



W A V E R L E Y
COUNCIL

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

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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

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5. Reports

FC/5.1/22.08	Customer Experience Strategy 2022-2025 - Adoption	17
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6. Urgent Business

7. Closed Session 107

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

FC/7.1/22.08	CONFIDENTIAL REPORT - Eastgate Car Park Mechanic Licence - Procurement Exemption	
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8. Resuming Open Session 109

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 Nemes	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 Nemes 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 barbecue facility in the proposed barbecue location (near the playground), as per Figure 3 of the report.
 - (c) One new barbecue facility in the proposed barbecue 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 barbecue facility (two hot plates) in the proposed barbecue location (near the playground), as per Figure 3 of the report.
 - (c) One new barbecue facility (two hotplates) in the proposed barbecue 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

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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: <ol style="list-style-type: none"> 1. Adopts the Customer Experience Action Plan as set out in Attachment 1, subject to the following: <ol style="list-style-type: none"> (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.
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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 coordinator, 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

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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.

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	<p>That Council:</p> <ol style="list-style-type: none"> 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 <i>Environmental Planning and Assessment Act 1979</i> and clause 18 of the <i>Environmental Planning and Assessment Regulation 2000</i>, subject to the following changes: <ol style="list-style-type: none"> (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	<p>That Council updates the current tree policy guidelines where appropriate for tree removal in public spaces as follows:</p> <ol style="list-style-type: none"> 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 <i>Public Tree Removal and Notification</i> 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.

<p>Council 17 September 2013</p>	<p>1309.13.3.1</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Receive and note this report. 2. Adopt the revised Tree Management Policy subject to the following: <ol style="list-style-type: none"> (a) On page 18 of the draft Tree Management Policy, under Pruning for Street Trees amend bullet point 3, so that it now reads: <p style="margin-left: 40px;">‘branches overhanging into properties to be 3 metres clear of structures.’</p> (b) On page 28 of the draft Tree Management Policy, under Tree Assessment, amend bullet point 4 so that it now reads: <p style="margin-left: 40px;">‘its location within 3 metres of a residence, main building or other significant structure.’</p> (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: <p style="margin-left: 40px;">‘removal of unsuitable or hazardous trees...’</p> (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: <p style="margin-left: 40px;">‘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.</p> <p style="margin-left: 40px;">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.’</p> (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: <p style="margin-left: 40px;">‘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.’</p>
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		<p>(f) On page 28 of the draft Tree Management Policy, under Tree Assessment amend the first bold paragraph, so that it now reads:</p> <p>‘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.’</p> <p>3. Include the ‘Acknowledgement of the Indigenous Heritage’ statement on the inside cover or in another appropriate place in the Policy.</p>
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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.

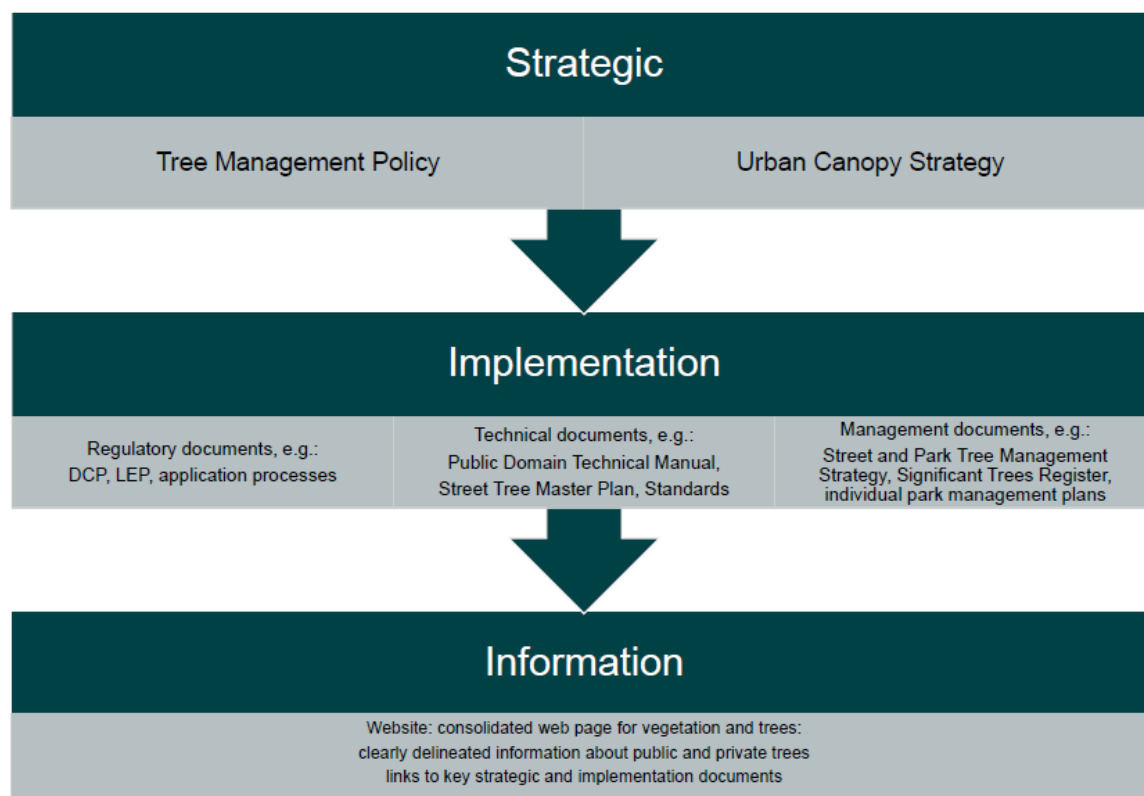


Figure 1. Indicative best practice tree management framework

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 [↓](#) .

REPORT
FC/5.3/22.08WAVERLEY
COUNCIL**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

WAVERLEY
COUNCIL

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**



WAVERLEY
COUNCIL

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.