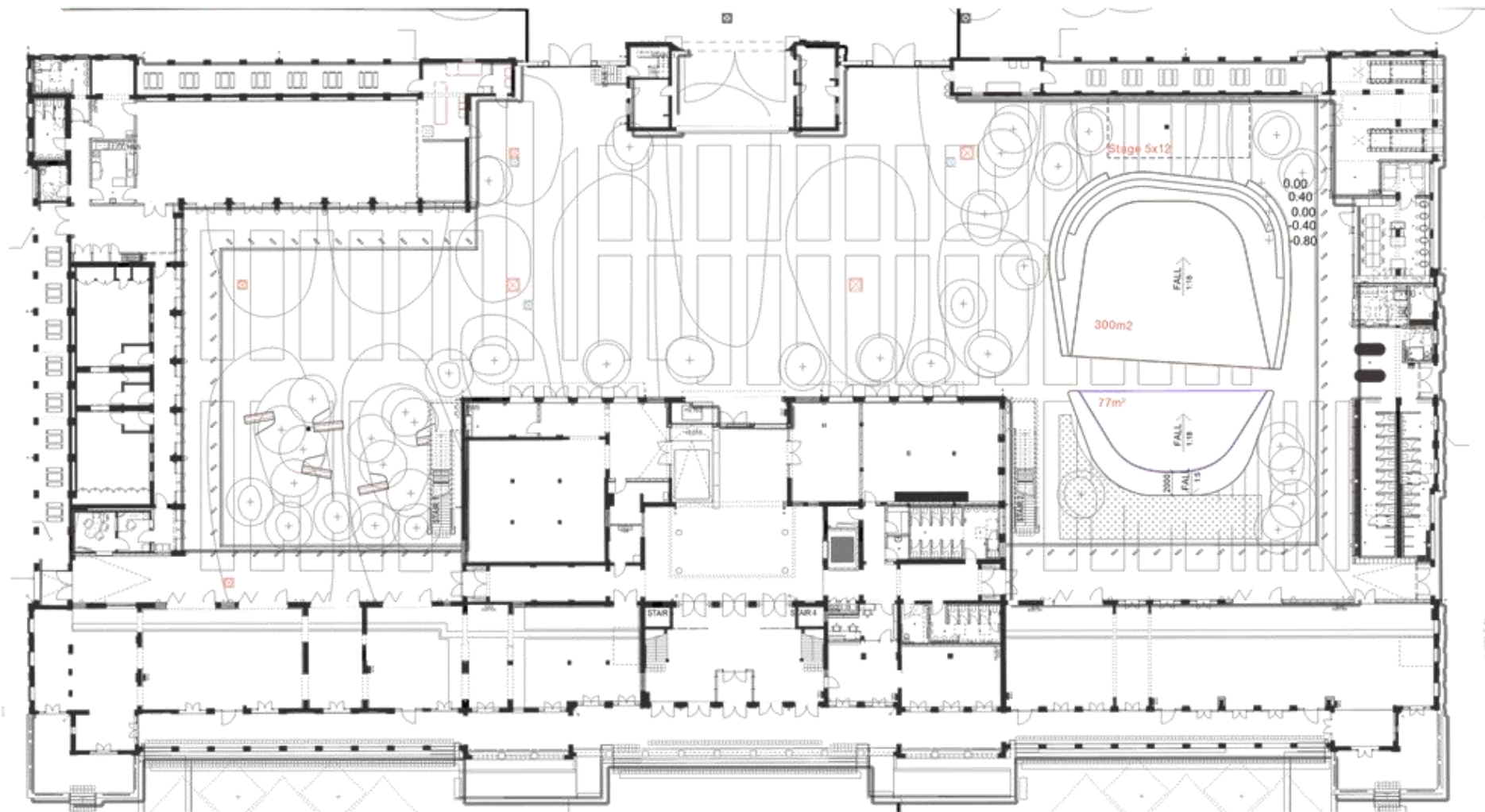
Torikin Zulalkha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

Plan of Proposal

- Large sloped Amphitheatre in Northern Courtyard.
- 'Stage' levelled with courtyard.
- Standing capacity of approx. 600 people.
- Picnic style seating capacity of approx. 300 people.
- Slope offers standing viewing, picnic style seating and temporary seat arrangement.
- More informal and integrated design to courtyard offering multiple types of setups.
- Good screening opportunities onto Courtyard Wall.
- Will limit other usages and reduces flexibility of market and marquee setups in courtyards.



Council Motion CM/8.3/20.10

Tonkin Zulaikha Greer
Waverley Council

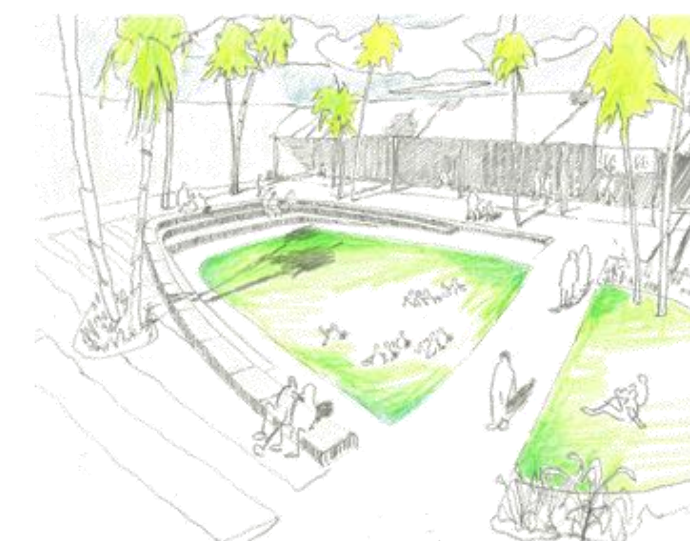
March 2021

Bondi Pavilion
Restoration and Conservation Project

(i) Whether a heritage sympathetic design which can be included as a landscape feature can be provided.

Council Motion 1(b)

OVERALL HERITAGE IMPACT	POSITIVE OUTCOMES	NEGATIVE OUTCOMES
Overall minor heritage impact through the removal of the central intrusive permanent amphitheatre (graded Intrusive in CMP) and creation of new northern amphitheatre.	In line with key ideas outlined in POM (Provision of Grand Entrance) (Policy 8 CMP)	Changes in ground plane interrupt overall connection of courtyard spaces.
	Respects original fabric not obscuring Form & Fabric (Policy 36 CMP)	Minor visual impact, however, restricted to northern courtyard.
	Retains, conserves and enhances the spatial character of the Bondi Pavilion (Policy 49 CMP)	May impact archaeology. Archaeological impacts need further investigation.



Council Motion CM/8.3/20.10

Torin Zulaikha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

Council Motion 1(b)

(ii) The likelihood of planning and heritage approval for such a modification.

HERITAGE NSW

Initial discussion between Waverley Council and Heritage NSW has taken place with no formal advice received.

LOCAL PLANNING REVIEWS

POSITIVE OUTCOMES

Bondi Park, Beach and Pavilion Plan of Management

Still allows provision for grand entrance from the street to Bondi Beach through inviting and welcoming entrance through the Pavilion.

Creates a lively, active hub with spaces for multiple and various performance types.

Increases green spaces.

Provides places for play and respite.

Respects Bondi Heritage.

Provides adaptable and flexible spaces within courtyard to accommodate a variety of interest groups and uses.

An approval for this option seems likely.



Planning process and timeline:

Likely planning approval.

A Review of Environmental Factors (REF): approximate 13 weeks;

- Documentation 4 weeks.
- Public Exhibition 4 weeks.
- Approval 5 weeks.
- General Manager decision to proceed.
- Heritage NSW approval required.

A Section 4.55 application: approximate 14 to 20 weeks

- Documentation 4 weeks
- Approval 10 - 16 weeks

Both would have major impact on completion of project as per current construction program (December 2021).

Key design issues for resolution:

- Additional underground stormwater tank with pump required.
- New additional substation is required due to significant loading from new pump.
- Minor re-routing of already installed services.
- New location for electrical services pits required.

Council Motion 1(b)

(iv) Costings for this additional work and impact on the existing project budget.

Council Motion 1(b)

Currently costed at: \$ 1,500,000

Exclusions:

- Fees
- Delay Costs over 8 weeks
- Latent conditions including site remediation works and disposal of contaminated materials
- Removal of asbestos, lead based paints and all other hazardous materials.
- Additional consultant fees.
- Risk of potential construction delays.



Council Motion CM/8.3/20.10

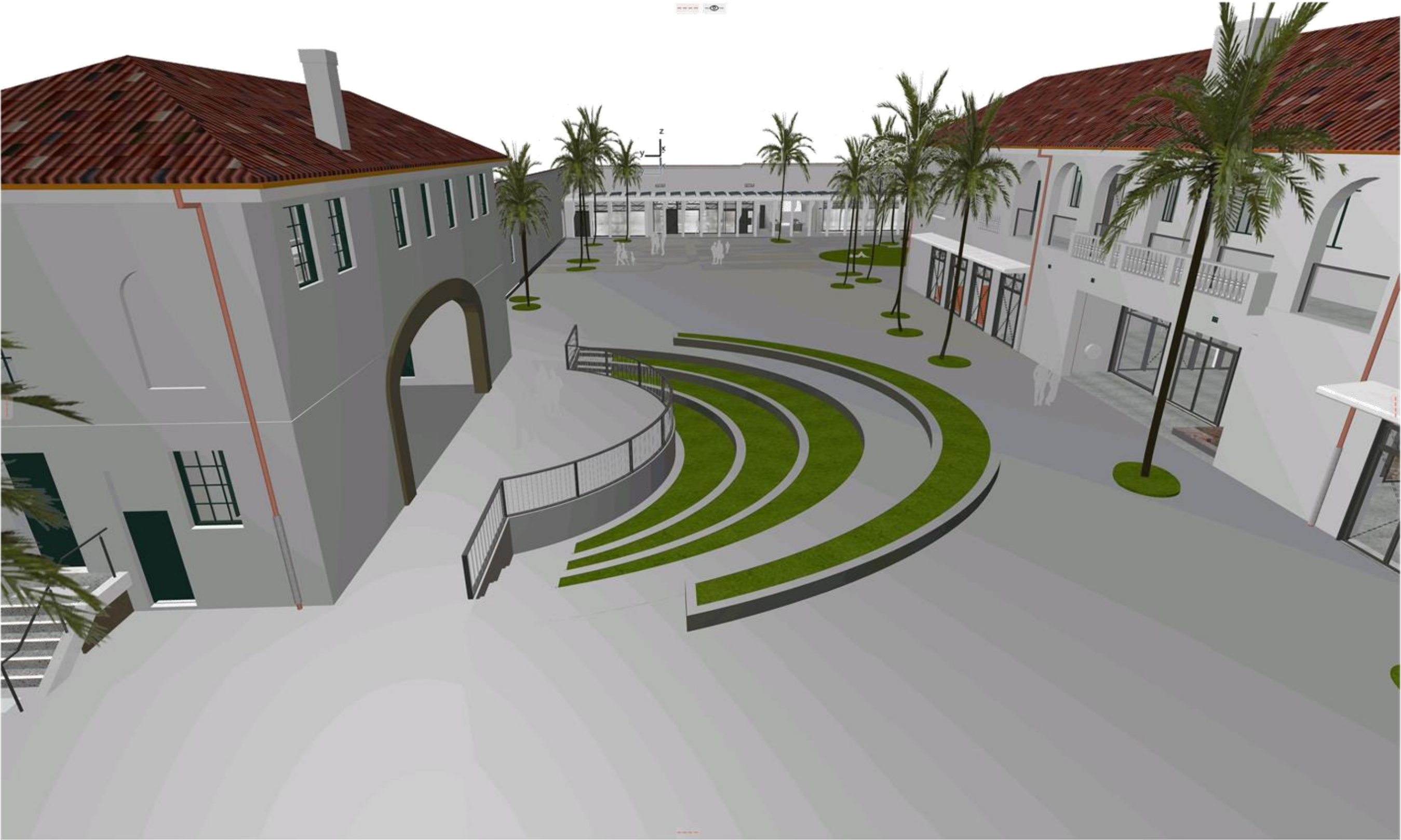
Torin Zulaikha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

Option 2b - Amphitheatre to Central Courtyard

Council Motion 1(b)



Council Motion CM/8.3/20.10

Torin Zulaikha Greer
Waverley Council

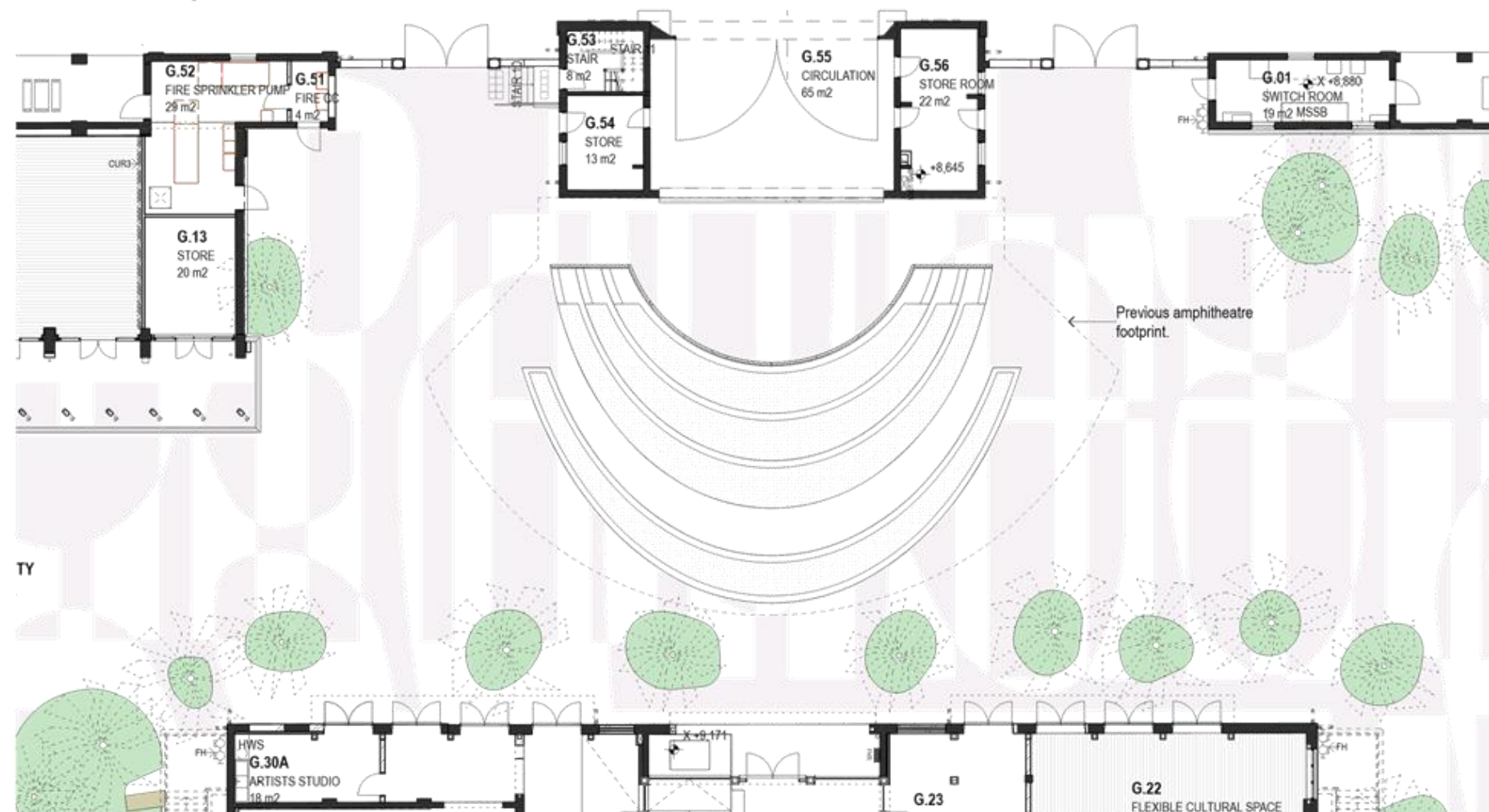
March 2021

Bondi Pavilion
Restoration and Conservation Project

Council Motion 1(b)

Plan of Proposal

- Stepped central Amphitheatre with 'Stage' levelled with courtyard and Stage Pavilion.
- Seating steps allow for 250 to 360 people pending on spacing. Additional standing capacity at rear possible.
- Stage area requires moveable balustrade for non-event mode.
- Reduces excavation through last row being above courtyard level.
- Will limit other usages and reduces flexibility of market and marquee setups in courtyards.
- Creates three defined parts to the courtyard taking away the flexibility of one big open space.



Council Motion CM/8.3/20.10

Torikin Zulalkha Greer
Waverley Council

March 2021

Bondi Pavilion
Restoration and Conservation Project

(i) Whether a heritage sympathetic design which can be included as a landscape feature can be provided.

OVERALL HERITAGE IMPACT	POSITIVE OUTCOMES	NEGATIVE OUTCOMES
Overall major heritage impact through the replacement of the central intrusive permanent amphitheatre (graded Intrusive in CMP) with a new version of a central sunken amphitheatre.	Utilises existing former Stage Pavilion for screening purposes and backdrops to performances.	Does not provide Grand Entrance which is a key idea outlined in POM (Policy 8 CMP)
		Reintroduces amphitheatre in Central Courtyard.
		Forms a physical and visual barrier. Changes in ground plane interrupt overall connection of three courtyard spaces and prevents direct pedestrian connection from Campbells Parade to the beach, as advocated in the POM.
		Separates northern and southern courtyards ground plane and creates three separate spaces.
		Major visual impact on courtyard and building presentation.
		May impact archaeology. Archaeological impacts need further investigation.

(ii) The likelihood of planning and heritage approval for such a modification.

Council Motion 1(b)

HERITAGE NSW

Initial discussion between Waverley Council and Heritage NSW has taken place with no formal advice received.

LOCAL PLANNING REVIEWS	POSITIVE OUTCOMES	NEGATIVE OUTCOMES
Bondi Park, Beach and Pavilion Plan of Management	Creates a lively, active hub but only with one very defined seating arrangement allowing for limited types of performances.	No provision for grand entrance from the street to Bondi Beach through inviting and welcoming entrance through the Pavilion.

An approval for this option seems unlikely.

Planning process and timeline:

Likely planning approval.

A Review of Environmental Factors (REF): approximate 13 weeks;

- Documentation 4 weeks.
- Public Exhibition 4 weeks.
- Approval 5 weeks.
- General Manager decision to proceed.
- Heritage NSW approval required.

A Section 4.55 application: approximate 14 to 20 weeks

- Documentation 4 weeks
- Approval 10 - 16 weeks

Both would have major impact on completion of project as per current construction program (December 2021).

Key design issues for resolution:

- Additional underground stormwater tank with pump required.
- New additional substation is required.
- Major re-routing of already installed services.
- New location for electrical and hydraulic services pits required.
- Possible clash with existing sewer line.
- Will require an update to the FER (Fire Engineering Report) with the potential of a reduction in overall building population.

Council Motion 1(b)

(iv) Costings for this additional work and impact on the existing project budget.

Council Motion 1(b)

Currently costed at: \$ 1,700,000 plus contingency for:

- No inclusion of screw piling to Stage Pavilion (might be required to close excavation to the building).

Exclusions:

- Fees
- Delay Costs over 8 weeks
- Latent conditions including site remediation works and disposal of contaminated materials
- Removal of asbestos, lead based paints and all other hazardous materials.
- Additional consultant fees.
- Risk of potential construction delays.



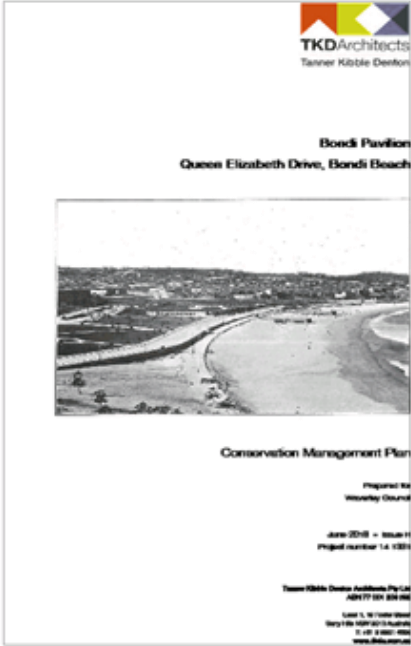
Bondi Pavilion
Conservation
Management Plan

The Bondi Pavilion Conservation Management Plan (CMP), prepared by Tanner e Kibble, was endorsed by the NSW Department of Environment & Heritage, Heritage Division in 2018.

The courtyard was graded as being of 'high' significance, whilst the amphitheatre was graded as being 'intrusive' in the CMP.

The CMP contains policies aimed at conserving the heritage values of the Pavilion.

With respect to the courtyard, the most relevant policies are as follows:



Bondi Pavilion Conservation Management Plan (CMP)

Policy No.:	Policy
Policy 8	The focus of conservation management for the Bondi Pavilion should aim to achieve the objectives of the Bondi Pavilion Purpose Statement (Section 6.4) and the key ideas that form the basis of management included in the Bondi Park, Beach and Pavilion Plan of Management (2014).
Policy 36	Retain and conserve the original form and fabric of the courtyard spaces within the Bondi Pavilion complex. Any future development within these courtyards must respect and not obscure their original form and fabric.
Policy 49	Retain, conserve and enhance the spatial character and significant fabric of the Bondi Pavilion.
Policy 61	Remove those elements considered to be intrusive to the Bondi Pavilion's contribution to the place, which are identified in Section 5.5 of this CMP.
Policy 87	Upgrade and enhance entry to the Bondi Pavilion from the west.

Recommended Management for Spaces and Fabric based on Assessed Levels of Heritage Significance

Exceptional significance
Element that makes a direct and irreplaceable contribution to the overall heritage significance of the Bondi Pavilion. It will exhibit a high degree of integrity with any alterations of a minor nature and generally reversible.

Demolition/removal or inappropriate alteration would substantially diminish the heritage significance of the Bondi Pavilion.

The overall form of the Bondi Pavilion including original roof form, original facades, courtyards, the Stage Pavilion and the space formerly occupied by the outdoor auditorium

Intrusive
Element (or component of an element) that adversely impacts on the overall heritage significance of the Bondi Pavilion.

Demolition/removal would enhance the heritage significance of the Bondi Pavilion.

Guidelines
The external form and envelope of the Bondi Pavilion is highly significant. There is a balance of horizontal and vertical elements expressed through two storey and single storey components, unified by materials and the hipped roof form. There is also a balance of solid areas of wall and voids formed by the loggias on three sides of the building complex. The overall plan form is also one of solids and voids - of central courtyards surrounded and contained by the building perimeter.

The spatial character of the Bondi Pavilion relates to its wider setting, as a large complex of buildings in the wide expanse of Bondi Park and the wider cultural landscape, and a focal point of activity on Bondi Beach. It is also related to the spaces that make up the building - the courtyards, loggias that provide transition between the building and its surrounds, and the variety of spaces and volumes throughout the building that serve different functions and activities - the art gallery, main foyer, theatre and change rooms, for example.

The Bondi Pavilion should continue to be conserved and used for purposes that are compatible with its significance.

Heritage significance
The overall building form and external fabric of Exceptional and High significance provides little opportunity for change. Similarly, changes to spaces of Exceptional and High significance are constrained, but opportunities for careful and sensitive change and, in the case of the courtyards, sensitive and respectful new works, may be considered.



Significance rating of ground floor; CMP

Council Motion 1(a)

Bondi Park, Beach and Pavilion Plan of Managment

Policy 8

Policy 8 of the CMP refers back to the Bondi Park, Beach and Pavilion Plan of Mangagement which identifies the purpose of the building and how it should be achieved.

The following section has been extracted from the Plan of Management: (colour identifies items relevant to Courtyard)

Located in a unique setting, Bondi Pavilion overlooks spectacular Bondi Beach and is a much loved, heritage building. It has an important purpose:

- As a landmark building, contributing to the unique heritage character of Bondi;
- As the centre of community life, accommodating a vibrant mix of cultural, community and commercial use; and
- Providing a grand entrance from the street to Bondi Beach.

This purpose should be achieved by making sure the Pavilion is sensitively looked after and well used. As the centrepiece it should be:

- Attractive and inviting with welcoming entrances front and rear, good internal signage and tourism information that is accessible;
- A lively, active hub with beautiful courtyards for shade and shelter, spaces for performances, a well-designed and engaging foyer with activities throughout that entertain;
- Delivering a vibrant cultural and community life including interesting theatre, cultural happenings, great cafes and appropriately located programs.
- Well maintained, clean and functional with improved spaces for hire and good amenities to service people visiting the building, Park or Beach;
- Environmentally efficient, as much as possible;

- Financially sustainable so that it can meet community expectations, providing a good balance of community and commercial activities.

- The basis for management of the place is embodied in seven key ideas, which were formulated in consultation with the community. The key ideas aim to:
- 1 Reinforce Bondi's unique character.
 - 2 Increase green space and improve parking.
 - 3 Restore the connection from street to sand.
 - 4 Restore the Pavilion as gateway to the beach.
 - 5 Create new facilities and shade.
 - 6 Provide places for play and respite.
 - 7 Respect Bondi's heritage.

Category B1 Provide adaptable and flexible spaces to accommodate a variety of interest groups and uses

- Category B1.2
- Design and upgrade the Pavilion courtyard to better accommodate a range of events, programs and use as a passive recreation space. Works to consider:
- Replacement of pavement in southern courtyard with uniform surface (preferably brick paving);
 - Shade tree planting and soft landscaping;
 - Replacement of turf areas in northern courtyard;
 - Edge definition between the courtyard and any commercial outdoor seating areas;
 - Options for weather proof covering; and
 - Provision of public art.

Category B1.3

Remove amphitheatre hardstand in Pavilion courtyard as part of Pavilion Courtyard upgrade works (refer to action B1.2). In consultation with Flickerfest, consider/ identify options for temporary installation of amphitheatre within the courtyard, to be used for the Flickerfest short film festival and other events as required.

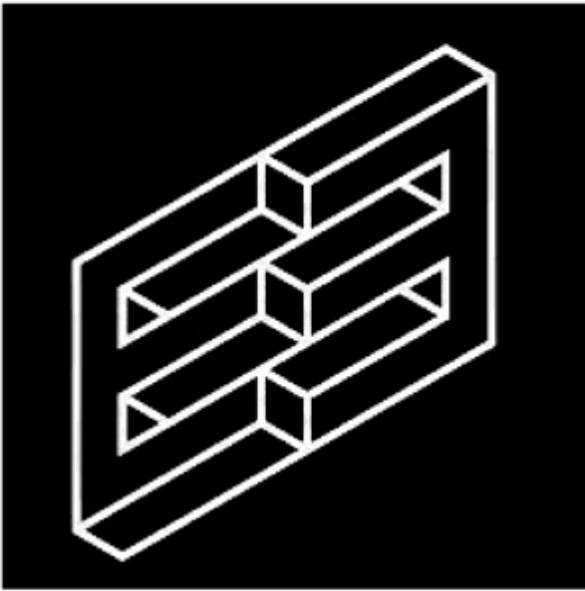
Category D4 Conserve the Pavilion's heritage character, including its front forecourt and internal Courtyards areas

Category D4.1

Conserve the Pavilion's heritage character, including its front forecourt and internal Courtyards areas:

Continue to adapt to alternative uses within the Pavilion as demands for these areas arise and/or change. (Refer to action B1.1)





EMANUEL SOLOMOVIC

A C H I T E C T

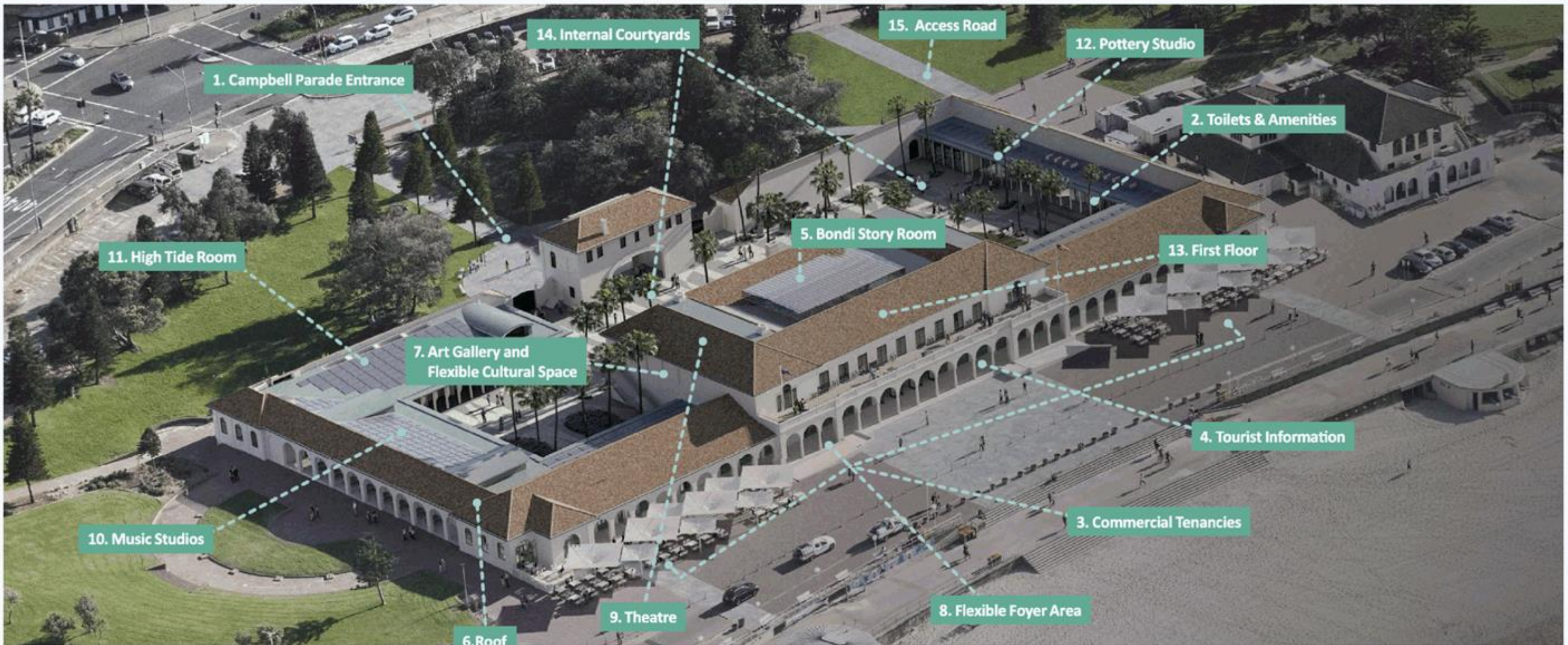
NSW ARCHITECTS REGISTRATION BOARD No.7154

PROFESSIONAL QUALIFICATIONS

- Master in Architecture and Urban Design, University of California, Los Angeles.
- Degree in Architecture, Central University of Venezuela.
- Diploma in Project Management.
- Diploma of Building and Construction.
- Certificate IV in Building and Construction.
- Green Star Accredited Professional-Design & As Built, Green Building Council Australia.
- Passive House Australia Member.



BONDI PAVILION RESTORATION





Establish The Bondi Pavilion as a serious destination



Increase the useability of the building and it's income potential

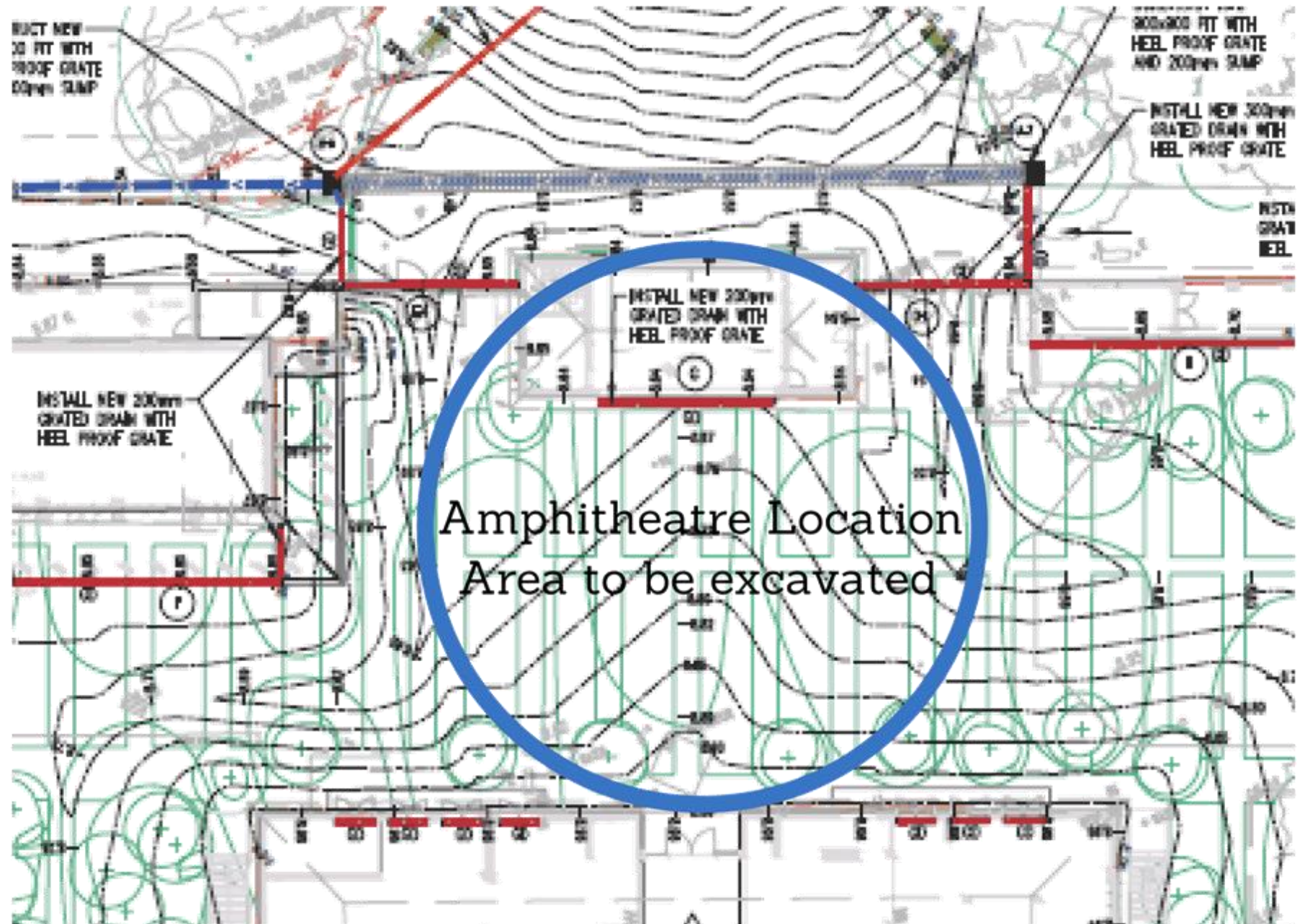
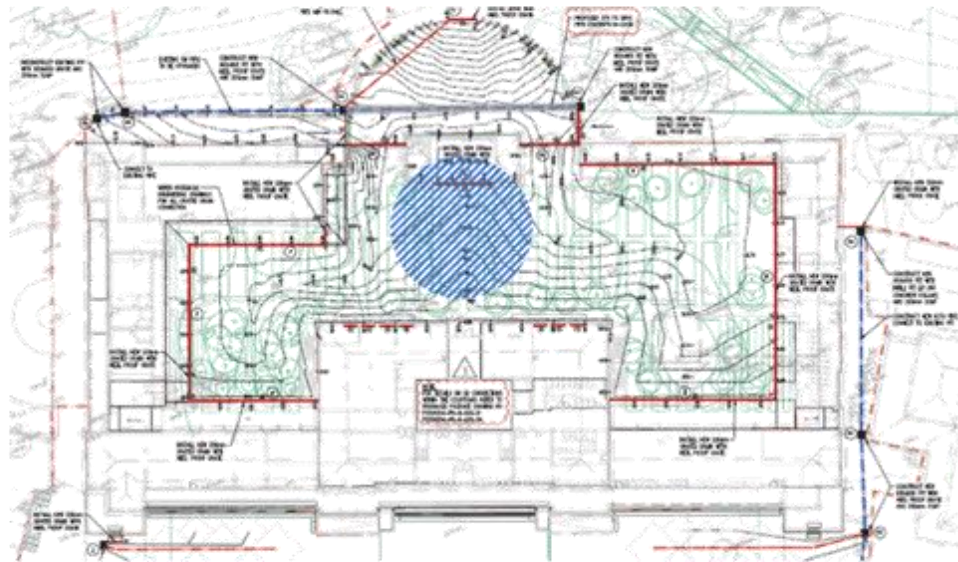
- Bring more life into the building
- Bring more money into the building
- Reinforce Bondi Pavilion role in Waverley as a Community and Cultural centre
- Create a COVID safe performance space in the Pavilion
- Increase use of space
- Create a destination in Bondi that promotes arts and theatre



NO INFRASTRUCTURE IMPACT

WSP CIVIL DESIGN

Civil General Arrangement Plan



Amphitheatre Location
Area to be excavated



TIMELINE ACHIEVABILITY

Pavillion Amphitheatre - Bondi Beach

	Task Name	Duration	Start	Finish	Predecessors
1	Execution of contract	15d	01/03/21	19/03/21	
2	Site establishment	5d	22/03/21	26/03/21	1
3	Demolition/Earthworks	15d	29/03/21	16/04/21	2
4	Hold point inspection -	1d	20/04/21	20/04/21	3FS +1d
5	Electricals- In-ground roughin	10d	19/04/21	30/04/21	3
6	Pavilion - Underpinning	12d	22/04/21	07/05/21	4FS +1d
7	Hold point inspection	1d	30/04/21	30/04/21	6SS +6d
8	Hold point inspection -	1d	11/05/21	11/05/21	6FS +1d
9	Pavilion - form work/Reinfor	10d	13/05/21	26/05/21	8FS +1d
10	Hold point inspection -	1d	28/05/21	28/05/21	9FS +1d
11	Pavilion/Stage - Raft slab	11d	01/06/21	15/06/21	10FS +1d
12	Stage area - Concreting	11d	16/06/21	30/06/21	11
13	Seating - Formwork/Reinforc	26d	27/05/21	01/07/21	9
14	Hold point inspection - Form	1d	05/07/21	05/07/21	13FS +1d
15	Seating - Concreting	16d	07/07/21	28/07/21	14FS +1d
16	Seating - Sandstone	15d	29/07/21	18/08/21	15
17	Electricals - Lighting install	7d	19/08/21	27/08/21	16
18	Pavilion - Solar	6d	19/08/21	26/08/21	16
19	Practical Completion	1d	30/08/21	30/08/21	17
20	Defects	7d	31/08/21	08/09/21	19
21	Site disestablishment	1d	09/09/21	09/09/21	20
22	Final Clean	1d	10/09/21	10/09/21	21
23	Handover	1d	13/09/21	13/09/21	22

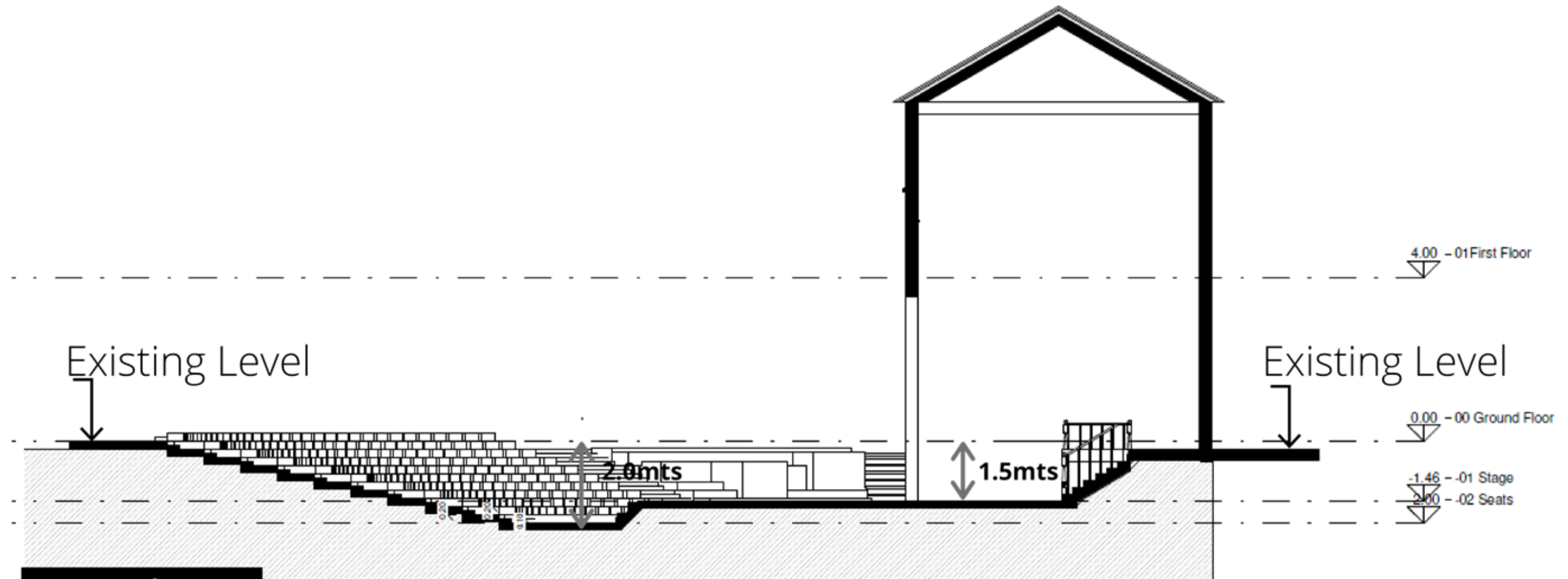
PRACTICAL COMPLETION

Estimated Construction Time: 6 Months
Pavilion Amphitheatre works to be done concurrently with Bondi Pavilion renovation works to address stormwater drainage and external relative levels to be coordinated with north and south courtyard works.

**ESTIMATED
CONSTRUCTION COST**
of \$ 2 Millions



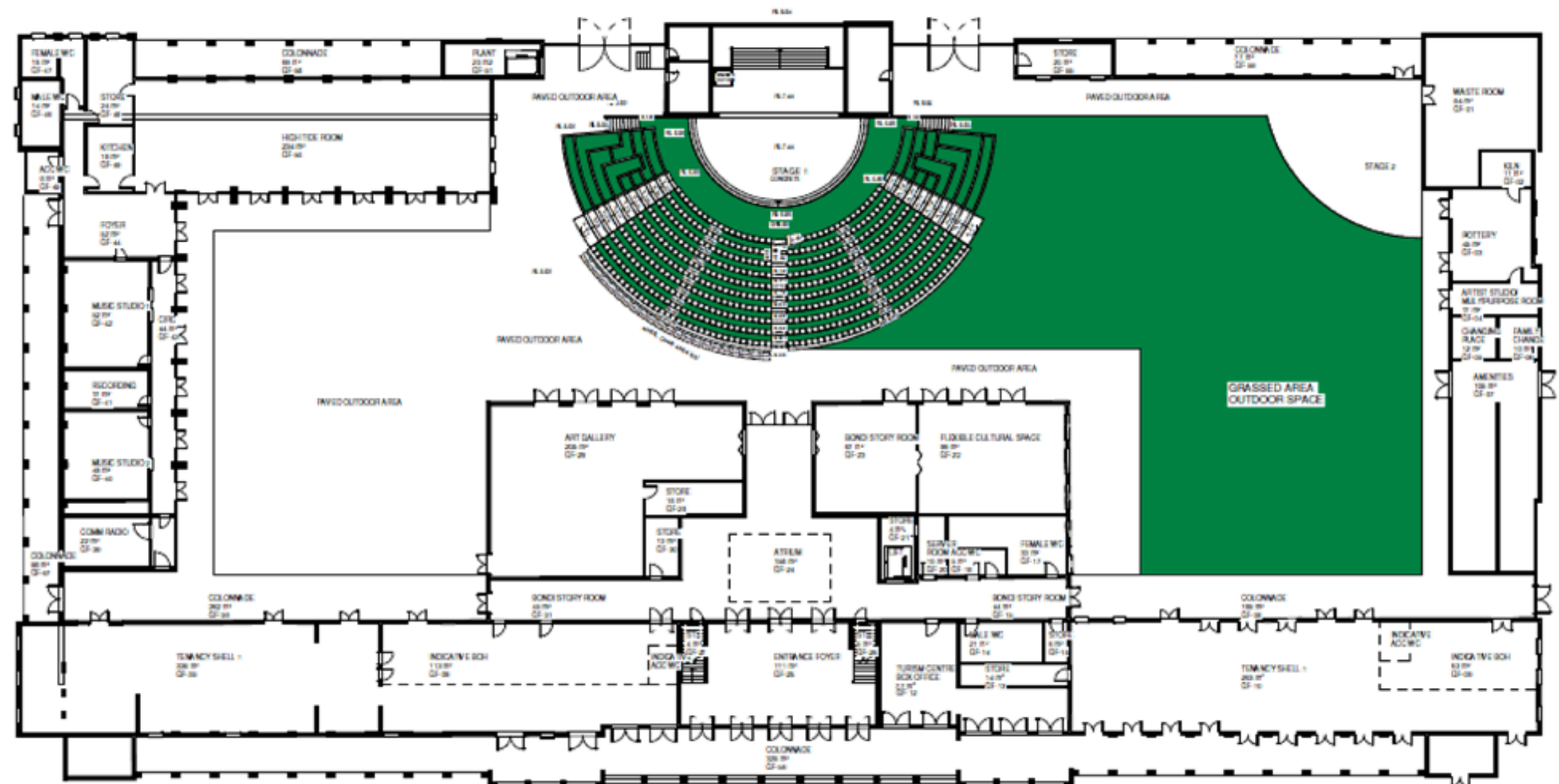
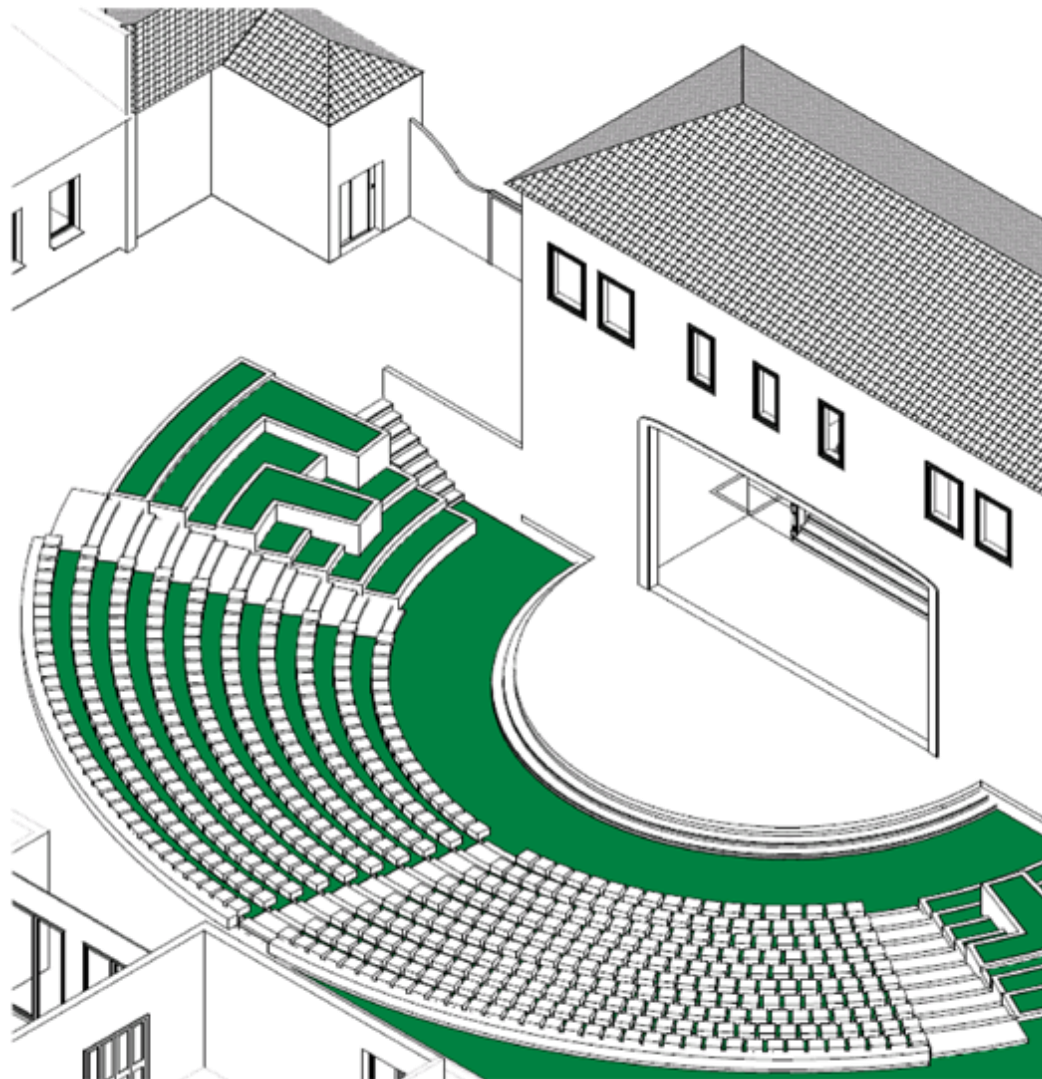
BONDI PAVILION AMPHITHEATRE



MINIMISED EXCAVATION

BONDI PAVILION AMPHITHEATRE

SITE PLAN OPTION 1

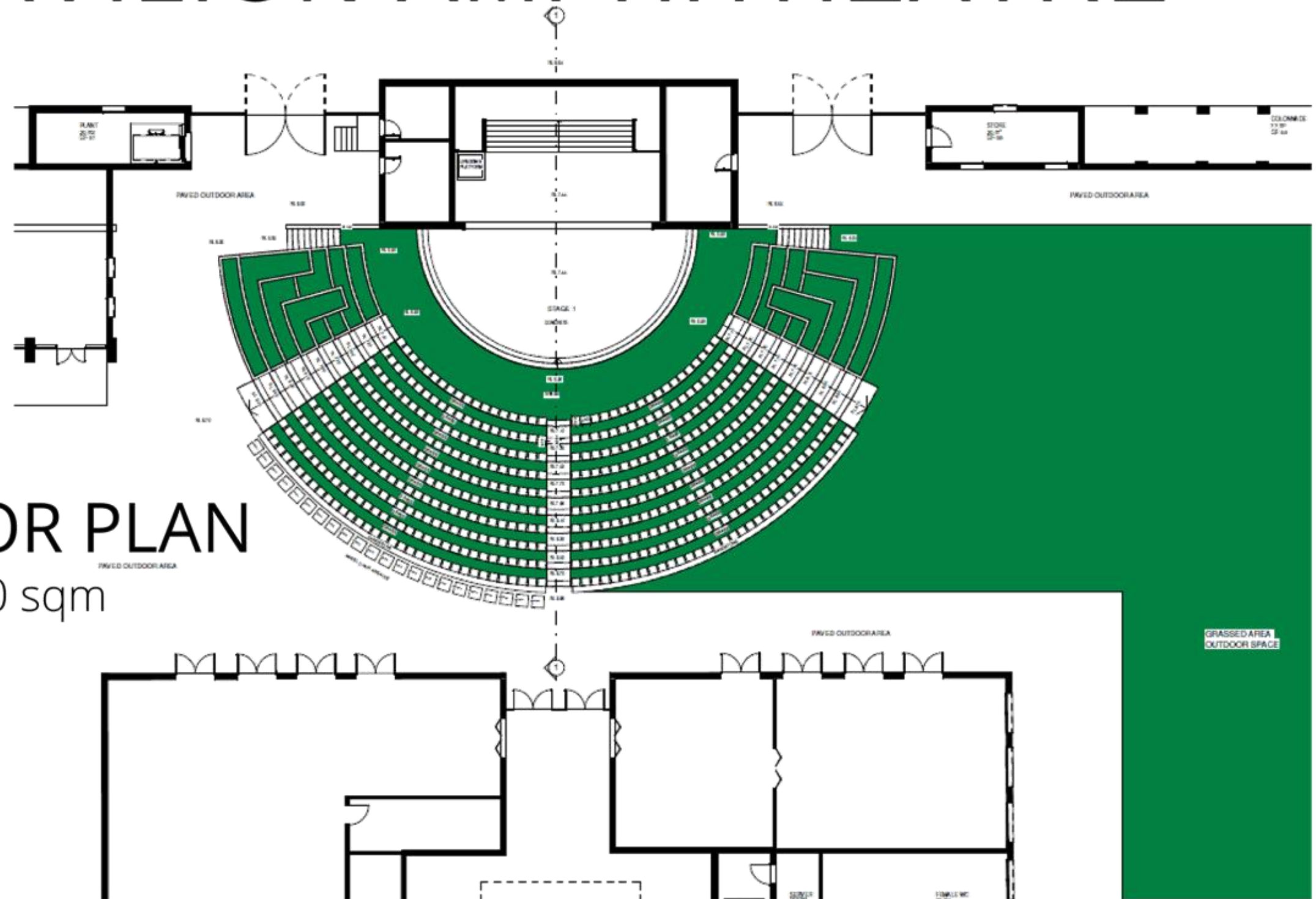


BONDI PAVILION AMPHITHEATRE

OPTION 1

GROUND FLOOR PLAN

Amphitheatre Area 550 sqm



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 1

View 1



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 1

View 2



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 1

View 3



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 1

View 4



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 1

View 5



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

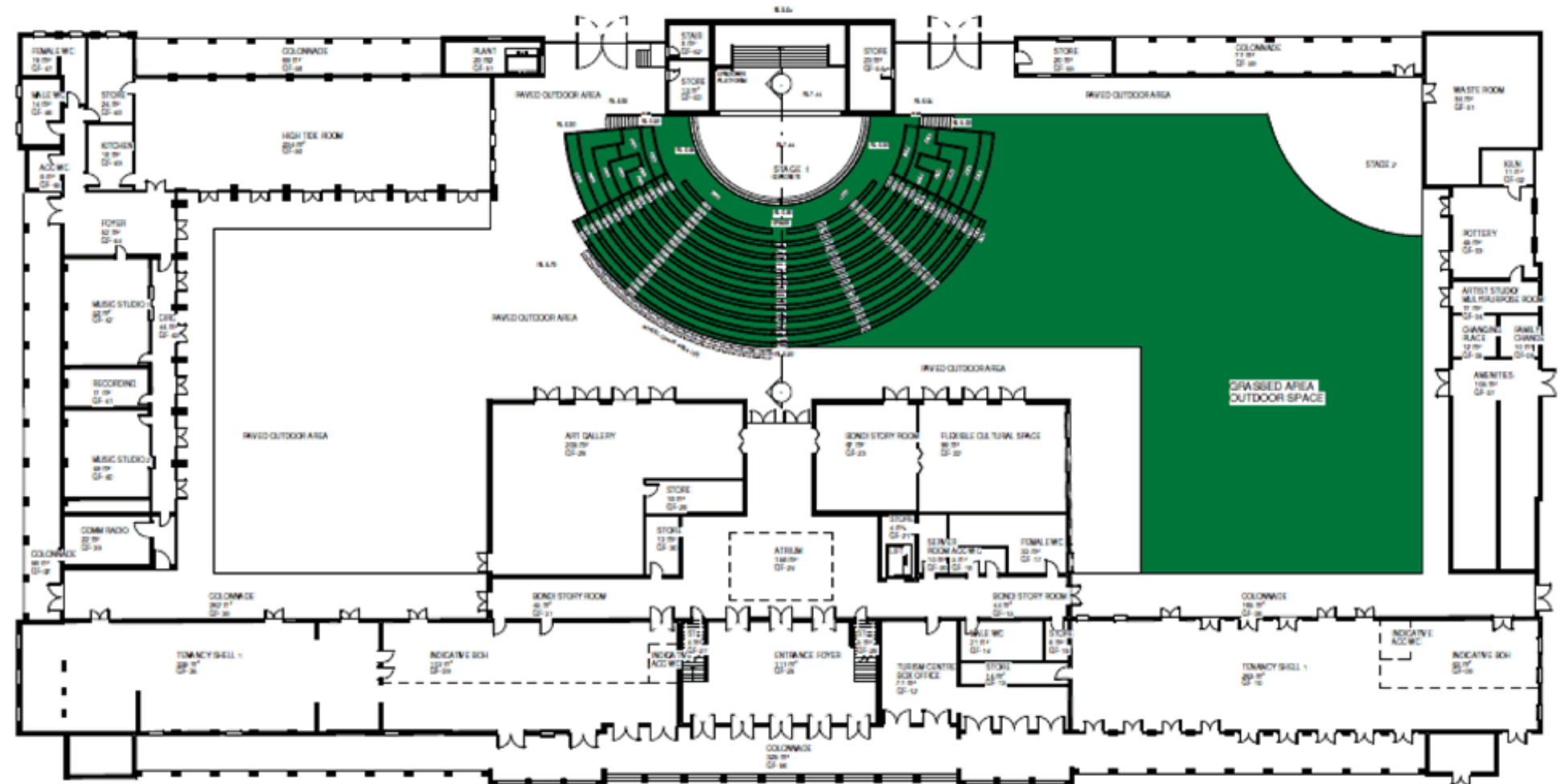
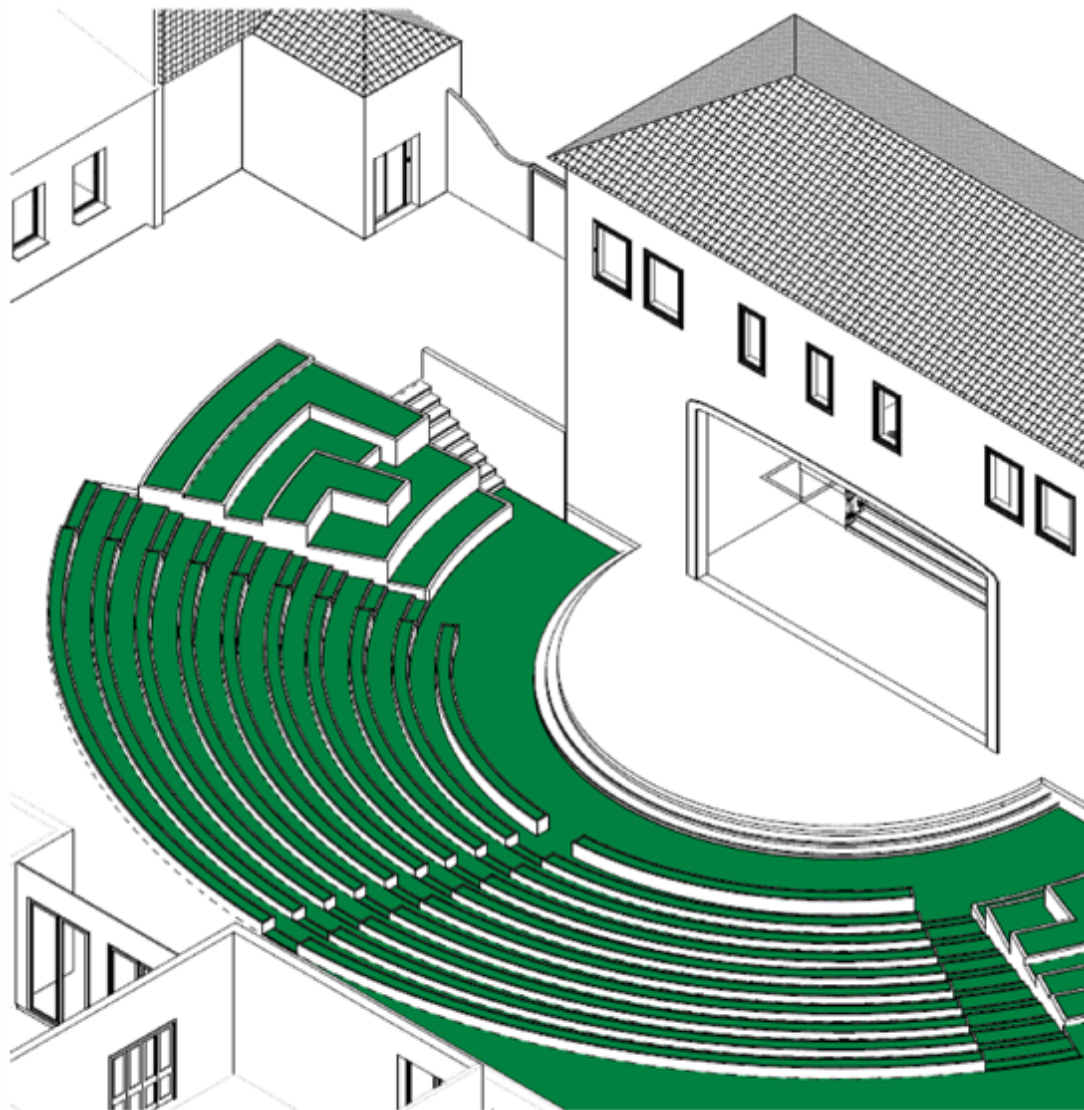
Option 1

View 6



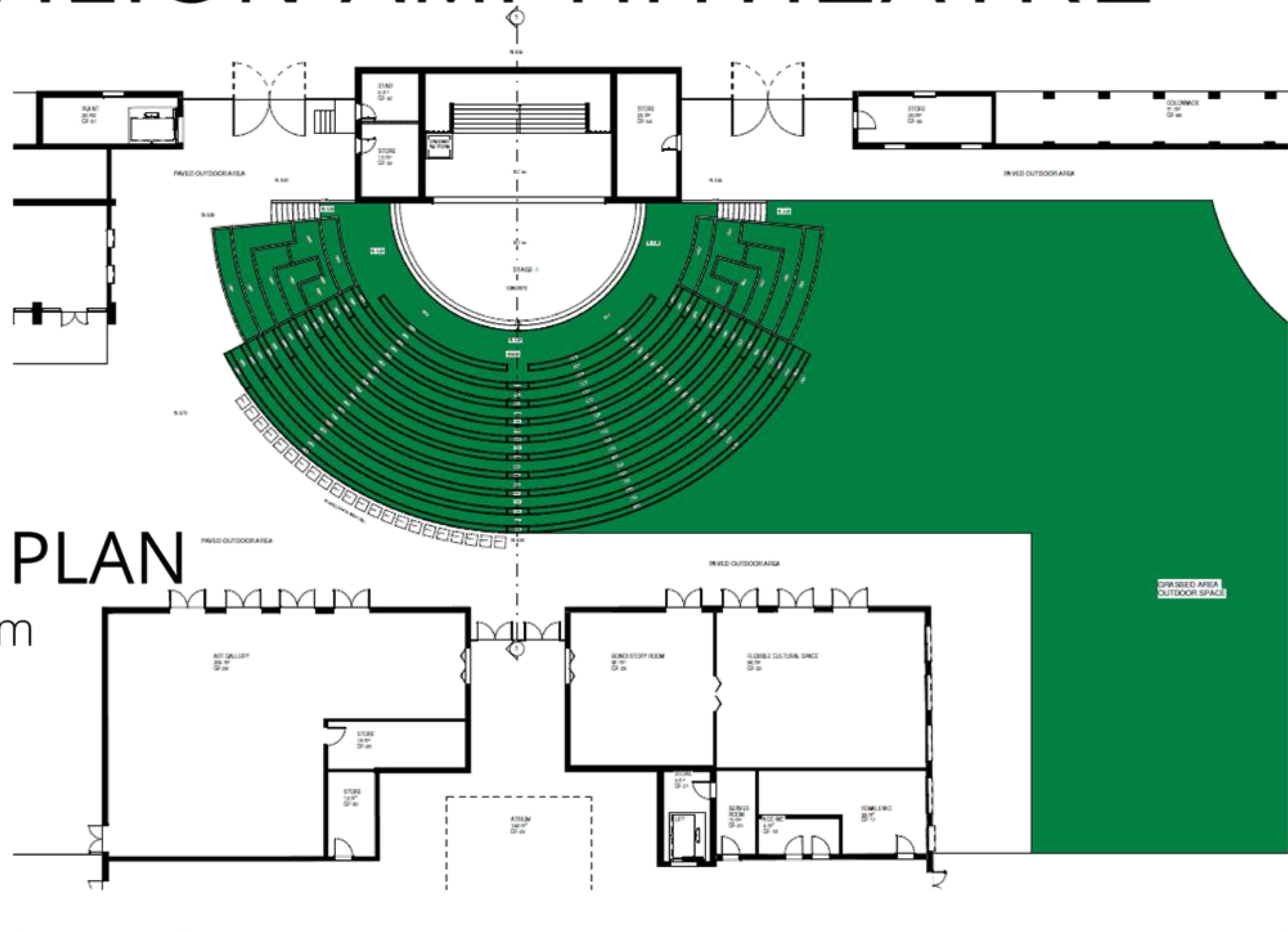
BONDI PAVILION AMPHITHEATRE

SITE PLAN OPTION 2



OPTION 2

Amphitheatre Area 550 sqm



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 2

View 1



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 2

View 2



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 2

View 3



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 2

View 4



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 2

View 5



BONDI PAVILION AMPHITHEATRE

CONCEPT DESIGN

Option 2

View 6

