FINANCE, OPERATIONS AND COMMUNITY SERVICES COMMITTEE MEETING

A meeting of the FINANCE, OPERATIONS AND COMMUNITY SERVICES COMMITTEE will be held at Waverley Council Chambers, Cnr Paul Street and Bondi Road, Bondi Junction at:

7.00 PM, TUESDAY 2 AUGUST 2022

Emily Scott
General Manager

Delegations of the Finance, Operations and Community Services Committee

On 10 October 2017, Waverley Council delegated to the Finance, Operations and Community Services Committee the authority to determine any matter **other than**:

1.   Those activities designated under s 377(1) of the *Local Government Act* which are as follows:

   (a)   The appointment of a general manager.
   (b)   The making of a rate.
   (c)   A determination under section 549 as to the levying of a rate.
   (d)   The making of a charge.
   (e)   The fixing of a fee
   (f)   The borrowing of money.
   (g)   The voting of money for expenditure on its works, services or operations.
   (h)   The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment).
   (i)   The acceptance of tenders to provide services currently provided by members of staff of the council.
   (j)   The adoption of an operational plan under section 405.
   (k)   The adoption of a financial statement included in an annual financial report.
   (l)   A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6.
   (m)   The fixing of an amount or rate for the carrying out by the council of work on private land.
   (n)   The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work.
   (o)   The review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the *Environmental Planning and Assessment Act 1979*.
   (p)   The power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194.
   (q)   A decision under section 356 to contribute money or otherwise grant financial assistance to persons,
   (r)   A decision under section 234 to grant leave of absence to the holder of a civic office.
   (s)   The making of an application, or the giving of a notice, to the Governor or Minister.
   (t)   This power of delegation.
   (u)   Any function under this or any other Act that is expressly required to be exercised by resolution of the council.

2.   The adoption of a Community Strategic Plan, Resourcing Strategy and Delivery Program as defined under sections 402, 403, and 404 of the *Local Government Act*.

Statement of Ethical Obligations

Councillors are reminded of their oath or affirmation of office made under section 233A of the Act and their obligations under the council's code of conduct to disclose and appropriately manage conflicts of interest.

Live Streaming of Meeting

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

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

AGENDA

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

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

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

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

1.   Apologies/Leaves of Absence

2.   Declarations of Pecuniary and Non-Pecuniary Interests

3.   Addresses by Members of the Public

4.   Confirmation of Minutes

5.   Reports

6.   Urgent Business

The following matters are proposed to be dealt with in Closed Session and have been distributed to Councillors separately with the Agenda:

9.   Meeting Closure

CONFIRMATION OF MINUTES
FC/4.1/22.08

Subject:	**Confirmation of Minutes - Finance, Operations and Community Services Committee Meeting - 5 July 2022**
TRIM No:	SF21/6064
Author:	Al Johnston, Governance Officer

RECOMMENDATION:

That the minutes of the Finance, Operations and Community Services Committee meeting held on 5 July 2022 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

Introduction/Background

The minutes of committee meetings must be confirmed at a subsequent meeting of the committee, in accordance with clause 20.23 of the Code of Meeting Practice.

Attachments

1.   Finance, Operations and Community Services Committee Meeting Minutes - 5 July 2022   .

MINUTES OF THE FINANCE, OPERATIONS AND COMMUNITY SERVICES COMMITTEE MEETING HELD AT WAVERLEY COUNCIL CHAMBERS, CNR PAUL STREET AND BONDI ROAD, BONDI JUNCTION ON TUESDAY, 5 JULY 2022

Present:

Councillor Dominic Wy Kanak (Chair)	Bondi Ward
Councillor Tim Murray (Deputy Chair)	Waverley Ward
Councillor Paula Masselos (Mayor)	Lawson Ward
Councillor Elaine Keenan (Deputy Mayor)	Lawson Ward
Councillor Sally Betts	Hunter Ward
Councillor Angela Burrill	Lawson Ward
Councillor Ludovico Fabiano	Waverley Ward
Councillor Leon Goltsman	Bondi Ward
Councillor Tony Kay	Waverley Ward
Councillor Steven Lewis	Hunter Ward
Councillor Will Nemesh	Hunter Ward

Staff in attendance:

Emily Scott	General Manager
Sharon Cassidy	Acting Director, Assets and Operations
Meredith Graham	Acting Director, Community, Culture and Customer Experience
Mitchell Reid	Acting Director, Planning, Sustainability and Compliance
Richard Sheridan	Acting Director, Corporate Services

At the commencement of proceedings at 7.02 pm, those present were as listed above, with the exception of Cr Keenan who arrived at 7.09 pm during addresses by members of the public.

Crs Fabiano, Goltsman, Kay, Keenan and Nemesh attended the meeting by audio-visual link.

At 8.20 pm, following the vote on item FC/6.1/22.07, a procedural motion to adjourn the meeting to reconvene at the conclusion of the Strategic Planning and Development Committee meeting, moved by Cr Masselos and seconded by Cr Lewis, was put and declared carried unanimously.

At 9.04 pm, the meeting reconvened.

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The General Manager read the following Opening Prayer:

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

The Chair read the Acknowledgement of Indigenous Heritage:

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

1. Apologies/Leaves of Absence

Apologies were received from Cr Michelle Gray.

2. Declarations of Pecuniary and Non-Pecuniary Interests

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

2.1 Cr Wy Kanak declared a significant non-pecuniary interest in item FC/5.10/22.07 – Local Government NSW Board – Voting Delegates for Election to Fill Casual Vacancy and informed the meeting that he is a nominee to be a candidate for the Board and will vacate the chair and leave the meeting for the consideration and vote on this item.

3. Addresses by Members of the Public

3.1 N Boaz (on behalf of Friends of Bondi Pavilion) – FC/5.3/22.07 – Bondi Pavilion – Strategic Vision and Programming Framework.

3.2 Two residents – FC/7.1/22.07 – CONFIDENTIAL REPORT – Bronte House – Gardening and Horticultural Services – Tender Evaluation.

ITEMS BY EXCEPTION

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

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

FC/4.1/22.07   Confirmation of Minutes – Finance, Operations and Community Services Committee Meeting – 3 May 2022.

FC/5.1/22.07   Statement of Business Ethics – Review.

FC/5.2/22.07   Precinct Committees – Motions and Update.

FC/5.4/22.07   Draft Street Performance Policy and Guidelines – Exhibition and Trial.

FC/5.5/22.07   Draft Volunteer Policy – Exhibition.

FC/5.6/22.07   Access and Inclusion Advisory Panel – Minutes.

FC/5.9/22.07   Drain Blockage Guidelines.

4.   Confirmation of Minutes

FC/4.1/22.07   Confirmation of Minutes - Finance, Operations and Community Services Committee Meeting - 3 May 2022   (SF21/6064)

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

That the minutes of the Finance, Operations and Community Services Committee meeting held on 3 May 2022 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

5.   Reports

FC/5.1/22.07   Statement of Business Ethics - Review   (A06/1397)

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

That Council adopts the Statement of Business Ethics attached to the report.

FC/5.2/22.07   Precinct Committees - Motions and Update   (A04/0038)

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

That Council:

1.   Receives and notes the list of Precinct motions from June 2021–May 2022 attached to the report.

2.   Notes:

   (a)   The continued operation of Precinct meetings during the COVID-19 restrictions via online platforms and the transition back to face-to-face meetings commencing April 2022.

   (b)   The continued engagement of the Precincts and the Combined Precincts group in consultations on Council's strategic projects, programs, and proposed plans, via online platforms.

(c)   The March 2022 decision of the Combined Precincts group to resume face-to-face meetings and for all Precincts to hold annual general meetings at their first in-person meeting.

(d)   The March 2022 decision of the Combined Precincts meeting to establish four sub-committees.

FC/5.3/22.07   Bondi Pavilion - Strategic Vision and Programming Framework   (A21/0521)

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

That Council:

1.   Notes the strategic vision and programming framework and principles for arts and culture programming at Bondi Pavilion, including the development of community cultural programs targeting diverse demographic groups.

2.   Defers this item for endorsement at the August 2022 Council meeting for officers to consider the following:

(a)   The creation of a dedicated Artistic Director role within the existing Arts, Culture and Events team responsible for the programming of cultural spaces and arts programming within the Bondi Pavilion.

(b)   Consideration of how this role would best integrate into the existing Arts, Culture and Events team.

(c)   Identification of potential funding sources for the Artistic Director role, including consideration of reallocating existing resources.

(d)   Out-of-session consultation with the Arts and Culture Advisory Committee.

(e) Briefing Councillors on plans for the official opening of the Pavilion.

N Boaz (on behalf of Friends of Bondi Pavilion) addressed the meeting.

FC/5.4/22.07   Draft Street Performance Policy and Guidelines - Exhibition and Trial   (A21/0076)

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

That Council:

1.   Publicly exhibits the draft Street Performance Policy and Guidelines attached to the report for 90 days.

2.   Trials new performance zones in Bondi Junction, Bondi Beach and at Bondi Road to coincide with the public exhibition period.

3.   Officers prepare a report to Council following the exhibition period.

4.   Extends the performance zone trial to Hall Street, Bondi Beach, to align with the Streets as Shared Spaces activation commencing on 1 October 2022.

FC/5.5/22.07   Draft Volunteer Policy - Exhibition   (A16/0638)

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

That Council:

1.   Notes the update on the volunteer review, as set out in the report.

2.   Publicly exhibits the draft Volunteer Policy attached to the report for 28 days.

3.   Officers prepare a report to Council following the exhibition period.

FC/5.6/22.07   Access and Inclusion Advisory Panel - Minutes   (A21/0096)

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

That Council receives and notes the minutes of the Access and Inclusion Advisory Panel meetings held on 14 October 2021 and 31 March 2022 attached to the report.

FC/5.7/22.07   Bronte Park - Barbecue Locations - Consultation Outcomes   (A16/0168)

MOTION	Mover:	Cr Masselos
	Seconder:	Cr Keenan

That Council:

1.   Notes that of the 220 visitors to the Have Your Say page, only 17 participated in the survey; that is, only 7.7% of the total visitors.

2.   Notes that, over the years, there has been strong community concern to limit the amount of concrete in Bronte Park.

3.   Supports the installation of barbecues at Bronte Park in the following revised configuration:

    (a)   Two new barbecue facilities in the existing barbecue location (southern existing location), as per Figure 2 of the report.

    (b)   One new barbeque facility in the proposed barbeque location (near the playground), as per Figure 3 of the report.

    (c)   One new barbeque facility in the proposed barbeque location (near Bronte Road), as per Figure 3 of the report.

4.   Removes the concrete slab installed adjacent to the existing southern location and reduces the size of the slab of the Bronte Road proposed location.

5.   Authorises the General Manager to approve any additional budget from the SAMP Public Domain Program.

THE MOVER OF THE MOTION THEN ACCEPTED AMENDMENTS TO CLAUSES 3(a)–(c).

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

UNANIMOUS DECISION

That Council:

1.   Notes that of the 220 visitors to the Have Your Say page, only 17 participated in the survey; that is, only 7.7% of the total visitors.

2.   Notes that, over the years, there has been strong community concern to limit the amount of concrete in Bronte Park.

3.   Supports the installation of barbecues at Bronte Park in the following revised configuration:

(a)   Two new barbecue facilities (four hotplates) in the existing barbecue location (southern existing location), as per Figure 2 of the report.

(b)   One new barbeque facility (two hot plates) in the proposed barbeque location (near the playground), as per Figure 3 of the report.

(c)   One new barbeque facility (two hotplates) in the proposed barbeque location (near Bronte Road), as per Figure 3 of the report.

4.   Removes the concrete slab installed adjacent to the existing southern location and reduces the size of the slab of the Bronte Road proposed location.

5.   Authorises the General Manager to approve any additional budget from the SAMP Public Domain Program.

FC/5.8/22.07   Verge/Nature Strip Maintenance Program   (A14/0144)

MOTION   Mover: Cr Murray
                                                       Seconder: Cr Masselos

That Council:

1.   Notes that Council officers currently maintain 145 verges across the local government area (LGA), comprising:

(a)   91 priority sites, being gateways and main roads, Bondi Junction and Bondi Beach, difficult-to-mow areas and public laneways.

(b)   54 special needs sites.

2.   Notes the following alternative options for verge maintenance service frequency, as set out in the report:

   (a)   Option 1 – Increase the verge maintenance service to all streets in the LGA, utilising current staffing numbers, team structures and same amount of plant/equipment.

   (b)   Option 2 – Increase the scope of verge maintenance service to include all streets in the LGA receiving the same service frequency of four cuts per year.

   (c)   Option 3 – Offer a verge maintenance service for 11 Category 1 gateways and main arterial roads, 89 parks and reserves and 54 special needs residents only.

3.   Notes a service review of the Open Spaces Maintenance area will be undertaken in 2022–23 where efficiencies identified can be utilised for future planning of the verge maintenance services.

4.   Notes that Council officers will continue to maintain the current verge maintenance service schedule and frequency for the 145 verges across the LGA until completion of the service review.

AMENDMENT   Mover: Cr Betts
                                                            Seconder: Cr Burrill

That:

1.   Clause 2 be amended to read as follows:

   'Notes the following options for verge maintenance service frequency, as set out in the report:

   (a)   Option 1 – Increase the verge maintenance service to all streets in the LGA, utilising current staffing numbers, team structures and same amount of plant/equipment.

   (b)   Option 2 – Increase the scope of verge maintenance service to include all streets in the LGA receiving the same service frequency of four cuts per year.

   (c)   Option 3 – Offer a verge maintenance service for 11 Category 1 gateways and main arterial roads, 89 parks and reserves and 54 special needs residents only.

   (d)   Option 4 – Existing service – Maintain 145 verges across the local government area comprising 91 priority sites and 54 special needs sites.'

2.   Clause 3 be amended to read as follows:

   'Notes a service review of the Open Spaces Maintenance area will be undertaken in 2022–23 where efficiencies identified can be utilised for future planning of the verge maintenance services to include options to expand verge maintenance into residential streets alongside commercial property within our Village Shopping areas.'

3.   Clause 4 be amended to read as follows:

   'Endorses Option 4 – Council officers continuing to maintain the current verge maintenance service schedule and frequency for the 145 verges across the LGA until completion of the service review.'

THE AMENDMENT WAS THEN PUT AND DECLARED CARRIED.

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

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

DECISION

That Council:

1.   Notes that Council officers currently maintain 145 verges across the local government area (LGA), comprising:

      (a)   91 priority sites, being gateways and main roads, Bondi Junction and Bondi Beach, the gateway to Bronte Beach (including Macpherson Street), difficult-to-mow areas and public laneways.

      (b)   54 special needs sites.

2.   Notes the following options for verge maintenance service frequency, as set out in the report:

      (a)   Option 1 – Increase the verge maintenance service to all streets in the LGA, utilising current staffing numbers, team structures and same amount of plant/equipment.

      (b)   Option 2 – Increase the scope of verge maintenance service to include all streets in the LGA receiving the same service frequency of four cuts per year.

      (c)   Option 3 – Offer a verge maintenance service for 11 Category 1 gateways and main arterial roads, 89 parks and reserves and 54 special needs residents only.

      (d)   Option 4 – Existing service – Maintain 145 verges across the local government area comprising 91 priority sites and 54 special needs sites.

3.   Notes a service review of the Open Spaces Maintenance area will be undertaken in 2022–23 where efficiencies identified can be utilised for future planning of the verge maintenance services to include options to expand verge maintenance into residential streets alongside commercial property within our Village Shopping areas.

4.   Endorses Option 4 – Council officers continuing to maintain the current verge maintenance service schedule and frequency for the 145 verges across the LGA until completion of the service review.

FC/5.9/22.07   Drain Blockage Guidelines   (A02/0640)

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

That Council:

1.   Rescinds the Drain Blockage Policy attached to the report (Attachment 2).

2.   Notes the Drain Blockage Guidelines attached to the report (Attachment 1), which are consistent with other metropolitan councils, as well as the *Sydney Water Regulation 2017*.

FC/5.10/22.07   Local Government NSW Board - Voting Delegates for Election to Fill Casual Vacancy   (A13/0314)

Cr Wy Kanak declared a significant non-pecuniary interest in this item and informed the meeting that he is a candidate in the election to fill the casual vacancy. Cr Wy Kanak relinquished the chair and was not present at, or in sight of, the meeting for the consideration and vote on this item. Cr Murray, the Deputy Chair, assumed the chair for this item.

MOTION / DECISION	Mover:	Cr Masselos
	Seconder:	Cr Keenan

That Council nominates the Mayor, Deputy Mayor and Crs Lewis, Fabiano and Murray as voting delegates for the election to fill a casual vacancy on the LGNSW Board for the office of Director (Metropolitan/Urban council).

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

6.   Urgent Business

FC/6.1/22.07   Recognition of Matthew Cook - 2022 Aboriginal and Torres Strait Islander Student of the Year for Central and Northern Sydney   (A03/0905)

The Chair ruled that this matter was urgent.

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

That Council deals with this matter as an item of urgent business.

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

That Council:

1.   Notes that Council's school-based trainee Matthew Cook was recently announced as the regional winner of the Aboriginal and Torres Strait Islander Student of the Year for the Central and Northern Sydney region.

2.   Requests the Mayor to write a letter of congratulations to Matthew Cook in recognition of this outstanding achievement.

Background

It is my great privilege to recognise the efforts of one of our hard-working Elsa Dixon trainees, Matthew Cook.

On Thursday, 23 June 2022, at an awards ceremony at Luna Park, Matthew Cook was announced as the regional winner of the Aboriginal and Torres Strait Islander Student of the Year for the Central and Northern Sydney region.

Matt is completing a school-based traineeship (Certificate 2 in Horticulture) with us and works with the Open Spaces team.

His traineeship is supported by the Elsa Dixon Aboriginal Employment Program.

He is in his second year of his traineeship and completing year 12.

He has now been shortlisted for the next phase of the program, which is a State interview. If he is selected as a State finalist, he will attend the NSW Awards in September.

We are really proud of Matt and appreciate the work of the Open Spaces and Community Services team in supporting him.

I would ask that Councillors support me in requesting that the Mayor write a letter of congratulations to Matthew in recognition of his outstanding achievement.

7.   Closed Session

FC/7/22.07   **Closed Session**

MOTION / DECISION	Mover: Cr Masselos
	Seconder: Cr Betts

That:

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

> FC/7.1/22.07   CONFIDENTIAL REPORT - Bronte House - Gardening and Horticultural Services - Tender Evaluation
>
> This matter is considered to be confidential in accordance with section 10A(2)(d)(i) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

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

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

At 9.06 pm, Council moved into closed session.

FC/7.1/22.07   **CONFIDENTIAL REPORT - Bronte House - Gardening and Horticultural Services - Tender Evaluation   (A22/0012)**

MOTION UNANIMOUS DECISION	Mover: Cr Masselos
	Seconder: Cr Betts

That Council:

1.   Treats the report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as it relates to a matter specified in section 10A(2)(d)(i) of the *Local Government Act 1993*. The report contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

2.   Defers this item to the August Council meeting for officers to report back on:

      (a)   The options available to Council under local government regulations regarding the procurement process in relation to this tender.

      (b)   Legal advice on all options available in relation to this tender.

      (c)   The risks associated with each specified option.

Two residents addressed the meeting on this item while the meeting was in open session.

8.   Resuming in Open Session

FC/8/22.07   Resuming in Open Session

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

That Council resumes in open session.

At 9.28 pm, Council resumed in open session.

Resolutions from closed session made public

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

9.   Meeting Closure

THE MEETING CLOSED AT 9.30 PM

                                        ....
                                        SIGNED AND CONFIRMED
                                        CHAIR
                                        2 AUGUST 2022

REPORT
FC/5.1/22.08

Subject:	**Customer Experience Strategy 2022-2025 - Adoption**
TRIM No:	A22/0244
Author:	Tanya Potts, Manager, Customer Service Rachel Hensman, Acting Executive Manager, Customer Experience and Communications
Director:	Meredith Graham, Acting Director, Community, Culture and Customer Experience

RECOMMENDATION:

That Council adopts the Customer Experience Strategy 2022–2025 attached to the report.

1. Executive Summary

The Customer Experience Strategy is a key objective of Waverley 2032 (Council's Community Strategic Plan 2022-2032), adopted in June 2022, which promises to 'deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation.'

Our community is constantly changing, and customers' expectations are rapidly evolving with regards to the level of service they expect to receive. COVID-19 has directly impacted the way our community interacts with Council with frequent working from home, greater time spent in the local area, and an increased reliance on technology to do business now more commonplace.

The Customer Experience (CX) Strategy has been developed over the last nine months through Councillor and community consultation, customer experience surveys, data and complaints analysis and internal staff feedback. It provides a high-level summary of the feedback, reviews Council's current customer experience maturity levels and provides a roadmap for improvement.

The Strategy includes a four-year action plan of customer experience initiatives, designed to build Council's capabilities in four key areas: customer-centric culture, customer satisfaction measurement, service improvement and technology enablement.

2. Introduction/Background

Previous strategies

Council implemented its first Customer Service Strategy in 2005, which covered a four-year period up until 2009. During this time, significant outcomes were achieved including the relocation of the Customer Service Centre to Bondi Junction and the introduction of a service request management system.

The objective of the 2010 Customer Service Strategy (2010–2014) was to 'create and maintain a service culture…supported by efficient business processes and infrastructure…attuned to the needs and expectations of its customers and stakeholders.' One of the key actions from this Strategy was the Customer Service Charter, adopted in 2010, which defined standards for responding to external enquiries and outlined a comprehensive set of conduct standards for Customer Service. This document is now out of date and requires review.

In 2016, Council adopted the Customer Experience Action Plan. While there have been some valuable improvements in service delivery, such as the introduction of a concierge at the Customer Service Centre and extended opening hours, these are more cosmetic in nature and proved redundant during the COVID-19 lockdowns when the Centre was closed to the public for extended periods. More fundamental actions, such as an online parking permit application system, have not been achieved, partly due to Council's need to focus its technology resources on enabling staff to work from home during the pandemic and also in anticipation of the need to link technology uplift projects with the ICT Modernisation Program.

Customer expectations and the impact of COVID-19

Our community is constantly changing, and our customers' expectations are rapidly evolving in terms of the level of service they expect to receive from Council. While Council's customers are not in a position to easily switch to a competitor if they are dissatisfied, they have come to expect a similar level of customer service as they do with other major service providers.

The impact of COVID-19 has changed the way our community now interacts with Council. The pandemic-related lockdowns have seen a 20% decrease in visits to our Bondi Junction Customer Service Centre, with visitor numbers not yet returning to pre-pandemic numbers. In 2020–21, there was a 32% increase in calls to our after-hours service, a 62% increase in emails and an 85% increase in the use of Snap Send Solve. These changes correlate to observable trends in the community with frequent working from home, greater time spent in the local area, and an increased reliance on technology to do business becoming the norm for many people.

Council also needs to be mindful that our customers include residents, business owners, visitors (both for work and pleasure), Councillors and staff and that the needs of these user groups can sometimes compete. Ultimately, our community is looking for flexibility in service delivery, proactive communication, and an enhanced offering designed to suit the level of interaction.

Organisational objectives and Priorities

The Customer Experience Strategy is a key objective of Waverley 2032 and is an important priority for the organisation. The initiatives in the Strategy align with the new organisational Vision and Values and they aim to meet the outcomes outlined in the Community Strategic Plan 2022–2032 which promises to 'deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation'. Each of the initiatives in the Strategy has been developed to provide a transformative change to the way in which the community interacts with Council.

3.   Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 15 March 2016	CM/7.4/16.03	That Council: 1. Adopts the Customer Experience Action Plan as set out in Attachment 1, subject to the following: (a) Add a new action, and related table elements, to the appropriate section of the Plan, that has the following intent with exact wording to be determined by Council officers: 'Trial extension of monitoring customer requests within Council to encompass "whole of life" of each request before it is closed, especially where Council refers the request to outside agencies.' 2. Refers the required 2015/16 budget amendments as

		outlined in section 6 of this report to the 2015/16 Second Quarter (Q2) Budget Review.

4. Discussion

Review of current state

To develop the Customer Experience Strategy, Council engaged a consultant, Customer Science, to undertake an assessment of Council's current CX maturity, using inputs from a number of sources, including:

- A review of Council's 2021 Community Survey and Community Strategic Plan consultation.
- Focus interviews with Councillors and the Mayor.
- A quantitative survey of over 150 Council customers.
- Qualitative research (in-depth interviews) with 20 residents, Precinct members, business owners and visitors.
- Focus groups, interviews, and job shadowing with a range of Council staff from across key services.
- Data review of compliments and complaints, analysis of reporting against service level agreements (SLAs) and a review of Council's current communication channels.
- A review of best practice and industry trends in customer experience from relevant organisations and local governments across Australia.

Community satisfaction

As part of the review of Waverley 2032 (Waverley Council's Community Strategic Plan), Council undertook a Community Survey in May 2021, which provides useful information on overall satisfaction levels as well as drivers of satisfaction.

The Survey showed that the overall level of satisfaction with Council is positive, compared to previous years' performance and similar councils:

- Satisfaction has risen consistently from 86% in 2016, to 91% in 2018 and 93% in 2021.
- Waverley's score of 93% compares favourably to the metro local government area benchmark of 89%.

The primary drivers of satisfaction revolve around the appearance of the area, however the value for money residents receive in relation to service and facilities was rated as the most important factor. Council scored highest for community satisfaction in areas such as cleanliness and maintenance of parks, provision of sporting and recreation facilities, library and general social services information, referral and support. Control of building activity, availability of parking and local traffic management were highlighted as areas with the lowest levels of satisfaction. The Community Survey showed that satisfaction with Customer Service as a function is high, with staff knowledge, professional attitude, and willingness to help all scoring well above 80%.

Customer experience survey

In November 2021, Customer Science completed a quantitative survey with Council's customers, as well as a number of in-depth interviews with selected community members. Customers who had recently interacted with Council were contacted about their interest in participating in a survey regarding their experience. In addition, the survey was published on the Have Your Say page on Council's website. Over 150 customers contributed to the survey and 20 community members, including the combined precinct co-ordinator, participated in an in-depth interview.

A number of key themes emerged from this research which proved similar to the results of Community Satisfaction Survey. The natural environment and convenience were seen as the key positives of living in Waverley, however traffic congestion, lack of parking and overdevelopment were all listed as the main challenges. In terms of the services our customers interact with and value, waste and recycling, natural environment and parking were all listed in the top three for most frequently used, most recently used and also the most important services to our customers.

The research also shows that satisfaction levels with our services decrease as the complexity of the service enquiry increases, with waste and recycling issues rating the highest levels of satisfaction and DA and planning enquiries receiving the lowest satisfaction rating.

Regarding the drivers of satisfaction, 62% of customers agreed that getting a resolution to their enquiry is the most important aspect when dealing with Council, however only 49% customers said that Council was doing reasonably or very well in this area. Being listened to and understood was the next most important factor for customers, with a slightly higher proportion of customers (52%) feeling that Council was doing well in this area.

In summary, customers thought that Council has been improving its service in recent years, and that simple tasks and requests are completed well, however more complex matters are a source of frustration with a need to simplify the process and/or keep customers informed. In addition to this, whilst Council has a number of good communication channels in place, there is a lack of proactive communication with the community, particularly around the issues Council does not have direct control over.

Customer experience maturity assessment

Using the detailed research, analysis and industry benchmarking, Customer Science assessed the capabilities and maturity of Council against a standardised framework (included as an appendix in the CX Strategy).

The framework assesses the six core areas listed below and provides a rating from 'Ad Hoc' (lowest) to 'Leading' (highest):

- Knowledge of Customer.
- Processes.
- CX Measures.
- Channels.
- Strategy.
- Organisation.

Overall, Council's customer experience maturity has been assessed as 'Ad Hoc'. This refers to the pockets of good practice happening across the organisation, but in an uncoordinated way. Channels is the only area rated as 'Foundational' as Council has large amounts of content online and engages customers through social media. There are still opportunities to enhance the website presentation and digital integration. The lowest scores are in the Processes and Organisational elements of CX. The key issue in this area is the lack of a fully integrated Customer Relationship Management (CRM) system.

The table below provides more detail on Council's rating in each of the six core areas.

Table 1. Customer Experience Maturity Assessment.

Area	Rating	Current State
Knowledge of Customer	Ad Hoc	- Transactional and request based, rather than a connected view of the customer

		- Varied approach to complaints management across the organisation
Processes	Ad Hoc	- Processes designed by structure, system or service, rather than based on customer needs, or efficiency
CX Measures	Ad Hoc	- SLAs for service requests only - Minimal reporting available - Customer surveys completed on ad hoc basis
Channel	Foundational	- Online presence driven by structure, system or service rather than customer focussed - Good social media presence but minimal reporting or integration with other feedback channels
Strategy	Ad Hoc	- Customer Experience now formally identified as an organisational priority and the key driver for Council's ICT Modernisation Program
Organisation	Ad Hoc	- Transactional workflow management system for service requests, rather than a full CRM

Customer Experience Strategy – Action Plan

The findings from the research and analysis were presented to Council's internal Customer Experience Working Group comprising senior management from across Council's key services. The working group determined that Council should be aiming to increase its CX maturity from Ad Hoc to Developing during the four years covered by the Strategy. To provide context, following the extensive customer service improvement program completed within Service NSW, they are now rated at a Developing maturity. Developing is therefore an aspirational target in a local government setting.

To deliver the Customer Experience Strategy and the expected increase in capability, Council officers have developed an Action Plan with identified initiatives needed to improve the customer experience and grouped into four main themes. Outlined below the key initiatives in each theme, with the full detail included in the attached CX Strategy.

Theme 1: Customer Centric Culture and Capability

Theme one focuses on the continual development of Council's organisational culture so that the importance of customer experience is recognised as part of our core values.

The first priority in this theme is the recruitment of a Customer Experience Project Lead to drive delivery of the CX Strategy. The project lead will be responsible for the development of a suite of CX design tools and templates, including Customer Journey Maps and Customer Personas, for use across the organisation.

A values-based customer experience training program will also be developed which will provide CX training that is tailored to an employees' level of customer interaction and responsibility within the organisation.

Theme 2: Customer Satisfaction Measurement

Theme two focuses on being able to measure and understand the customer experience through data, feedback and analytics and using that information to proactively inform service improvements.

A new Complaints Management Framework is currently being developed for endorsement by Council and the monitoring of compliance with these procedures, including regular reporting on interventions and outcomes, is a crucial first stage.

One of the major initiatives in this theme will be an internal reporting tool to provide management and staff easy access to key CX metrics (including performance against SLAs) as well as 'Voice of the Customer' feedback.

Theme 3: Service Improvements

Theme three is about linking service delivery to customer expectations and designing and delivering our services in a way that meet our customers' expectations.

This is expected to be the area where the community will see the most evident improvement through the introduction of a neighbourhood centre style approach to Customer Service Centre delivery, starting with the opening of the Bondi Pavilion Welcome Centre as part of the restoration project. Resources have been allocated to provide increased face to face and phone support from Council's Customer Service team, with the Welcome Centre being open seven days per week. In addition to supporting Bondi Pavilion based activities, and providing visitor information facilities, the new team will also have the ability to assist customers with frequently used services such as waste and recycling, parking permits and rates payments.

This theme also focuses on redesigning Council's model for service delivery for high impact, complex services, such as planning and development. Council will be introducing a level two support model for all planning related enquiries to connect customers with specialists who can respond in more detail. In future, the enhanced planning service will also include a booking system for appointments with Council's Duty Planner.

Theme 4: Technology Enablement

The final theme aims to provide fit for purpose technology and tools to enable service delivery that is both customer focused and efficient.

One of the key drivers of Council's existing ICT Modernisation Program is to deliver continuous improvement of the customer experience through a number of key initiatives which will be rolled out progressively over the next four years:

- Increased self-service options, including, updated website content, digitisation of forms, standardised payment solutions and online bookings for high volume, simple transactions such as waste and parking.
- Delivery of a new Customer Relationship Management (CRM) solution with all Council services migrated to or managed through the new system.
- Delivery of a 'My Waverley' online portal providing customers with a single view of their Council services.

The overall Customer Experience Strategy provides a four-year roadmap of initiatives, a summary of which has been included in the attached CX Strategy.

5.   Financial impact statement/Time frame/Consultation

Financial impact statement

The key initiatives for FY 2022-23, including the Customer Experience Project Lead, Bondi Pavilion Welcome Centre and values-based training are already included in Council's 2022-23 Operational Budget.

Time frame

A detailed action plan is provided for each theme under the Strategy and includes a timeline for each of the initiatives listed.

Consultation

Extensive consultation with key stakeholders has taken place in the development of the Customer Experience Strategy as outlined in this report.

6.   Conclusion

Council's organisational vision is to strive for excellence and to keep the community at the centre of everything we do. The Waverley community is diverse and highly engaged, and our customers share common drivers of satisfaction, including reliability, clarity, and empathy. By implementing a Customer Experience Strategy we are committed to innovation in customer service and will continue to improve the services we offer our community by building our internal systems and processes, measuring and responding to customer feedback and transforming our organisational culture.

7.   Attachments
1.   Customer Experience Strategy 2022-2025 ⇩ .

Customer Experience Strategy

2022 – 2025

WAVERLEY
COUNCIL

Contents

Waverley Council acknowledges the Bidjigal, Birrabirragal and Gadigal people, who traditionally occupied the Sydney Coast and we pay respect to all Aboriginal and Torres Strait Islander Elders both past and present.

Our Vision and Values

We keep our community at the centre of everything we do and we strive for excellence

CARE | RESPECT | INTEGRITY | INNOVATION | COLLABORATION

Introduction

The Waverley community is diverse and highly engaged, and our customers share common drivers of satisfaction, including reliability, clarity, and empathy.

By implementing a Customer Experience Strategy, we are committed to innovation in customer service and will continue to improve the services we offer our community by building our internal systems and processes, measuring and responding to customer feedback and transforming our organisational culture.

Waverley 2032 (Waverley Council's Community Strategic Plan 2022-2032) includes the following key objective under the theme of Performance:

"Excellent Customer Experience – Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation"

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **3**

Purpose

'How can Waverley Council understand the interactions that matter most to our customers and then design the best possible experience around them?'

01

The Customer Experience Strategy summarises what we learned about our customers through data analysis, community research, and their interactions with Council.

02

It provides an assessment of Waverley's current customer experience maturity as 'Ad hoc'.

03

The strategy provides a four-year action plan of Customer Experience initiatives,designed to build Waverley's capabilities.

04

The action plan is split into four themes of customer-centric culture, customer satisfaction measurement, service improvement and technology enablement.

Definitions

Customer Relationship Management (CRM)

Technology used to manage customers' requests, feedback and interactions with Council.

Customer Experience (CX)

The perception or feeling a customer has every time they access one of Council's services, interact with our staff, visit our facilities, or use one of our systems.

Customers

The customers of Waverley Council are not just the residents who live here, but also the owners of local businesses, the people who work here, Councillors, staff and the national and international visitors who enjoy spending time here.

Service Level Agreement (SLA)

A service-level agreement sets the expectations for the customer on the amount of time Council will take to respond and/or resolve an enquiry or deliver a service.

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **4**

Quick facts

A year in the life of our Customer Service team*

26,265
**customers served
face to face**

47% parking related

21% planning queries
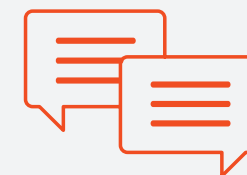or lodgements

10% rates payments

77,480
telephone calls handled

16% booking a Clean up collection

32% increase in calls to our After Hours
Service compared to 2019-20

46,262 **emails**

170 average emails per business day
30% related to parking permits

5,700

Snap Send Solve reports

85% increase compared to 2019-20

40,562
requests for service

69% parking related

75% 75% completed within
SLA (target is 75%)

26% Clean Up Bookings

*Data relates to the 2020-2021 Financial Year

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **5**

Our Approach

To develop the Customer Experience Strategy, we engaged a consultant, Customer Science, to undertake an assessment of Waverley Council's current Customer Experience maturity, using inputs from a number of sources...

Customer and community feedback

Customer satisfaction surveys, community consultation, including in-depth research with residents, business owners, visitors and precinct members.

Councillor feedback

Focus interviews with Councillors and the Mayor who are both customers of Council's services and well as contributors to the broader community and customer experience.

Internal feedback

Individual interviews, job shadowing and focus groups with a range of Council staff from across key services.

Customer data

Review of compliments and complaints, analysis of reporting against SLAs and a review of current communication channels.

Industry benchmarking

A review of best practice and industry trends in customer experience from relevant organisations and local governments across Australia.

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **6**

Community Satisfaction

64% of people are 'satisfied' or 'very satisfied' with Council's performance, according to the Waverley Community Survey completed in May 2021.

This level of satisfaction is positive, compared to both previous years' performance and other, similar councils:

- Overall satisfaction with Waverley Council has risen consistently from 86% in 2016, to 91% in 2018 and 93% in 2021
- Waverley's score of 93% compares favourably to the Metro LGA benchmark of 89%

13%	29%	51%	4%	3%
very satisfied	somewhat satisfied	satisfied	not very satisfied	not at all satisfied

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **7**

Council services

The CX Survey conducted in November 2021 identifies the key services used by our customers.

Council Services Used

Service	%
Waste & Recycling	86%
Payments & Rates	74%
Parking	71%
Parks & Beaches	70%
Neighbourhood issues & complaints	55%
Library	55%
Trees & nature strips	49%
Planning & development approvals	36%
Facilities e.g. events & venues	32%
Pets & animals	19%
Children & youth services	12%
Volunteering & committees	11%
Business permits & licences	10%
Over 55s services	8%
Diversity/disability inclusion services	7%
Awards & grants	5%
Business resources	5%
Procurement & tenders	1%
Other	3%

Source: Customer Science Customer Experience Survey November 2021

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **8**

Council services

Waste & recycling, natural environment and parking are the most recent and frequently used services. These services are also rated as the most important by our customers.

Waverley Council Services

Source: Customer Science Customer Experience Survey November 2021

- Most frequent
- Most recent
- Most important

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **9**
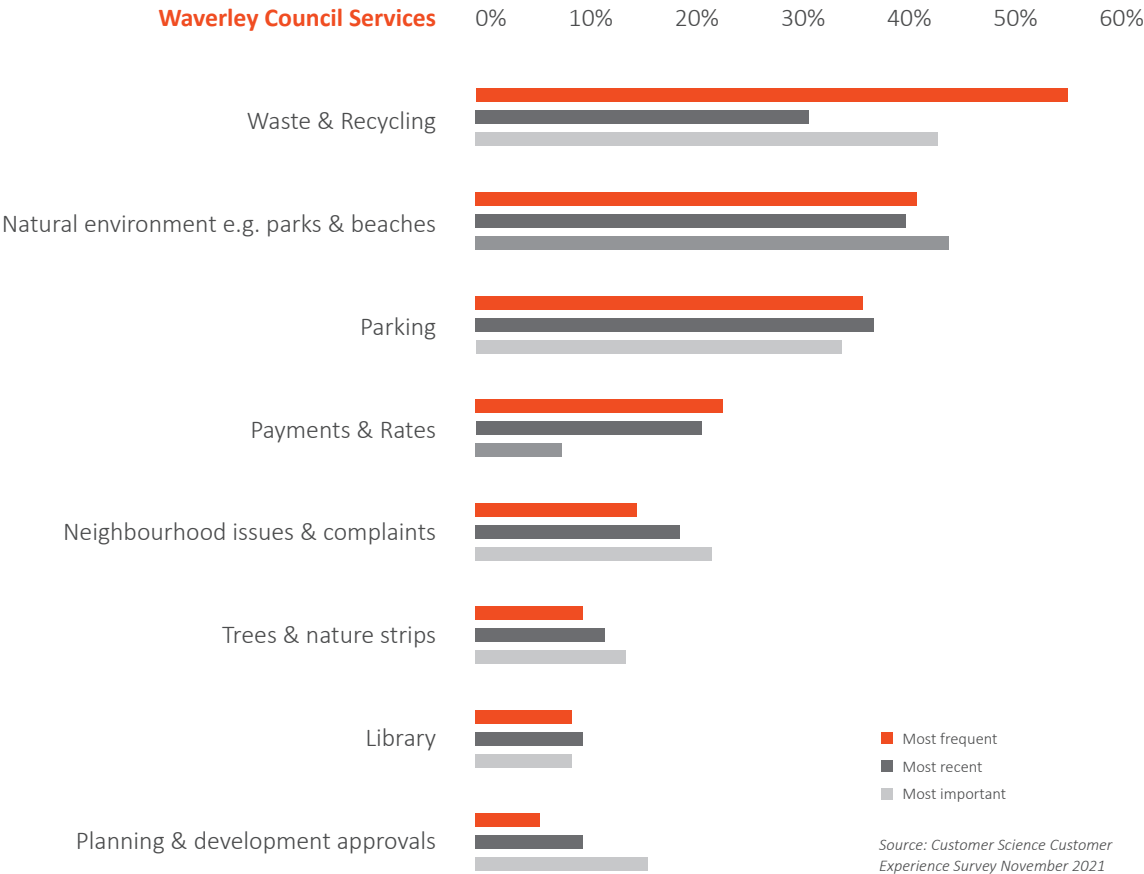
Customer Feedback

Customers rated getting their issue resolved as more important than the speed of response or fast processing

Most important when dealing with Council

Resolution to problem	62%
Being listened to and understood	52%
Fast response times	44%
Clear and accurate answers to my queries	40%
Fast processing times	26%
Consistently enforced rules	20%
Consistently applied rules	19%
Other	3%

Source: Customer Science Customer Experience Survey November 2021

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **10**
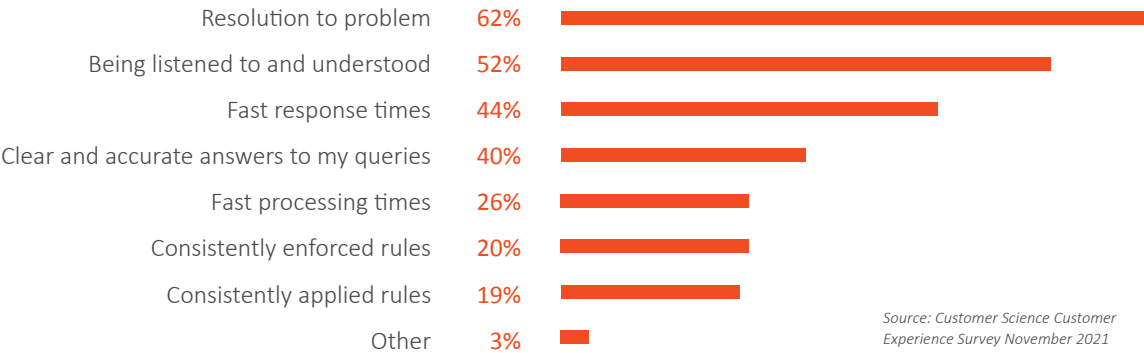
Customer Feedback

Satisfaction levels with Council's services decrease as the complexity of the service increases

Satisfaction levels

Service	Satisfaction
Waste & Recycling	73%
Natural Environment	70%
Library	57%
Payments & Rates	56%
Events & venues	46%
Trees & Nature Strips	39%
Neighbourhood issues	31%
Pets & Animals	30%
Parking	23%
Planning	22%

Source: Customer Science Customer Experience Survey November 2021
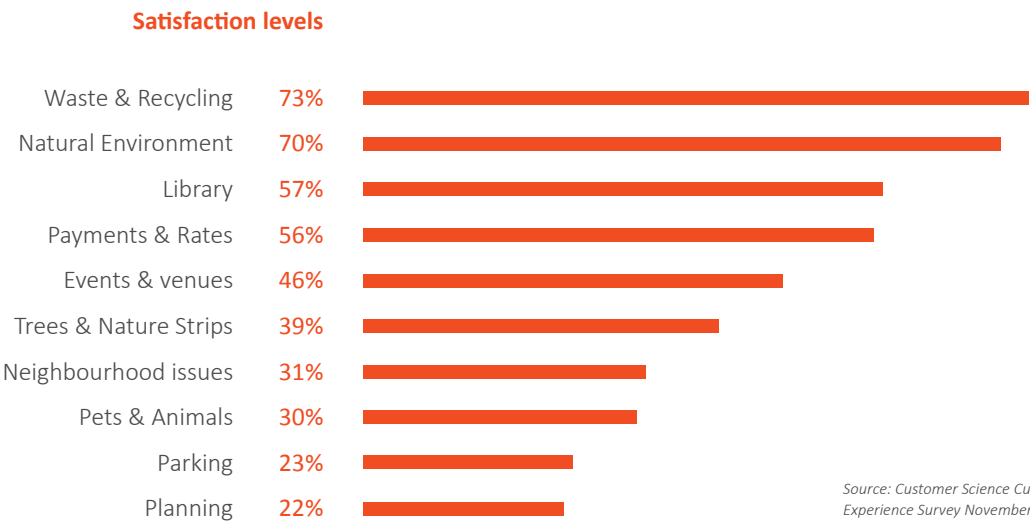
CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **11**

Common Themes

During the research and analysis stage, a number of common themes emerged – both the positives of being part of the Waverley community and the areas where Council needs to focus to improve the customer experience.

"Part of the magic of Waverley is its Diversity and Safety"

"Waverley is a Highly Engaged Community where people care deeply about the local area and environment"

"The Communication from Council does not do justice to the level of engagement"

"Council communication is reactive, not consultative, vague about rules, untailored and unclear (written in 'council speak')"

"The Natural Beauty of Waverley will always be a huge draw for residents, businesses and visitors alike"

You can rely on Waverley Council to Get the Basics Right"

"My last call received a clear explanation, but for something that should have been on the website!"

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Customer Experience Maturity Assessment

Using the detailed research, analysis and industry benchmarking, Customer Science assessed the capabilities and maturity of our organisation against a standard framework*, which assesses six core areas. Each area is given a rating from Ad Hoc to Leading.

Knowledge of Customer
How well does the organisation capture data about customers, understand them and turn it into tools that are reusable across the business.

Processes
How far is continuous improvement, human-centred design and digital-first integrated into the day to day working of the organisation.

CX Measures
Is the voice of the customer listened to, analysed and applied to improve the performance of the organisation.

Channels
Are customers offered a choice of ways to interact and do they receive a consistently great experience across all channels.

Strategy
How well does the organisation define goals for CX and align those to the overall business strategy.

Organisation
Are the correct structures and systems in place to deliver CX effectively.

* See Appendix for Customer Experience Maturity Assessment Framework

Key Findings

– Overall, Council's customer experience capabilities have been assessed as **'Ad Hoc'.**

– The only area rated as **'Foundational'** is Channel. Council has large amounts of content online and engages customers through social media. Opportunities exist to enhance the website presentation and digital integration.

– In all other areas, Council is rated **'Ad Hoc'**. This refers to the pockets of good practice happening across the organisation, but in an uncoordinated way.

– The lowest scores are in the process and organisational elements of CX. The key issue in this area is the lack of a full CRM system.

Key Findings

Knowledge of Customer

Ad Hoc

- Transactional and request based, rather than a connected view of the customer
- Varied approach to complaints management across the organisation

Processes

Ad Hoc

- Processes designed by structure, system or service, rather than based on customer needs, or efficiency

CX Measures

Ad Hoc

- SLAs for service requests only
- Minimal reporting available
- Customer surveys completed on ad hoc basis

Channel

Foundational

- Online presence driven by structure, system or service rather than customer focussed
- Good social media presence but minimal reporting or integration with other feedback channels

Strategy

Ad Hoc

- Customer Experience identified as an organisational priority and the key driver for Council's ICT Modernisation Program

Organisation

Ad Hoc

- Transactional workflow management system for service requests, rather than a full CRM providing a single view of the customer

*See Appendix for the detailed CX Maturity Framework

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **14**

Our Customer Experience Action Plan

To deliver the Customer Experience Strategy we have developed an Action Plan with the initiatives needed to improve the customer experience at Waverley grouped into four main themes.

Themes

Customer-centric Culture & Capability

"The people on the phone are nice and helpful, but sometimes it can get lost in the department"

Customer satisfaction measurement

"Actively check on problems in the municipality such as cleanliness, grass cutting, cleaning of street bins, rather than waiting for my phone call"

Service Improvement

"Everything goes through the call centre – you can never reach an expert"

Technology Enablement

"I just want to do everything, easily online"

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **15**

Theme 1

Customer-Centric Culture & Capability

Continual development of an organisational culture which recognises the importance of customer experience

	Expected outcome	Planned initiatives to support this outcome	Timeframe
1.1	Customer Experience outcomes clearly defined and documented for staff and customers	Customer Experience Strategy adopted by Council to define service improvement at Waverley	Customer Experience Strategy endorsed by Council in August 2022
		Develop and implement a new Customer Service Charter, including communication standards	Customer Service Charter implemented by December 2022
1.2	Investment in Customer Experience resources to build understanding and capability	Recruit a Customer Experience Project Lead to drive implementation of the strategy across Council	CX Strategy Lead in place by October 2022
		Customer Experience design tools and templates including Customer Journey Maps and Customer Personas developed and rolled out	Customer Journey Mapping Model rolled out to key services by December 2022
1.3	Customer Experience used as a key driver to guide decision making	Assess the direct benefit or impact to our customers when initiating improvement programs and allocating resources	Ongoing
1.4	Customer Experience culture change aligned to Council's People Plan	Develop and implement a values-based Customer Experience training program tailored to the level of customer interaction and responsibility within the organisation	Training program developed and phase one delivered by June 2023
		Local Government Capability Framework embedded into our organisational culture through recruitment and performance conversations to improve accountability	Local Government Capability Framework included in all position descriptions by end 2024

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **16**

Theme 2

Customer Satisfaction Measurement

Measure and understand the customer experience and use data and analytics to proactively improve service delivery

	Expected outcome	Planned initiatives to support this outcome	Timeframe
2.1	Documented framework for measuring customer sentiment and feedback	Top level Customer Experience metrics identified with external reporting dashboard and communication plan agreed	CX metrics and external communication plan endorsed by senior management and implemented by end June 2023
		Annual satisfaction and community sentiment surveys with standardised questions as well as continued informal customer engagement	First annual satisfaction survey to be completed by December 2023
2.2	Root cause analysis and feedback review completed regularly to drive continuous improvement	Activity level dashboards available to senior management with metrics relevant to service delivered	High level monthly reporting available for key services by mid-2023
		Implement reporting tools to ensure CX metrics (including performance against SLAs) and Voice of the Customer feedback is easily accessible for use across the organisation	Full internal CX dashboard implemented by end 2025
2.3	Robust policy for capturing, managing, and reporting on complaints received	Develop and implement a new Complaints Management Framework and monitor compliance with procedures	Complaints Handling Policy endorsed by Council in September 2022
		Complaints data used to identify interventions and service improvements	Ongoing reporting of monthly complaints and key outcomes to senior management

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **17**

Theme 3
Service Improvement

Link service delivery to customer expectations and design and deliver services with a customer first approach

	Expected outcome	**Planned initiatives to support this outcome**	**Timeframe**
3.1	Service delivery processes driven by customer needs and efficiency	Review all current service level agreements for service requests to ensure they meet operational requirements and provide clear guidance to customers	SLA Review completed by March 2023
		Implement Customer Journey Mapping across Council to understand service delivery from the customer's perspective and to increase efficiency and improve experience	Ongoing- Customer Journey Mapping completed as part of individual Service Reviews
3.2	Increased service offering for complex queries	Service delivery model redesign for high impact services including introduction of Tier 2 support model to connect customers with specialists who can answer complex queries	Implement Tier 2 support model for Planning by June 2023
3.3	Neighbourhood centre style approach to Customer Service delivery with enhanced functions and hours	Develop hybrid Customer Experience model as part of the Bondi Pavilion restoration project	Welcome Centre to open in September 2022
		Chambers refurbishment project to include Customer Service Centre with enhanced functions	Customer Service Centre delivered in the new Chambers building (date TBC)

Theme 4
Technology Enablement

Provide fit for purpose technology and tools to enable service delivery that is community and customer centric

	Expected outcome	Planned initiatives to support this outcome	Timeframe
4.1	Timely, consistent, and personalised interactions	Channel Strategy adopted by Council to determine future communication channel initiatives	Channel Strategy endorsed by Council in October 2022
4.2	Council's ICT Modernisation Program delivers continuous improvement of the Customer Experience	Streamlined processes for key services to increase self-service options, including, updated website content, digitisation of forms, standardised payment solutions and online bookings for high volume, simple transactions	Ongoing (in line with delivery of ICT Modernisation Program)
		Voice of the Customer solution to coordinate feedback from formal and informal channels, including social media	Voice of the Customer platform implemented by mid-2024
		New Customer Relationship Management solution procured and rolled out with all Council services migrated to or managed through the new system	Full CRM solution implemented for all services in line with delivery of ICT Modernisation Program
		Provide customers with a single view of their Council services with access to a 'My Waverley' portal	'My Waverley' customer portal implemented in line with delivery of ICT Modernisation Program

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **19**

Customer Experience Roadmap

Below is a summary of key initiatives and the benefits that customers will experience over the next four years.

What Customers Feel

I can talk to them on weekends, and pick up my permit from the Pavilion. Council seems interested in what we have to say, and is starting to change. Council is communicating how they are doing, good and bad.	When I call, there is an expert on hand to talk to. I can see the improvements they have promised being made. Waverley Council is noticeably easier to contact and deal with.	Issues that have irritated me for years are now being fixed. Council is consulting me about strategy and the things that matter most to me. When I talk to Council, I feel they understand me and my situation.	Waverley Council staff recognise me when I make contact and remember the dealings we have had. Everyone I deal with in Waverley Council clearly believes in the culture. I can do simple things like booking a clean up online, with no fuss.

What Happens internally

	Ad hoc – 2022	Foundational – 2023	Foundational – 2024	Developing – 2025
	CX Strategy endorsed and project lead in place	Values-based CX training		
	Hybrid CX model with extended phone and face to face service available	Tier 2 service introduced for complex queries	Customer Journey Mapping completed as part of individual Service Reviews	
	Complaints Management Framework implemented	Annual customer satisfaction surveys and reporting		Internal CX Metrics dashboard implemented
		Online processes enhanced	Digital self service for key services such as bin repairs	Full CRM implemented for all Council services
			Voice of the Customer platform implemented	'My Waverley' portal available to customers

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **20**

Appendix

Customer Experience Maturity Assessment Framework

	Ad Hoc / Basic	Foundational	Developing
Knowledge of Customer	– Basic customer data and some channel data – Superficial complaints database / tracking	– High level customer data of integrity – Some process maps – Complaints SLA and trend analysis	– Some personas & customer journeys captured – Drivers for satisfaction known – Customer education common – Complaints analysed for root cause
Processes	– Limited process design – Basic reporting on KPI's and dashboards only	– Customer fail points known – Limited review and some change management – CX KPI's at executive leadership level	– Customer handoffs understood – Basic / reactive process improvement – Comprehensive change management – Most roles have CX KPI's
CX Measures	– No or ad hoc customer surveys – No behavioural data – Mainly operational SLA's – No or ad-hoc CX reporting	– Annual / biannual surveys – High level SLA's – Metrics isolated to single channel – Monthly high level reporting available	– Monthly / trigger based Customer Satisfaction surveys – Simple dashboards – Some customer interaction data – Weekly reporting of key metrics
Channel	– Limited or no web access – Forms are manual or PDF – No insights on progress as measures and metrics either not tracked or operationally focused	– Web access to information, downloadable forms but no self service – Access may be a challenge – Progress on operational and/or financial metrics evident	– Customer choice for channel available – Online access for all support (paperless) – Social available with little interaction – CX measures trending favourably
Strategy	– CX recognised as important but projects and investments largely driven by cost – CX culture not organisation wide	– CX commitment aligned to brand, vision and values – CX benefits recognised for investment – CX culture strong in pockets	– Dedicated CX strategy in place with dedicated CX function – CX benefits measured for investment at baseline and realised – Culture recognises CX
Organisation	– Manual processes and no CRM – No CX governance in place – People not selected based on CX	– Channel-specific tools and basic CRM in place – Some CX project management – People recognised based on CX	– Basic personalised data with an effective CRM tool in place – Some CX governance models in place. – People CX focused

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **22**

Customer Experience Maturity Assessment Framework

	Competitive	Leading
Knowledge of Customer	– Proactive customer interaction – Channel preference trends – All negative feedback treated as a "complaint" and welcomed	– Data and Journey linked. Real time measurement at journey touchpoint – Personalised interactions. – Complaints data used for continuous improvement
Processes	– Data driven customer design – Root cause analysis and redesign – Org wide standards are set and utilised consistently – Every employee has CX KPI's	– Human Centred process design – Digital first. Dedicated change systems – Dynamic data and analytics with modelling
CX Measures	– Consistent survey measure with baseline – Channel insights – Customer interaction data at processes and channel – Omni channel view. Metrics Integrated across channels – Data freely available in online tools	– Survey data configured to product, process & customer and leveraged for redesign & continuous improvement – Experience data aligned to customer journeys – Holistic Voice of the Customer metrics – Live dynamic dashboard across all channels including social
Channel	– Full customer portal available – Seamless cross-channel functionality. Social integration – CX and business results exceeding target. Gaps to competitor benchmark met or exceeded. Gap to external/industry best practise understood and targeted	– Use of intelligence and predictions to support customer engagement – Social integration where customers are advocates Demonstrable customer loyalty and advocacy – Recognised as customer centric organisation Looked to for best practises. Industry awards
Strategy	– CX return quantified. CX measures / benefits integral to change – Customer-centric culture has been co-designed by employees	– Business strategy is CX – Omni channel capability – Investment prioritisation to CX – CX owned across organisation
Organisation	– All channels integrated with CRM and strong CX Governance org wide – CX recognised as key performance driver	– Single view of customer – Dynamic digital knowledge management tool – Recognition and reward systems based on customer experience

CUSTOMER EXPERIENCE STRATEGY // WAVERLEY COUNCIL **23**

REPORT
FC/5.2/22.08

Subject:	**Tree Management Policy and Guidelines - Exhibition**
TRIM No:	A02/0760
Author:	Ben Kusto, Executive Manager, Open Space and Recreation Operations
Director:	Sharon Cassidy, Acting Director, Assets and Operations

RECOMMENDATION:

That Council:

1.   Publicly exhibits the draft Tree Management Policy attached to the report (Attachment 1) for 28 days.

2.   Officers prepare a report to Council following the exhibition period.

3.   Notes the Tree Management Guidelines attached to the report (Attachment 2).

1.   Executive Summary

Council's Tree Management Policy (TMP) currently provides the framework for the management of all trees within the Waverley local government area (LGA). A comprehensive update of the TMP was adopted by Council in 2013 and followed a period of consultation with the community.

The TMP was last updated in November 2019 to include minor revised Legislative Requirements to reflect vegetation management reforms introduced under the *State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017*.

The purpose of the latest review in 2020–21 was to identify and recommend actions to be taken by Council to improve and align Council's tree management framework and measures with statutory requirements and best practice. This has resulted in the development of a new Tree Management Policy (Attachment 1) and separate, technical Tree Management Guidelines (Attachment 2), to ensure the framework remains compliant and consistent with measured LGAs.

If endorsed by Council, the updated draft Tree Management Policy attached to the report will be placed on public exhibition with a further report coming to Council for final endorsement.

2.   Introduction/Background

In 2019, Council staff carried out a series of Tree Management workshops with internal stakeholders from Council's Asset Maintenance, Open Spaces, Environmental Sustainability, Strategic Planning and Communications and Media. The workshops were to address issues arising from Council's existing Tree Management policies and determine a best-practice approach for policy and communication relating to tree management in Waverley.

Following the workshops, staff carried out an initial desktop study and gap analysis of other Sydney metropolitan council tree management policies. The objective of the study was to identify best practice

approaches for tree management policies, processes for tree preservation orders (TPO), removal and pruning request process in local government in NSW. A communications review of Council's Tree Management Policy was also carried and included a review of information available and on Council's website.

A series of projects were developed and implemented as a result of the desktop study and gap analysis. The projects included

- Tree Management Policy Review against relevant legislation, State policy, Australian Standards, codes of practice, guidelines and identified best-practice
- A tree inventory and mapping project for Council's public tree assets to identify and enhance data available for Council's park/reserves and street tree assets on public land to update the current Public Domain Tree Inventory

In August 2020, the Tree Management team went to market to engage an appropriately experienced and qualified consultant to review the existing Tree Management Policy with the aim to identify and recommend actions to be taken by Council to improve and align Council's tree management framework and measures with statutory requirements and best practice.

In September 2020, NGH Consulting were awarded the contract to review Council's TMP. NGH is an environmental consultancy group which has over 25 years' experience in the sustainability and environmental sector. The basis of the review was to inform amendments to Council's framework for the management of trees within the LGA and undertake the following

- An assessment of best-practice approaches for tree management policies and processes for tree preservation orders (TPO), removal and pruning request process in local government in NSW
- Review of Council's TMP against current legislative requirements, State policy, Australian Standards, codes of practice, guidelines and identified best practice
- Review of Council's Street Tree Masterplan against current legislative requirements, State policy, guidelines and identified best practice
- Review of Council's TPO process, removal and pruning application process against current legislative requirements, State policy, guidelines and identified best-practice

This enabled the identification of gaps and/or inconsistencies, informing recommendations for amendment of internal documents that direct tree management practices.

A comparative analysis of the projects findings and Council's current tree management framework was undertaken, to inform recommendations on measures to address policy gaps and maintenance to enhance the urban tree canopy.

The Tree Management Policy review was finalised in July 2021 and provided a series of recommendations which will be inform changes to relevant Council policy, including

- Tree Management Policy.
- Street Tree Master Plan.
- Tree and Vegetation Vandalism Policy.
- Development Control Plan.
- Significant Tree Register.
- Information and education resources including the Council website

3.   Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Strategic Planning and Development Committee 5 November 2019	PD/5.2/19.11	That Council: 1. Exhibits the draft Waverley Development Control Plan 2012 attached to this report for a period of 28 days in accordance with section 3.43 of the *Environmental Planning and Assessment Act 1979* and clause 18 of the *Environmental Planning and Assessment Regulation 2000*, subject to the following changes: (a) Page 68: correct spelling under 'Common Name' column, if needed, of 'Cocos Parlm' to 'Cocos Palm'. (b) Page 69: under the heading 'Tree Assessment', add at the first dot point after the word 'environmental', 'Aboriginal'. (c) Page 70: under the 'Arborist and Other Specialist Reports' paragraph, add the word 'to' after the word 'applicant'. 2. Notes that the Waverley Tree Management Policy and the Waverley Tree Permit Application Form will be amended to reflect the Vegetation SEPP.
Council 17 May 2016	CM/8.14/16.05	That Council updates the current tree policy guidelines where appropriate for tree removal in public spaces as follows: 1. Council's Public Open Space team ensures that all trees in public places identified for removal in accordance with Section 1.8 of the Tree Management Policy *Public Tree Removal and Notification* are marked with appropriate high visibility tape and an accompanying sign explaining why the tree is being removed, the planned date of removal and any intended follow up action such as tree replacement. This would be subject to clause 2 below. 2. Council notes that trees that could cause a serious safety issue (e.g. Coral Trees) may need to be removed immediately. In this situation, and for street trees only, adjacent residents should be notified to inform them of the reasons for the tree removal and what replacement trees are to be planted. 3. That, with the exception of trees categorised in clause 2 above, prior to the final decision to remove a tree in a public space appropriate Ward Councillors be notified. 4. Where a tree in a public space has not been authorised by Council, Council has the authority to remove it following a notification process.

Council 17 September 2013	1309.13.3.1	That Council:
		1. Receive and note this report.
		2. Adopt the revised Tree Management Policy subject to the following:
		(a) On page 18 of the draft Tree Management Policy, under Pruning for Street Trees amend bullet point 3, so that it now reads:
		'branches overhanging into properties to be 3 metres clear of structures.'
		(b) On page 28 of the draft Tree Management Policy, under Tree Assessment, amend bullet point 4 so that it now reads:
		'its location within 3 metres of a residence, main building or other significant structure.'
		(c) On page 9 of the Draft Tree Management Policy, under When Consent may be Granted amend bullet point 1, so that it now reads:
		'removal of unsuitable or hazardous trees…'
		(d) On page 14 of the draft Tree Management Policy, under Trees and Views amend the 2nd and 3rd paragraph, so that it now reads:
		'Council will not prune a tree to create a new view. View pruning will only be considered where it is requested to retain a previously established view and there is a history of the identified tree/s being pruned to restore the pre-existing view. Trees can often improve and frame views and are usually an aesthetic element in the view itself.
		New planting in public open spaces will consider the impact on views and species will be selected and placed to frame and complement views in consultation with residents.'
		(e) On page 26 of the draft Tree Management Policy, 4.1 B4 – Tree Preservation of the Waverley Development Control Plan amend the 4 bullet points so that it now reads:
		'height of five metres or over and trunk width of 300mm or over at ground level, or canopy spread of five metres and trunk width of 300mm or over at ground level, or listing on the Waverley Register of significant trees.'

| | | (f) | On page 28 of the draft Tree Management Policy, under Tree Assessment amend the first bold paragraph, so that it now reads:

'Any application for tree removal should be accompanied with supporting information/evidence such as documented and photographic history of branch failures, the weather conditions at the time of the branch failure; sewer blockage etc.' |
| | | 3. | Include the 'Acknowledgement of the Indigenous Heritage' statement on the inside cover or in another appropriate place in the Policy. |

4.   Discussion

The scope of the review included consideration of the framework documentation within the context of contemporary best practice and current statutory requirements.

Methods applied to inform the review included:

- Consultation with Council officers – Two workshops were held with officers from the Sustainability and Compliance teams, to gain an understanding of how the tree management framework is applied and ascertain key issues with respect to implementation and operation.
- Literature review – A wide-ranging review of literature relevant to tree management was considered, including legislation, standards, codes of practice and guidelines. Tree management frameworks of other local governments were also considered, as were a number of academic papers and government reports relating to the management of public trees.
- Comparative analysis – Council's current tree management framework was evaluated against the literature review findings to identify any inconsistencies with statutory requirements and opportunities for improvements to achieve best practice.
- Peer review – An experienced arboricultural consultant (Australian Qualification Framework Level 5) carried out a review of the methods employed to undertake this review and the resultant conclusions and recommendations

Several inconsistencies with statutory requirements were found and subsequent recommendations and guidance was provided in developing the new Tree Management Policy and a separate technical guidelines document, the Tree Management Guidelines, to ensure the framework remains compliant and consistent with measured LGAs.

Tree Management Policy

An indicative best-practice framework for tree management is illustrated in Figure 1, which sets out the hierarchy of documents and other material.
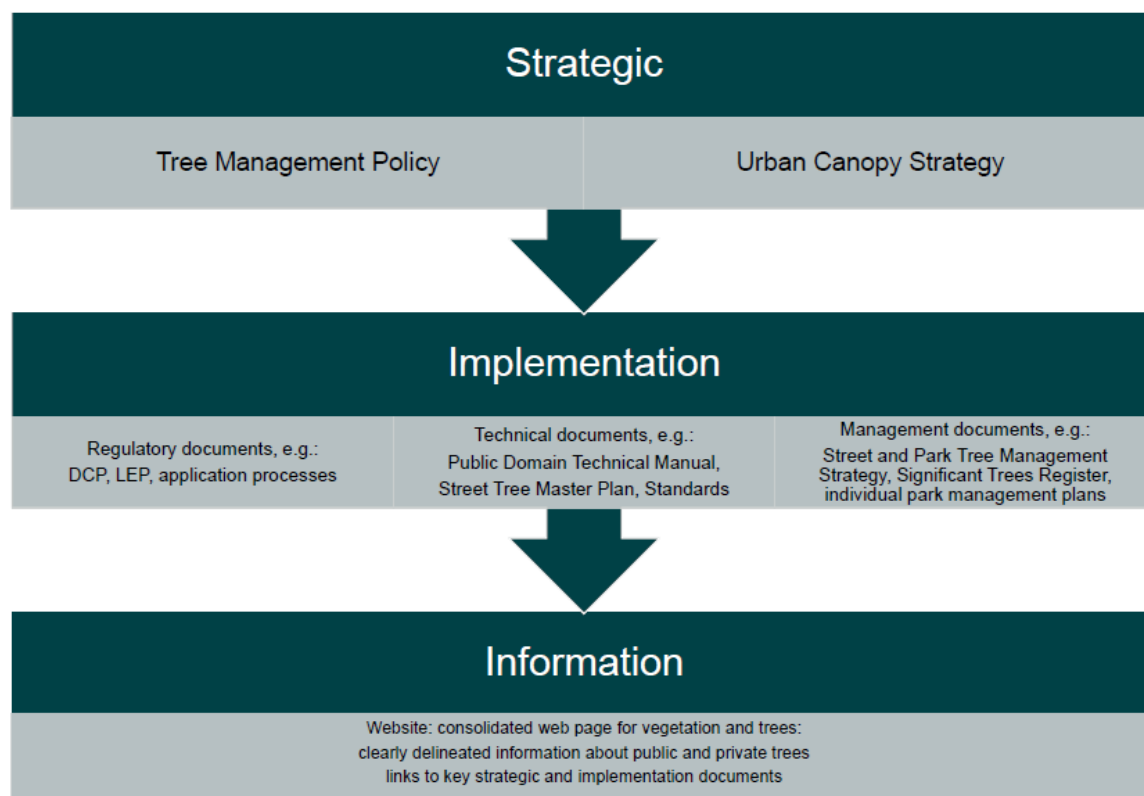
Figure 1. Indicative best practice tree management framework

Best practice tree management starts with a clear policy position and strategic objectives for trees within a local government area.

The Tree Management Policy has the following five key objectives and strategies for maintaining and enhancing urban trees, establishing a framework on which to base policy and processes for the management of the urban canopy/forest:

1. Tree protection - Tree management controls within the State Environmental Planning Policy (Biodiversity and Conservation) 2021, Waverley Local Environmental Plan and Waverley Development Control Plan provide the legislative framework for the protection of all trees located within Waverley LGA.

2. Tree establishment – Council will proactively identify opportunities to increase the quality and quantity of the urban forest and canopy cover across the LGA by using the methodology documented in the Waverley Urban Canopy Strategy and the Waverley Street Tree Masterplan.

3. Public Domain Tree Asset Management – Council recognises trees as a living asset and the importance and significance of their role in the Public Domain. It is the responsibility of Council to provide a specialised maintenance programs to ensure the continued health and amenity of trees. The Public Domain Tree Inventory audit (PDTI) and mapping project is expected to be completed in Q1 of the 2022–23 financial year. The information and health condition reports for our 20k+ public tree population will be used to formulate a proactive maintenance schedule.

4. Public and Private Domain Tree Removal and Replacement - Council will investigate all tree management and mitigation options before recommending or supporting a tree removal. On Council managed land, Council will replace trees that are removed unless this is not feasible and implement tree planting programs whilst also investigating new planting opportunities. Tree Preservation Orders (TPO) provide for the protection and preservation of trees and vegetation on private land. The orders are developed in accordance with the *State Environmental Planning Policy*

(Biodiversity and Conservation) 2021. Council's Development Control Plan Part B5 Vegetation Preservation specifies the species, kinds and size of trees protected from damage or removal in the LGA.

5. Community consultation and engagement - To improve the recognition and importance of trees in the community, Council will promote public awareness of the value, care and positive contribution of trees through public notifications, website/social media updates, resident requests and community consultation.

Tree Management Guidelines

These guidelines will assist in providing detailed information for Council officers, operational staff, contractors, property owners, strata managers and developers on all aspects of tree management procedures on both public and private land in the Waverley LGA.

The management of individual trees in various circumstances is addressed through these guidelines and separates the technical information around tree management that was included in the previous Tree Management Policy.

All technical information regarding tree maintenance that was in the previous version of the Tree Management Policy and omitted from the new Tree Management Policy is now located in the Tree Management Guidelines.

5.   Financial impact statement/Time frame/Consultation

The amendments will have no significant financial or operational impact on the management of trees in Waverley's public spaces.

6.   Conclusion

Overall, Council's tree management framework in the previous Policy was comprehensive, however fragmentary, and difficult to navigate.

The principal issue is the lack of structure and hierarchy in the suite of tree management documents and the progression from policy and strategic direction to technical guidance is unclear.

A key finding from the review found contemporary best practice tree management starts with the Tree Management Policy being a high level, strategic document. It should have a clear policy position and strategic objectives for trees within a local government area, generally articulated within the context of an urban canopy approach, premised on retention and enhancement.

The management of individual trees in various circumstances is then addressed through technical documentation found in the Tree Management Guidelines.

7.   Attachments
1.   Tree Management Policy ⇩
2.   Tree Management Guidelines ⇩ .

Tree Management Policy

Policy owner	Assets and Operations
Approved by	
Date approved	
Commencement date	
TRIM Reference	
Next revision date	July 2032
Relevant Legislation/Codes/Acts/Regulations/Standards	- Australian Standard for pruning of amenity trees (AS 4373-2007) - Australian Standard for the protection of trees on development sites (AS 4970-2009) - Australian Standard Tree stock for landscape use (AS 2303-2018) - Environmental Planning and Assessment Act (1979) - Workcover Code of Practise – Amenity Tree Industry (1998) - Electricity Supply Act 1995 - Electricity Supply (Safety and Network Management) Regulation 2014 - Roads Act 1993 - Trees (Disputes Between Neighbours) Act 2006 - State Environmental Planning Policy (Biodiversity and Conservation) 2021
Policies/Plans/Procedures/Guidelines	- Waverley Development Control Plan - Waverley Local Environment Plan - Waverley Environment Action Plan - Street Tree Masterplan 2008 - Waverley Tree Management Guidelines - Tree and Vegetation Vandalism Policy - Significant Tree Register - Community Strategic Plan 2022-32 - Plans of Management - Urban Canopy Cover Strategy - Public Domain Technical Manual - Drain Blockage Guidelines 2022
Related forms	- Tree Permit Application - Review of Tree Determination - Off-Set Tree Planting Application

Table of Contents

1.   Contents

2.   Background

The Tree Management Policy (TMP) provides the framework for the management of all trees within the Waverley Local Government Area.

The previous Policy was adopted in 2007 and reviewed in 2019. Following the adoption of the Waverley Community Strategic Plan 2018-2029 and a public consultation process, a comprehensive study followed to ensure Council adopts a best practice approach to managing the risks associated with trees.

Trees play a critical role in the urban environment. They provide cooling benefits, improve the aesthetics of our parks and streetscapes, improve air quality, provide habitat for local biodiversity and have health benefits to the local community. While the benefits are significant, it is important to recognise, that trees of the wrong species, poor health or growing in an unsuitable location can create risks in Waverley.

A key aspect of tree management in the urban environment is finding a balance between the risks and the benefits that trees offer, to achieve the best outcomes.

The TMP's purpose and objectives will be achieved through the implementation of Waverley Council's Tree Management Guidelines which outlines detailed best arboriculture practice for tree management functions.

3.   Purpose

The purpose of this Policy is to

- Reinforce Waverley's commitment to the sustainable management of its urban forest
- Define the current and future strategic direction for tree protection, planting, maintenance, and overall management of its urban forest
- Identify and address all major issues relating to tree management on both public and private land in Waverley LGA
- Clarify Council and Community roles and responsibilities
- Ensure best practice is implemented across all processes
- Provide a clear and consistent framework for both residents and Council staff to ensure the effective and coordinated management of trees
- Acknowledge trees as a vital living asset in our policy and strategic planning documents

4.   Scope

This Policy applies to all trees located within the Waverley Local Government Area (LGA).

5.   Policy Content

5.1 Policy Objectives

The objectives of the Tree Management Policy are to

- Prioritize maintaining and protecting the existing tree population

- Manage trees strategically to maximise the benefits trees can provide.
- Increase Waverley tree canopy cover and manage species diversity and maturity, size, quality and quantity of Waverley's canopy cover
- Identify and protect trees significance in terms of heritage, culture, social, and ecological criteria/values
- Communicate the economic, environmental and financial benefit of trees to the community, staff and developers.

5.2 Policy Framework

The Tree Management Policy is divided into five key areas

- Tree Protection
- Tree Establishment
- Tree Replacement and Removal
- Tree Asset Management
- Community Consultation and Engagement

5.3 Tree Protection

Council recognizes the benefits that trees provide in terms of social, economic, and environmental aspects. To safeguard these benefits, protection of trees will be given high priority within the LGA.

The following Policy principles will apply

- Tree Management Controls
- Significant tree register
- Development Applications
- Bonds
- Tree Vandalism, unauthorised works

5.3.1 Tree Management Controls

Tree management controls within the State Environmental Planning Policy (Biodiversity and Conservation) 2021, Waverley Local Environmental Plan and Waverley Development Control Plan provide the legislative framework for the protection of all trees located within Waverley LGA.

Council will regulate all appropriate tree maintenance, removals and protection in accordance with this framework and the Waverley Tree Management Policy and Tree Management Guidelines. Standardised assessment criteria and processes undertaken by Tree Management staff will ensure a consistent and uniform approach to tree management throughout the LGA.

5.3.2 Significant Tree Register

Council respects and recognises the history and cultural value trees offer to the community. Waverley will ensure this contribution continues through a register of significant trees and the retention and protection of significant trees.

5.3.3 Development Applications/Activities

Council will ensure that all development applications comply with the Waverley Development Control Plan and include all necessary information to allow full assessment of the potential impact on trees to be retained and appropriate standard for planting replacement trees. Trees will be protected from construction works and other activities by The Australian Standard for the protection of trees on development sites (AS4970).

5.3.4 Bonds

Council will impose Tree bonds on developers and event organisers to ensure protection of trees to be retained.

5.3.5 Tree and Vegetation Vandalism

Council will investigate unauthorised tree and vegetation pruning, removal or poisoning and pursue enforcement action where appropriate in accordance with the Tree and Vegetation Vandalism Policy and other relevant regulations.

5.4 Tree Establishment

Council will proactively identify opportunities to increase the quality and quantity of the urban forest and canopy cover across the Local Government Area by using the methodology documented in the Waverley Urban Canopy Strategy and the Waverley Street Tree Masterplan.

For the public domain, Council will regularly review and investigate new tree species in line with aesthetic, functional and climatic/environmental requirements if necessary to find a species that will survive successfully in a particular area.

5.4.1 Street Tree Master Plan (STMP)

Council will refer to the STMP to ensure a coordinated and clear direction to planting in streetscapes. The individual species list ensures streetscapes are attractive, planted with relevant species and coordinated with the urban surroundings.

5.4.2 Public Domain Technical Manual

The Public Domain Technical Manual (PDTM) provides standard specialised details and establishment procedures to be used by contractors and developers to guarantee successful establishment of newly planted trees throughout the LGA.

5.4.3 Park and Reserve Trees

Council recognises the high value of tree planting in open spaces to maximise screening, shade, biological diversity and define local character. Future planting projects will be addressed through Parks Plans of Management or through general park upgrades.

5.4.4 Nursery Stock

Council will only use quality nursery stock that meets the NATSPEC guide Australian Standard 2303:2018 *Tree stock for landscape use.*

5.4.5 Tree Planting and Selection

Council will increase diversity throughout its tree selection to improve tree resilience, canopy, longevity and habitat. Tree selection lists for the public domain will be available in the Public Domain Technical Manual, ~~STMP and relevant POMs,~~ Street Tree Masterplan and relevant Plans of Management while tree planting in habitat corridors will guided by the DCP.

New plantings in the public domain will consider the impact on views and species will be selected and placed to frame and complement views.

5.5 Public Domain Tree Asset Management

Waverley Council recognises trees as a living asset and the importance and significance of their role in the Public Domain. It is the responsibility of Council to provide a specialised maintenance programs to ensure the continued health and amenity of trees.

5.5.1 Pruning and Maintenance

Council will manage tree health and reduce associated risks, through best practice tree pruning programs. Regular maintenance and tree audits will ensure high quality delivery standards are met.

Council will prune trees in the public domain to address safety concerns, promote tree health and structure, as well to provide minimal clearances for roads, pathways and properties.

Tree pruning will not be permitted for the shedding of leaves, fruit, flowers, reduce animal noise/droppings or to facilitate views.

5.5.2 Tree Asset Database

The Public Domain Tree Asset Database will inform Council on strategic and operational decision making, and prioritising resources for managing current tree assets. New technologies in tree inventory management will also assist Council in identifying and managing crucial green infrastructure assets.

5.5.3 Future and Current Risk Mitigation

Council will proactively manage trees for risk to limit damage or injury caused by trees whilst maintaining the benefits provided by trees. The updated Tree Asset Database will assist Council to take reasonable steps to manage trees in the Public Domain.

5.5.4 Trees as Habitat

Council will manage trees for habitat by proactively planting in habitat corridors, selecting species that support the urban ecology of Waverley and ensuring that no fauna is harmed when tree works are required.

5.6 Public Domain Tree Removal and Replacement

Council will investigate all tree management and mitigation options before recommending or supporting a tree removal.

On Council managed land, Council will replace trees that are removed unless this it not feasible and implement tree planting programs whilst also investigating new planting opportunities.

Tree removal will not be considered for the shedding of leaves, fruit, flowers, reduce animal noise/droppings or to facilitate views.

5.6.1 Visual Tree Assessments

For both public and private trees, Council will conduct Visual Tree Assessments (VTA), a widely accepted aboricultural assessment to determine the current health, structural integrity, useful life expectancy and visible damage of the tree. This will provide a consistent approach in determining pruning request applications, root pruning and tree removal.

A Landscape Significance Assessment may also form part of the criteria when assessing a tree. Some factors include the trees' prominence and contribution to the local amenity.

5.6.2 Emergency Situations

Where the risk is immediate and present at that moment to human life or substantial property damage, priority will be given in the pruning/removal of the tree(s).

5.6.3 Capital Works Programs

For all new or current infrastructure projects Council will continue to preserve tree cover and increase tree plantings. If a tree is required to be removed, then replacement plantings will take place.

5.7 Private Domain Tree Removal and Replacement

5.7.1 Tree Preservation Orders

Tree Preservation Orders (TPO) provide for the protection and preservation of trees and vegetation on private land. The orders are developed in accordance with the State Environmental Planning Policy (Biodiversity and Conservation) 2021) and Waverley Council's Development Control Plan Part B5 B3 Vegetation Preservation specifies the species, kinds and size of trees protected from damage or removal in the LGA.

5.7.2 Offset Planting

When permission is granted to remove trees on private land, it is a condition of removal that a tree or trees of equivalent or larger canopy size when mature with a minimum pot size of 45-litres is planted in the ground, on the property. However, if there is insufficient planting space on site to accommodate a mature tree of similar dimensions, the applicant will be asked to contribute to offset planting on public land. The applicant will be charged for the planting and a 12-month maintenance program for a tree as per Council's Fees & Charges. The fee may vary depending on the size, prominence, and location of the tree to be removed.

5.8 Community Engagement and Consultation

To improve the recognition and importance of trees in the community, Council will promote public awareness of the value, care and positive contribution of trees.

5.8.1 Notification of Removal

Where substantial or prominent trees may need to be removed, Council will notify adjacent residents two weeks in advance. The tree identified for removal is marked with appropriate high visibility tape and an accompanying sign explaining why the tree is being removed, the planned date of removal and the replacement tree species where possible.

Notification is not required for emergency works or dead trees.

When Council is notified of trees planted on public land without authorisation from Council, we will consult and discuss with residents to reach a suitable outcome. However, if there are no alternatives, we will reserve the right to remove inappropriate trees and replant where possible, with a more suitable tree consistent with Council's Street Tree Masterplan.

5.8.2 Website Updates

All tree management plans and policies, including FAQ's can be found on Council's website and are updated regularly to reflect any ongoing changes in tree management environment.

5.8.3 Resident Requests

Qualified Arborist will consider and assess all resident requests for the tree pruning, removal and planting in streetscapes, parklands, and open spaces. All actions associated with each request will be guided by the relevant policies and plans.

5.8.4 Neighbouring Trees

An application to prune overhanging branches or remove trees from a neighbouring property must have the written consent and signature of the owner of the tree/s.

Council does not have the regulatory powers to compel neighbours to prune or remove trees that may be causing damage or a nuisance to their neighbour, nor can Council mediate in disputes. Conflict over the management of private trees on neighbouring properties is the responsibility of both neighbours to discuss and resolve.

5.8.5 Community Consultation

Waverley will continue community consultation of the benefits of trees in the urban environment or any planned works that impact the community. Council staff will use these opportunities to help educate the community regarding Tree Management.

6.   Review of Policy

This Policy will be reviewed every 10 Years or as required in the event of legislative changes or requirements.

7.   Definitions

Term	Definition
LEP	Local Environmental Plans (LEP) guide planning decisions for local government areas through zoning and development controls. They provide a local framework for the way land can be developed and used. LEPs are the main planning tool to shape the future of communities by ensuring local development is carried out appropriately
DCP	Development Control Plan supports the controls outlined in the Local Environmental Plan with more specific planning and design guidelines
PDTM	The Public Domain Technical Manual Guides Council officers, external consultants, and contractors on the use of materials, finishes, furniture, design treatments and details
LGA	Local Government Area is an administrative division of a country that a local government is responsible for
Significant or Heritage Trees	Those trees that make a major contribution to the everyday landscape and are therefore of special value to the community and registered as such in the Tree Asset Database
Urban Canopy	Urban tree canopy is a measurement which encompasses the totality of tree and shrub canopies as viewed from above. Often expressed as a percentage and used to measure the urban forest
Visual Tree Assessment	Widely accepted arboricultural assessment based on the current health, structural integrity, useful life expectancy and visible damage to the tree
Vegetation	Plants, shrubs, groundcovers, whether native or exotic, immature or mature including that which is defined in the biodiversity map of the Waverley Local Environment Plan
Weed Species	A weed is any plant that colonises and persists in an ecosystem in which it did not previously exist. They may affect the economy, the environment, human health and amenity. Many plants introduced into Australia in the last 200 years are now weeds
TPO	Tree Preservation Orders apply to species, kinds of trees or other vegetation prescribed in Council's Development Control Plan
Habitat	The natural home or environment of an animal, plant, or other organism

Tree Management Policy

Vandalism	Vandalism is the unlawful destruction, damage or injury to trees and/or vegetation through methods including, but not limited to poisoning, pruning, cutting, washing of chemicals, ringbarking or removal and excavation or altering of soil levels
STMP	Street Tree Masterplan is a guide on how we plant trees. The STMP provides a framework and co-ordinated approach to species selection and planting conditions
AS 2303:2018	Establishes the criteria for tree stock for landscape use, specifying the above and below-ground characteristics of tree stock that can be supplied for landscape use

Tree Management Guidelines

Guidelines owner	Assets and Operations
Prepared by	David Petrie
Approved by	Ben Kusto
Date approved	
Commencement date	
Version	1
Category	Maintenance
Keywords	Tree management
Revision date	July 2032
Amendments	
Relevant strategic direction	Tree Management Policy
Relevant legislation/codes	- Australian Standard for pruning of amenity trees (AS 4373-2007) - Australian Standard for the protection of trees on development sites (AS 4970-2009) - Australian Standard Tree stock for landscape use (AS 2303-2018) - Environmental Planning and Assessment Act (1979) - Workcover Code of Practise – Amenity Tree Industry (1998) - Electricity Supply Act 1995 - Electricity Supply (Safety and Network Management) Regulation 2014 - Roads Act 1993 - Trees (Disputes Between Neighbours) Act 2006 - State Environmental Planning Policy (Biodiversity and Conservation) 2021
Related policies/documents	- Waverley Development Control Plan - Waverley Local Environment Plan - Waverley Environment Action Plan - Street Tree Masterplan 2008 - Waverley Tree Management Guidelines - Tree and Vegetation Vandalism Policy - Significant Tree Register - Community Strategic Plan 2022-32 - Plans of Management - Urban Canopy Cover Strategy - Public Domain Technical Manual - Drain Blockage Guidelines 2022

Tree Management Guidelines

Related forms	- Tree Permit Application - Review of Tree Determination - Off-Set Tree Planting Application

Tree Management Guidelines

1 Contents

1. Introduction/Background

The creation of this document is in response to the 2021 Tree Management Policy review and updates to the revised Tree Management Policy. Recommendations were made to streamline the Tree Management Policy and to separate the technical aspects of tree management and create a guidelines document.

The new structure is based on the Tree Management Policy serving as a framework document, which purpose and objectives will be achieved through the implementation of these guidelines through best arboriculture practice for tree management functions.

This guideline will assist in providing detailed information on all facets of tree management on both public and private land within the Waverley Local Government Area (LGA) and is to be used as a reference document by Council Officers, contractors, property owners, strata managers and developers in relation to all tree management and maintenance procedures.

2. Scope/Purpose

Waverley Council recognises the importance of trees and their role as a key contributor to a high-quality urban environment. The guidelines apply to all trees located in the LGA.

We are committed to maintaining the trees we have, improving their maintenance and protection and increasing the level of urban tree canopy cover.

To protect these valuable community assets, Waverley Council has adopted a suite of tree management documents that include, Tree Management Policy, Street Tree Masterplan, Significant tree Register and Public Domain Technical Manual.

Specific tree management and preservation controls are contained in Part B5 of the Waverley Development control Plan 2012.

This guideline in association with the other suite of documents listed above will assist in providing detailed information on all facets of tree management on both public and private land within the LGA.

3. Key Local Issues

3.1 Tree Preservation Legislation and Tree Assessment

Waverley Council has a legal obligation to preserve trees and vegetation under the provisions of the NSW Planning and Assessment Act 1979.

The State Environmental Planning Policy (Biodiversity and Conservation) 2021 works together with the Biodiversity Conservation Act 2016 and to create a framework for the regulation of clearing of native vegetation in NSW.

The SEPP (Biodiversity and Conservation) 2021 applies to the Sydney and Newcastle metropolitan areas, including the Waverley LGA, and to all other land in NSW that is zoned for urban purposes or

for environmental conservation/ management under the Standard Instrument – Principal Environmental Plan.

The management of trees on development sites is regulated by the SEPP (Biodiversity and Conservation) 2021 and the Waverley Development Control Plan (DCP). The Waverley DCP sets out the requirements for tree preservation under Part B5 - Tree Preservation.

3.2 Tree Assessment

 In Waverley, assessment of both public and private trees for pruning or removal is based on

a) **Visual Tree Assessment (VTA)**

Visual Tree Assessments (VTA), a widely accepted arboriculture assessment to determine the current health, structural integrity, useful life expectancy and visible damage to the tree. This will provide a consistent approach in determining pruning applications, root pruning and tree removal. It does not include specialised assessments such as tree decay, aerial inspection, pathology diagnosis of any pests or diseases or risk assessment.

b) **Landscape Significance Assessment (LSA)**

A tree(s) contribution to the landscape character. i.e. is the tree visually prominent and does it contribute to the character and local identity of the area. Other factors include the tree's age, size, or uniqueness.

Additional criteria used in assessing a tree, can also form part of assessment

- The effect on the health of the tree from proposed branch or root pruning
- Any contribution the tree makes to the natural landscape or scenic value of the land or the locality
- The tree's intrinsic value to public amenity
- The cultural value of the tree (its status as a landmark specimen and in defining local streetscape and character, its historical status, listing on the Waverley Significant Tree Register
- The occurrence (or lack of) other vegetation and whether appropriate replacement species can be planted
- Any contribution the tree makes to the local ecosystem and biodiversity
- The characteristics and history of a particular species
- Ill health, such as allergies, where specific evidence is provided by an expert in the relevant medical field (Dermatologist or Allergist) and a link between the ailment and the species is reasonably established
- Traffic hazard in proximity to a roadway intersection, driveway or pedestrian walkway
- Whether there is a severe obstruction of sunlight to a window as prescribed by minimum development standards for solar amenity
- Whether a tree is causing structural damage to a building, water main or sewer
- Whether a tree should be replaced with a more suitable species given its proximity to services such as overhead power lines

Often, applications for private tree removal may be based on a history of problems or hazards not evident at the time of inspection e.g. damage to buildings; blocked sewers; previously fallen branches; etc.

It is the applicant's responsibility to provide sufficient information and background to support the application. This information may be in the form of a report from a consulting arborist, licensed plumber, pest controller or structural engineer depending on the nature of the problem.

If there is insufficient information the application may be refused or deferred until further evidence is supplied. Several applications for tree removal are received by Council because of a perceived danger of branch or trunk failure. In assessing a tree for removal on grounds it is dangerous an evidence-based assessment as detailed above is used.

Refer to Appendices section for information on supporting documents.

3.3 Tree Selection

Tree planting to reflect local character

It is important that the selection and maintenance of trees contribute to and support the local character of a particular site. In certain streets an avenue of trees may help to define and enhance existing heritage, environmental and architectural features.

The Waverley Street Tree Masterplan recognises these values and continues to support the use of locally indigenous and native trees.

Native versus Exotic

The definition of a native tree species is generally interpreted as one that would have been growing in Waverley at the time of European settlement. However, it also interpreted as

- Endemic (in other words, found only in this specific location)
- Locally indigenous (found in Waverley prior to European settlement but can be extended to include Sydney's eastern suburbs)
- Native (broadly found in Australia).
- Exotic plant species that is non-native. Introduced into an area where it does not occur naturally

Council actively promotes locally indigenous planting by

- Identifying appropriate locally indigenous tree species in its Street Tree Masterplan
- Using locally indigenous tree species through forward planning and providing tube stock of less common Sydney species
- Trialling locally indigenous shrubs as street and park trees
- Developing an education program for residents to promote locally indigenous species
- Favouring locally indigenous tree species in all Development Control Plans, Plans of Management and Strategic Plans
- Encouraging residents to use native nurseries.

However, it is also recognised that on occasions exotic trees may be the only suitable choice in particular planting situations and that the planting policy should, incorporate a degree of flexibility in relation to planting non-indigenous and sometimes deciduous species in identified selected areas,

especially in heritage areas, commercial zones and in instances where issues of solar access need to be considered.

3.4 Street Tree Planting by Residents

We encourage residents who want to plant street trees to contact Council. Tree Officers will inspect the site and identify a suitable tree for the location if feasible.

It is important to work with Council when seeking to plant a street tree, as some trees are not suitable in certain locations and may, for example, limit sight lines, Inconsistency of trees in the streetscapes or damage to services and infrastructure.

Trees planted on Council property become Council responsibility and the legacy of such tree problems may not become evident for up to 10 or more years. When notified of street trees planted without Council authorisation, we will consult and discuss with residents to reach a suitable outcome by looking at options such as pruning or transplanting. However, if there are no alternatives, we will reserve the right to remove inappropriately planted trees and replant, where possible, with a more suitable tree consistent with the street tree masterplan.

3.5 Trees and Views

Many residential suburbs of Waverley enjoy beautiful views of the ocean, Sydney Harbour and the City landscape. Obscuring these views by trees on public or private land can be an issue amongst the community.

Tree Officers will not prune a tree to facilitate a view. View pruning will only be considered where it is requested to retain a previously established view and there is a history of the identified tree(s) being pruned to restore the pre-existing view.

Trees can often improve and frame views and are usually an aesthetic element in the view itself.

Where a private view is likely to be affected by the planting or replacing of trees in a street or park, Council will continue its policy that no individual exclusively owns a view, but rather that the amenity provided by trees outweighs the amenity of views.

New planting in public open spaces will always consider the impact on views and species will be selected and placed to frame and complement views in consultation with residents.

3.6 Tree and Vegetation Vandalism

Vandalism of public and private trees and vegetation not only affects adjacent neighbours but also whole streetscapes. The wider community also suffers through the gradual attrition of mature trees from the urban landscape.

Council presently responds to incidents of tree and vegetation vandalism by

- Investigating all reports and gathering information
- Sending notification letters to residents requesting further information Vandalism attack on a mature street tree
- Erecting signs in streets and parks highlighting the damage

- Prosecuting through the courts wherever possible

Part B5 – Tree Preservation of the Waverley Development Control Plan sets out penalties for vandalism to trees and vegetation on public and private property. The Waverley Tree and Vegetation Vandalism Policy outlines procedures for responding to attacks on trees.

Council encourages residents to report tree and vegetation vandalism.

Refer to Councils Tree and Vegetation Vandalism Policy for more detailed information.

3.7 Public Domain Tree Removal and Notification

Where substantial or prominent trees may need to be removed, Council policy is to notify adjacent residents two weeks prior scheduled removal.

The tree identified for removal is marked with appropriate high visibility tape and an accompanying sign explaining why the tree is being removed, the planned date of removal and the replacement tree species where possible.

Occasionally, trees need to be removed immediately for public safety reasons e.g. storm damage or if their condition becomes hazardous. Notification of adjacent residents of the reasons for emergency removal of street trees and the timing of planting a replacement tree will occur as soon as possible after removal.

4.   Trees on Public land

This section of the guidelines is to be used for all activities relating to trees on public land (public trees). Public trees are those trees located on land managed by Waverley Council Tree Officers, including street trees, park trees, and trees within other natural areas such as bushland reserves and coastal reserves

Please contact Council's customer service for all public tree related activity requests.

4.1 Tree Maintenance Works

All public tree maintenance works are to be undertaken by qualified Council Officers and contractors in accordance with relevant Australian Standards and best practice requirements. The following information is provided to direct overall maintenance activities.

Pruning is an effective way to help manage urban trees and may be used in the following circumstances

- Low branches near footpaths and roads
- Routine maintenance to remove defects such as dead branches, crossing branches
- Canopy thinning within tree tolerances to allow for street lighting and solar access
- Storm damage
- Sight lines clearances for signs and traffic lights

Pruning practices are aimed principally at preserving the overall health and vigour of the tree.

Council's tree management guidelines are consistent with the Australian Standard AS4373 – Pruning of Amenity Trees; Workcover Code of Practice – Amenity Tree Industry; and Work Health and Safety requirements.

Pruning clearances for street trees to provide safe access for pedestrians, vehicles and properties, street trees are pruned to the following maximum clearances

- Pedestrian access to 2.5 metres
- Vehicle access at kerbside of 3.5 metres increasing to 4.5 metres at the centre of the road
- Branches overhanging into properties to be 3 metres clear of roof structure. Trees are pruned to Australian Standards 4373 – Pruning of Amenity Trees to maintain tree structure, health, and condition

4.2 Requests for Tree Pruning or Removal

Requests for pruning or removal of public trees are investigated by the Tree Operations team. Council's qualified arborists conduct inspections using the methods of Visual Tree Assessment (VTA) and Landscape Significance Assessment (LSA) as described in 3.2 of the guideline's documents.

Additional criteria used in assessing public trees for pruning or removal may include

- The health, condition, and structure of the tree
- The pruning history of the tree e.g. previous pruning in response to branch failure
- Location of the tree in relation to buildings and structures
- The tree's amenity value to the area e.g. streetscape
- Whether the tree forms part of an avenue planting; habitat corridor
- The suitability of the species to the location

The shedding of leaves, fruit or flowers is not considered sufficient reason for excessive pruning or removal of a street tree.

4.3 Pruning for Clearance of Electricity Wires/Powerlines

Pruning under electricity cables to the minimum clearances is authorised under Section 48 of the Electricity Supply Act 1995 and Electricity Supply (Safety and Network Management) Regulation 2014.

Both acts effectively overrule council-originated Tree Preservation Orders or Development Control Plans and other environmental planning instruments, excluded are State heritage or protection orders.

Pruning works within three metres of power lines can only be carried out by suitably qualified personnel.

Residents and community are encouraged to contact Ausgrid or your service provider if you require pruning to public or street trees that impact overhead powerlines or your service lead.

4.4 Tree Issues

Street trees are planted along road reserves and verges, laneways and occasionally footpaths and in the road itself, usually chosen for their shade and visual appeal.

However, at times, there can be conflict between trees and the urban environment.

Where damage to public spaces including footpaths and streets is suspected to have been caused by street tree roots, residents are asked to contact Council's Customer Service Centre to and request further investigation.

Suspected Damage to Private Wastewater or Stormwater Network

Tree roots will not enter a private wastewater or stormwater network that is intact and not leaking. Unfortunately, many properties in Waverley have old terracotta pipes that have degraded, subsided or have perished jointing seals. If a pipe has subsided or a seal has broken the repair of these pipes is considered a maintenance issue and the responsibility of the property owner to repair (refer to Waverley Council's Drain Blockage Guidelines).

Suspected Damage to Property Infrastructure

If damage to private property infrastructure is suspected to have been caused by street tree roots, property owners are asked to contact Council with supporting evidence to substantiate the alleged damage.

An initial inspection is then made by the Tree Operations Supervisor from outside the premises to determine if street tree roots may be the cause of the damage.

If the area of damage is located within the property, the owner is required to show proof of the presence of tree roots. This may involve excavating or exposing the affected area to show if tree roots are present, what size the roots are, and their exact location.

This is standard procedure due to

- Many residences are structurally very old with shallow or non-existent footings to foundations and old earthenware drainage pipes

- Wastewater and stormwater lines or foundations may have collapsed due to deterioration or subsidence and not from tree root damage
- Other trees on the resident's or neighbour's property may be the cause of damage
- All liability disputes require an onus of proof which remains with the property owner

Removal of a street tree is only undertaken as a last resort and only if the tree is assessed as not being a valuable part of the streetscape and only if there are no feasible alternatives or if all previous treatments have failed to abate the nuisance.

Council will continue its current policy of requiring proof of property damage where street trees are alleged to have damaged private property.

4.5 Street Tree Planting and Replacement

Council undertakes annual tree planting programs and residents are encouraged to contact Council to request a tree.

To ensure successful street tree planting provides the maximum benefits to the community the following considerations are critical in tree selection and planting

Site planning and design

Sufficient space is provided above and below ground avoiding utilities and structures and canopy spread free from interference with structures to allow a tree to reach its mature height and width with minimal pruning.

Sufficient root space and crown volume

There is enough soil volume available for future root growth and minimal disturbance to infrastructure.

Tree selection

Species are selected from the Street Tree Masterplan that meet the physical and environmental constraints of the site and quality tree stock are used.

Planting season

Planting can be undertaken at various times but is best undertaken from Autumn through to Winter when lower air temperatures greatly reduce the stress on the newly planted trees, and soil temperatures are highest to encourage root activity. Summer planting is not recommended due to high temperatures with potential extremes and increased resource requirements i.e. additional watering and maintenance.

Detailed planting specifications can be found in Waverley Council Public Domain Technical Manual.

Replacement

The majority of urban trees have a life span of between 20 to 80 years due to the constraints of growing in a built-up residential environment. Many of our mature trees are reaching the stage where they are dying or in decline due to age, poor quality soils, pollution stress, tree root damage or a combination of some or all of these factors.

Trees may also need to be removed for a variety of reasons from vandalism, poor species performance, damage to underground utilities that can't be repaired etc. Often though, it is because they are over-mature and naturally start to decline and may become hazardous.

The Public Domain Tree Asset Database will inform Council on strategic and operational decision making, and prioritising resources for managing current tree assets. New technologies in tree inventory management will also assist Council in identifying and managing crucial green infrastructure assets.

Occasionally, residents may request a replacement tree is not planted. Consideration will only be given for not planting where there is

- Sightline restrictions
- History of damage to underground services that are unable to be repaired adequately to allow for replacement tree planting
- Insufficient clearance from underground (and overhead) utilities

4.6 Public Consultation and Notification

Whenever healthy public trees require substantial pruning or removal, particularly if it will affect the visual appeal of streetscapes or adjacent properties, residents will be notified a minimum of two prior to schedule of works.

4.7 Vehicle Access and Crossovers

Vehicle access and driveways can sometimes generate issues relating to mature and established street trees.

Street tree planting is co-ordinated to be sited close to property boundaries and at sufficient distance from potential crossover locations.

However, applications for crossovers and driveways may sometimes conflict with street trees.

Council will assess each application on merit and promote alternatives to vehicle crossovers where they require removal or damage to mature verge trees.

4.8 Trees in Parks

Refers to all trees situated within Council's parks, reserves, publicly owned sportsgrounds and bushland and drainage reserves. It covers Council-owned land and Crown Land administered by Council. Waverley's public open space includes

- 'natural' areas (including bushland, foreshore, cliff-face and watercourse)
- Sportsgrounds
- Parks and reserves
- Areas of general community use

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Some of the main issues concerning trees in parks are similar to those of street trees, namely maintaining open views, species and selection, over-pruning, and integrating trees with pedestrian and habitat corridors.

Maximise aesthetics and amenity in parks

Planting trees within open public spaces should improve the appearance of an area and contribute to its overall amenity. The design principles for trees in parks should maximise screening, shade, and biological diversity.

Mature and significant trees can also define the character and usage of parks.

To improve the recognition of the value of park trees Council should

- Undertake a condition survey of all park trees and determine a hierarchy of maintenance of parks and reserves and target high-use sites
- Recognise high value trees through listing as heritage items or as significant trees
- Ensure high-use parks and reserves receive a higher level for maintenance of trees
- Provide opportunities for tall growing species in larger parks. In future design of public space every attempt will be made to take advantage of existing mature trees and to incorporate indigenous species from local seed stock wherever possible

Remnant vegetation and habitat corridors

Remnant vegetation or bushland is taken to be the original (pre – 1788) native vegetation which has survived to this day. It includes both undisturbed and disturbed vegetation. It also includes remnant vegetation which has colonised disturbed areas, where there was no vegetation for a period. The native plant species that grow within these remnants are referred to as indigenous. Remnant vegetation does not include native species that have been planted or introduced to the area.

Habitat corridors are areas where vegetation provides sufficient habitat features to allow wildlife to move from one area to another.

The Part B3 – Biodiversity provision of the Waverley DCP recognises the importance of these areas with maps showing their location and development controls to protect and enhance the remaining areas.

Only 5.9 hectares of remnant bushland remain in the Waverley LGA concentrated mainly on the coast and in fragmented areas away from the coast. Parks and open space are an integral part of wildlife and bird habitat, and every opportunity should be taken to increase biodiversity within the LGA.

When linked areas of open space or 'habitat corridors' are planted with native and locally indigenous tree shrub and groundcover species they provide a habitat of sufficient size to support small native fauna, especially when integrated with the understorey of shrubs and groundcovers naturally associated with that vegetation community.

These habitat corridors should work towards linking areas of remnant vegetation, beach parks and adjacent public open space, pocket parks, schools and other institutional sites where there is opportunity for planting trees, shrubs and groundcovers.

The biodiversity maps in the appendices section of the Waverley DCP show the remaining native fauna habitat patches and identify existing and potential habitat corridors. Ideally, many parks within Waverley and in particular coastal parks should be integrated into this corridor system.

Plans of management

The Local Government Act 1993 requires that all community land (as defined under the Act) is the subject of a plan of management. The majority of Council's parks and reserves are classified as community land and therefore require plans of management.

A tree management plan is integral to a park plan of management and provides effective management strategies for the maintenance and conservation of park trees. The plan should also provide long term strategies for tree removal and replacement consistent with the vision for the park.

5. Trees on Private Land

Trees on private land are found on land belonging to residents, commercial enterprises, community groups, private institutions such as hospitals and churches, and state and federal government agencies like schools and local government.

For any tree related activity on your property, please refer to important criteria in section 5.1 below before applying for a Tree permit application.

To sustain canopy cover across the LGA, Council requires the appropriate management of private trees to maximise the useful life of the trees and that suitable replacement planting is undertaken when trees are removed.

Trees on private land are valued and treasured because they

- Provide privacy
- Help to soften unattractive buildings or outlooks
- Provide natural cooling
- Enhance wildlife corridors
- Contribute to the character of the area

'Leafy' suburbs are recognised as desirable and attractive places to live, and trees can significantly enhance residential property values.

5.1 ~~Part B5 – Tree Preservation of the Waverley Control Plan~~ Part B3 – Landscaping, Biodiversity and Vegetation Preservation of the Waverley Development Control Plan

Part ~~B5~~ B3 – Tree Preservation of the Waverley Development Control Plan (DCP) was formed under the provisions of The State Environmental Planning Policy (Biodiversity and Conservation) 2021(B&C SEPP). ~~The SEPP (Biodiversity and Conservation) 2021~~ The B&C SEPP repeals the provisions of the Local Environmental Plan for tree preservation and the previous Tree Preservation Order (TPO) of 1993.

An application is required to do work on any part of a tree above or below ground. This applies to any tree listed on the Waverley Register of Significant Trees, or listed as a heritage item, forms part of a heritage item or located in a Heritage Conservation Area (HCA) or

a) has a height of three (3) metres or more, or
b) has a canopy spread of three (3) metres or more, or
c) has a trunk diameter of more than 300mm, measured at ground level

If you think your tree may fall into the HCA category, please submit a tree permit application in the first instance. However, after initial assessment by Council's Tree Management Officer, you may be advised to submit a Development Application. For more detailed information refer to section 7.0 Heritage and Significant tree.

All approved tree work must be carried out by minimum AQF Level 3 arborist in accordance with AS 4373-2007 Pruning of amenity trees.

Exempt trees

The trees listed in the table below are documented in the DCP and listed exempt, therefore they do not require a permit for removal. However, Council must be notified a minimum of seven days prior to removing any exempt trees.

Botanic name	Common name
Celtis sinensis	Hackberry
Citrus spp	Citrus
Ligustrum sinense	Narrow leaved Privet
Ligustrum lucidum	Broad leaved Privet
Nerium oleander	Oleander
Olea africana	Wild or African Olive
Salix spp	Willows
Syagrus romanzoffianum	Cocos Palms
Toxicodendron spp	Rhus tree

Despite any other provisions in this DCP, clearing of vegetation is exempt from the requirement to obtain a Vegetation Clearing Permit in the following circumstances:

- Pruning of a hedge (refer to Definitions) by no more than 20 per cent of its height or width in any 12 month period
- Removal of dead branches; palm fronds or palm fruit
- Pruning of branches from electricity wires as required by the Electricity Supply (Safety and Network Management) Regulation 2014
- Remedial pruning or removal to make a tree safe in response to severe storm damage or sudden branch failure. Evidence of the tree's condition (e.g. arborist or SES report) must be produced at Council's request if required. Replacement native trees must be planted if tree/s are removed
- Works carried out by state or federal government departments or authorities under current legislative requirements

- ~~Dead trees~~ If Council is satisfied that the vegetation is dying or dead and is not required as the habitat of native animals

Tree assessment

One of Council's qualified arborists will inspect the tree(s) and undertake a Visual Tree Assessment (VTA).

This is a widely accepted Arboricultural assessment based on the current health, structural integrity, useful life expectancy and visible damage to the tree. Additional criteria are also taken into consideration including

- ~~The environmental, cultural and amenity value of the tree~~ Landscape significance including consideration of the ecological, cultural and amenity value of trees
- The effect on the health of the tree from pruning
- Whether the tree shows poor form and shape/vigour typical of the species
- Its location within 3 metres of a residence, main building or other significant structure
- The occurrence (or lack of) other vegetation nearby and whether appropriate replacement species can be planted
- Whether the tree is the identified cause of structural damage to a building, ancillary structure, water main or sewer and if all alternative options of remedying the damage have been considered

After assessment, the application will either be

a) Approved, or approved with conditions
b) Pending, awaiting further information or supporting evidence from the applicant, or
c) Refused, or refused with conditions

Any application for tree removal should be accompanied with supporting information and evidence such as documented and photographic history of branch failures, the weather conditions at the time of the branch failure, wastewater blockages etc.

Presenting this evidence with the initial application can be helpful as it will provide a more complete history of the tree. If no or insufficient evidence is presented it may result in the refusal of the application.

Further information on when consent may be granted or refused can be found in Tree Assessment and Part B5 – Tree Preservation of the Waverley DCP.

Offset tree planting

When permission is granted to remove trees on private land, it is a condition of removal that a tree or trees of equivalent or larger canopy size when mature with a minimum pot size of 45 litres is planted in the ground, on the property. Audit checks of replacement plantings will be carried out by Council.

However, if there is insufficient planting space on site to accommodate a mature tree of similar dimensions, the applicant will be asked to contribute to offset planting on public land. Generally, for every tree removed, the replacement of a minimum of three (3) off-site trees will be required. The applicant will be charged for the planting and a 12 month maintenance program for a tree as per Council's Fees and Charges. The fee may vary depending on the size, prominence, maintenance period and location of the tree to be removed.

Arborists and 'other' specialist reports

Supporting evidence for the removal or pruning of a tree(s) may require a report from a consulting arborist (AQF Level 5) where

- Major work or removal is proposed on heritage listed or significant trees or trees considered prominent in a heritage conservation area
- There is insufficient evidence to support the removal of a tree as assessed against the above criteria

Council may request the applicant provide an arborist's report for more complex tree assessments such as an aerial inspection, root mapping or identification, fungal or pest problems or internal diagnostic assessment.

Further supporting evidence may also be required from a structural engineer or licensed plumber if buildings or underground services are affected.

Refer to Appendices for specialised report requirements.

Reviewing a tree decision

Under the Environmental Planning and Assessment Act (1979) an applicant may ask Council to review the determination of the application.

If they are dissatisfied with Council's assessment of their tree, they can submit an application for Review of Tree Determination within six (6) months of the date of the determination.

The application must include

- Additional information not available at the time of the original inspection
- A report from a consulting arborist (AQF Level 5) with any additional reports requested by Council relevant to the stated problem i.e. a structural engineer or licensed plumber report

The review of the original determination will then be conducted by another AQF level 5 Council Tree Office with Arboricultural qualifications. Should the review uphold the original determination an applicant has the right to appeal to the Land and Environment Court within six (6) months of the determination date.

Penalties

Any work carried out on trees without approval or not in accordance with an approval will be dealt with in accordance with the relevant legislation. This may result in a formal warning, penalty infringement notice or legal action through either the Local Court or the Land and Environment Court.

Where a person is guilty of an offence involving the destruction of or damage to a tree or vegetation, the court dealing with the offence may, in addition to or in substitution for any pecuniary penalty imposed or liable to be imposed, direct that person to

a) Remedially prune damaged trees
b) Plant new trees and vegetation and maintain those trees and vegetation to a mature growth/or minimum height of five (5) metres, and
c) Provide security for the performance of any obligation imposed under points a) and b) above

5.2 Tree Disputes Between Neighbours

An application to prune overhanging branches or remove trees from a neighbouring property must have the signature of the owner of the tree(s).

Council does not have the regulatory powers to compel neighbours to prune or remove trees that may be causing damage or a nuisance to their neighbour, nor can Council mediate in disputes.

Conflict over the management of private trees on neighbouring properties is the responsibility of both neighbours to discuss and resolve.

Residents are firstly advised to contact their local Community Justice Centre to seek mediation. If that avenue is unsuccessful, they can make an application to the Land and Environment Court under the Tree (Disputes between Neighbour's) Act 2006.

Tree disputes are usually heard on site by a Commissioner of the Court who has the powers to make orders that remedy, restrain or prevent damage to a neighbouring property or injury to a person from a neighbour's tree. The Court also has the powers to award compensation order rectification of damage caused by a neighbour's tree.

This act only applies to tree on private property and not Council owned trees.

5.3 Trees on Strata or Company Titled Properties

For trees located on the common property of a residential flat building or townhouse, the application must be from either the ~~body corporate~~ Owners Corporation or the managing agent together with either the minutes of a meeting or signed letter from the majority of the owners consenting to the work.

5.4 Private Trees Overhanging Council Property

Where private trees overhang Council property, footpaths or roadways, the maintenance of the tree is regarded as the owner's responsibility and the owner should undertake pruning when requested. If the owner does not comply with a request, an order for the pruning of overhanging branches can be issued under Council's by-laws.

6.   Trees on Development Sites

The management of trees on development sites is regulated by The State Environmental Planning Policy (Biodiversity and Conservation) 2021 and the Waverley DCP. The SEPP (B&C) regulates the removal of native vegetation on both urban land, and land zoned for environmental conservation/management that does not require development consent.

The SEPP (B&C) applies to the Sydney and Newcastle metropolitan areas, including the Waverley LGA, and to all other land in NSW that is zoned for urban purposes or for environmental conservation/ management under the Standard Instrument – Principal Environmental Plan.

Within the Waverley DCP – B5: Tree Preservation provides guidelines for the protection of trees on development sites

When submitting a development application, the following Council objectives apply

- Developments should be designed to minimise or avoid potential conflict between trees and structures
- Existing prominent trees should be retained and incorporated as part of the design
- Development must not result in the loss of tree canopy
- Existing and future tree growth both above and below ground must be a consideration when building close to a tree
- Trees identified to be retained are to be protected in accordance with Australian Standard AS 4970 – Protection of Trees on Development Sites
- Arboricultural Impact Assessments are required for trees with moderate or high retention values that may be impacted by a proposed development

To maintain Waverley's urban canopy cover, where trees are approved for removal, sufficient landscape area and deep soil planting areas must remain to allow for replanting of replacement trees.

A Landscape Plan must be submitted showing the locations of tree species, other proposed plants species, any existing trees and vegetation to be maintained and the area of the canopy on the Landscape Plan when plantings are mature.

All approved tree work must be carried out by minimum AQF Level 3 arborist in accordance with AS 4373-2007 Pruning of amenity trees.

6.1 Location of Trees on Site Plans

All trees located on site must be shown on the site plan submitted with the development application. This includes trees on adjacent properties and any street or public trees within four metres of the site boundary.

The site plan must include

a) The exact location of all trees with each tree numbered
b) For each tree ID, the common/ scientific name, height, canopy spread, trunk diameter at 1.4 metres above ground level and number of trunks if more than one
c) The total canopy spread in area
d) Which trees will be retained, removed, pruned or transplanted
e) If any trees on neighbouring properties require pruning, then permission must be gained from the owner of the tree(s) and an application to Prune, or Remove Trees on Private Property is then to be presented to Council for processing
f) If any trees on Council owned land require pruning, the applicant is to supply a tree pruning report from an Arborist with AQF level 5 qualification or above with photos showing the branches that need to be removed
g) If approval is granted the applicant may prune the tree at their expense, by an experienced Arborist/Horticulturist (with a minimum of the Horticulture Certificate or Tree Surgery Certificate)

Before plans have been developed it is advisable to have a qualified arborist do a pre-DA assessment of trees located on site and any adjacent trees that may be impacted by the development. The assessment must be in accordance with the Australian Standard AS 4970 – Protection of Trees on Development Sites.

The assessment will

- Identify trees with a moderate or high retention value
- Inform and advise of any potential hazards
- Minimise impacts on trees by suggesting appropriate construction methods or design if necessary
- Help ensure the retention and protection of trees
- Minimise delays in the development assessment process The report is to accompany the development application

6.2 Aboricultural Impact Assessment Report

When a proposed development is deemed by Council to have an impact on trees with a moderate to high retention value, the applicant will be required to submit an Arboricultural Impact Assessment report. The report must be prepared by a qualified arborist who has a Diploma of Horticulture (Australian Qualifications Framework Level 5). Please note there is a difference in skill level between an arborist that prunes trees and a consultant arborist.

The report is to include as a minimum

a) Details and estimates of Tree Protection Zones and Minimum Setback Distances for each numbered tree based on the Australian Standard AS 4970 – Protection of Trees on Development Sites
b) A separate tree plan clearly showing all trees to be retained/removed/transplanted and each tree numbered
c) Tree assessment and retention value based on an industry accepted standard
d) A comprehensive discussion/assessment of the impact of construction works including
(i)   Details of any soil modification i.e. cut and fill, excavations
(ii)   Details of any tree pruning for building clearance or tree health
(iii)   Site works including hoardings; temporary site structures; wash-down areas and vehicle access
(iv)   Impact of the proposed building structure and location of services
(v)   Impact from landscape modifications on site trees
(vi)   Details of any replacement planting
e) Root mapping report where required
f) Tree protection specifications and signage
g)   An outline of WHS and tree protection procedures to be followed on site and appropriate induction for all on-site staff and sub-contractors
h) A post construction tree maintenance/monitoring program which can be used as conditions should the application be approved

All reports must

- Be in accordance with the Australian Standard 4970 – Protection of Trees on Development Sites
- Include recommendations for minimising loss of landscape amenity
- Be thorough, balanced and objective in assessing the impact on the tree's current and future health and condition

6.3 Tree Assessment Criteria

Within a Development Application, the assessment for removal or pruning of trees forms part of the application process.

In evaluating an application to alter or remove a tree, the assessment will consider

- The environmental, cultural and amenity value of the tree
- The effect on the health of the tree from branch and/or root pruning
- Whether the tree shows poor form and shape/vigour typical of the species
- Its location within the construction zone of the proposed building and whether design modifications can be made to minimise damage to the tree's root zone and canopy
- Whether the tree is in a habitat corridor and provides habitat or fauna canopy connectivity
- The evaluation and recommendations of any arborist reports
- The occurrence (or lack of) other vegetation nearby and whether appropriate replacement species can be planted

6.4 Tree Protection on Adjacent Sites

Trees adjacent to the site or within 4 metres of the site and identified as medium to high retention value and potentially impacted by the development process require protection measures in accordance with the Australian Standard AS 4970 (Protection of Trees on Development Sites) during the demolition and construction phases of development.

An Arboricultural Impact Assessment is required to provide recommendations for tree protection.

See appendices for report requirements.

6.5 Tree Bonds

Conditions and/or bonds will be applied where necessary to ensure maintenance procedures are followed for the protection of trees on adjacent public land or for the successful establishment of new trees.

Compliance reporting is required for the duration of the bond. This bond may be wholly or partially forfeited if the tree is structurally damaged or removed during demolition or construction.

6.6 Construction Hoardings

Applications for construction hoardings on public land must show the locations of any tree within 5 metres of the proposed hoarding footprint.

A bond for the protection of trees affected by a proposed hoarding will be imposed and may be forfeited if the tree is damaged or removed during demolition or construction.

6.7 Significant and Heritage Listed Trees in Urban Conservation Areas

Trees listed as heritage, or on the Significant Tree Register or considered prominent in an Urban Conservation area, an Arboricultural Impact Assessment must be submitted with the development application.

 In the case of trees listed on the Significant Tree Register, the architectural proposal should aim to integrate the tree with the built form and promote its environmental values**.**

6.8 Exempt and Complying Development

Minor and small-scale development often does not require development assessment by Council. This type of development is identified as 'exempt development' or 'complying development'.

However, if trees, located on site or adjoining land and protected by Part B5 – Tree Preservation of the Waverley DCP, will be affected by construction or demolition works a separate development application permit application may be required.

6.9 Replacement Plantings

To maintain and potentially increase urban tree canopy cover, replacement planting is a condition of approval for development applications.

Replacement trees must be an advanced approved species and be planted and maintained to maturity. Where there is insufficient space for replanting an advanced tree, the applicant is to provide offset planting on public land. Generally, for every tree removed, the replacement of a minimum of three (3) off-site trees will be required. This will be undertaken by entering into a deed of agreement with Council.

Audit checks of replacement planting will be carried out by Council.

7. Heritage and Significant Trees

Trees in Waverley considered outstanding with the highest cultural, historical, aesthetic or commemorative values on both public and private land are recognised in planning controls as either

i. **Heritage Trees** – individual/group listing as a heritage item or as part of the landscape or grounds of a listed heritage item
ii. **Significant Trees** – listed on the Waverley Significant Tree Register (revised 2011)

Heritage Trees

Trees with identified heritage values are recognised and listed in the Waverley LEP Schedule 5 – Environmental Heritage. They include individual trees and groups of trees as well as those that form part of a landscape or garden of a listed heritage property.

Significant Trees

Significant trees are listed on the Waverley Significant Tree Register and protected under the general provisions of part B5 – Tree Preservation – of the Waverley Development Control Plan.

Council's Significant Tree Register defines significant trees as 'those trees that make a major contribution to the everyday landscape and are therefore of special value to the community'.

 The aims of the Register are to

- Provide Waverley Council with a framework for the systematic identification and assessment of significant trees
- Provide a database of significant trees for planning, management, conservation and education purposes
- Enable a consistent approach to significant tree assessment based on accepted assessment criteria
- Complement Council's DCP, LEP, the Vegetation SEPP and other relevant planning instruments to increase the level of protection for significant trees
- Assist with the listing of significant trees as heritage items
- Increase community awareness and appreciation of the value and worth of significant trees
- Provide for existing and future landowners to be made aware of significant trees
- Ensure the involvement of the community and other stakeholders. Significant trees are to be found in Council's streets and public parks and on private property. The National Trust's Significant Tree Committee suggests that a significant tree could be any tree
- Of outstanding aesthetic quality
- Outstanding for its large height, trunk diameter or canopy spread
- That is particularly old or venerable
- Which occurs in a unique location or provides a significant contribution to the landscape, streetscape or townscape, including remnant vegetation and important landmark tree
- Associated with a well-known public figure or ethnic group
- Commemorating or having association with an important historical event
- That is rare to an area, e.g. beyond its normal range of distribution or common cultivation, a rare species or variety, an endangered species
- Which exhibits a curious growth form or physical feature, including unusually pruned forms
- Which is of horticultural or genetic value and could be an important source of propagating stock
- Which forms part of a recognised historic garden, park or town

7.1 Protection and Recognition

Waverley Development Control Plan (DCP) – Part B5 – Tree Preservation is the established mechanism for protecting trees and replaces Council's previous Tree Preservation Order (TPO).

The Significant Tree Register is an additional tool within the DCP which lists particularly valuable or outstanding trees as defined above and trees listed as heritage are included in the Schedule 5 – Environmental Heritage of the Waverley Local Environment Plan.

In addition to the general requirements of the DCP regarding protection of trees, applications pertaining to heritage listed and significant trees are subject to a more rigorous assessment.

As with all trees protected under Part B5 –Tree Preservation, the intent is that trees should not be pruned, trimmed, removed or lopped where the action will compromise the health or environmental or aesthetic value of the tree. This is more strictly observed in the case of significant and heritage listed trees where often the physical form of the tree is a major factor contributing to its significance.

7.2 Significant and Heritage Trees on Building Sites

A significant or listed heritage tree on, or within, the vicinity of a site may sometimes constitute a constraint on development.

A pre-DA assessment and an Arboricultural Impact Assessment are required for any development that may impact on a significant or heritage tree. The assessment must be in accordance with the Australian Standard AS 4970 – Protection of Trees on Development Sites which sets out guidelines for tree protection and estimating tree protection zones.

Where development is proposed near a listed significant tree or trees, the 'proposal should aim to integrate the tree with the built form and promote its environmental values'.

7.3 Application for Tree Works on or near a Heritage or Significant Tree

For proposed works on a heritage listed or significant tree or for a development application in proximity to the tree's root system the following applies

   i.   A permit is not required for the removal of minor deadwood for safety reasons or to maintain the health of a tree. However, Council must be notified seven days prior to the commencement of work
   ii.   Minor works, including branch removal to a maximum percentage of 10 per cent will require a Tree Permit application with the tree owner's signature (repeat applications within three years of the first permit will require a development application). Adjacent neighbours will be notified of the permit application if approved
   iii. Major works requiring substantial pruning of branches or roots, or possible removal will require the lodgement of a development application with an Arboricultural Impact Assessment. The report must be from a consulting arborist (AQF Level 5). Notification will follow the same procedures as for all development applications
   iv.   Proposed development within the tree protection zone of a significant tree will require lodgement of an Arboricultural Impact Assessment with any development application (see Australian Standard AS 4970 – Protection of Trees on Development Sites)

7.4 Responsibilities

The owner of a tree listed in the Waverley Local Environment Plan Schedule 5 – Environmental Heritage or on the Significant Tree Register is expected to properly maintain and preserve the listed tree.

It is the owner's responsibility to

- Maintain and preserve the tree(s)
- Apply to Council for any routine pruning work
- Submit an Arboricultural Impact Assessment report for any development application that may impact on the tree protection zone of a heritage or significant tree
- If proposed for removal, lodge a development application for consent, which must include a report from a consulting arborist

8. Roles and Responsibilities

The Director, Assets and Operations will be responsible for the implementation and direction of the Tree Management Guidelines.

9. Definitions

Term	Definition
AS 4373-2007 Pruning of amenity trees	Specifies methods for pruning of trees and gives guidance on correct and uniform practices. Intended for use on amenity trees includes removal of deadwood, crown lifting, formative pruning, reduction pruning (including line clearance), selective pruning, crown thinning and remedial/restorative pruning. It does not address wildlife habitat or tree worker safety.
Biodiversity	Biological diversity (biodiversity) is the variety of life in our environment, including us. It is the different plants, animals, and microorganisms the genes they contain and the ecosystems they form.
Bushcare/bush regeneration	Bushcare is a community-based initiative combining Council resources, community volunteers and trained bush regenerators to restore, protect and enhance remnant bushland areas in Waverley.
Canopy cover	The covering of the earth's surface in any given place or region by the totality of tree and shrub canopies as viewed from above. Often expressed as a percentage and used to measure the urban forest.
Character, Local	The particular characteristics of a place as identified by its built form, vegetation, history and community. Often synonymous with identity.
Controls, Council	Council documents created to control land use within the council area and administered by the Council.
Corridors, habitat	Corridors that join places of habitat suitable for creatures (fauna), and along which they travel in relative safety.
DCP	Development Control Plan. A council-approved document detailing objectives and criteria for the design of the built environment. Unlike a Local Environmental Plan (or LEP), the DCP does not have the legal standing of State legislation.
Establishment	With respect to the planting of flora, the establishment of plants involves the appropriate planting and nurturing of specimens usually until they no longer require extraordinary care or maintenance to survive.

Hazardous tree	For the purpose of this document a hazardous tree is one that has partially fallen or has structural defects (i.e. advanced decay, split trunk) that could result in the immediate danger of the tree falling or collapsing.
Hedge	A group of two or more trees (whether planted in the ground or otherwise) so as to form a hedge and rise to a height of at least 2.5 metres above existing ground level.
Heritage tree	Defined by the Burra Charter as trees 'worth keeping because they enrich our lives— by helping us understand the past, by contributing to the richness of the present environment and because we expect them to be of value to future generations'.
Imminently dangerous	Trees can become imminently dangerous from a singular event such as a storm or damage from a vehicle. Sometimes they can be structurally unsound due to advanced disease or decay. Signs of evidence include soil heave or cracking, loss of structural roots, root decay, storm damage and structural defects that are obvious and immediately hazardous, such as split and hanging branches.
LEP	Council drafted state legislation which, in similar mode to a DCP, contains objectives for the development of the built environment. It typically contains broad principles, zones of specific types of land use and schedules of such elements as heritage items.
Native fauna	The animal population indigenous to the local area. See 'native' trees below.
Native tree	Is generally used here interchangeably with 'locally indigenous' which generally means it was found in Waverley prior to European settlement, although it is often extended to include the region of the eastern suburbs of Sydney.
Operational procedures	In relation to trees in Waverley, refers to the establishment, maintenance and repair work carried out by or on behalf of Council with respect to trees or the impact of trees on the environment.
Park tree	Park trees are those found in Waverley's public open space, including natural areas (such as bushland, foreshore, cliff-face and watercourse), sportsgrounds, reserves and areas of general community use.
Remnant vegetation	Refers to locally indigenous vegetation occurring naturally, either since prior to European development or can be directly traced to pre-European vegetation.
Service provider	Utilities that provide infrastructure such as water, sewerage (wastewater) and telecommunications.

TPO	Tree Preservation Order. Now replaced by Part B5 – Tree Preservation Clause of the Waverley Council's Development Control Plan 2012.
Tree Protection Zone (TPZ)	A specified area above and below ground and at a given distance from the trunk set aside for the protection of tree's roots and crown to provide for the viability and stability of a tree to retained where it is potentially subject to damage from development. The Tree protection zone is calculated as 12 x trunk diameter (DBH) when measured at 1.4 metres from ground level. Once calculated this area is to be fenced off as an exclusion zone that is not to be entered. The Australian Standard provides guidelines for how TPZ's are calculated, how to protect root zones, type of fencing should be used and how the TPZ should be maintained. This document, combined with the Arboricultural advice of a Consulting arborist (AQF level 5) should be consulted when planning any work in the vicinity of trees.
Tree retention values	A significance rating used to determine how retainable a tree/s Is to guide the site analysis and site planning stages of development.
ULE	Useful Life Expectancy of a tree. The life expectancy of a tree is defined as how long it is a safe and useful tree. This firstly a result of its age, health, condition, safety and location.
Vegetation Clearing Permit	Application for the removal or pruning of a private tree and also reference as Tree Permit Application.

10. Appendices

10.1 Tree Assessment

Assessment of trees for pruning or removal is evidence based on

a) Visual Tree Assessment (VTA) of each tree. This is a world-wide Arboricultural industry standard of assessing a tree/s from ground level based on current health, structural integrity, useful life expectancy and visible damage. This method ascertains whether there are grounds for removal or if there is a need for a more detailed inspection of any part of the tree. It does not include specialised assessments such as internal tree decay, aerial inspection, pathology diagnosis of any pests or diseases or risk assessment

b) Landscape Significance of the tree(s) to the landscape character of the area i.e. is the tree visually prominent and does it contribute to the character and local identity of the area. Other factors include the tree's age, size, or uniqueness

Often, applications for tree removal may be based on a history of problems or hazards not evident at the time of inspection e.g. damage to buildings; blocked sewers, previously fallen branches, etc.

It is the applicant's responsibility to provide sufficient evidence and background to support the application. This may be in the form of photographs or documented history of the problem or a report from a consulting arborist, licensed plumber, pest controller or structural engineer depending on the nature of the problem. If there is insufficient information the application may be refused or deferred until further evidence is supplied.

10.1.1   When consent may be granted

Taking into account the above, consent may be granted for the following

- Removal of unsuitable or hazardous trees where remedial pruning/treatment will not eliminate the hazard
- Thinning of crowns to preserve solar access, some selective pruning and reduction of the weight of limbs
- Maintenance pruning to remove dead, diseased, dying and defective branches,
- Selective pruning to remove branches causing conflict through encroachment on own or neighbouring buildings
- Root pruning of trees to ameliorate damage to built and natural structures in such a manner as to not compromise the health of trees
- Pruning for service lines
- Lifting of crowns to allow pedestrian or vehicular access
- Pruning for vehicle sight lines, signage and RMS requirements
- Removal of trees in conflict with built structures, where all engineering alternatives have been considered
- For construction or extension of buildings where there is no alternative to maintain the tree/s
- Minimum work to ensure trees remain safe
- Pruning and removal of fruit trees and flowering fruit trees not located on a heritage listed property or the Significant tree register, depending on the species in question.

When granting consent to remove a tree an applicant will generally be required to replace that tree with an advanced approved species which is to be established and maintained for a specified period, especially if the removal of the original tree impacts on neighbours or the streetscape. Random audits of work granted consent will be carried out by Council.

Before planting any replacement tree, it is strongly recommended that the eventual height and size of the tree be considered, particularly in regard to

- Power lines and other services such as water, sewer and drainage lines
- Buildings, walls and pathways
- Sunlight
- Neighbouring properties
- Suitability (trees or shrubs native to the coastal are highly recommended).

10.1.2   When consent may not be granted

Council may not consent to the following work

- Work on trees without owners' or owners' agent's signature on the application

- Removing trees for solar access, leaf, fruit or sap drop, bird or bat droppings, and damage to sewer pipes and built structures (unless all engineering alternatives have been considered)
- Removing trees that are healthy and stable
- Removing or pruning trees for views
- Pruning trees in a manner contrary to the Australian Standard AS4373 Pruning of Amenity Trees
- Pruning work that is outside the tolerance of particular species, for example figs pruned by more than twenty per cent are more susceptible to sunburn
- Tree work for emotive reasons, beyond the scope of the possible reasons given above
- Removing trees because they inhibit grass or garden growth
- Removing trees because of causing allergies, unless the tree can be medically linked to the allergy
- Work which will seriously disfigure or unbalance the tree
- Work which will alter soil levels within the drip line of a tree
- Removing trees because they cause damage to minor ancillary structures such as footpaths and driveways
- Requests to reduce the height of trees
- Pruning to reduce the size of a tree listed on the Register of Significant Trees.

Instances where a formal Council application is not required, provided the applicant submits written Arboricultural advice from an accredited provider, occur when

- The tree is dead
- The tree is a recognised noxious or environmental weed and is not on Council's Register of Significant Trees (see Appendix for list of weeds). The applicant must first seek advice from Council
- The tree is less than five metres in height
- Pruning of dead branches (Council encourages pruning works to be done by a qualified arborist where necessary and in accordance with Australian Standard AS4373 Pruning of Amenity Trees)

Pruning of branches that are within the set parameters of electric powerlines, as required by Electricity Supply (Safety and Network Management) Regulation 2014 Council encourages pruning works to be done by a qualified arborist where necessary and in accordance with Australian Standard AS4373 Pruning of Amenity Trees). The applicant must first seek advice from Council

- Pruning and removal of fruit trees and flowering fruit trees not located on a heritage listed property or the Register of Significant Trees. The applicant must first seek advice from Council
- Pruning and reshaping of Cypress Pines not greater than 10 per cent of the whole canopy

10.2   Aboricultural Reports for Tree Permit and Development Applications

Who should prepare an Arborist Report?

The report must be prepared by a qualified arborist who holds the Diploma of Horticulture (Arboriculture) Australian Qualifications Framework of Level 5. Council will consider reports from consulting arborists who are members of either the Institute of Consulting Arborists or

Arboriculture Australia with a demonstrated high level of tree assessment, diagnosis and report writing.

The report is to include a statement from the arborist that their report is an impartial assessment of the tree/s and their condition based on the available evidence and projected outcomes.

What information is required?

The following information is required in the preparation of an arborist's report

a) The client, specific author (contact and title of qualifications), purpose of report, subject site, date(s) of inspection
b) Methodology of techniques used in the report
c) A summary of findings
d) A site plan showing the location of all relevant trees, numbered to correspond with text in the report. The site plan must accurately show the location of each tree and existing or proposed buildings/structures and above/underground services
e) A table for each tree detailing
 (i) Common name and scientific name
 (ii) Approximate height, age and canopy spread
 (iii) Diameter at one meter height, and number of trunks if more than one
 (iv) Condition and structural health of the tree/s, e.g. signs of dieback and other trunk indications, loss of branches, leaves, stunted/distorted growth, wounds, cavities, cracks, included bark/co-dominant branches, pests and diseases and root conditions/issues
 (v) Hazard assessment of any of the above where relevant
 (vi) Estimates of the tree's useful life expectancy of the tree using accepted industry methods
f) A summary and discussion of other relevant tree and site information, e.g. nearby structures; soil and drainage characteristics; habitat, landscape and amenity values; weather exposure; previous human intervention
g) If pest or disease problems are affecting the health of the tree(s), further expert diagnosis and discussion of treatment may be required
h) Supporting evidence such as test results, annotated and relevant photographs
i) Discussion of all available options and the reasons why they are recommended or not recommended, e.g. can services be diverted to avoid root pruning; can a structure be relocated or rebuilt and retain the tree?
j) Recommended actions and the reasons for their adoption
k) Resource material to be referenced in an accepted method. References not used in the report are not to be included
l) Reports from any Resistograph/Tomograph testing must include copies of the charts, be clear and legible and have scientifically supported conclusions

Any report lacking in sufficient detail or applying incorrect analysis or subjective opinion may result in the application being refused or some or all of the recommendations rejected.

10.3   Other/additional Arboricultural information or Reports

Additional Arboricultural information may be required as part of the arborist's report.

10.3.1 Aerial or Canopy Inspection Report

Aerial inspection of the upper trunk and branches of a tree is recommended if decay or poor branch formation is evident or suspected and there is a documented history of branch failure.

The findings of the aerial tree inspection together with photographs are to be included in an arborist report. The report and recommendations must be prepared by an arborist with a minimum qualification of AQF 5 level.

10.3.2 Root mapping Report

Root mapping is the locating and plotting of a tree's roots to determine the size and direction of root growth.

A trench is excavated along a determined line to a specified depth, usually by hand or with the assistance of a hydraulic water or air knife. Any exposed roots must have their location, depth and size and diameter recorded. No roots are to be severed and general root disturbance must be minimised. The excavated soil must be replaced promptly.

The results of the excavation are then analysed to determine the impact that a proposed building/infrastructure/services placement may have on the structural stability or long-term health of the tree/s.

These results must then be collated and presented in report form and include

- A site plan showing the line, length and width of excavation; exact location of tree/s and proposed buildings/structures or underground services
- Photographs of the excavation lines clearly showing their location on the site plan and close up shots of trenches with an article to show scale
- Findings from the results of excavation detailing exact location, depth and size of roots, soil profile, presence of pipes etc.

A root mapping report may be an addition to an arborist report or a separate report. The report must be prepared by an arborist with a minimum qualification of AQF 5.

10.3.3 Tree Transplant Method Statement

If a tree is proposed to be re-located on site, a report must be submitted with the application outlining the methods of transplantation. Council may also stipulate during assessment of any application that a tree be re-located, and a statement be prepared.

The statement must include: If a tree is proposed to be re-located on site, a report must be submitted with the application outlining the methods of transplantation. Council may also stipulate during assessment of any application that a tree be re-located and a statement be prepared.

The statement must include

- A site plan
- Timetable of works
- Details of site preparation including minimising damage to adjacent vegetation
- Transplantation method e.g. machinery to be used, excavation techniques, rootball and crown treatments and stabilisation measures
- Storage: on or off site; details of monitoring and tree care

- Program of monitoring: during transplant process; after care and maintenance stages.

The statement must be prepared by an arborist with a minimum qualification of AQF 5 level.

10.3.4 Tree Monitoring Report

Where required or as listed in a development condition, the site arborist may be asked to provide monitoring or maintenance reports to assess the health and condition of trees on development sites.

This is to include

- A site log showing the date of each inspection, the person who performed the inspection, the tree/s inspected or tested, the maintenance activities performed, any repairs undertaken or required to be undertaken, and any substantial breaches or nonconformances
- The entries in the log book must be signed by the arborist performing the inspection
- Copies of log entries to be submitted monthly
- Where stated, photographs of the tree/s at nominated stages to be submitted. Photographs to include full profile and close-up shots taken from the same location and at the same time of day
- All maintenance to be continued for the stated duration and intervals.

The timing and duration of the reports will be determined according to the likely impact of construction works on the trees to be retained or the maintenance period for newly planted trees or impacted trees.

10.4   Arboricultural Impact Assessment for Trees on Development Sites

Trees on or adjacent to development sites that will be affected by proposed construction works require the following information

a) Details and estimates of Tree Protection Zones and Minimum Setback Distances for each numbered tree based on the Australian Standard AS 4970 – Protection of Trees on Development Sites
b) A separate tree plan clearly showing all trees to be retained/removed and each tree numbered
c) Tree assessment and retention value based on an industry accepted standard
d) A comprehensive discussion/assessment of the impact of construction works including the
  (i)   Details of any soil modification i.e. cut and fill, excavations
  (ii)   Details of any tree pruning for building clearance or tree health
  (iii) Site works including hoardings; temporary site structures; wash-down areas and vehicle access
  (iv)   Impact of the proposed building structure and location of services
  (v)   Impact from landscape modifications on site trees
  (vi)   Details of any replacement planting
e) Root mapping report where required
f) Tree protection specifications and signage
g) An outline of WHS and tree protection procedures to be followed on site and appropriate induction for all on-site staff and sub-contractors
h) A post construction tree maintenance/monitoring program which can be used as conditions should the application be approved.

An impartial assessment of the above impacts with specific recommendations for tree protection must be included in the report or detailed in a separate tree protection plan.

Trees on adjoining properties or public land within 4 metres of the site must also be assessed if construction or site works will occur within their tree protection zones.

10.5   Specialist Report Requirements

10.5.1 Structural Engineers Report

When is a structural engineer's report required?

Supporting evidence in the form of a report may be required from a structural engineer where

- There is alleged damage from tree roots to buildings or major structures
- Alternative design is required to minimise tree root damage to a prominent tree that may be affected by construction works

Who should prepare a report?

Council recommends that a report be prepared by an engineer with tertiary qualifications in structural engineering and a minimum of five years post graduate experience.

What information is required?

The following information is required in the preparation of a report from a structural engineer

- The client, specific author (contact and title of qualifications), purpose of report, subject site, date(s) of inspection
- Methodology of techniques used in the report
- A summary of findings
- A site plan showing the location of all relevant trees, buildings, pathways, underground services etc. The site plan must accurately show the location of each tree
- Detailed site description and site usage
- Detailed description of the footings of the existing or proposed building and whether the footings comply with current building regulations
- Geotechnical information
- Detailed description of methods to isolate building foundations from tree roots
- Discussion of all options available – why they are recommended or not recommended, e.g. can the tree remain with minor modification of building design
- Recommendation of the preferred option and the supporting reasons

Additional Arboricultural information may be required such as a root mapping report or a supporting report from a consulting arborist.

Any report lacking in sufficient detail or applying incorrect analysis or subjective opinion may result in the application being refused or some or all the recommendations rejected.

10.5.2 Licenced Plumbers Report

If tree roots are suspected of contributing to blocked wastewater or stormwater pipes a report from a licensed plumber may be required as supporting evidence.

The report must be a balanced and objective assessment of the problem and is to include

- A clear and legible sewer or stormwater diagram
- Exact site of suspected blockages in relation to location of the tree
- Documented history of previous blockages together with photographic evidence of roots retrieved
- Objective assessment as to the age and condition of the affected pipes
- Balanced and objective discussion of practical methods of preventing further blockages, e.g. replacing affected section of pipeline; re-lining of pipe

10.5.3   Pest and Disease Control Report

If pests or diseases are affecting the health of a tree(s), a report may be required from a licensed pest control operator separately or in conjunction with a consulting arborist.

The report is to include

- Evaluation and discussion of the impact of the pest on the long-term health and structural condition of the tree
- Recommended treatment and management program

10.6   Tree Protection Zones

'A specified area above and below ground and at a given distance from the trunk set aside for the protection of a tree's roots and crown to provide for the viability and stability of a tree to be retained where it is potentially subject to damage by development'.

The Tree protection zone is calculated as 12 x trunk diameter (DBH) when measured at 1.4 metres from ground level.

Once calculated this area is to be fenced off as an exclusion zone that is not to be entered.

The Australian Standard AS 4970 Protection of Trees on Development Sites provides guidelines for how TPZ's are calculated, how to protect root zones, type of fencing should be used and how the TPZ should be maintained.

This document, combined with the Arboricultural advice of a Consulting arborist (AQF level 5) should be consulted when planning any work in the vicinity of trees.

REPORT
FC/5.3/22.08

Subject:	**Tender Evaluation - Sports Field Maintenance Services**
TRIM No:	SF22/1677
Author:	Ben Kusto, Executive Manager, Open Space and Recreation Operations Steve Gilchrist, Manager, Open Spaces and Sportsfield Maintenance Sharon Cassidy, Acting Director, Assets and Operations
Director:	Sharon Cassidy, Acting Director, Assets and Operations

RECOMMENDATION:

That Council:

1.   Treats the attachments to the report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as they relate to a matter specified in section 10A(2)(d)(i) of the *Local Government Act 1993*. The attachments contain commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

2.   Under clause 178(1)(a) of the *Local Government (General) Regulation 2021*, accepts the preferred tenderer, [NAME TO BE INSERTED BY COUNCIL AT THE MEETING], for the supply of sports field maintenance services for the sum of $[TO BE INSERTED BY COUNCIL AT THE MEETING] and as per the schedule of rates attached to the report, for a period of three years with two one-year options at Council's sole discretion.

3.   Authorises the General Manager, or delegated representative, to enter into contract on behalf of Council with the preferred tenderer.

4.   Notifies unsuccessful tenderers of the decision in accordance with clause 179 of the *Local Government (General) Regulation 2021*.

1.   Executive Summary

Council has a number of sports fields, namely Waverley Oval, that require year-round maintenance and select turf maintenance practices of our sports fields within the local government area (LGA). This includes the maintenance of turf playing surfaces for summer and winter sporting codes, turf cricket wickets and turf practice wickets and associated facilities.

The sites included in the tender were

- Waverley Oval.
- Waverley #3.
- Rodney Reserve.
- Barracluff Park.

The purpose of this report is to seek Council's approval for the appointment of the preferred supplier of sports field maintenance services under contract, as recommended by the Tender Evaluation Panel.

The tender sought submissions from appropriately qualified and experienced contractors for the provision of sports field maintenance services for a period of three years, plus two one-year options.

2.   Description of Service or Product being Tendered

The tender sought submissions from appropriately qualified and experienced respondents for the procurement of year-round maintenance of Waverley Oval and select maintenance practices of sports fields within the Waverley LGA.

3.   Scope of Tender

The type of services to be delivered under the Tender are high priority/high volume proactive maintenance works for the playing surfaces for our sports fields, these services are, but are not limited to the following

- Supply and installation of washed couch turf on wickets.
- Supply and installation of turf for outfield turf replacement.
- Seasonal topdressing.
- Soil testing regime.
- Fertiliser or other soil amendment applications.
- Aeration activities.
- Turf growth inhibitor applications.
- Chemical applications for control of weeds or non-desired turf species.
- Other chemical applications.
- Any other scheduled activities in service of this Contract.

4.   Reason for Tender

The current arrangements for the provision of sports field maintenance services expires on 15 August 2022, after an initial three-year period, and two, one-year extensions being granted.

The contract term will be the same as the previous provision for a three-year period with options of two, one-year extensions.

To provide the continued efficiency and to obtain a value for money outcome for Council, an open tender has been undertaken, to appoint a preferred supplier to provide the service under contract.

5.   Relevant Council Resolutions

Nil.

6.   Discussion

A Tender Evaluation Panel was established to evaluate the tenders. The Panel consisted of the following:

- Ben Kusto – Executive Manager, Open Space and Recreation Operations.
- Steve Gilchrist – Manager, Open Space and Sports field Maintenance.
- Brandon Clark – Supervisor, Open Space and Sports field Maintenance.
- Chris Giles – Coordinator, Community Venues.

The evaluation was witnessed by Council's Procurement Officer, Maria Sun.

The request for tender (RFT) evaluation criteria were developed and approved by the panel.

Tenders for sports field maintenance services were called on 3 June 2022. Tender documents were uploaded and released through Tenderlink and closed on 24 June 2022.

Tenders received

Tenders were received from the following two companies, both of which met the mandatory requirements and proceeded to a detailed evaluation:

- Green Options Pty Ltd.
- Landscape Solutions Pty Ltd.

Late tenders

Nil.

Non-conforming tenders

Nil.

Alternative tenders

Nil.

Written approval was granted from the Acting Director, Assets and Operations, to proceed with the evaluation despite Council receiving only two submissions.

It was anticipated that due to the variety and scope of work we requested in the tender, there would only be a few companies that would be able to deliver the service level and commitment to supply a quote and address the technical criteria.

The successful tenderer needed to provide a full-time qualified greenskeeper to Waverley Oval and have a team carry out specific maintenance requirements across our parks and alternative sports fields in the LGA, which would require the transportation of equipment and turf maintenance machinery (further limiting potential applicants).

As this was an open tender, officers have sufficiently tested the market and given equal and fair opportunity for any potential company to submit a quotation.

Tender evaluation

Both conforming tenders were evaluated in accordance with Council's Purchasing Procedures and RFT Evaluation and Probity Plan, the *Tendering Guidelines for NSW Local Government 2009* issued by the Office of Local Government, and the provisions of the *Local Government Act 1993* and *Local Government (General) Regulation 2021*.

The submissions were evaluated against the following selection criteria

Advertised Evaluation Criteria
Demonstrated understanding of the maintenance services requirements
Skills and qualifications of the maintenance team
Experience with similar maintenance services
Fee proposed
Environmental and social sustainability
Work, Health and Safety
Financial and commercial trading integrity including insurances

Tenders were given a score against each of the evaluation criteria, resulting in a total score out of 100. Tenders were ranked in accordance with their scores.

Final scores and rankings are shown in the confidential tender evaluation attached to the report (Attachment 1).

The price component was scored based on the schedule of rates provided by each respondent in addition to the percentage mark up to be applied to the purchase of any materials and equipment under the contract.

Evaluation Panel's recommendation

Following the evaluation of the tenders, the Tender Evaluation Panel recommends that the first-ranked tenderer be awarded the contract as the preferred supplier of sports field maintenance services.

The panel felt that the tender provided an excellent experience and technical offer. The company has been successfully providing sports field maintenance services to Council, and in particular the maintenance of Waverley Oval, for over 10 years.

The company has already demonstrated extensive experience in providing sports field maintenance services to several other Councils. The trade qualified personnel that are to be assigned to the contract have the necessary turf and horticulture skills and accreditations required to deliver the service effectively. In addition, the company has already demonstrated they can respond to urgent maintenance requests in a timely manner.

The second-ranked tenderer listed qualified staff with experience in the horticulture industry, but the tenderer was not considered suitable due to moderate to high levels of risk associated with it not being able to demonstrate experience managing and servicing a first-grade cricket wicket and oval.

7.   Financial impact statement/Time frame/Consultation

The expenditure budget for sports field maintenance services exists within the Open Space and Recreation Operations annual operational budgets.

Following Council's approval to award the contract, it is anticipated that the contract documentation will be executed within 30 days.

8.   Conclusion

The Tender Evaluation Panel recommends that Council enters into a contract with the preferred tenderer for the provision of sports field maintenance services.

9.   Attachments
1.   Tender evaluation (confidential)

2.   Schedule of rates of preferred tenderer (confidential)   .

CLOSED SESSION
FC/7/22.08

Subject:	**Moving into Closed Session**
Author:	Emily Scott, General Manager

RECOMMENDATION:

That:

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

      FC/7.1/22.08   CONFIDENTIAL REPORT - Eastgate Car Park Mechanic Licence - Procurement Exemption

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

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

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

Introduction/Background

In accordance with section 10A(2) of the Act, Council may close part of its meeting to deal with business of the following kind:

(a)   Personnel matters concerning particular individuals (other than councillors).

(b)   Personal hardship of any resident or ratepayer.

(c)   Information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

(d)   Commercial information of a confidential nature that would, if disclosed:
     (i)   Prejudice the commercial position of a person who supplied it: or
     (ii) Confer a commercial advantage on a competitor of Council;
     (iii) Reveal a trade secret.

(e)   Information that would, if disclosed, prejudice the maintenance of law.

(f)   Matters affecting the security of Council, Councillors, Council staff and Council property.

(g)   Advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.

(h)   Information concerning the nature and location of a place or an item of Aboriginal significance on community land.

(i)   Alleged contraventions of any Code of Conduct requirements applicable under section 440.

It is my opinion that the business listed in the recommendation is of a kind referred to in section 10A(2) of the *Local Government Act 1993* and, under the provisions of the Act and the *Local Government (General) Regulation 2005*, should be dealt with in a part of the meeting that is closed to members of the public and the media.

Pursuant to section 10A(4) of the Act and clauses 14.9–14.10 of the Waverley Code of Meeting Practice, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.

RESUMING IN OPEN SESSION
FC/8/22.08

Subject: **Resuming in Open Session**

Author: Emily Scott, General Manager

RECOMMENDATION:

That Council resumes in open session.

Introduction/Background

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