



**W A V E R L E Y**  
COUNCIL

## **COUNCIL MEETING**

### **ATTACHMENTS UNDER SEPARATE COVER**

**7.00 PM, TUESDAY 15 NOVEMBER 2022**

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

## ATTACHMENTS

### **CM/7.1/22.11 Annual Report 2021-22**

1	Annual Report 2021-22 .....	2
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### **CM/7.3/22.11 Audited Financial Statements 2021-22**

1	Audited Annual Financial Statements 2022 .....	143
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A large background image showing a bright sun in a clear blue sky over a coastal scene. The sun is in the top left, creating a starburst effect. The ocean is a deep blue, with white waves breaking on a sandy beach. In the foreground, there is a swimming pool with clear, rippling water. A person is visible on the beach to the right.

# WAVERLEY COUNCIL ANNUAL REPORT

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## 2021-22

2



# CONTENTS

<b>Preface</b>	<b>04</b>		
<b>Our Performance Snapshot</b>	<b>05</b>		
<b>Mayor's Message</b>	<b>07</b>		
<b>General Manager's Message</b>	<b>08</b>		
<b>Part 1: Waverley Council Overview</b>	<b>09</b>		
Our Community Vision	10		
Our Local Government Area (LGA) Map	09		
Waverley - Our Local Government Area	12		
The Elected Council	14		
Advisory Committees	14		
Our Mayor and Councillors	15		
Our Council Vision and Values	19		
Our Organisation	20		
Our Planning Framework	21		
External bodies exercising Waverley Council functions	23		
Partnerships and Cooperation	24		
Our Financial Snapshot	25		
Performance Ratios	27		
Awards received	31		
Grants and Donations awarded	32		
Grants received	35		
<b>Part 2: Delivery Program Achievements</b>	<b>38</b>		
Arts and Culture	39		
Community Services and Well-being	44		
Recreation and Open Spaces	51		
Local Economy	57		
Planning, Development and Heritage	65		
Transport, Pedestrians and Parking	71		
Buildings and Infrastructure	76		
Sustainable Environment	84		
Sustainable Waste	89		
Corporate Leadership & Engagement	95		
Knowledge and Innovation	101		
		<b>Part 3: Meeting our Additional Statutory Requirements</b>	<b>106</b>
		Amount of rates and charges written off during the year	107
		Mayoral and Councillor fees, expenses and facilities	107
		Councillor induction training and ongoing professional development	108
		General Manager and Senior Staff Remuneration	108
		Overseas visit by Council staff	108
		Statement of persons performing paid work	109
		Report on infrastructure assets	110
		Government Information (Public Access)	113
		Public Interest Disclosures	117
		Compliance with the Companion Animals Act and Regulation	118
		Amount incurred in legal proceedings	119
		Progress against Equal Employment Opportunity (EEO) Management Plan	123
		Progress report - Disability Inclusion Action Plan	131
		Swimming pool inspections	136
		Works undertaken on private land	136
		Recovery and threat abatement plans	136
		Environmental Upgrade Agreements	136
		Voluntary Planning Agreements	137
		Contracts awarded by Council	138
		Report on Special Rate Variation	139
		Report on Stormwater Levy	140
		Report on Capital Expenditure Review	140

# PREFACE

## PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Council's performance during the 2021–22 financial year in relation to the principal activities detailed in the Delivery Program 2018–22 and Operational Plan 2021–22.

## THE ANNUAL REPORT IS MADE UP OF FOUR PARTS:

### Part 01.

Is an overview of Council

### Part 02.

Provides details of Council's performance against the Delivery Program 2018–22

### Part 03.

Provides additional reporting information required by legislation

### Part 04.

Contains Council's audited financial statements

The first three parts are published in one volume. Part four is published separately.

This report is prepared in accordance with Section 428 of the *Local Government Act 1993* and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW.

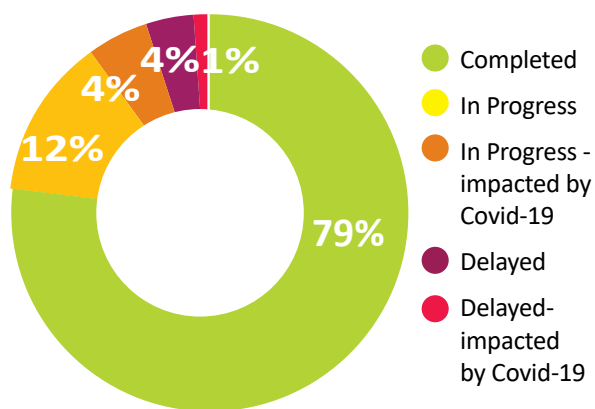
# OUR PERFORMANCE SNAPSHOT

The Waverley Community Strategic Plan 2018–2029 is built around 11 themes.

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

The Delivery Program and Operational Plan are structured around these themes. Sitting beneath the themes are the strategies Council will implement to achieve the outcomes in the Waverley Community Strategic Plan 2018–2029. Council’s reporting tracks progress in delivering these.

Of the 162 actions in the Operational Plan 2021–22, 79% (128) of the actions were completed, 12% (19) are in progress, another 4% (7) are in progress but are impacted by COVID-19, 4% (6) were delayed due to operational reasons, and 1% (2) were delayed due to COVID-19.



Of the 162 activities in the Operational Plan, 10 activities were impacted by COVID-19. Activities such as events were cancelled or transitioned to online formats while some other business-as-usual activities are in progress but have been impacted by COVID-19. In other instances, resources were reallocated to respond to community priorities.

6

Below is the performance across 11 themes in the Operational Plan 2021–22

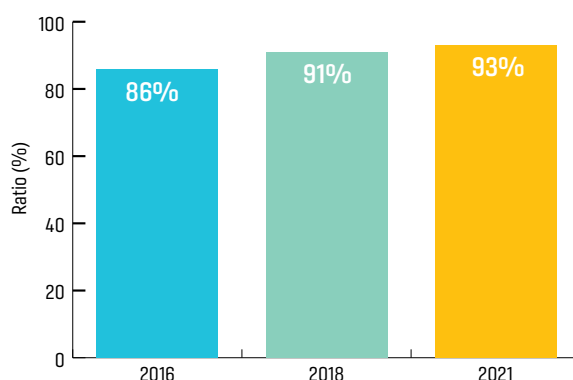
Themes	Completed	In Progress	In Progress – Impacted by Covid-19	Delayed	Delayed – Impacted by Covid-19
<b>Overall</b>	<b>79%</b>	<b>12%</b>	<b>4%</b>	<b>4%</b>	<b>1%</b>
Arts and Culture	87%	13%	0%	0%	0%
Community Services and Well-Being	83%	0%	17%	0%	0%
Recreation and Open Spaces	100%	0%	0%	0%	0%
Local Economy	87%	13%	0%	0%	0%
Planning, Development and Heritage	84%	5%	0%	11%	0%
Transport, Pedestrians and Parking	72%	14%	7%	7%	0%
Buildings and Infrastructure	80%	20%	0%	0%	0%
Sustainable Environment	91%	4%	0%	5%	0%
Sustainable Waste	87%	13%	0%	0%	0%
Corporate Leadership and Engagement	62%	26%	3%	6%	3%
Knowledge and Innovation	67%	11%	11%	0%	11%

## COMMUNITY SURVEY 2021

In 2021, Council engaged Micromex Research to undertake a community survey to measure community satisfaction with services offered by Council.

In 2021 the overall community satisfaction with Council’s performance was 93%, an increase of 2 percentage points from 2018 and 7 percentage points from 2016.

The mean ratings of Council’s performance is higher than Micromex NSW LGA benchmarks which are based on similar community surveys undertaken by other councils across NSW.





# MAYOR'S MESSAGE



Reflecting on the 2021–22 year, through this annual report, is a moment of pride which I share with everyone in the community. It is heartening to see so much achieved in the course of the last twelve months.

Stewardship of our assets and our finances is a key function of Council and this annual report presents a picture of a healthy, balanced budget, with a secure and prudent long term financial plan. Our balance sheet enables us to invest in our assets such as parks, footpaths, public domain and to deliver capital projects which will have long-term community benefits.

The Bondi Pavilion Project concluded in 2022, despite weather and COVID delays, and the beautiful refurbished community landmark promises to yield untold creative and delightful experiences for years. We are also well underway with the preservation and refurbishment of the Boot Factory and Mill Hill Centre. The vision for that precinct, which includes the Waverley Library, is to be a knowledge and innovation hub, with imaginative opportunities for learning and growth.

We celebrated the diversity of our community through finalising our Disability Inclusion Action Plan for the next four years and our Cultural Diversity Strategy. Council continued to provide support for children, young people, seniors, the homeless, and those in need of mental health services, often in partnership with other agencies. Waverley residents value the diversity and community spirit of the area, and our many volunteers, and support for community programs are evidence of this.

We also worked to improve our sustainability, committing to a net zero target by 2030 for Council and a net zero target for our community by 2035. These ambitious targets will be met by addressing all aspects of sustainability, waste and resource recovery, energy, transport, water and other forward-thinking initiatives.

Another highly valued aspect of living in Waverley is our natural environment, our parks, beaches and open spaces. We consulted on three plans of management: Waverley Park, Tamarama Park and Beach and Bronte Park and Beach. These documents give us guidance for plans and decisions for the next decade, ensuring we can all be part of delivering a beautiful coastline and green spaces to future generations.

I commend to you this annual report, and invite you to reflect on what has been delivered for the community now, and for many years to come.

**Paula Masselos,**  
**Mayor of Waverley**

# GENERAL MANAGER'S MESSAGE



I am pleased to present Waverley Council's 2021–22 Annual Report, a key document in our Integrated Planning and Reporting Framework. The Annual Report is a high-level summary of the significant achievements delivered in the reporting period by our staff, community partners, contractors, and important community volunteers.

Within this report you can find an overview of the financial health of Council, which our executive leadership team work to uphold, while balancing the delivery of works and services our community expects. We determine priorities based on consultation with the community, through our Strategic Asset Management Plan and Operational Plan, and by continuously reviewing and reporting on these. Progress on the activities identified in these documents is detailed in this annual report.

Total income for 2021–22 financial year was \$161.6 million, against total expenses of \$143.6 million, giving a net operating result of \$18 million. This is an even more significant achievement coming out of extended COVID lockdowns.

Over the past year, Council has continued to deliver many services for all residents, businesses and visitors. Our services include waste collection and recycling, lifeguards on our beaches, childcare, library activities, community programs, cultural events, and cleaning and maintaining footpaths, streets, parks and shared spaces. We also provide a range of community facilities including the library, sports fields and courts, car parks, playgrounds, and venues for activities and meetings.

We have a maintenance program for our \$1.3 billion of assets and 2021–22 has seen an ambitious program of capital works delivered by Council including park upgrades, streetscape improvements, tree planting and landscaping, bike paths, and construction work on major community assets such as the Boot Factory and Bondi Pavilion.

We have also enjoyed external recognition through awards such as AILA NSW Landscape Architecture Awards being given to three projects including the Notts Avenue Safety Upgrade project, Marlborough Reserve Playground Upgrade, and the Skypark at Westfield Bondi Junction.

I would like to thank all the staff and Councillors who serve the Waverley community every day and bring our plans to life.

**Emily Scott,**  
**General Manager**  
**Waverley Council**

# Part 01.

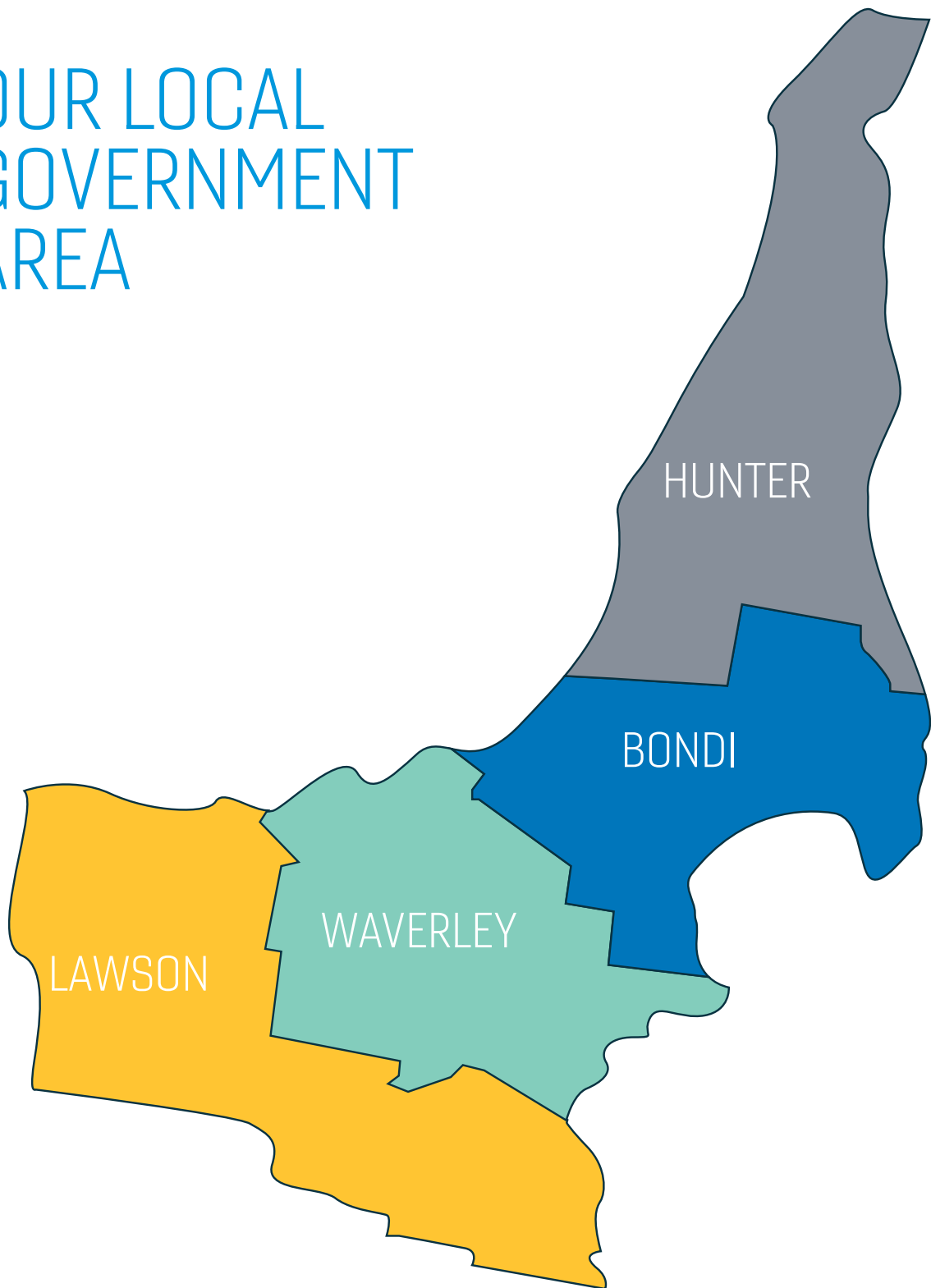
## WAVERLEY COUNCIL OVERVIEW

10

# OUR COMMUNITY VISION

Waverley is a vibrant and resilient community. We take care of each other, our natural environment and local places. Our community is empowered to collaborate for a sustainable and connected Waverley for future generations.

# OUR LOCAL GOVERNMENT AREA



12

GETTING TO KNOW  
**Waverley**

**OUR LOCAL GOVERNMENT AREA**

9.2km<sup>2</sup>

**SUBURBS**

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

**ATTRACTIONS**

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

**32,852** DWELLINGS + **44,105** REGISTERED BUSINESSES

**POPULATION**

BY 2041

**69,388** TOTAL POPULATION → **76,034** PROJECTED POPULATION

**7,505** persons per square km POPULATION DENSITY

**35 YEARS** MEDIAN AGE

RESIDENT AGES BY %

0–14 years	15.2%
15–24 years	9.0%
25–64 years	62.2%
over 65 years	12.9%

**279** ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

**41.7%** OVERSEAS BORN RESIDENTS

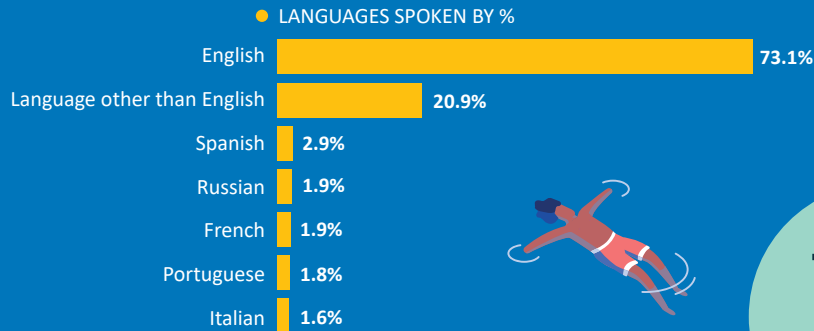
**11,009** JEWISH COMMUNITY  
Our Jewish residents make up 16% of our total population

Waverley Council Annual Report 2021-22

13

# GETTING TO KNOW Waverley

## LANGUAGES WE SPEAK AT HOME



**79.9%**  
PROPERTIES CONNECTED TO THE INTERNET

## EDUCATION

**17**  
SCHOOLS

including primary and secondary schools



**79.5%**  
of our residents aged over 15 years have completed year 12 schooling or equivalent



**52%**  
of our residents aged over 15 years have a Bachelor or higher degree



**26.7%**  
of young people aged 15–24 years attended an educational institution, including higher education, TAFE or university

## HOUSING

**2.27**  
PEOPLE

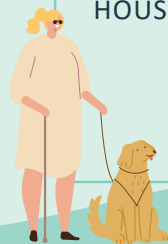


AVERAGE HOUSEHOLD SIZE

**45%**  
RENTING HOUSEHOLDS

**\$670**  
MEDIAN WEEKLY RENT

**30%**  
SINGLE PERSON HOUSEHOLDS



## ECONOMY



**\$5.06** BILLION  
GROSS REGIONAL PRODUCT



OVER **29,460**  
JOBS IN WAVERLEY

### HIGH EMPLOYMENT SECTORS

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



OVER **\$2,854** per week  
MEDIAN TOTAL INCOME

Sources: ABS Census, Community Id, Economy. Id, Department of Planning and Environment, Australian Business Registry Data



# THE ELECTED COUNCIL

Council is made up of four wards – Bondi, Lawson, Waverley and Hunter – each electing three councillors.

At the local government elections on 4 December 2021, residents and ratepayers elected 12 Councillors for a term ending in September 2024. At its meeting on 10 January 2022, Councillors elected Councillor Paula Masselos as Mayor and Councillor Elaine Keenan as Deputy Mayor until 19 September 2023.

The role of the elected Council is to set the strategic direction for Council, ensure financial sustainability, review Council's performance and to provide effective civic leadership to the community.

The responsibilities of Councillors are defined in the *Local Government Act 1993* and include:

- Playing a key role in the creation and review of the Council's resources for the benefit of the area
- Reviewing performance, delivery of service, management plans and revenue policies of the Council
- Representing the interests of residents and ratepayers
- Providing leadership and guidance to the community
- Facilitating communication between the community and the Council
- Participating in the development of the integrated planning and reporting framework
- Representing the collective interests of residents, ratepayers and the local community
- Facilitating communication between the local community and the governing body
- Upholding and representing the policies and decisions of the governing body
- Making all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

## Council meetings and decision making

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

## Advisory Committees

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



# OUR MAYOR AND COUNCILLORS

## BONDI WARD



**Dominic Wy Kanak**  
*Greens*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Deputy Chair)
- Access and Inclusion Advisory Panel
- Audit, Risk and Improvement Committee
- Multicultural Advisory Committee (Deputy Chair)
- Reconciliation Action Plan Advisory Committee (Co-Chair)
- Surf Life Saving Club Committee (Deputy Chair)



**Leon Goltsman**  
*Liberal Party of Australia*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Cycling Advisory Committee
- Multicultural Advisory Committee
- Reconciliation Action Plan Advisory Committee
- Surf Life Saving Club Committee



**Michelle Gray**  
*Australian Labor Party*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access and Inclusion Advisory Panel (Deputy Chair)
- Reconciliation Action Plan Advisory Committee

## HUNTER WARD



### Sally Betts

*Liberal Party of Australia*

#### Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Audit, Risk and Improvement Committee
- Housing Advisory Committee



### Steven Lewis

*Australian Labor Party*

#### Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Chair)
- Cycling Advisory Committee (Chair)
- Housing Advisory Committee
- Reconciliation Action Plan Advisory Committee



### Will Nemesh

*Liberal Party of Australia*

#### Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Environmental Sustainability Advisory Committee

# LAWSON WARD



**Angela Burrill**

*Liberal Party of Australia*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Public Art Committee



**Elaine Keenan**

*Greens*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access and Inclusion Advisory Panel (Chair)
- Arts and Culture Advisory Committee (Deputy Chair)
- Cycling Advisory Committee (Deputy Chair)
- Environmental Sustainability Advisory Committee (Chair)
- Housing Advisory Committee (Deputy Chair)
- Public Art Committee (Deputy Chair)
- Waverley Business Forum



**Paula Masselos**

*Mayor,  
Australian Labor Party*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Traffic Committee (Chair)
- Access and Inclusion Advisory Panel
- Arts and Culture Advisory Committee (Chair)
- Environmental Sustainability Advisory Committee (Deputy Chair)
- Housing Advisory Committee (Chair)
- Multicultural Advisory Committee (Chair)
- Public Art Committee (Chair)
- Reconciliation Action Plan Advisory Committee (Chair)
- Surf Life Saving Club Committee
- Waverley Business Forum

## WAVERLEY WARD



**Ludovico Fabiano**  
*Greens*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Traffic Committee (Deputy Chair)
- Access and Inclusion Advisory Panel
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee (Deputy Chair)



**Tim Murray**  
*Australian Labor Party*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Audit, Risk and Improvement Committee
- Surf Life Saving Club Committee (Chair)



**Tony Kay**  
*Liberal Party Australia*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Traffic Committee (Deputy Chair)
- Access and Inclusion Advisory Panel
- Arts and Culture Advisory Committee

Former Cr George Copeland and Cr John Wakefield, represented Council on various committees from 1 July 2021 to 4 December 2021 of the reporting period.



**John Wakefield**  
*Australian Labor Party - Bondi Ward*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Audit, Risk and Improvement Committee



**George Copeland**  
*Greens - Waverley Ward*

**Represented Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Audit, Risk and Improvement Committee
- Cycling Advisory Committee
- Environmental Sustainability Advisory Committee (Deputy Chair)

# OUR COUNCIL VISION AND VALUES

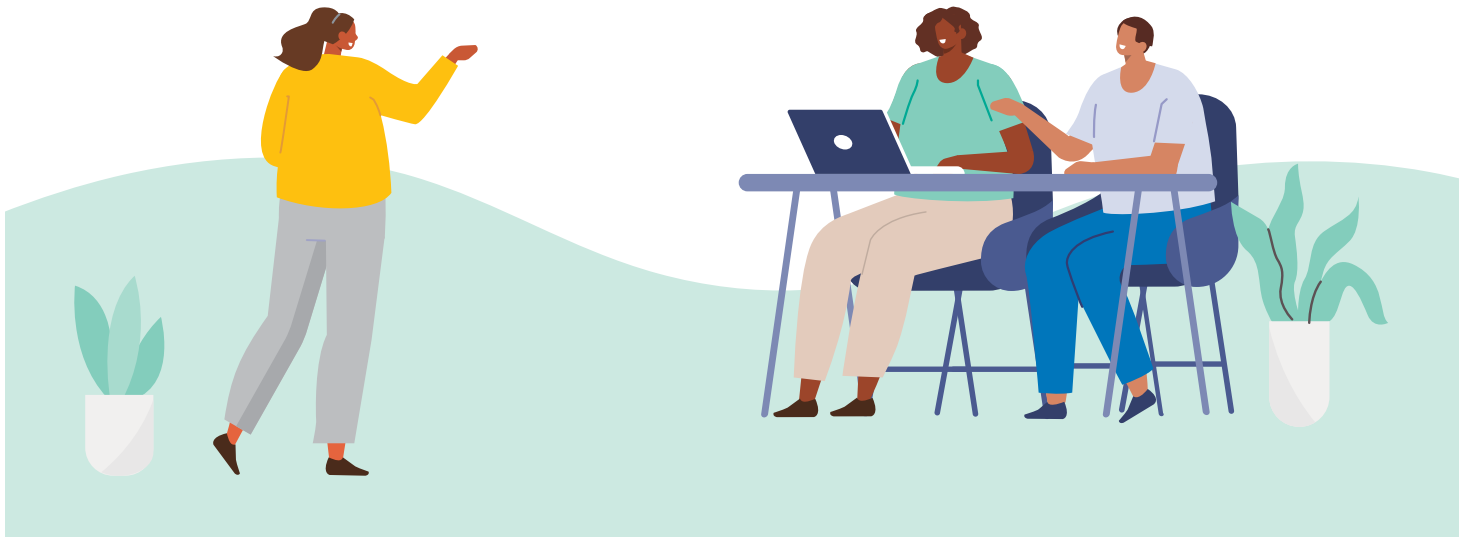
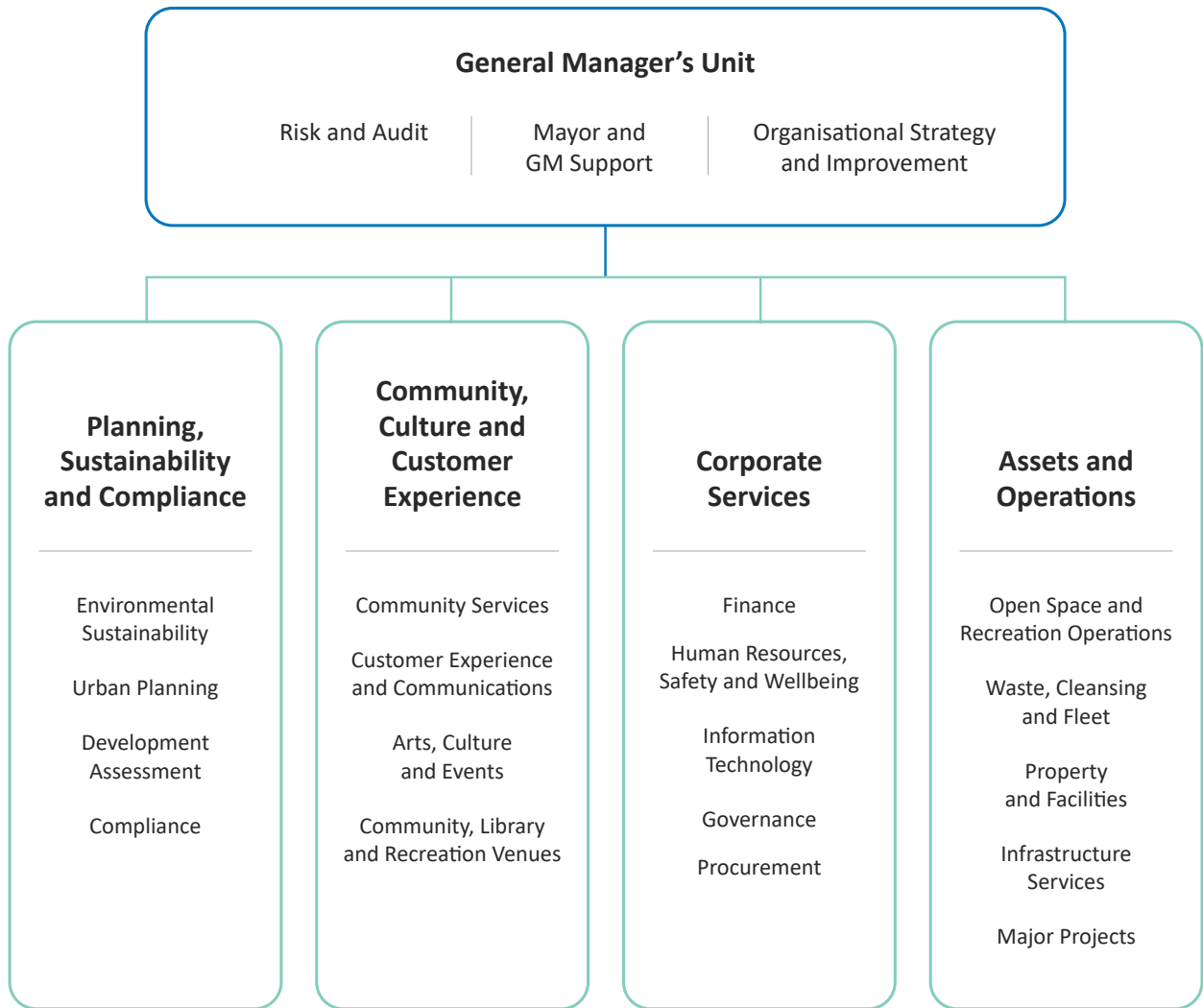
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We keep our community  
at the centre and we  
strive for excellence

- INTEGRITY**
- CARE**
- RESPECT**
- COLLABORATION**
- INNOVATION**



# ORGANISATIONAL STRUCTURE



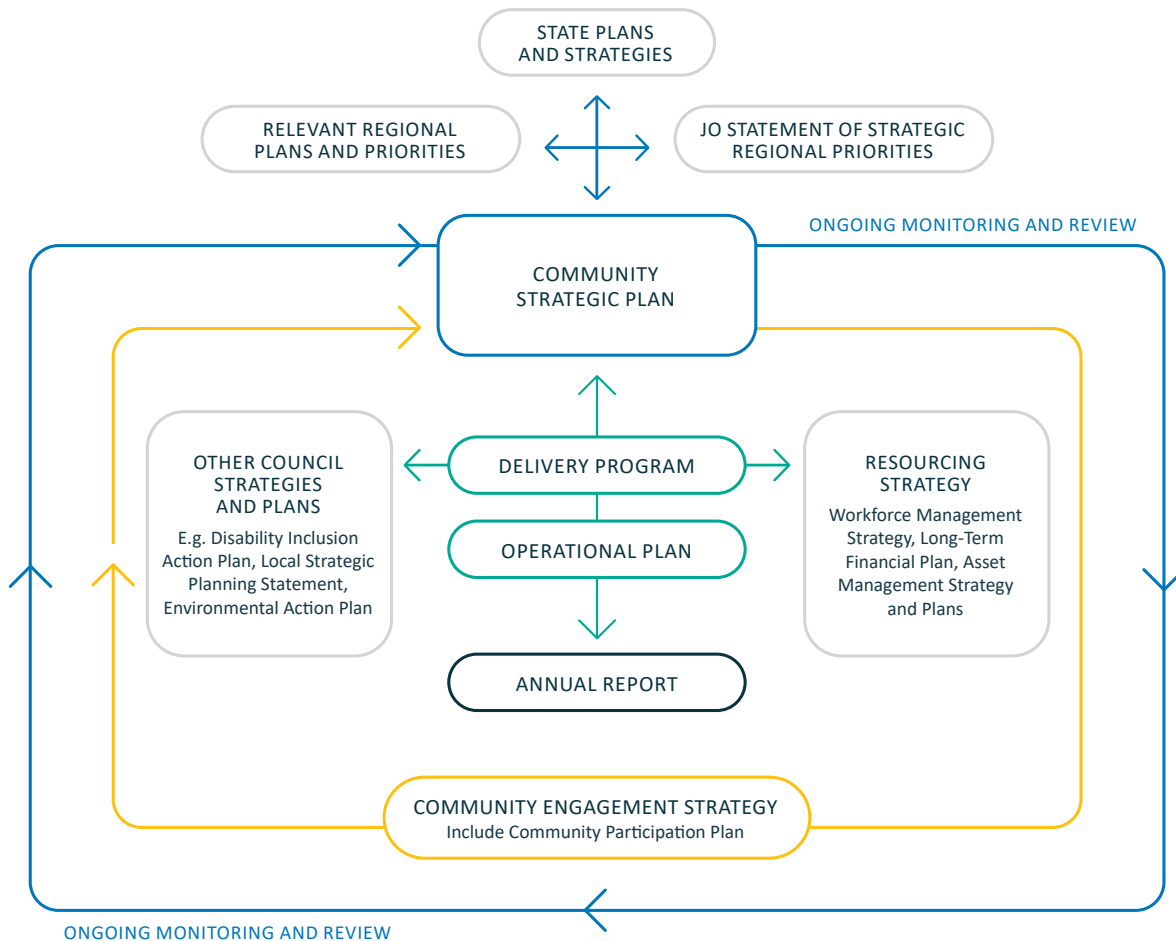
# OUR PLANNING FRAMEWORK

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

framework ensures long-term planning for the future with a commitment to the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to decision making, which considers

the quadruple bottom line, social, economic, environmental and civic leadership, and the social justice principles of equity, access, participation and rights. The diagram below shows the framework hierarchy:



# WAVERLEY COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is the highest-level plan that identifies the community's main priorities and aspirations for the future and the broad strategies for achieving these. While Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the residents of Waverley, it is not wholly responsible for its implementation.

Other partners such as State and Federal Governments and community groups may also be engaged in delivering the long-term community outcomes of this plan. Waverley Community Strategic Plan 2018–2029 covers 11 years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters.

In 2021–22, Council staff reviewed the Waverley Community Strategic Plan 2018–2029 and prepared the next iteration. Council adopted Waverley Community Strategic Plan 2022–2032 at its meeting in June 2022. Therefore, this is the last time that Council will report on the Waverley Community Strategic Plan 2018–2029.

## DELIVERY PROGRAM AND THE RESOURCING STRATEGY

The Delivery Program is the point where the community's goals in the Community Strategic Plan are translated into actions that Council will deliver. The Delivery Program is the elected Council's statement of commitment to the community. Priorities and actions are set to the goals and strategies in the Community Strategic Plan, and measures are identified. The

Operational Plan sits under the Delivery Program. It lists all the actions the Council will undertake and the annual operating budget to be applied during the year to achieve its strategic goals.

To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets and people will be allocated. Council has prepared three

resourcing strategies to support the delivery of the Community Strategic Plan. It consists of the:

- Long Term Financial Plan
- Strategic Asset Management Plan
- Workforce Plan





# EXTERNAL BODIES EXERCISING WAVERLEY COUNCIL FUNCTIONS

In accordance with a direction issued by the Minister for Planning on 22 June 2018, the Waverley Development Assessment Panel was re-named the Waverley Local Planning Panel (WLPP). WLPP determines significant development applications (DAs) in the Waverley LGA. This includes DAs where there are numerous objections or a conflict of interest. The WLPP also provides advice to Council on planning proposals.

The WLPP is directed to exercise its function by the Minister for Planning in the Local Planning

Panels Direction – Development Applications (February 2018) and in the Local Planning Panels Direction – Planning Proposals (November 2018).

WLPP is made up of a pool of planning experts and meets monthly. Councillors are no longer involved in the decision-making process for determining DAs, allowing them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. WLPP meets on the last Wednesday of the month. Meetings are held at

Council Chambers. In 2021–22, the panel had 11 meetings.

Regionally significant development defined by Schedule 6 of the State Environmental Planning Policy (Planning Systems) 2021 is determined by the Sydney Eastern City Planning Panel (SECPP). The principal functions of SECPP is to determine regionally significant development applications and undertake rezoning reviews of planning proposals. The Panel is comprised of the Chair, two state appointed representatives and two Council appointed representatives.

# PARTNERSHIPS AND COOPERATION

- Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC), an association of local councils in the south-eastern area of Sydney. SSROC provides a forum for the councils to deal with issues they have in common, particularly those that cross boundaries. Issues under consideration include planning, environment, transport, community development, urban design, sustainability and local government management.
- Waverley Library has a collaborative partnership with five SSROC libraries to purchase materials. Council's Library Services share a document delivery van with all Sydney metropolitan area libraries.
- Council participates in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of six councils: Bayside Council, City of Sydney Council, Inner West Council, Randwick City Council, Waverley Council and Woollahra Municipal Council.
- Council is a member of the Sydney Coastal Councils Group, which includes councils located on Sydney's coastline and aims to promote coordination on issues relating to the urban coastal environment and waterways.
- Council, in conjunction with Woollahra Municipal Council and Randwick City Council, runs the three-Council Regional Environment Program, which undertakes significant projects to achieve meaningful reductions in energy, water and waste across the Eastern Suburbs, including Solar my School, enabling the uptake of electric vehicles and Compost Revolution.
- Council and Woollahra Municipal Council are in partnership to share resources and workforces through the Alexandria Integrated Facility works depot and are in partnership to construct a new State Emergency Service facility to serve their communities jointly.
- The Waverley Community Living Program (WCLP) provides independent living skills development and transition to independent living for adults with mild intellectual disabilities. WCLP is a registered service under the National Disability Insurance Scheme.
- Council partners with 17 community organisations to provide services to the Waverley area and regionally through funding and/or subsidised accommodation. These include children's services, youth services, outreach and homelessness services, housing, drug and alcohol, and domestic violence support.
- Council jointly coordinates the Eastern Sydney Aged and Disability Interagency Network with Randwick City Council. Council coordinates the Homelessness Coalition and is an active member of the Eastern Sydney Homelessness Assertive (outreach) Collaboration ESHAC. Waverley Council and Randwick City Council supports the headspace regional youth mental health service.
- Council partners with the Bondi and Districts Chamber of Commerce to host the Waverley Business Forum, Bondi Festival and the Waverley Local Business Awards.
- Council is a member of the Cities Power Partnership (CPP) which comprises more than 100 councils from across Australia working together to tackle climate change.

# OUR FINANCIAL SNAPSHOT

Council's financial position as at 30 June 2022 was sound.

## HIGHLIGHTS

**\$161.6m**

total income from continuing operations

**\$143.6m**

total expenses from continuing operations\*

**\$18m**

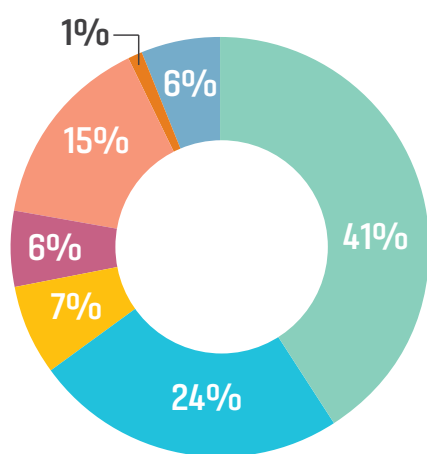
net operating result for the year\*

**\$1.3b**

net assets

26

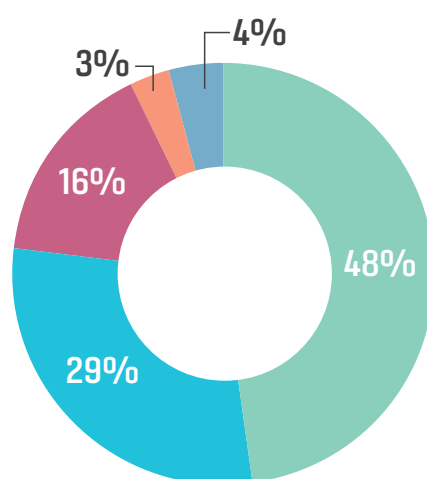
### INCOME FROM CONTINUING OPERATIONS ( \$ '000)



- Rates and annual charges
- User charges and fees
- Other revenues
- Grants and contributions provided for operating purposes
- Grants and contributions provided for capital purposes
- Interest and investment income
- Other income

Revenue Sources	Amount (\$ '000)	Per cent
Rates and annual charges	66,595	41%
User charges and fees	38,965	24%
Other revenues	11,045	7%
Grants and contributions provided for operating purposes	10,048	6%
Grants and contributions provided for capital purposes	24,238	15%
Interest and investment revenue	1,016	1%
Other income	9,772	6%

### EXPENSES FROM CONTINUING OPERATIONS ( \$ '000)



- Employee benefits and on-costs
- Materials and services
- Borrowing costs
- Depreciation and amortisation
- Other expenses
- Net losses from the disposal of assets

Expenses	Amount (\$ '000)	Per cent
Employee benefits and on-costs	69,239	48%
Materials and services	41,898	29%
Borrowing costs	73	0
Depreciation and amortisation	22,752	16%
Other expenses	4,437	3%
Net losses from the disposal of assets	5,266	4%

# PERFORMANCE RATIOS

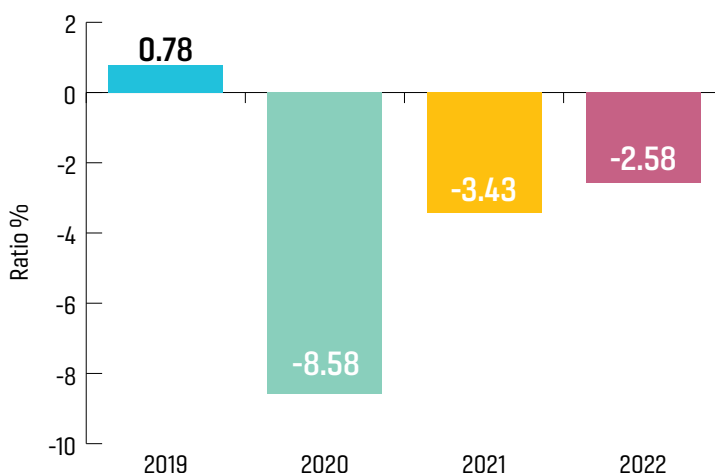
## CASH AND INVESTMENTS

Council's cash and investments amounts to \$127 million on 30 June 2021.

## OPERATING PERFORMANCE RATIO

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

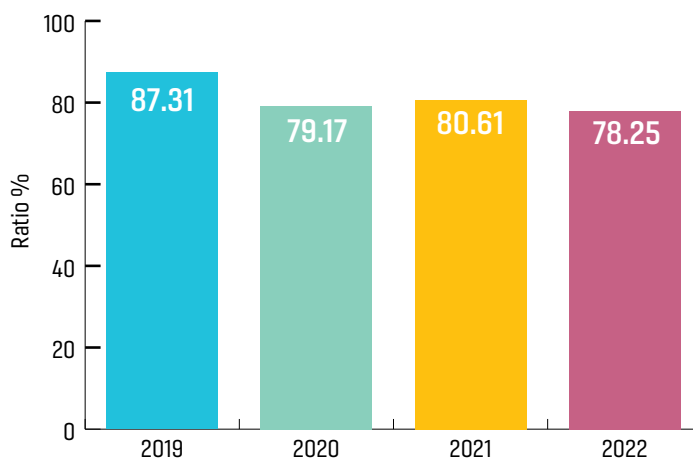
Council's operating performance ratio has improved from 2020-21, but is still not meeting the industry benchmark of 0%. The COVID-19 pandemic has adversely impacted Council's revenue. As the pandemic restrictions concluded, Council is proactively working to restore its financial resilience to meet all industry benchmark measures.



## OWN SOURCE OPERATING REVENUE RATIO

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

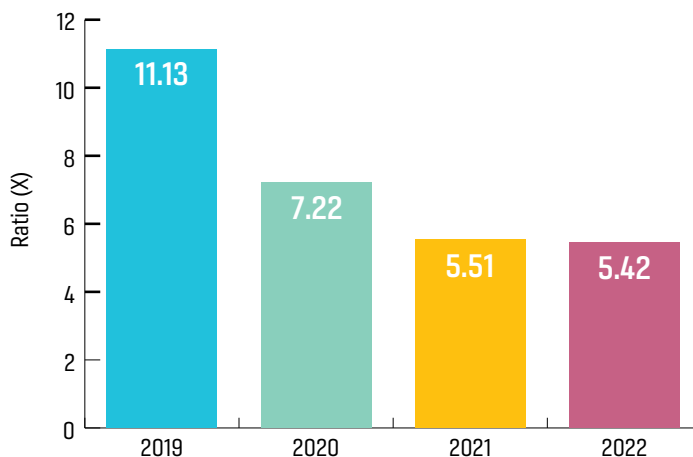
The ratio compares well with the industry benchmark of greater than 60%, it shows Council is less reliant on external funding sources to carry out its services and activities.



### UNRESTRICTED CURRENT RATIO

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

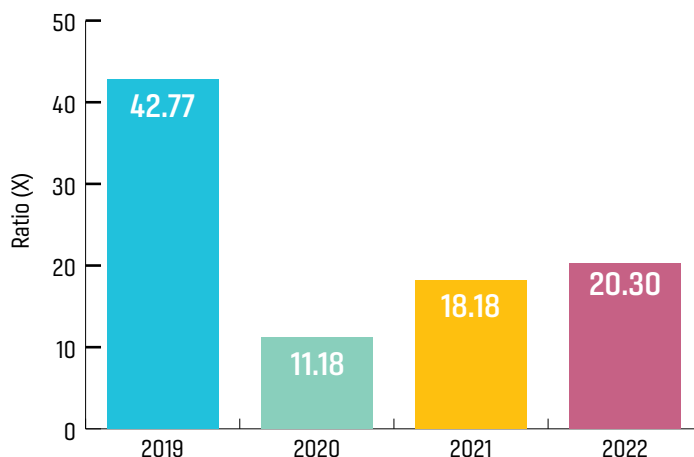
Council's liquidity remains strong with sufficient liquid assets on hand to meeting short term obligations as they fall due. It compares well against the industry benchmark of 1.50x.



### DEBT SERVICE RATIO

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

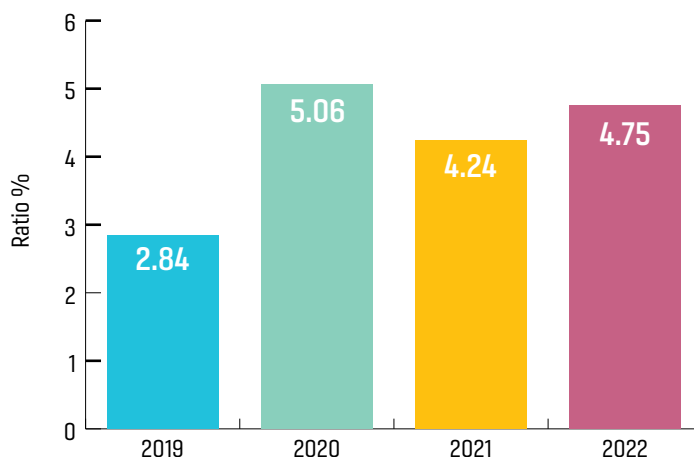
This ratio shows that Council has strong capacity to repay additional debt and provides a favourable comparison with the industry benchmark of greater than 2.00x.



### RATES AND ANNUAL CHARGES OUTSTANDING RATIO

The ratio is used to assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

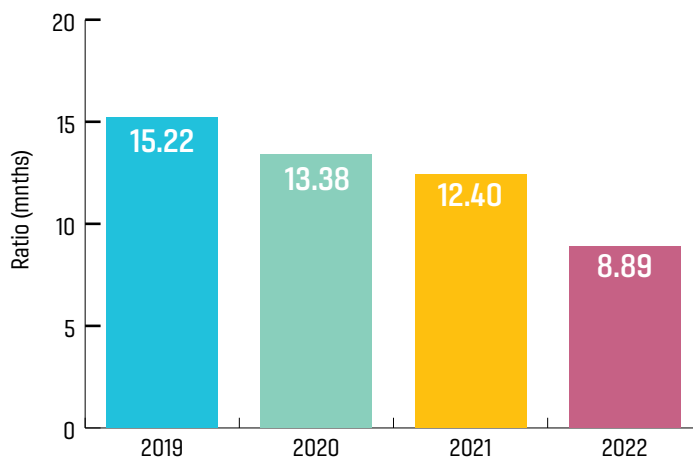
This ratio compares well with the industry benchmark of less than 5.00%.



### CASH EXPENSE COVER RATIO

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

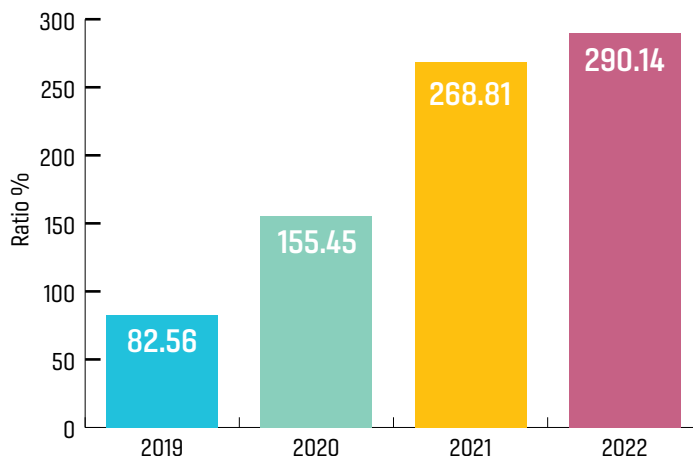
This ratio compares favourably with the industry benchmark of greater than 3.00 months.



### BUILDINGS AND INFRASTRUCTURE RENEWAL RATIO

This ratio assesses the rate at which Council assets are being renewed relative to the rate at which they are depreciating.

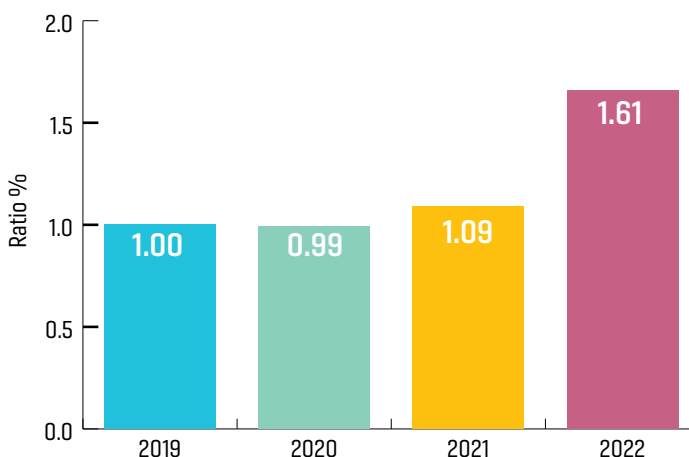
This ratio shows Council's infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) to ensure the assets are keeping to the agreed community satisfactory level.



### INFRASTRUCTURE BACKLOG RATIO

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

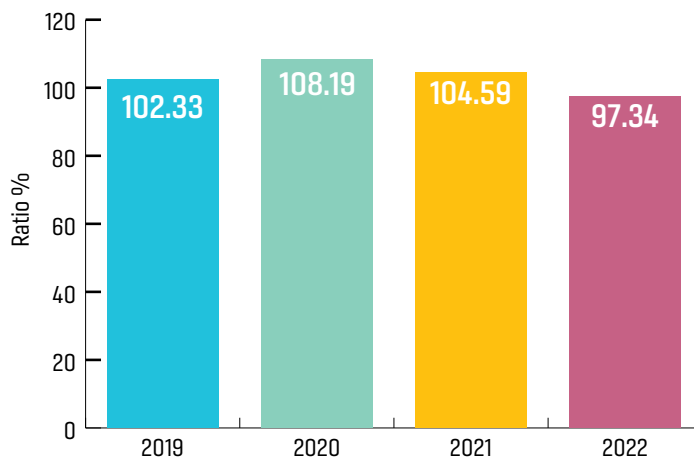
This ratio shows that Council has a small proportion of infrastructure backlog and it compares favourably with the industry benchmark of less than 2.00%. The increase in backlog is due to accelerated dilapidation of assets due to severe weather.



### ASSET MAINTENANCE RATIO

This ratio compares actual against required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog growing.

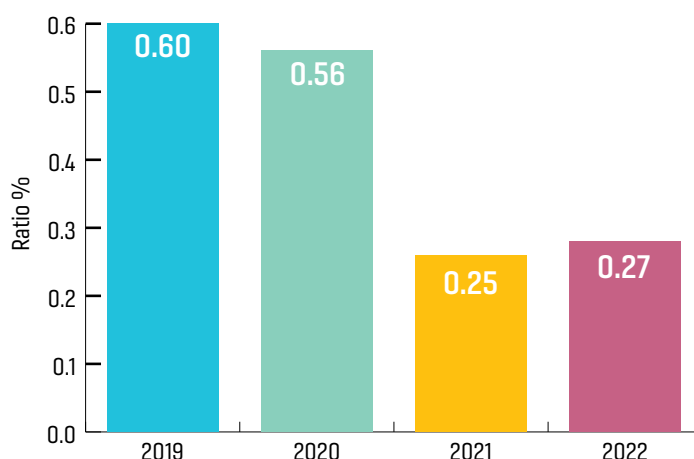
This ratio falls just short of the industry benchmark of 100%. The drop is due to delays in delivery of projects and increased dilapidation of assets due to severe weather.



### COST TO BRING ASSETS TO AGREED SERVICE LEVEL

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

This ratio shows that Council has a small proportion of outstanding infrastructure upgrade/renewal works to bring assets to agreed service levels, as compared to the total value of its assets.





31

# AWARDS RECEIVED

Council received awards in recognition of innovative and outstanding performance across a range of areas including outstanding environmental leadership, and excellence in infrastructure. The awards included:

Type	Category	Project/Location
Australian Institute of Landscape Architecture Awards NSW	Award of Excellence for Civic Landscape	Notts Avenue Safety Upgrade
Australian Institute of Landscape Architecture Awards NSW	Small Projects- Award of Excellence	Suspended Walkway SkyPark at Westfield Bondi Junction
Keep Australia Beautiful, Sustainable Cities Award	Circular Economy Award - Highly Commended	Recycled Roads in Waverley
Landscape Association Awards of Excellence	Joint Silver Award Winner in the Commercial and Civil Construction	Marlborough Reserve Playground Upgrade
Local Government NSW Excellence in the Environment Awards	Climate Change Adaptation - Winner	Future Proofing Residential Development to Climate Change project
Parks Leisure Australia National Award for Excellence	National Strategy Planning	Waverley Inclusive Play Study

32

# GRANTS AND DONATIONS AWARDED

In 2021-22, Council awarded a range of community and small grants and donations amounting to \$492,017.

Grants/Donations Awarded	Amount(\$)
<b>Total Grants/Donations</b>	<b>492,017</b>
<b>Community Grants*</b>	<b>300,376</b>
Waverley Action for Youth Services (WAYS) Youth and Family	82,601
Beaches Outreach Program (BOP)	55,000
Wayside Chapel (Norman Andrew's House)	41,200
Holdsworth Community Centre	22,000
Bondi Toy Library	20,000
Randwick Waverley Community Transport	19,085
The Junction Neighbourhood Centre	19,000
Eastern Area Tenants Service (EATS)	18,990
Bondi Beach Cottage	10,000
Bondi Brass (Waverley Bondi Beach Band)	5,000
Waverley Randwick Philharmonic Society	4,500
Bondi Beach Playgroup	3,000
* Community Grants are provided to enable the delivery of services that support the needs of children, women and families; young people and their families; tenants and people who are homeless; people with disability and older people; neighbourhood centres and outreach services.	
<b>Surf Club Grants</b>	<b>93,503</b>
Tamarama Surf Life Saving Club	34,472
North Bondi Surf Life Saving Club	19,677
Bondi Surf Bathers Life Saving Club	19,677
Bronte Surf Life Saving Club	19,677

Small grants support a range of projects including community projects, cultural projects, creative streets projects and environmental projects.

Small Grants		98,138
Recipient	Purpose	Amount
Community Projects		67,638
Chronology Arts Ltd	True to Nature - original dance work for people with disability	5,000
Finbar Watson	Teacups - animation, life of Don Ritchie	5,000
Head On Foundation Ltd	Head on Photo Festival at Bondi Beach	5,000
Jewish Care	Jewish rainbow youth connection and parent support group	5,000
Nicole Steinke	Stories from Waverley Cemetery, a podcast series	5,000
Dance for Parkinson's Australia	Not Strictly Ballroom - Dance for well-being	4,580
Pound Paws Inc	Pound Paws Dog Day at Bondi Beach	4,250
1st Clovelly Scout Group	Outdoor Recreational Facilities	4,000
Eastern Suburbs Cricket Club	Girls Cricket at Eastern Suburbs Cricket	4,000
Howard Parry-Husbands	The St James Road Community Garden Establishment	4,000
Waverley Action for Youth Services (WAYS) Youth and Family	Youth Week 2022	3,600
City East Community College Incorporated	Mentor Program Networking Night	3,500
Dover Heights Shule	Chanuka in the Park 2021	3,000
WAYS Youth & Family	A WAYS Safe Summer	3,000
Anglesea Street Communal Garden Inc	Anglesea Street Communal Garden refurbishment	2,100
Diamond Bay Bowling Club	Lawn bowls for community social bowling	1,908
North Bondi Playgroup	Soft play and inside equipment - Vaucluse Playgroup	1,500
Bondi Surf Bathers Life Saving Club Inc	Bondi Surfer Magazine electronic archives	1,000
COA Sydney	Vertical Garden Project	1,000
Woollahra Community Choir	Woolltones Community Choir Term 2/2022	700
Cameron Scott	North Bondi Share Board	500
Cultural projects		5,000
Head On foundation	Head on Photo Festival at Bondi Beach	5,000

**SMALL GRANTS AWARDED TABLE CONTINUED**

Small Grants		121,378
Recipient	Purpose	Amount
Environmental Projects		38,872
Alice Kendall	Pledge for the planet 2020 48 hour mission	5,000
Planting Seeds Projects Limited	Waverley Birds & Bees Highway	5,000
Genus	Launch of environmental awards programs for Waverley school children	3,000
Susan M Hansen	Slow Fashion Waverley Workshops	2,500
Rebecca Powell/ Samara Vercoe	Children's clothing from waste fabric	2,500
North Bondi Sur	Building Futures R4 Grant	2,000
Ravesi's On Bon	Brighter Future Grant for energy	2,000
Sydney Alliance	Bringing our verges to life - demonstration verge garden on Brighton Boulevard	1,900
Strata Plan 569	Building Futures Energy Efficiency Grant	1,000
Susan Lowe	Langlee Lane Community Garden – Native B	600

35

# GRANTS RECEIVED

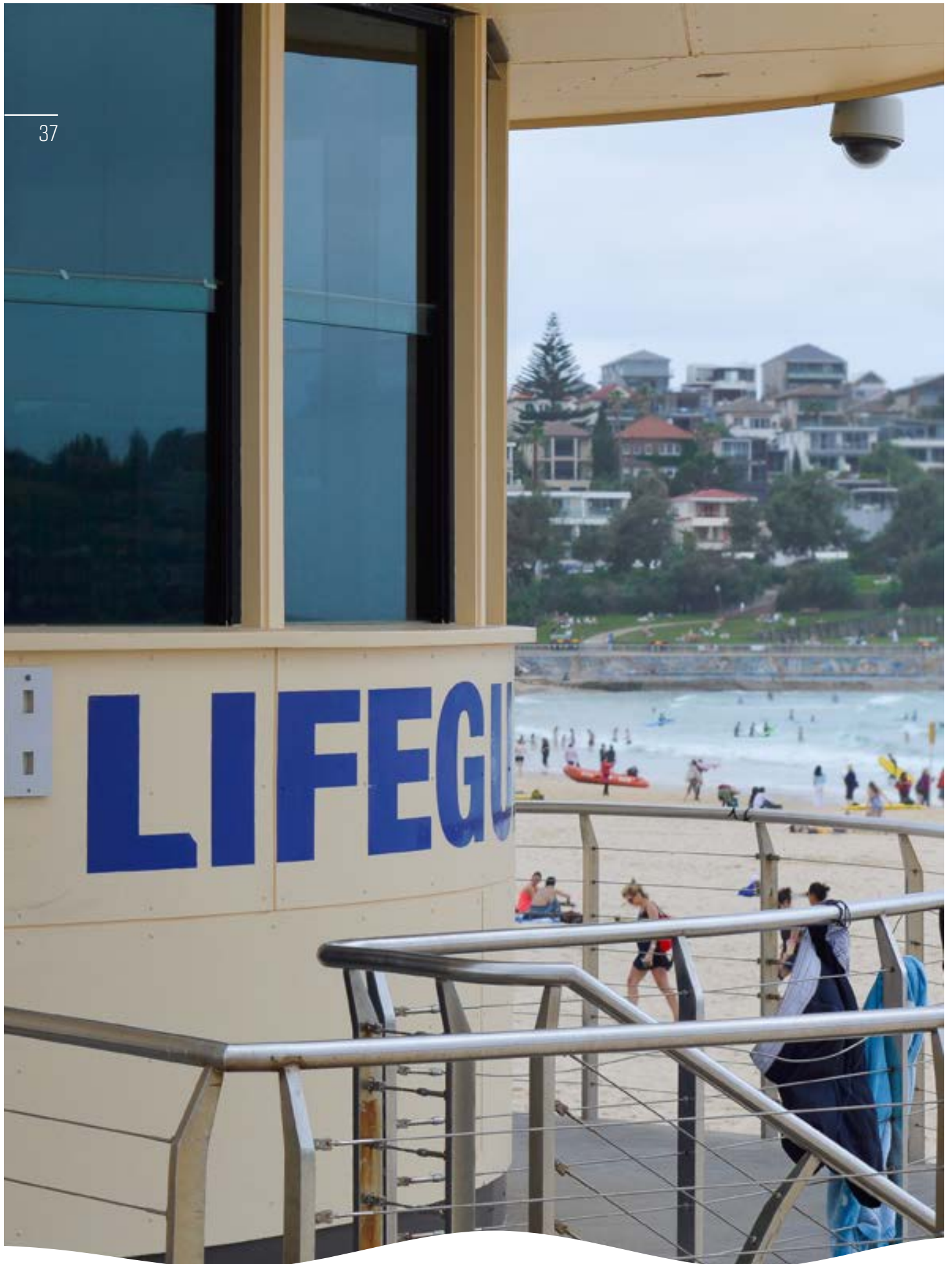
In 2021–22, Council received a range of grant funding including:

Grant Provider	Purpose	Amount (\$)
Roads and Maritime Services NSW	Bondi Junction Cycleway	9,442,375
Office of Local Government NSW	Financial Assistance Grants	2,742,712
Roads and Maritime Services NSW	Road Safety Programs	1,907,737
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Local Roads and Community Infrastructure	1,409,731
Roads and Maritime Services NSW	Pedestrian Safety Program	1,000,000
NSW Department of Planning, Industry, and Environment	Fire Safety and Tree Planting	381,730
Department of Infrastructure, Transport, Regional Development and Communications	Road to Recovery (R2R)	277,817
Roads and Maritime Services NSW	RMS Grant - Operational	234,021
Roads and Maritime Services NSW	Street Lighting Subsidy	193,000
NSW Department of Planning and Environment	NSW Public Spaces Legacy Program	162,000
Local Government NSW	Greening our city Skyparks	160,000
NSW Environment Protection Authority (EPA)	EPA Grant	140,545
State Library of NSW	Library Per Capital Grant	135,000
Roads and Maritime Services NSW	Traffic Route Lighting Subsidy Scheme	129,000
Australian Government Department of Health	Program Grant - Seniors	97,231
NSW Department of Education	Salary grant for early education	96,385
Department of Education, Skills and Employment	Program grant for early education	86,239
State Library of NSW	Local Priority Grant	55,591
NSW Department of Communities and Justice	Youth Services	42,463
Department of Family and Community Services NSW	Program Grant - Community	30,173

**GRANTS RECEIVED TABLE CONTINUED**

Grant Provider	Purpose	Amount (\$)
NSW Department of Planning and Environment (DPE)	DPE Grant - Capital	28,650
Local Government NSW	Increasing Resilience to Climate Change	27,000
NSW Department of Planning and Environment	Summer Night Fund Grant	15,000
NSW Department of Education	Training Wages Subsidy	9,750
NSW Environmental Trust	Power To The Future Grant	9,283
NSW Department of Planning and Environment	Greener Neighbourhoods	5,485
Ausgrid	Power 2U Solar my School	5,223
NSW Department of Planning and Environment	DPE Program Grant	5,000
State Library of NSW	Tech Savvy Seniors Grant	3,420
NSW Environment Protection Authority (EPA)	Litter Grant Round Litter Bin Strategy	924

37



# DELIVERY PROGRAM ACHIEVEMENTS





## ARTS AND CULTURE

We provide a wealth of cultural programs for our community and visitors, conscious that our local area holds a unique place in the public imagination – an iconic part of Australian culture. We continue to recognise the importance of culture and the arts to social cohesion, lifelong learning, innovation and making our public spaces more visually appealing. The Art and Culture theme in the Waverley Community Strategic Plan 2018–2029 strives for a Waverley community enriched by opportunities to celebrate and participate in art and culture.



## KEY HIGHLIGHTS

### BONDI MEMORIAL

In October 2021, the Mayor of Waverley, Paula Masselos and Chief Executive Officer of LGBTQ+ health organisation ACON, Nicolas Parkhill, officiated over the unveiling of Rise: The Bondi Memorial at Marks Park, Tamarama.

The Bondi Memorial Community Launch was held on 4 June 2022 at Marks Park. The Bondi Memorial is dedicated to all the victims and survivors targeted during a spate of homophobic and transphobic violence from the 1970s to the 1990s in Sydney and NSW. It is a result of a collaboratively managed program between the Council, ACON and Urban Art Projects. Many of these incidents took place in Marks Park. The Memorial commemorates those whose lives were lost and pays tribute to the courage and resilience of those who survived and their families and loved ones.

### MARK AND EVETTE MORAN NIB LITERARY AWARD

The Mark and Evette Moran Nib Literary Award is Council's annual celebration of Australian research and writing. In 2021, Queensland's Luke Stegemann won the Mark and Evette Moran Literary Award and accompanying \$20,000 prize, for his work *Amnesia Road: Landscape, violence and memory* (NewSouth Publishing). The popular Nib People's Choice Prize (\$2,500) was awarded to art identity and Woollahra gallery owner Tim Olsen for *Son of the Brush: A memoir* (Allen & Unwin).

The six 2021 finalists were:

- *Only Happiness Here: In Search of Elizabeth von Arnim* - Gabrielle Carey (UQP)
- *The Winter Road: A Story of Legacy, Land and a Killing at Croppa Creek* - Kate Holden (Black Inc)
- *A Letter to Layla: Travels to Our Deep Past and Near Future* - Ramona Koval (Text Publishing)
- *The Believer: Encounters with Love, Death & Faith* - Sarah Krasnostein (Text Publishing).
- *Son of the Brush*, Tim Olsen (Allen & Unwin)
- *Amnesia Road, Landscape, violence and memory*, Luke Stegemann (NewSouth)

The digital awards ceremony was hosted by Walkley-award winning journalist and media personality Jan Fran.





## WAVERLEY ART PRIZE

In July 2021, Council and Waverley Woollahra Art School announced the 35th Waverley Art Prize winners. 701 entries were received.

The 2021 Waverley Art Prize winners were:

- Graziela Guardino won the Open Prize for the work *Untitled*
- Luke Kennedy was the recipient of the Mayor's Prize for the work *Summer Twilight*
- Louise Gresswell won the Oil Painting Prize for the work *Untitled Yellow*
- Mixed Media Prize of \$500 sponsored by Waverley Council: Annette Bukovinsky for the work *Protection Number 2*
- Drawing Prize of \$500 sponsored by Waverley Woollahra Art School: Teo Treloar for the work *Twenty Twenty Vision*
- Acrylic Prize of \$500 worth of paint sponsored by Matisse Derivan: Luke Kennedy for the work *Summer Twilight*.

## WAVERLEY YOUTH ART PRIZE WINNERS ANNOUNCED

In June 2022, Council announced the 2022 Waverley Youth Art Prize winners, which saw young artists respond to the theme Science, Space and Future Stories. The Waverley Youth Art Prize encourages creativity in young artists across Sydney and is open to people aged 9 to 18 who live, study, work in or visit Waverley. Winners receive art packs and vouchers to attend classes at local institutions such as the National Art School.

The 2022 Waverley Youth Art Prize winners are:

- Mayor's Prize: Charlotte Juracich – *Resistance*
- Mayor's Prize – Highly Commended: Kathryn Jordan – *United Nations in Space*
- Senior – First Place: Charlotte Juracich – *Resistance*
- Senior – Second Place: Alex O'Gorman – *A Different Lens*
- Senior – Third Place: Niamh Bookallil – *Broken Standards*
- Senior – Highly Commended: Charlotte Laundry – *The Multifaceted Nature of Human Identity*
- Intermediate – First Place: Celeste Ferreira – *Celestial Gaze*
- Intermediate – Second Place : Ella Zhang – *Spacing Out*
- Intermediate – Third Place: Eloise Toner – *In-Between the Dreams*
- Intermediate – Highly Commended: Lauren Nolan – *The beginning of the End*
- Junior – First Place: Jiayi Wu – *The Astronaut and Space*
- Junior – Second Place: Eric Hess – *Hidden in plain sight*
- Junior – Third Place: Emily Ma – *Best Wishes*
- Junior – Highly Commended: Sofia Amato – *Harmony*
- Best Interpretation of the Theme: Jaylan Yang – *Uncharted Brilliance*
- Best 3-Dimensional artwork: Griffin Hincksman – *Alien Approach*
- Best New Media artwork: Sarah Barber – *Sarah*
- Packing Room Prize (Staff pick): Jiayi Wu – *The Astronaut and Space*.

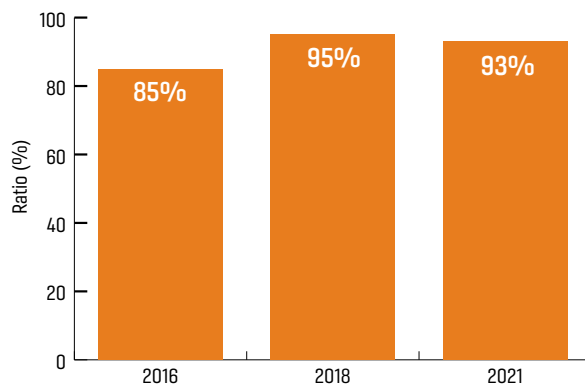
## WAVERLEY ART AND CULTURAL PLAN IMPLEMENTATION

In 2021–22, Council implemented multiple actions in the Waverley Art and Cultural Plan. Our relationship with Gujaga Foundation progressed to support the recognition of Indigenous cultural heritage in our public spaces. Indigenous cultural interpretation work progressed at Bondi Pavilion ahead of its reopening, including the confirmation and installation of wall text installation for Terry Yumbulul's mosaic.

Partnerships continued with Head On Foundation, Waverley Woollahra Art School, and Red Room Poetry. Council determined operating models for Bondi Pavilion and the Boot Factory. The Bondi Pavilion Housewarming Program, our first artists' residency at the venue, was developed for delivery in August 2022, ahead of the Pavilion's reopening. The Street Performers Policy and Guidelines were prepared. Nib Award and monthly Classic Hits Concerts were organised online. Department of Planning and Environment funding was secured to support Summer Nights activations.

Digital platforms continued to support the accessible delivery of programs, including The Nib Presents online presentation. The model for artists and partners to engage with Council on Bondi Pavilion programming was established and shared with the Arts and Culture Advisory Committee and Local Creatives Survey and Register were finalised. However, the review of creative programs and creative workspace requirements is delayed due to the delay in using all Council-owned venues.

## Arts, Entertainment and Cultural Facilities



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with arts, entertainment and cultural facilities in 2021 was 93%, a drop of 2 percentage points from 2018, and an increase of 8 percentage points from 2016. The slight drop may be attributed to works at Bondi Pavilion and the non-availability of some venues/facilities at the time.

## EASTSIDE RADIO AT BONDI PAVILION

Council will operate the Pavilion's radio studio as a shared facility through a licensing agreement with Eastside Radio. Scheduled to open in September 2022, the radio studio comprises a professional standard broadcast and production facility with shared access to two music studios.

The studios have network connectivity to the theatre and broadcast radio stations for audio recording and AV streaming between the rooms. It is designed for flexible production of live-to-air programming, accommodating different users simultaneously.

Council called for Expressions of Interest in February 2022 for the Bondi Pavilion Community Radio Station Licence, which Council voted on in May 2022. Eastside Radio established more than 40 years ago, with 90,000 listeners for its arts and news programs each week was selected.

### FESTIVAL OF PLACE SUMMER NIGHT FUND

The NSW Government Festival of Place Summer Night Fund Program grant was secured for the presentation of a participatory performing arts activation in Bondi Junction in March 2022. The program supports the delivery of free activations or events that enliven public spaces in the evening or at night. The funding grant was used to deliver Guru Dudu's Silent Disco Walking Tours in Bondi Junction in April 2022.

### CREATIVE AND EDUCATIONAL PROGRAMS

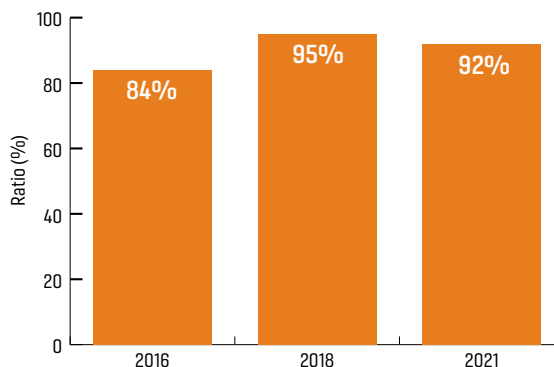
Waverley Library delivered 170 programs, including author talks, professional panel discussions addressing subjects such as racism, Tech Savvy Senior sessions in English, Russian, Spanish and Italian, early literacy and robotics.

### COMMUNITY EVENTS AND FESTIVALS

Events and programs delivered during the year in partnership with community groups and creative organisations include:

- Head On Photo Exhibition, an exhibition of photographs along the Bondi Beach and Park
- Carols pop-ups, a Christmas Carols program delivered by several local musicians at various pop-up locations throughout the LGA
- Chanukah events, community event hosted in North Bondi Park
- Bronte House Garden Open Day
- Global Table, a multicultural event celebrating food, culture and entertainment from around the world in Oxford Street Mall
- International Women's Day Breakfast
- Guru Dudu's Silent Disco Walking Tours
- Monthly Classic Hits Concerts
- The Nib Presents books and writing panels
- Sunshine Singers weekly singing gatherings
- Waverley Youth Art Prize.

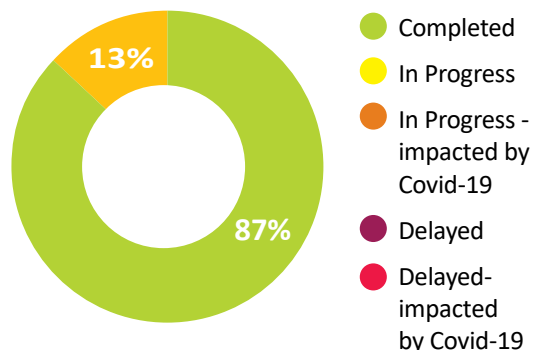
### Cultural, Recreational and Entertainment events



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with cultural, recreational and entertainment events was 92%, a drop of 3 percentage points from 2018 and an increase of 8 percentage points from 2016. Several events were cancelled to respond to the impacts of COVID-19 in 2020–21.

### ARTS AND CULTURE



In the Arts and Culture theme, 87% of the actions were completed and 13% are in progress.

44



## COMMUNITY SERVICES AND WELL-BEING

We have a strong focus on 'not leaving anyone behind' and fostering a sense of community connections, belonging and pride. We aim to be at the forefront of reforms in addressing complex social issues, working with the community to ensure their well-being. This theme in the Waverley Community Strategic Plan 2018–2029 is about building a vibrant, caring, resilient and inclusive community.



## KEY HIGHLIGHTS

### PICNIC DAY FOR AFGHAN FAMILIES

Council hosted a picnic day in December 2021 at Bondi Beach for new arrivals from Afghanistan who had recently settled in Australia after being evacuated from the conflict in Afghanistan. Council partnered with Settlement Services International's (SSI) Welcome Project to host the visit, which provided the opportunity for people to experience a range of activities at the beach, including beach safety and children's activities.

### CULTURAL DIVERSITY STRATEGY

In October 2021, Council launched the Cultural Diversity Strategy 2021–2031. The strategy outlines the actions that the Council will implement over the next decade to build a welcoming, cohesive and resilient community where people of all cultural backgrounds can belong and participate in social, cultural, economic and civic life. The strategy was developed with input from the community and

Council's Multicultural Advisory Committee in collaboration with local stakeholders, representatives from local organisations, and peak bodies.

### TRANSITION TO HIGH SCHOOL FORUM

The Online Transition to High School Forum was delivered in August 2021. Principals, teachers, school welfare staff and school counsellors from eight high schools and 33 primary schools in the three Eastern Suburbs school districts attended, along with practitioners from eight local child, youth and family services agencies. The forum enabled early support planning for more than 100 identified Year 6 students who require additional social/emotional support as they transition to high school. Waverley coordinates the collaborative project group, planning and engagement for this project which is a partnership with the NSW Department of Education and NSW Health School Link, with Randwick City Council support.



*Afghan families' picnic*



### UNITED TO END RACISM CAMPAIGN

In March 2022, as part of its Cultural Diversity Strategy, Council launched the United to End Racism campaign.

Objectives of the campaign include:

- Promote Waverley as a diverse and inclusive community which values respect for all and rejects racism
- Provide opportunities for people to recognise racism in all its forms and understand its impacts
- Encourage everyone to take simple steps to help end racism
- Include a range of physical landmarks and community activities.

The campaign features footpath decals, banners, and posters in highly visited areas, an art competition, and community events.

### DISABILITY INCLUSION

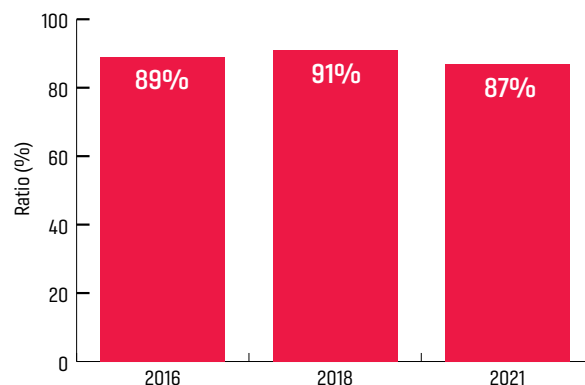
Council endorsed the Disability Inclusion Action Plan 2022–26 in June 2022 following extensive community and internal consultations. The plan aims to increase community participation by providing safe, accessible, and inclusive services and public spaces.

The Disability Inclusion Action Plan is Council’s second plan under the Disability Inclusion Act. The plan is structured around a regional four-year framework with four key outcome areas: positive attitudes and

behaviours, a liveable community, access to meaningful employment and inclusive engagement and systems.

Annual achievements included accessible features for the Bondi Story Room and the recruitment of a new Access and Inclusion Panel to assist Council to improve the participation of everyone in community life progressively.

### Facilities and Services for People with Disabilities



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with facilities and services for people with disabilities in 2021 was 87%, a drop of 4 percentage points from 2018 and 2 from 2016. Council engaged people with disability to understand and respond to issues impacting the community in 2021–22. Feedback received informed the preparation of the Disability Inclusion Action Plan 2022–26.



## PARTNERSHIP INITIATIVES

- The Annual Homelessness Street Count was conducted in February 2022. The results indicate that the number of people sleeping in outdoor areas has decreased slightly.
- The Eastern Suburbs Homelessness Assertive - outreach Collaboration (ESHAC) continued to meet monthly. A number of people were supported and housed over this period through the efforts of member agencies that provide case work, centre based and tenancy support. A heatwave protocol was endorsed and implemented by the ESHAC.
- There were six meetings of the Eastern Sydney Youth Services Network, which focused on mental health referral and support pathways and changes within the child protection and NDIS systems having an impact on youth and family services provision and access. The ESYSN continued to be well attended averaging 22 participants both online and at in-person meetings which resumed in May 2022. Ongoing participant feedback indicates the ESYSN supported local youth services' capacities for referral and collaboration supporting young people's mental health and well-being during and post-lockdown.
- LGBTIQ inclusivity training with Twenty10 was provided for ESYSN member agencies in June 2022 with representatives from eight service provider agencies attending.
- Youth Week activities were organised in April 2022 in partnership with WAYS and local business organisations. These included skateboard workshops and competitions, attracting 55 young people to the sport. A Skate Comp was held in June 2022 attracting 42 young people, some of whom were young women who attended the Youth Week sessions. Surf lessons were also held with 10 young women attending. WAYS secondary students organised a music event and activities at the Bondi Market in April 2022 which was well attended by young people, families and members of the community.
- Two pilot pop-up sessions for young people were held in partnership with Beaches Outreach Project, police and WAYS. The March 2022 event attracted more than 100 children, young people and families and successfully engaged young people in the target demographic attending the May 2022 session at

Bondi Park. The project supports a coordinated harm minimisation approach to engaging young people at weekends in Bondi and enabling young people to lead activity development, such as DJ skills.

- In May and June 2022, Council's Child Safe working group partnered with the Office of Children's Guardian to support the implementation of the Child Safe Policy and the development of educational materials for information sharing.
- Council convened with Headspace to facilitate access to education support resources for young people with mental health issues affecting learning and post-school transition.
- In May 2022, Waverley Library arranged a Meet and Greet space in the foyer to help local organisations raise awareness about their services and recruit additional volunteers. Other local organisations expressed interest in the initiative.

## SERVICES FOR PEOPLE WITH DISABILITY AND OVER 65 OLDS

The Waverley Community and Seniors Centre continued to provide an online program during the COVID-19 closure. The program returned to the Library in March 2022. The Senior program is expected to reopen at the Mill Hill Centre mid-2023.

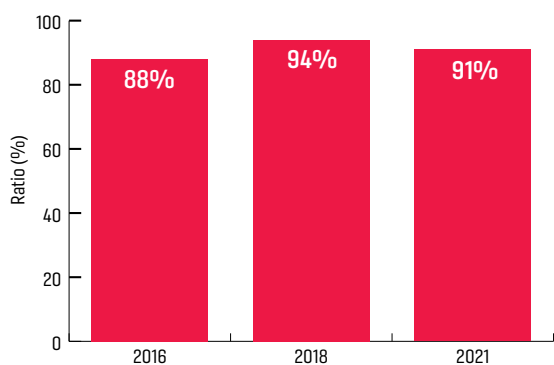
New funding arrangements were negotiated with the Department of Health to continue the provision of Commonwealth Home Support CHSP services at the Waverley Seniors Centre and to support the local service network to implement the home care reform.

The Eastern Sydney Aged and Disability Interagency, continued to meet online with more than 40 people attending most meetings. The focus of discussions included supporting organisations to address the operational challenges COVID-19 presented and adapting to sector changes and reforms. The Interagency also focused on assisting older people and people with disability to access and navigate supports and discussed how to reduce social isolation and loneliness.

The Waverley Community Living Program continued to deliver online services and weekly well-being classes to help maintain mental and physical health during the

lockdown. Some essential support continued to be delivered in person to certain participants that needed it through this difficult period. A new participant was supported to transition into WCLP shared accommodation, and two participants were supported to identify suitable housing pathways and transition into longer-term accommodation. Group activities and supports recommenced in March 2022, with participants attending various events, enjoying weekend getaways and getting active in the community garden.

**Facilities and Services for Older People**



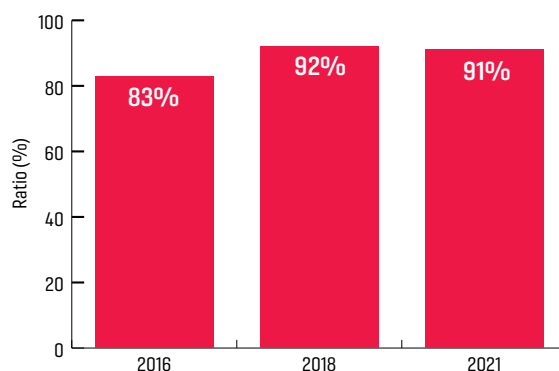
Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with facilities and services for older people in 2021 was 91%, a drop of 3 percentage points from 2018 and an increase of 3 from 2016.

**EARLY CHILDHOOD SERVICES**

Council Early Education Centres and Family Day Care Service remained accessible to local families throughout the COVID lockdown and restrictions. Digital technology was used to support families isolating their children to maintain connection and to engage children in the education program. In 2022 community focused programs resumed including the Care for Country program at Waverley Community Garden, Gujaga Foundation Dharawal Language program, and local community walk. Council family support worker held regular zoom drop-in sessions for families and a monthly newsletter for information sharing of local parent support programs and services. Tuning into Kids an emotion coaching parent program was launched and well attended.

**Early Education and Child Care Services**



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with early education and child care services in 2021 was 91%, an increase of 8 percentage points from 2016 and a marginal drop of 1 percentage point from 2018.



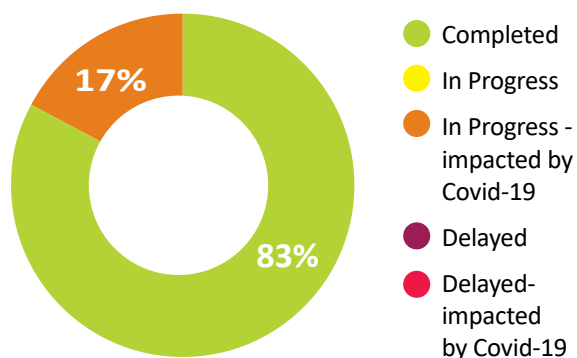
### VOLUNTEER THANK YOU EVENT

In May 2022, as part of the Waverley Volunteer Network, Council organised a thank you morning tea in partnership with Holdsworth Community and Junction Neighbourhood Centre to thank and recognise our volunteers for their significant contributions to the community.

### RECONCILIATION ACTION PLAN

- In 2021-22, Aboriginal representatives from the Waverley community participated in their first meetings of the newly established Reconciliation Action Plan Advisory Committee
- Council finalised and launched the Waverley Council Aboriginal and Torres Strait Islander Protocols. This document summarises cultural protocols to assist Councillors, Council Officers, Staff and Volunteers in understanding and acknowledging Aboriginal cultures and engaging with Aboriginal people
- Council has implemented a Dharawal language program, through the promotion of the language app, presentations to the RAP Advisory Committee and Council Officers, and introduction of the language program in Waverley Early Education Centres
- Through collaboration with the Gujaga Foundation, several spaces in the refurbished Bondi Pavilion have been named with local Dharawal names.

### COMMUNITY SERVICES AND WELL-BEING



In the Community Services Well-Being theme, 83% of the actions were completed and 17% are in progress but are impacted by COVID-19.



50

Youth Week



## RECREATION AND OPEN SPACES

Waverley has about 10 hectares of open space used by 74,000 residents, 27,000 workers and more than 3,000,000 tourists annually. This equates to approximately 1.43 hectares per 1000 residents, where the standard is 2.32 hectares per 100 residents. The Recreation and Open Spaces theme in the Waverley Community Strategic Plan 2018–2029 aspires us to be a Council that is a leader and innovator in open spaces and recreational facilities that support a healthy, happy and connected community.



# KEY HIGHLIGHTS

## PARKS AND BEACH PLAN OF MANAGEMENT (POM)

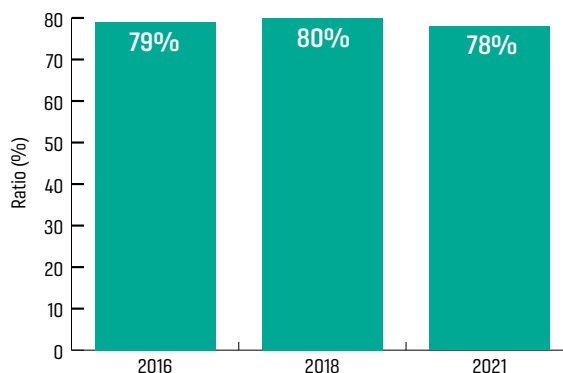
In 2021–22, Council commenced multiple PoM reviews to update the existing plans to align with changes to the NSW Crown Lands Management Act 2016 (CLM Act).

PoMs under review include:

- Bronte Park and Beach PoM – Minor updates were required to the 2017 PoM to ensure it is aligned and consistent with the changes under the CLM Act, including Native Title reviews, land categorisation mapping and express leases and licensing changes.
- Tamarama Park and Beach PoM – Review of the 2007 Tamarama Park PoM commenced with Stage 1 community consultation completed in June 2022 seeking feedback from the community about how and when they use the park and beach, what they value and want to be protected, what issues and opportunities they want to be addressed and testing key ideas for upgrades and management of the space. Community engagement initiatives and contextual analysis will guide the development of a new vision and set of actions in the updated POM.
- Waverley Park PoM– Review of the 2012 Waverley Park and Pavilion PoM commenced with Stage 1 community consultation on a new play space, fitness station upgrade and an indoor cricket net training facility completed in October 2021. The feedback help Council better understand what the community enjoys about the park, how the space is used, who is using it, how people get there, and where it could be improved.

The Bronte Park and Waverley Park PoMs will be reexhibited, following a review and approval by the Minister for Lands and Water.

## Availability of Parks, Sporting and Recreational Facilities



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with the availability of parks, sports and recreational facilities in 2021 was 78%, a slight drop of 2 percentage points from 2018 and 1 percentage point from 2016. During the reporting period, multiple parks and open spaces such as Barracluff Park, Marlborough Reserve Park and Play Space and Onslow Street Reserve Park and Play Space were upgraded. The upgrades made the parks available for diverse age groups and improved accessibility in some locations.

## WAVERLEY INCLUSIVE PLAY STUDY - NATIONAL STRATEGIC PLANNING AWARD

Waverley Inclusive Play Study won the National Award for Excellence under the National Strategy Planning category from Parks Leisure Australia in November 2021. The Study provides strategic direction on how Council can provide inclusive play spaces where everyone can play, regardless of age or ability. The Study will form a supporting document to Council’s Play Space Strategy, providing guidance on access, inclusion and equity when we plan and design new play spaces.

## BARRACLUFF PARK UPGRADE

In September 2021 Council reopened Barracluff Park play space and community courts to the public. The upgrade increased the number of play experiences on offer, broadening the age range from toddler to early teen and increasing the footprint of the space, as identified in Council's Play Space Strategy. The play space was the first inclusive play space delivered since the adoption of Council's Inclusive Play Space Study in 2020 improving access to the playground and providing, a number of inclusive play experiences in the space.

Upgrades include:

- New footpath along Warners Avenue and compliant ramp access to the play space, community courts and public transport bus stop
- Pedestrian lighting to new footpaths and upgraded sportsfield lighting for training
- New trees, picnic settings, seats, bin enclosures, drinking fountain and park information and interpretative signage
- Upgraded play space with custom multi-use play tower and slides, swings, spinner, rocker, toddler's area and balance beam and nature play spaces, new trees, garden beds, seats, picnic setting, bubblers and fencing
- New multi-use community court combining basketball, netball, a tennis/soccer hit up wall and handball courts in one space.

## MARLBOROUGH RESERVE PLAYGROUND UPGRADE

Co-funded through the NSW Government Stronger Communities grant funding program and Council's annual capital works program, Marlborough Reserve park and play space upgrades were completed in November 2021.

Upgrades include:

- Installation of footpath and pram ramps to connect the play space area to the surrounding suburban footpath network
- Installation of new playground equipment targeting toddlers to school-age children including a new multi-play unit, swings, cubby house, balance beams, animal play sculptures and natural and imaginative play spaces, new trees, garden beds, seats, feature sandstone seating walls, picnic setting, bin enclosure bubblers and low garden fencing
- Park upgrades included new trees and garden beds, bin enclosure, dog watering station, park information and interpretative signage
- A key feature was installing an advanced 4.5m high Fig tree to replace the loss of the much loved large fig removed after storm damage in 2020.

Marlborough Reserve Play Space Upgrade Project was a joint silver winner in the Commercial and Civil Construction - \$250,000 to \$750,000 category at the Landscape Association Awards of Excellence in November 2021.



Marlborough Reserve Playground Upgrade



## ONSLow STREET RESERVE

Following community consultation in 2021, the Onslow Street Reserve park and play space upgrade was completed.

### The upgrade includes:

- A new play space with a multi-play unit, swings, rubber soft fall, custom tunnel and nature play elements
- A new steel garden fence along the park frontage
- Additional park bench and bin enclosure
- New park signage
- New tree planting and garden beds
- New connecting path to the playground.

## PARK AND PLAY SPACE DESIGN AND CONSULTATION

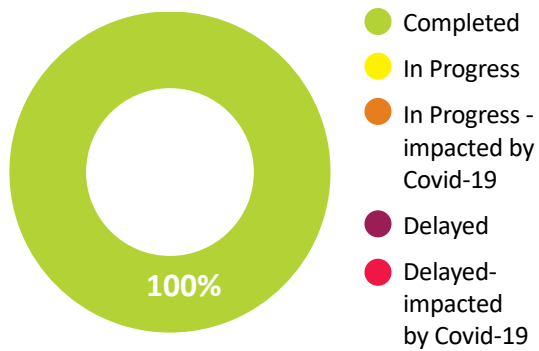
Several parks and play space projects were in the concept design and community consultation stages in the last year.

### They include:

- Clifftop Walkway Upgrade Project design, community consultation, development application, detailed design and documentation were completed. The project will replace the existing dilapidated boardwalk improving safety and access and will provide new viewing platforms along this iconic walk
- Belgrave Street Reserve play space design and two rounds of community consultation were completed in December 2021 with 70% community support for the design. The play space will be upgraded with new play equipment for toddlers and upgrades to the amenity of the pocket park including fencing, seating and new garden beds. Detailed construction documentation was completed and construction is scheduled to commence in 2022.
- Waverley Park fitness station upgrade design and two rounds of community consultation were completed in April 2022. The project will relocate the existing fitness stations to an area of the park that is protected by large trees closer to Bondi Road. The new fitness station will have compact, multi-use equipment suitable for cross training, strength training with body weight and cardio exercises. Construction will commence in 2022. The project is being co-funded through the NSW Government's Public Spaces Legacy Program and Council.



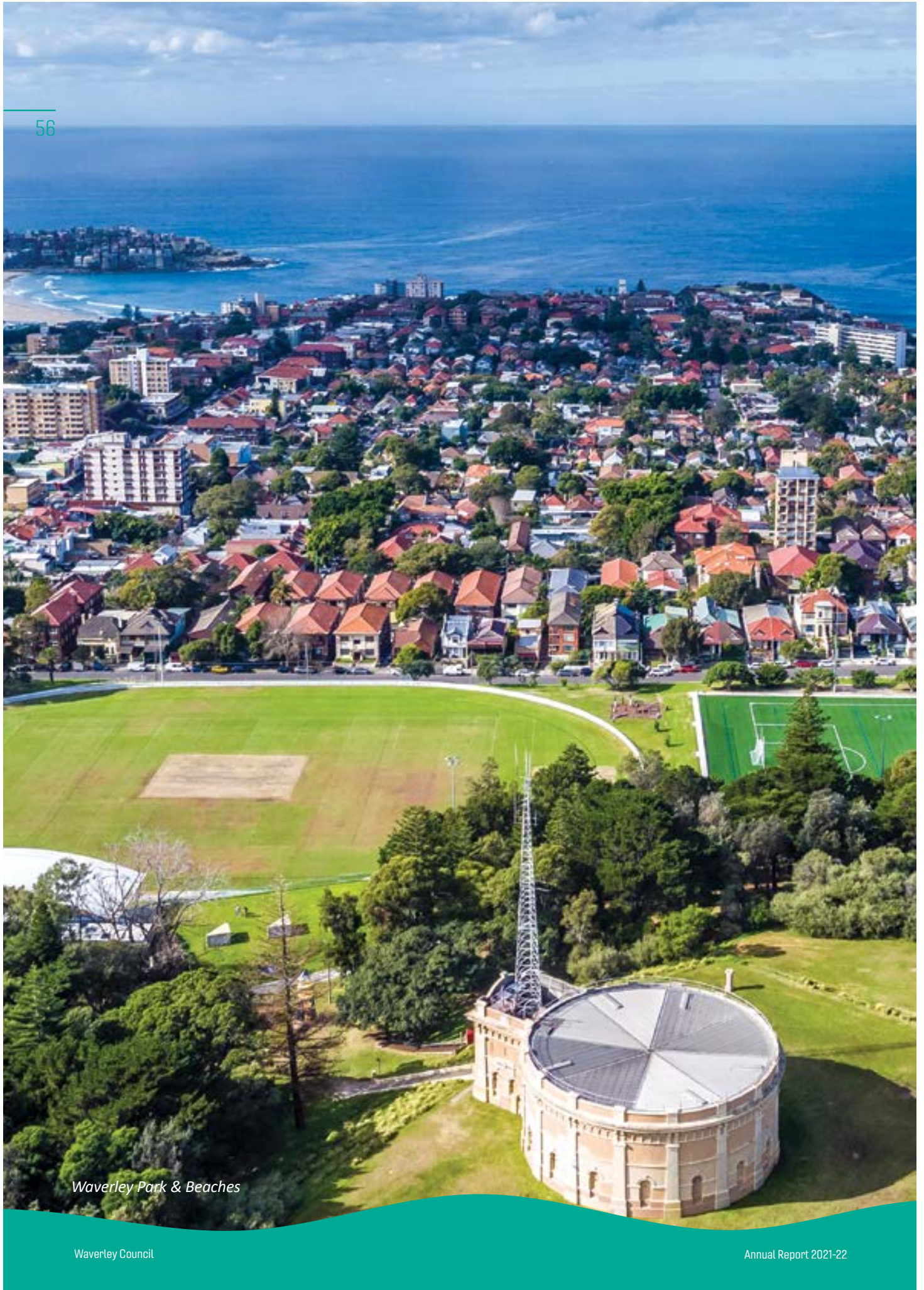
### RECREATION AND OPEN SPACES



In the Recreation and Open Spaces theme, 100% of the actions were completed.



56



*Waverley Park & Beaches*



# LOCAL ECONOMY

We are committed to creating a prosperous and sustainable local economy, particularly as the State Government has identified Bondi Junction as a commercial centre linked to the Sydney global economy. We want to protect and enhance our neighbourhood villages while encouraging and supporting the creative and visitor economy. The Local Economy theme in the Waverley Community Strategic Plan 2018–2029, strives to promote a diverse and prosperous local economy.



## KEY HIGHLIGHTS

### BONDI INNOVATION FORUM

In conjunction with the Bondi Innovation Alliance and the Bondi Chamber of Commerce Council delivered the second innovation forum on 26 May 2022. More than 315 people attended the Forum. Seven leading entrepreneurs across Australia spoke about hardships and tools that helped them reach where they are today.



### TEMPORARY ALFRESCO OUTDOOR DINING

Council worked with Service NSW to deliver Temporary Alfresco Dining Guidelines in December 2021. This program ran until April 2022.

In October 2021, Council unanimously voted to outline a policy for outdoor dining as local businesses begin their recovery after the lockdown. Council unanimously resolved: That Council notes:

- The NSW State government's temporary measures to support al fresco dining
- Initiatives by the City of Sydney, Inner West and Woollahra Councils to provide al fresco dining activities
- Understands there is confusion in the business sector about the process to gain Council approval for al fresco dining activities
- Officers prepare a report for submission to the next Council meeting which:
  - » Outlines a policy for al fresco dining, drawing upon initiatives from other Sydney councils
  - » Clarifies the process for business to apply to Council for such approvals.

Council worked with Service NSW to deliver Temporary Al Fresco Dining Guidelines to support businesses fastrack the application process for outdoor dining.

Application for an expression of interest submission to the NSW Government's Streets as Shared Spaces grant program for the Council to trial initiatives that strengthen the amenity, accessibility and economic vitality of our shopping and dining precincts is in progress.

### JOBS AND INNOVATION ROADMAP

The draft Innovation in Waverley roadmap was prepared and scheduled for September 2022 Strategic Planning and Development Committee. The draft Innovation in Waverley roadmap aims to position the Waverley LGA as an innovative and economically resilient community moving into the future.

### WAYFINDING SIGNAGE

The Bondi to Manly Walk is rich in Indigenous heritage and includes four iconic Australian landmarks, the Sydney Harbour Bridge, the Sydney Opera House and our two most famous surf beaches - Bondi Beach and Manly Beach. Wayfinding signage for Bondi to Manly and other Waverley walks was approved, and installation is in progress and scheduled for completion in August 2022.

### COMMERCIAL CENTRE OCCUPANCY

Council conducts an audit twice yearly to measure occupancy trends and the industry mix at each commercial centre. This is currently measured at ground level. The audits identify emerging strengths and issues in Waverley’s commercial areas for better understanding and planning to meet the needs of business owners, residents and visitors. The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instrument that is currently: Waverley Local Environmental Plan 2012 (aligns with commercial zoning and DCP village centre definitions – i.e., commercial centre).

**The designated study areas are:**

- Bondi Junction
- Bondi Beach
- Bondi Road
- Charing Cross
- Macpherson Street (Bronte)
- Bronte Beach
- Rose Bay

### OCCUPANCY RATES

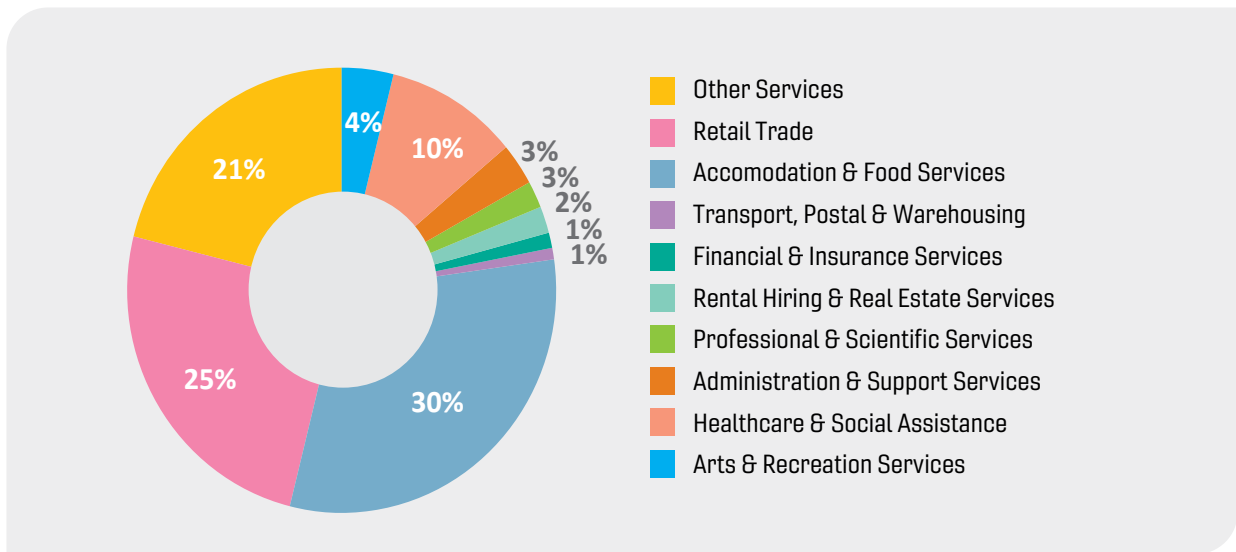
The following information is a summary of information for all of Waverley as of April 2022:

Commercial Centre	Occupancy % August 2020	Occupancy % February 2021	Occupancy % October 2021	Occupancy % April 2022
Charing Cross	89.2	86.4	86.7	92.6 ↑
Macpherson Street	92.0	88.1	90.7	93.5 ↑
Bondi Road	94.6	93.1	93.9	93.6 ↓
Bronte Beach	100	100	100	100
Rose Bay	94.1	92.6	92.6	96.3 ↑
Bondi Junction	88.8	86.3	85.4	91.4 ↑
Bondi Beach	90.2	91.7	92.3	93.6 ↑
<b>Waverley (average)</b>	<b>92.7</b>	<b>91.2</b>	<b>91.7</b>	<b>94.6 ↑</b>

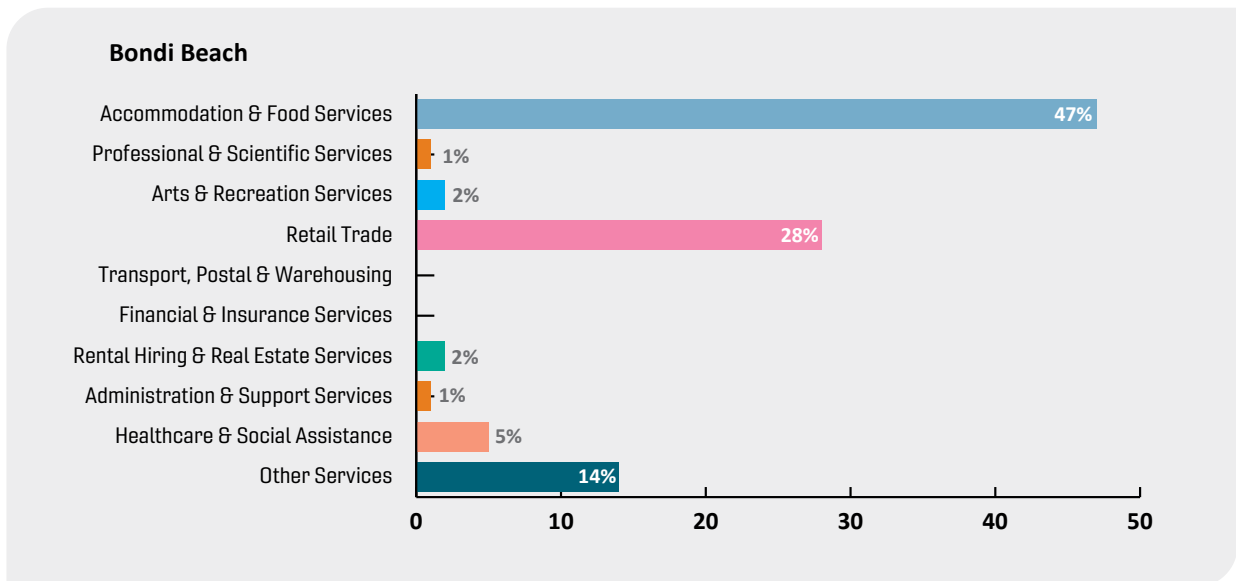
### INDUSTRY MIX

**Top three industries:**

- 1. Accommodation & Food Services (30%)
- 2. Retail Trade (25%)
- 3. Other Services (21%)

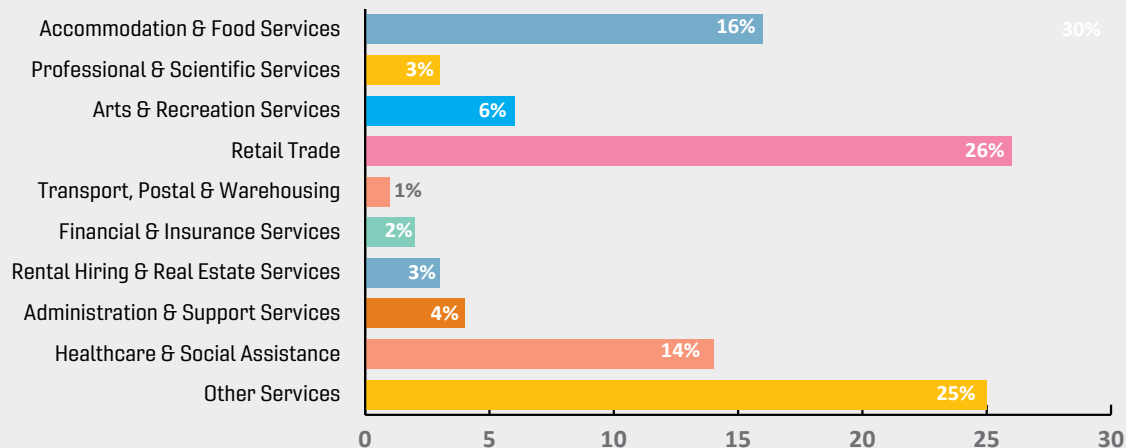


### TENANCY MIX

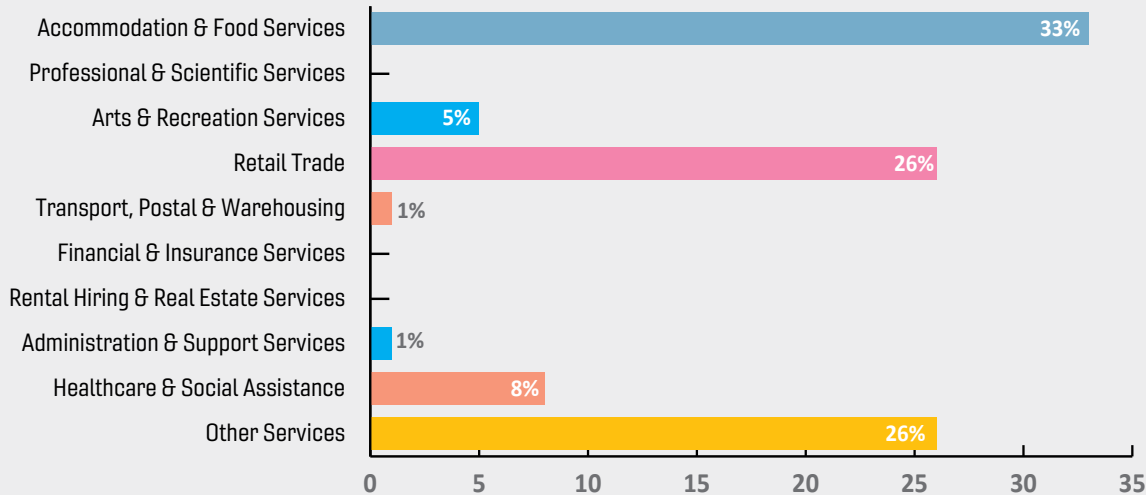


### TENANCY MIX CONTINUED

#### Bondi Junction

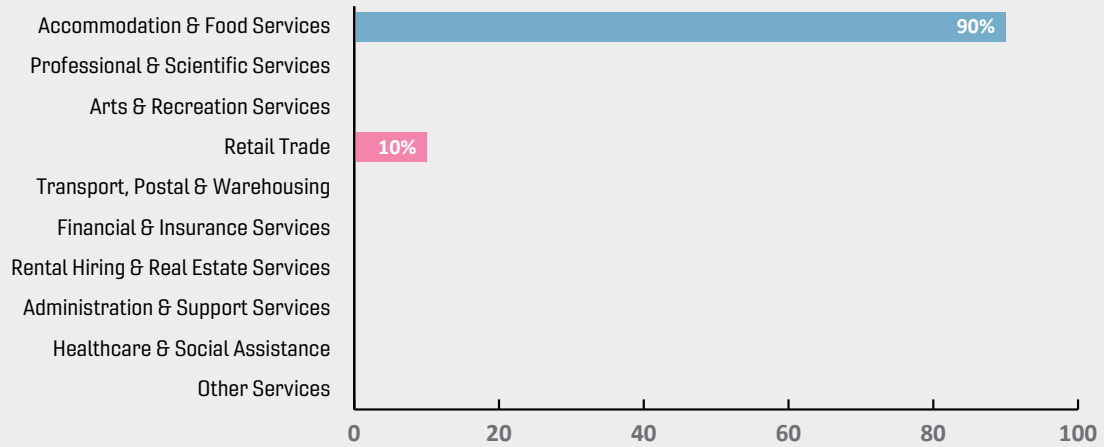


#### Bondi Road

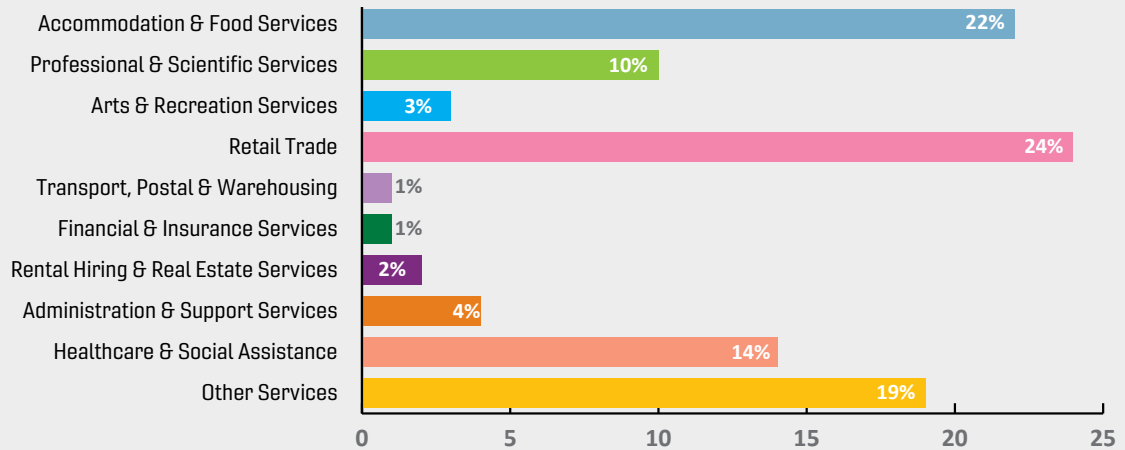


### TENANCY MIX CONTINUED

#### Bronte Beach



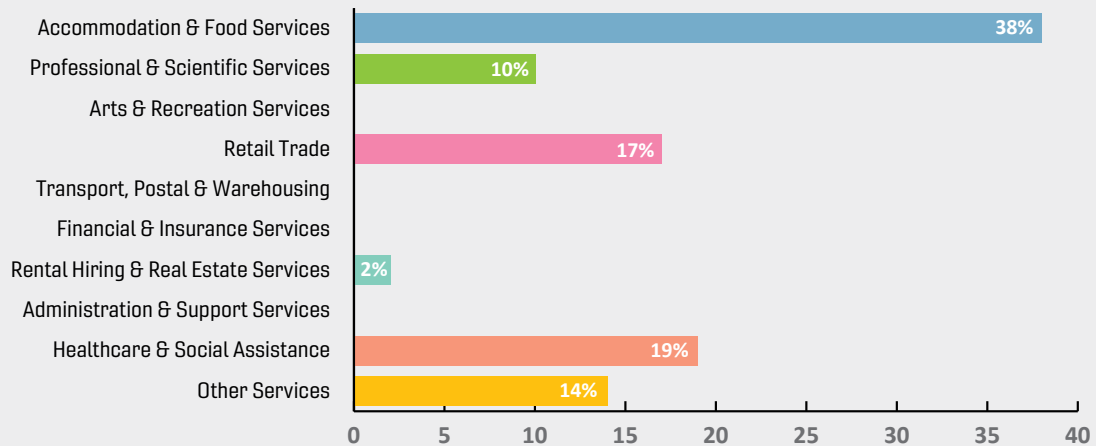
#### Charing Cross



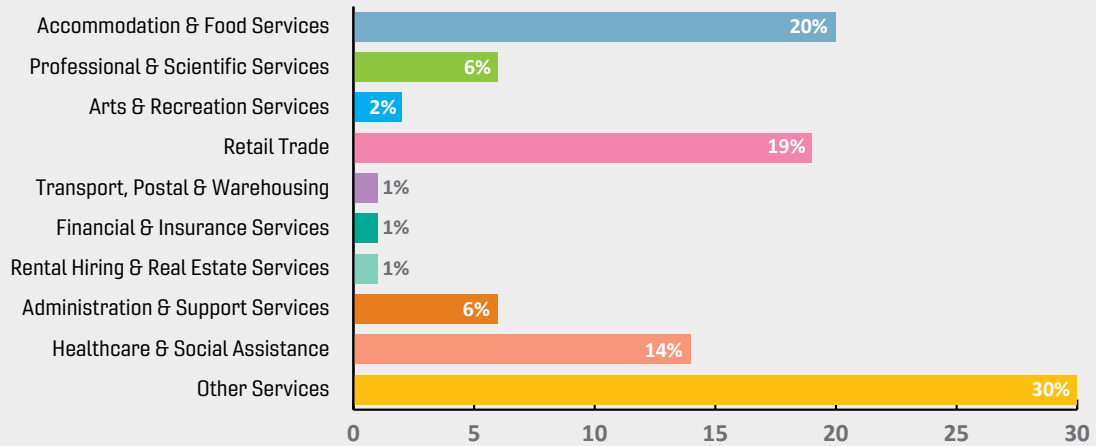


### TENANCY MIX CONTINUED

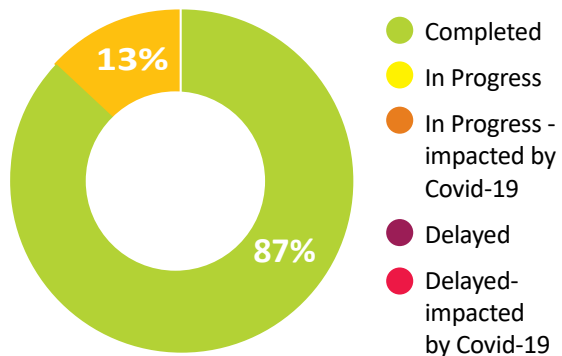
#### Macpherson Street



#### Rose Bay



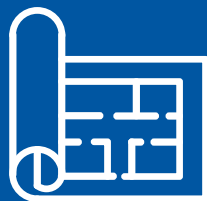
### LOCAL ECONOMY



In the Local Economy Theme, 87% of the actions were completed and 13% are in progress.



65



# PLANNING, DEVELOPMENT AND HERITAGE

We facilitate architectural design excellence in building liveable homes, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical to Waverley. Council aspires to be a frontrunner and advocate for balanced development in Waverley. The Planning, Development and Heritage theme in the Waverley Community Strategic Plan 2018–2029 strives for diverse, liveable and sustainable places.



# KEY HIGHLIGHTS

## WAVERLEY LOCAL ENVIRONMENTAL PLAN 2022

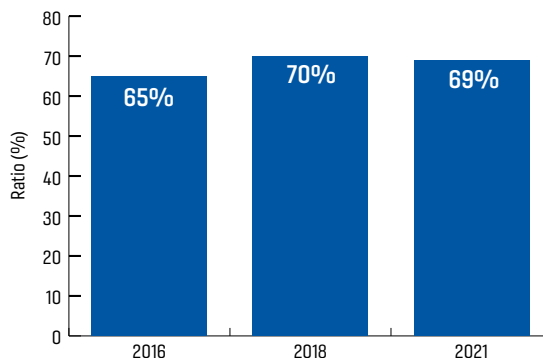
In 2021, Council exhibited a Planning Proposal seeking to update the Waverley Local Environmental Plan 2012. The update will implement planning priorities and actions of the Waverley Local Strategic Planning Statement and key recommendations from Our Liveable Place Centres Strategy. The majority of the strategies and studies undertaken to inform the updated LEP found that the existing LEP already implements many of the requirements of the Greater Sydney Region Plan and does not require widespread planning change to meet the desired future vision. Many of the proposed changes aim to provide greater protection for the area's existing character. Most properties across Waverley would not be noticeably impacted. The existing maximum building height and floor space ratio controls for all properties remain the same, and only some information on land use zones and active street frontages maps is proposed to change.

Preparation of the LEP forms part of an essential strategic planning project that has been staged over four years between July 2018 - July 2022.

The project involved the development of a suite of strategic plans including:

- The Waverley Local Strategic Planning Statement (WLSPS)
- A Community Participation Plan
- Waverley Development Control Plan 2012 (WDCP) 2022

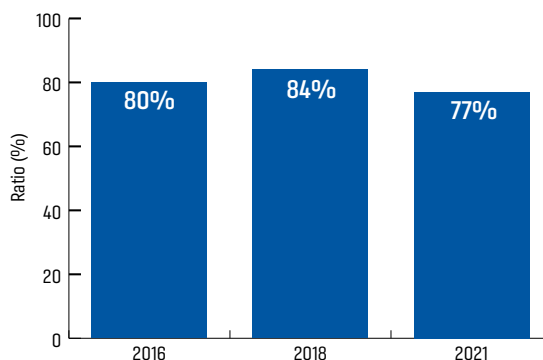
## Planning for Residential Development



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with planning for residential development in 2021 was 69%, a marginal drop of 1 percentage point from 2018 and an increase of 4 percentage points from 2016. During the reporting period, initiatives such as education, surveys and codesigning were identified to understand community concerns about overdevelopment.

## Urban Vitality and Lifestyle Quality in Waverley



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with urban vitality and lifestyle quality in Waverley in 2021 was 77%, a drop of 7 percentage points from 2018 and 3 percentage points from 2016. The impact of COVID-19 on communities may have impacted the 2021 score.

### DRAFT DEVELOPMENT CONTROL PLAN (AMENDMENT 10) - FLOOD AREAS

As a result of Waverley’s Flood Study (2018) and the NSW Government’s Flood Planning Package reform, the Waverley Development Control Plan 2012 flood planning controls have been reviewed and updated to ensure that any new development in flood-prone areas reduces the risks and impacts of flooding. The draft Waverley DCP would ensure flood-related risks are appropriately managed and provides flood mitigation provisions relating to but not limited to the height of floor levels, structural soundness, car parking and driveway access, evacuation and fencing. While the proposed planning controls could contribute to managing the impact of any flooding, they are not intended to prevent flooding. Instead, the controls are designed to protect the development from being impacted by the flood that is already likely to occur. The proposed planning controls would only apply to new development as part of a development application. Existing properties and structures would not be affected. The draft Waverley DCP amendment was placed on public exhibition in June 2022 and is expected to be reported back to Council by the end of the year.



Flood Study

### CHARING CROSS TO BRONTE BEACH HERITAGE WALK DIGITAL EXPERIENCE

Council designed an online audio-visual tour to enhance the experience of the 2.5km walk through the Charing Cross Urban Conservation Area and surrounds. Coupled with a PDF map, the Charing Cross to Bronte Beach Heritage Walk digital experience is available on Council’s website. It is a great way to explore Waverley’s rich heritage and history through the stories of 22 famous and lesser-known locations, landmarks and people.



Charing Cross to Bronte Walk

### CHARING SQUARE PLANNING PROPOSAL

Community consultation of the Charing Square Planning Proposal commenced in December 2021. The planning proposal area encompassed 203-209 and 223-227 Bronte Road, and 94 Carrington Street (Whitten Family Land), 229 Bronte Road (Reece Site 1), 231 Bronte Road and 98 Carrington Road (Reece Site 2), and 211-213 Bronte Road (Legions Club) in Waverley. The Charing Square Planning Proposal sought to amend the Waverley Local Environmental Plan 2012. The changes include an incentivised maximum (increased) permissible floor space ratio (FSR) and the maximum permissible height of buildings (HOB) on each of the six sites. Council was authorised as the local plan-making authority for the site, and following the public exhibition process decided not to proceed with the rezoning of these sites as it was clear that the community and majority of landowners did not support this rezoning.

### WAVERLEY HERITAGE ASSESSMENT

Waverley Heritage Assessment was adopted in part with the final component to be finalised in 2022. Council adopted the Waverley Heritage Assessment in March 2022. The Heritage Planning Proposal was endorsed for gateway determination and exhibition.

### INTER-WAR GUIDELINES

Council Staff and external consultants prepared a Waverley Inter-War Flat Building Study and Guidelines. The study and set of guidelines will be built into the Waverley DCP 2012.

The guidelines provide guidance for Inter-War building owners and planning officers. They will help preserve and celebrate Waverley’s considerable stock of fine inter-war buildings.

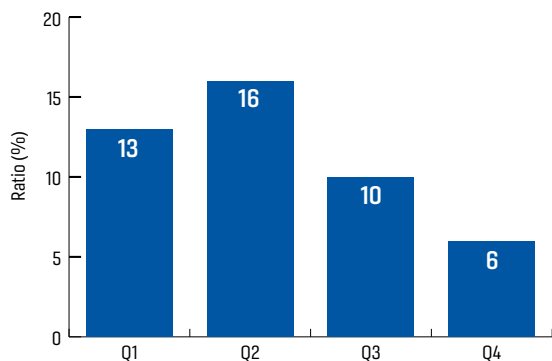
### HOUSING STRATEGY AND AFFORDABLE HOUSING CONTRIBUTION SCHEME

Council adopted the Waverley Local Housing Strategy. An Affordable Housing Contribution Scheme Planning Proposal was prepared and forwarded to the Department of Planning and Environment (DPE) for a Gateway Determination (approval in 2021). The DPE is yet to determine this matter.

### BUILDING CERTIFICATION INSPECTIONS

There were 45 principal certifying authority inspections for complying development and construction certificates. In 2021–22, 13 building certification inspections were conducted in Q1, 16 in Q2, 10 in Q3 and 6 in Q4. 100% of inspections were completed within 10 working days.

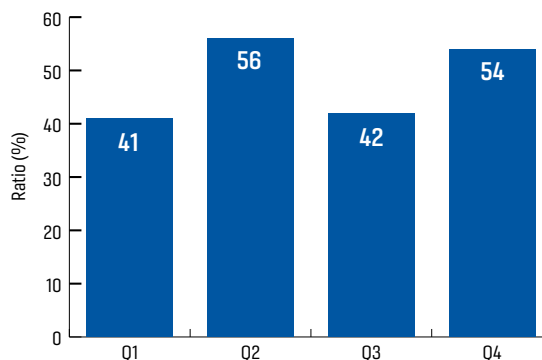
#### Complying Development and Construction Inspections



### FIRE SAFETY INSPECTIONS

100% of fire safety inspections were completed in 15 working days. In 2021–22, 41 inspections were completed in Q1, 56 in Q2, 42 in Q3 and 54 in Q4 .

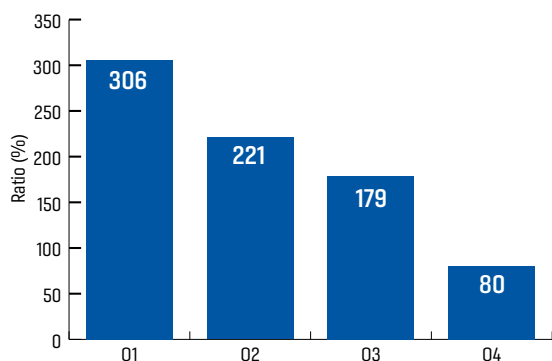
#### Fire safety inspections



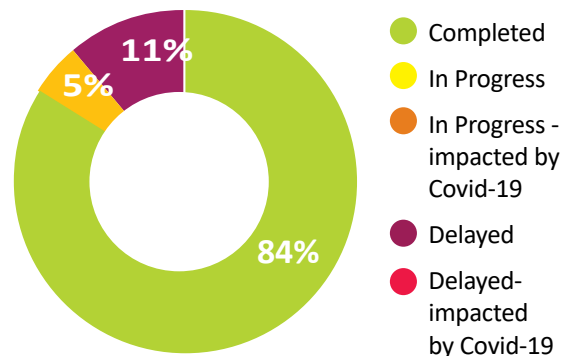
### BUILDING MATTERS INVESTIGATED

786 complaints related to building matters were investigated and closed in the reporting period. In Q1, 306 complaints were investigated, while in Q2, Q3 and Q4 , 221, 179 and 80 complaints were investigated.

Building Matters Investigated



### PLANNING, DEVELOPMENT AND HERITAGE



In the Planning, Development and Heritage theme, 84% of the actions were completed, 5% are in progress, and 11% were delayed.



70

*Bronte House*





# TRANSPORT, PEDESTRIANS AND PARKING

Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures. The Transport, Pedestrians and Parking theme in the Waverley Community Strategic Plan 2018–2029 strives to make Waverley a place where people can move around easily and safely and our streetscapes are welcoming and inclusive.



# KEY HIGHLIGHTS

## BONDI JUNCTION CYCLEWAY AND STREETScape UPGRADE

The Bondi Junction Cycleway and Streetscape Upgrade is Council's largest sustainable transport project from Complete Streets, that green and beautify public areas and footpaths, make meeting places more appealing and improve connections for cycling, walking and access to public transport. The cycleway travels through Bondi Junction commercial centre, linking Oxford Street, Syd Einfeld Drive and Bondi Road to an existing cycleway at the north eastern corner of Centennial Park.

### The streetscape upgrade includes:

- Improved safety with new signalised crossings
- Planting 50 new trees
- New streetlights
- Street furniture
- Garden beds
- Replacing the roads, paving and footpaths
- The installation of a bi-directional cycleway.

### Works were completed at the following locations:

- Spring Street, between Newland Street and Denison Street (April 2020)
- Denison Street, between Spring St and Oxford Street (April 2020)
- Spring Street, between Newland St and Bronte Road (November 2020)
- Oxford Street between Denison Street and St James Road (July 2021)
- Bronte Road, between Ebley St and Oxford Street (December 2021)
- Oxford Street East, between Grosvenor Street and Bondi Road linking to the Old South Head Road Shared Path (July 2022)
- Oxford Street West from St James Road to Centennial Park is scheduled for completion early 2023.

In June 2022, Council celebrated the opening of the Bondi Junction Cycleway and Streetscape Upgrade. The upgraded streetscape will significantly improve safety, accessibility and the general aesthetic around



Bondi Junction Cycleway



Queens Park Shared Path

Bondi Junction, and businesses are reporting increased foot traffic and visitation. To enhance the safety of the cycleway, Council is launching an awareness campaign for pedestrian and bike riders, including increased signage and education.

### QUEENS PARK CYCLEWAY

Council has worked with Greater Sydney Parklands and Randwick City Council to develop a pedestrian and cycling path along Queens Park between York Road and Carrington Street. Greater Sydney Parklands is responsible for delivering this project funded by Transport for NSW. Work commenced in 2021 and was completed in early 2022. This cycleway is a key connection to Waverley and provides a link to a continuous safe cycleway to the city.

### WALKING TO SCHOOL

In June 2022, Council adopted a Mayoral minute to investigate establishing a series of safe walking routes to schools. Planning is underway to engage school principals to deliver safer travel initiatives.

This project will engage with school communities to identify specific road safety concerns around walking to school, including upgrading crossings, safety wayfinding and encouraging safe behaviours. Project investigations and planning will commence in 2022 and implementation over subsequent years. This project is part of developing a broader walking improvement strategy that will make it easier for everyone in our community to walk for short journeys or for recreation.

### PEDESTRIAN SAFETY IN WAVERLEY

Council is working with Transport for NSW to improve pedestrian and motorist safety with new traffic calming measures across the Waverley local government area. Traffic calming treatments, including pedestrian crossings, kerb extensions and road humps are being installed at more than 40 locations.

Council undertook pedestrian safety reviews across the local government area, and design development for improved safety and accessibility is underway.



Spring Street Cycleway

### CURLEWIS STREET UPGRADE

Council is proposing to upgrade Curlewis Street in Bondi Beach to make it safer for pedestrians and bike riders. This project is partly funded by Transport for NSW and involves beautifying the street to provide a welcoming and vibrant space for the whole community to enjoy.

Council is proposing to

- Establish a new separated two-way bike path from Campbell Parade to Wellington Street
- Create shared paths for pedestrians and bike riders at the western end of Curlewis Street (from Old South Head Road to Wellington Street). These shared paths have been proposed based on the constraints and uses of the road environment
- Convert existing pedestrian crossings at Gould Street and Wellington Street into raised pedestrian crossings with a designated lane for bikes to cross
- Create an improved outdoor dining environment
- Establish new plantings and increase tree canopy by planting an additional 25 new trees

- Install new paving and signage
- Replace existing light poles with multifunction poles
- Improve drainage, stormwater quality and flood mitigation
- Install six new EV charging stations.

Council engaged the community on the concept designs in May and June 2022. Feedback received from the community will inform the concept finalisation.

### BICYCLE STRATEGY AND ACTION PLAN

Preparation of the new Bicycle Strategy and Action Plan commenced in August 2021 with community engagement to understand community riding habits and ideas for the next iteration of the plan.

In 2021, Council asked the community how they felt about riding in Waverley and what would make Waverley a more inviting place and support bike riding for transport and recreation. The feedback indicated that although 85% of respondents were frequent or regular bike riders, 69% felt unsafe riding around Waverley. 95% of survey respondents were



Artists Impression:  
Curlewis Street Upgrade

comfortable riding on separated bike paths, whereas only 19% were comfortable riding with mixed traffic in a 50km/h zone.

Council is continuing to develop a new Bicycle Strategy that incorporates state government requirements for safe and separated bicycle paths. Community consultation will commence in late 2022 and continue in 2023 followed by plan finalisation informed by community feedback.

### PUDO PROJECT

The PUDO Project was completed and demonstrated how Council can create innovative solutions in partnership with shared transport providers and reinstate Council management of parking and traffic congestion on Council controlled roads in a more environmentally sustainable way. The project will continue to be monitored by TfNSW and will inform the TfNSW approach to managing shared transportation especially ride share.

### BRONTE CUTTING PERMANENT FOOTPATH

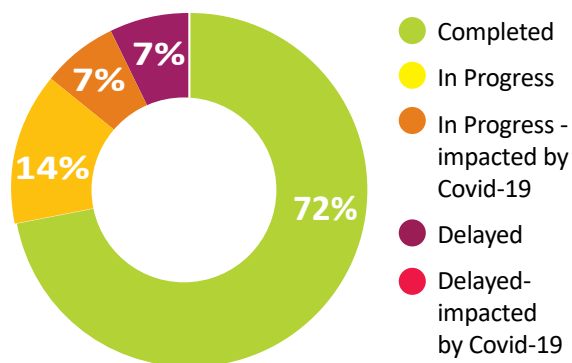
In September 2021, Council completed the Bronte Cutting safety upgrade, including a permanent continuous footpath through Calga Place and up to Macpherson Street, Bronte. The permanent footpath was installed to improve pedestrian safety and experience through the cutting which forms part of the famed Bondi to Bronte Coastal Walk.

The walk attracts around one million walkers each year, and during peak times, as many as 500 pedestrians per hour use Bronte Cutting. The popularity of the walk resulted in the need to review some weak spots for pedestrians – most notably the almost 130-metre stretch of Calga Place without a footpath.

**The Calga Place upgrade includes:**

- A new 2.4m footpath along Calga Place
- Installation of new bins, speed humps and signage
- Landscaping
- Upgrading stormwater drains
- Re-sheeting and line-marking the road.

### TRANSPORT, PEDESTRIANS AND PARKING



In the Transport, Pedestrians and Parking theme, 72% of the actions were completed, 14% are in progress, 7% are in progress but are impacted by COVID-19 and 7% were delayed.

76



# BUILDINGS AND INFRASTRUCTURE

From beautiful parks and safer streets, to our public facilities, we are working to improve the local area. To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climatic changes and potential flooding. The Buildings and Infrastructure theme in the Waverley Community Strategic Plan 2018–2029, aims to make Waverley an industry leader in sustainable asset management.



# KEY HIGHLIGHTS

## BONDI PAVILION RESTORATION AND CONSERVATION PROJECT

The conservation and restoration work on the historic Bondi Pavilion is progressing towards completion. The newly restored Pavilion will be open in Spring 2022.

Council has announced the names of the new commercial tenants taking up residence in the iconic Bondi Pavilion when the heritage beachside venue reopens in 2022. Following a tender process, the tenancy for the Pavilion’s café/restaurant (Shop 4) site was awarded to House Made Hospitality. The restaurant, Bondi Promenade, will be an all-day dining venue. The tenancy for the Pavilion’s café (Shop 3) site was awarded to Good Atelier founder Aaron Crinis and team. Glory Days Bondi will feature an all-day venue. The tenancy for the retail (Shop 2) site was awarded to retail clothing brand Between the Flags (Aust) Pty Ltd operator.

Key features of the restoration and conservation works include:

- An updated art gallery
- New cultural spaces, including the Bondi Story Room
- Three dining venues (a restaurant and two cafés)

- Better connection from Campbell Parade to the beachfront.
- Larger Pottery Studio, including a second kiln
- New toilets, showers and a family and accessible bathroom and change space
- Expansive refurbishments and upgrade to all the Pavilion’s unique existing rooms
- Landscaped internal courtyard spaces
- New grand entrance to the north and creating additional east-west connections through the Pavilion.



*Artist's impression of Bondi Pavilion Courtyard*

## GLENAYR AVENUE STREETScape UPGRADE

Glenayr Avenue was identified as a street with high pedestrian activity due to its proximity to the beach, schools, public transport, and mixed commercial and residential area. The existing conditions along Glenayr Avenue contains some pedestrian safety and comfort deficiencies.

These include:

- Non-compliant kerb ramps
- Narrow footpaths
- Trip hazards
- Large crossing distances
- Reduced sight lines at pedestrian crossings and intersections
- Poor lighting.

In May 2022, construction commenced.

Key features of the upgrade include:

- Building raised continuous footpaths and intersection treatments
- Renewing existing raised pedestrian crossings
- Investigating improvements to the existing bike route
- Planting of additional trees and greenery
- Installing high-quality paving in commercial areas
- Improving stormwater drainage
- Incorporating water-sensitive urban design, like raingardens
- Installing new multipurpose poles with integrated signage, smart lighting and electric vehicle charging capabilities.



The concept design was developed from feedback from previous consultations and several Council-endorsed strategies, including the Community Strategic Plan, Environmental Action Plan, Strategic Asset Management Plan, Our Liveable Places Centres Strategy, and People Movement and Places.

## BRONTE SURF CLUB REDEVELOPMENT UPDATE

Council and the Surf Club have been part of a Public Private Partnership (PPP) to design and rebuild Bronte Surf Club and make way for a new, sustainable hub meeting the needs of Council, contemporary surf lifesaving and the wider community.

After the community largely rejected the first round of designs, Bronte Surf Club, independent of the PPP, commissioned its own design concepts, which they shared with the stakeholders and the community to gather feedback. Council endorsed the design to progress to development application in May 2022. Council is co-funding the project and the project has received funding from the Australian Government and the NSW Government.

The current building is no longer fit for purpose and must be rebuilt to include:

- A balance of female to male facilities
- Family change rooms and accessible amenities
- Adequate facilities for training more than 200 lifesavers per year and teaching young nippers (currently almost 800)
- Fit-for-purpose lifeguard and lifesaving facilities including adequate storage and training spaces
- Lifeguard facilities with change rooms, first aid, and a lifeguard tower (to align with Surf Lifesaving Australia requirements and recommendations)
- The promenade upgrade
- Council staff amenities and storage
- Patrol first aid area
- Administrative offices
- Kiosk, gymnasium and function room
- Training and meeting rooms.





## COUNCIL CHAMBERS REFURBISHMENT

Council is undertaking a major refurbishment of the Council Chambers building on Bondi Road. Five options have been considered for the building (three options for building refurbishment and two options for a full knock-down and rebuild), and the most feasible and value for money option for ratepayers is a major refurbishment, including the complete removal of the pre-1960s structure.

The building has experienced numerous problems, including asbestos, significant water leaks causing major internal damage, failed air-conditioning and poor insulation. Council has budgeted \$17.8 million for the project of which an estimated \$12 million is needed to make the building compliant. Plans for the refurbishment began several years ago and have been budgeted for in the long-term financial plan.

Highlights of the concept design include:

- Modern design that responds to the surrounding environment maintains heritage features and makes the building compliant with modern building and safety standards, including removal of asbestos
- Renewable energy with new lightweight solar panels
- Extend the northern façade to accommodate new lift to provide community access to the third floor Chambers for Council meetings and free-up internal floor space to accommodate more staff (saves leasing office space)
- Redesign of floor plates to improve access to natural light and ventilation
- Major roof repairs
- Replace serviceable equipment
- No removal of existing parking.

Council engaged the community in April and May 2022.

## WAVERLEY CEMETERIES WEBSITE

Council launched a new Waverley Cemeteries website catering to the needs of cemetery families, residents and visitors with access to Cemetery related applications and forms, interactive maps of burial locations, a dedicated stories section and details of history and heritage walking tours.

Council operates Waverley Cemetery on the Coast Walk, Bronte and South Head General Cemetery, Vaucluse. Both cemeteries are State Heritage listed for their unique locations, Victorian-era architecture and monumental design and association with a number of high-achieving, famous and notable people from literary, business, arts, political and sporting worlds.

## Property Strategy 2020–24 Implementation

Strategic Action	Progress Update
Develop a suite of new property related policies and update existing, to support the delivery of the strategy	<ul style="list-style-type: none"> <li>The Community Tenancy Policy has been updated as part of the Community Tenancy Accommodation Review and was endorsed by Council in October 2021</li> </ul>
Carry out a review of Council's Asset Register for buildings and land to ensure valuations are consistent with identified Fair Value	<ul style="list-style-type: none"> <li>Internal working group was established to coordinate project</li> <li>Project completed and final report issued to Council in June 2022</li> </ul>
Carry out a Council Staff Accommodation Review, to investigate agile working opportunities within Council's property portfolio, to provide optimal accommodation to cater for staffing and service levels to meet future needs	<ul style="list-style-type: none"> <li>A Connected Workplaces Steering group has been established to guide the project</li> <li>Council endorsed the major refurbishment of the new Chambers building in August 2021</li> <li>Architects are working on the detailed design of the new Chambers building</li> <li>A Short-Term Accommodation Project running concurrently to temporarily relocate staff across alternate administration offices within Council's portfolio</li> </ul>
Develop Plans of Management (POM) for all Council-owned and managed Community Land	<ul style="list-style-type: none"> <li>Work is ongoing on developing Plans of Management (PoM) in accordance with the Crown Lands Management Act (2016)</li> <li>The Bondi Park Beach and Pavilion PoM and the Bronte Park and Beach PoM were updated in the 2021–22 financial year</li> <li>The development of the Waverley Park PoM and Tamarama Park PoM commended in 2021–22</li> </ul>
Undertake a high-level analysis of Council's property portfolio to develop a list of priority projects requiring further review or Council determination	<ul style="list-style-type: none"> <li>The internal reporting is ongoing and provides a summary overview of the status of all Council's building assets</li> </ul>
Carry out a review of the performance of Council's Commercial Property Portfolio to include valuations, yield, classifications, zoning and options for potential future development	<ul style="list-style-type: none"> <li>A working group was established to coordinate the project with Consultants appointed to undertake the review</li> <li>The review will provide options and recommendations to inform Council decisions in relation to its Commercial Property Portfolio</li> </ul>
Carry out an audit and review of Council's community tenancy property portfolio and services	<ul style="list-style-type: none"> <li>The report findings and recommendations were presented in early 2022 along with the recommendations to award new leases to a number of Council's community tenants.</li> </ul>

**Property Strategy 2020–24 Implementation continued**

Strategic Action	Progress Update
<p>Develop an operational management model for both the newly renovated Bondi Pavilion and Boot Factory buildings in time for their reopening</p>	<ul style="list-style-type: none"> <li>• Council endorsed the recommended operational model for the Bondi Pavilion and Boot Factory buildings at the July 2021 Council meeting</li> <li>• An Operational Readiness Steering Committee was established to coordinate the delivery of all tasks required to be carried out before the building reopens</li> </ul>
<p>Carry out condition assessments on all Council building assets as part of Council’s Strategic Asset Management Planning cycle</p>	<ul style="list-style-type: none"> <li>• Consultants were engaged to undertake condition and compliance assessments on Council’s building assets</li> <li>• The project has also provided a Capital Expenditure program for all buildings as part of the development of Strategic Asset Management Plan 6</li> <li>• The project has been delayed due to the impact of COVID restrictions</li> <li>• The project and final reporting are expected to be received in November 2022</li> </ul>
<p>Carry out a holistic review of Council’s social and affordable housing property portfolio and program</p>	<ul style="list-style-type: none"> <li>• Internal working group was established to oversee the delivery of the project</li> <li>• Consultants were engaged to undertake the review which was completed in mid-2021</li> <li>• Two workshops were held with Councillors as part of the review project to gather their input and feedback</li> <li>• The final report and findings, along with recommendations were presented to Council and endorsed in early 2022.</li> </ul>

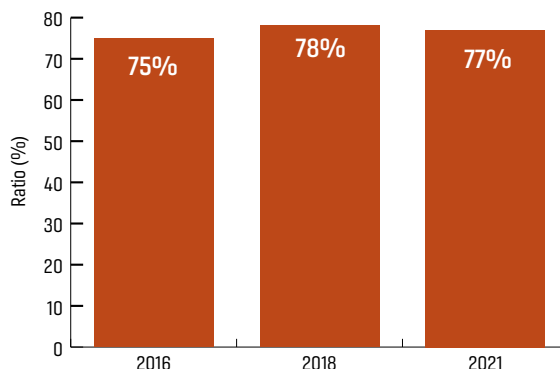
### CLIFFTOP WALKWAY

In September and October 2021, Council invited community feedback on its development application (DA) to upgrade the Clifftop Walkway at Eastern Reserve, Dover Heights and Diamond Bay Reserve, Diamond Bay. Among the works proposed in the DA are the creation of four new viewing platforms and the relocation of the existing Diamond Bay viewing platform to capture coastline views in a safer location.

Construction will commence early 2023, and work will include:

- Creation of four new viewing platforms and relocation of the existing Diamond Bay viewing platform to capture coastline views in a safer location
- Replacement of boardwalk along existing line, with the exception of Diamond Bay, where a section of the boardwalk will be shifted landward in the interest of safety
- Replacing the existing boardwalk at Diamond Bay Reserve and extension of the Eastern Reserve boardwalk with low boardwalks at either end over uneven surfaces to prevent erosion and trip hazards
- Replacing picket fencing with bollards and seating at Lancaster Road, Bulga Road, Eastern Avenue and Oceanview Avenue to improve visibility and access
- Replacing existing picket fencing at George Street entry with Council coastal fence with locked gate for remnant vegetation maintenance access (signage directing pedestrians to nearby Bulga Road/Lancaster Road entries)
- Replacing deteriorating sections of existing fencing with Council Coastal fence to improve safety
- Protecting and expanding low-level healthy existing indigenous vegetation
- Bins at entry points to reduce litter.

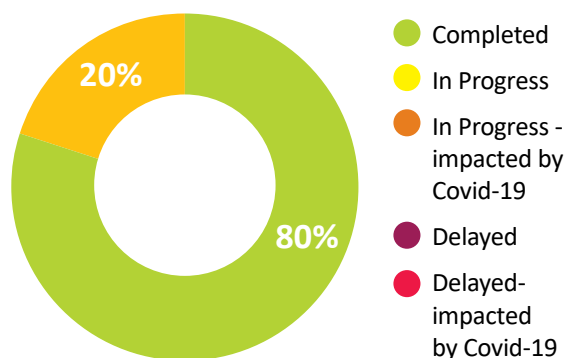
### Maintenance of the Road Network



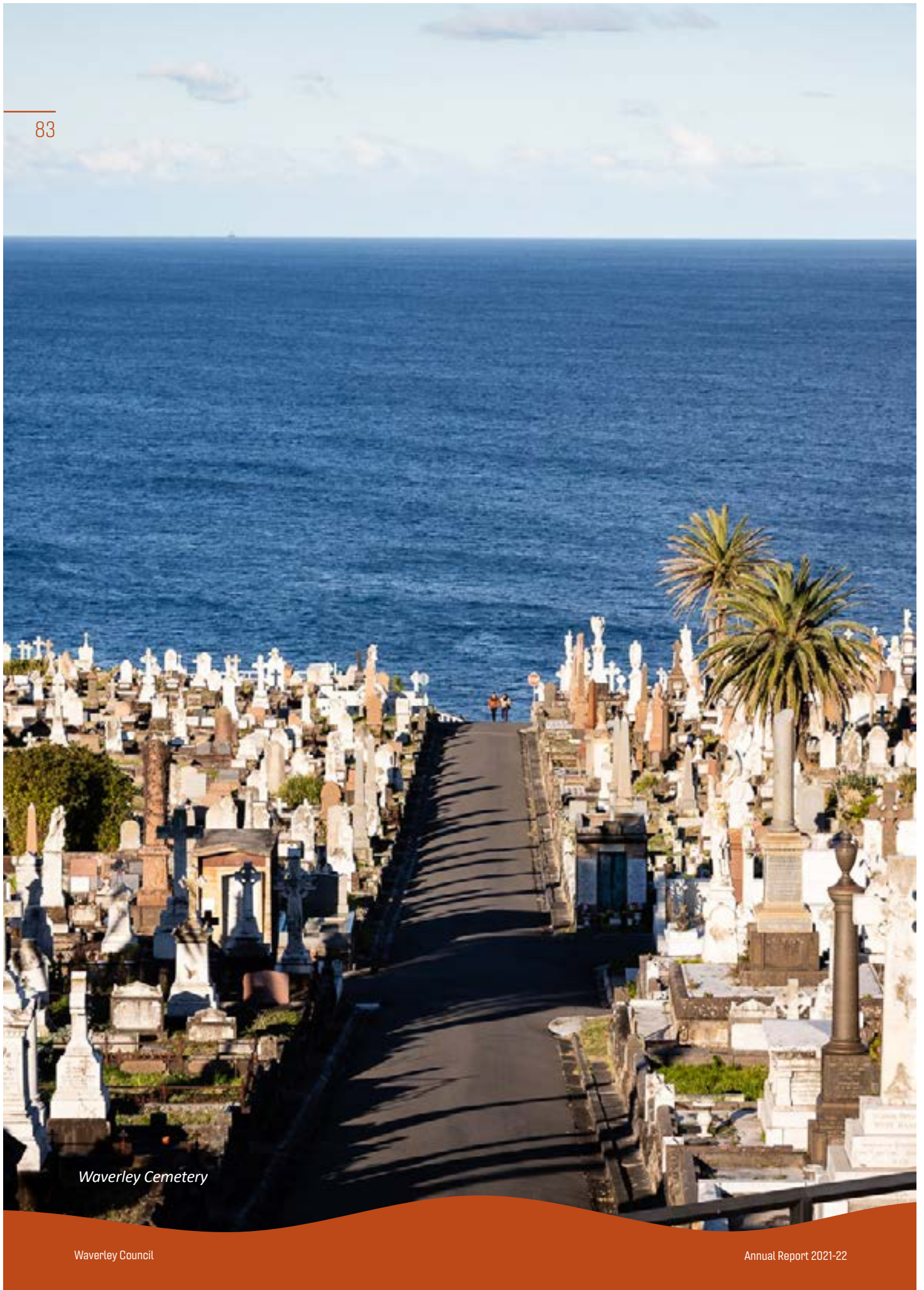
Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with the maintenance of the road network in 2021 was 77%, a marginal drop of 1 percentage point from 2018 and an increase of 2 percentage points from 2016.

### BUILDINGS AND INFRASTRUCTURE



In the Buildings and Infrastructure theme, 80% of the actions were completed and 20% are in progress

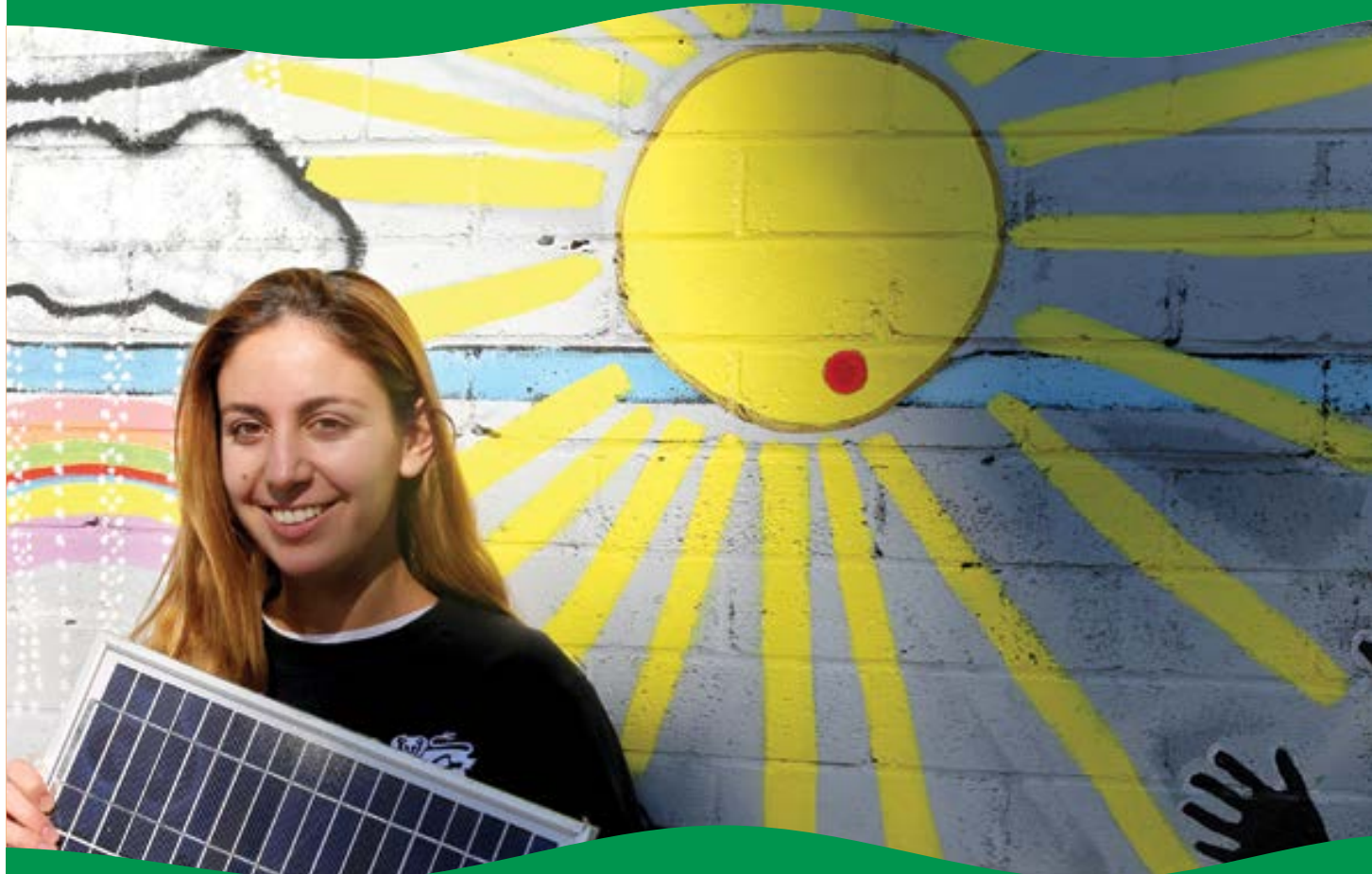


*Waverley Cemetery*



# SUSTAINABLE ENVIRONMENT

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflect this in Council strategies. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, and conserving energy and water resources. The Sustainable Environment theme in the Waverley Community Strategic Plan 2018–2029, strive to be a resilient and environmentally sustainable environment.



# KEY HIGHLIGHTS

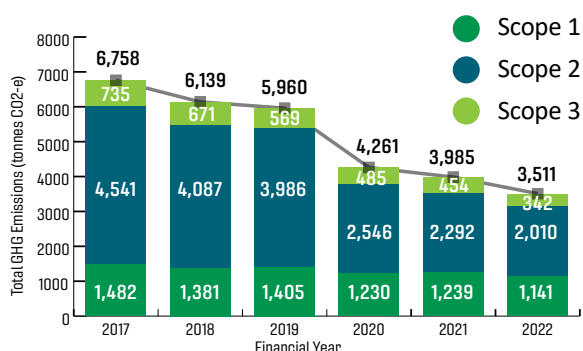
## CLIMATE AND EMISSIONS

Council met our organisational emission reduction goals for the second year in a row, achieving an 11% reduction in greenhouse gas emissions compared to the baseline year through reduced energy usage at our buildings and facilities, phasing out gas use and the purchase of renewable energy.

Council entered into a new multi-year Electricity Service Agreement for 100% renewable electricity with ZEN Energy, brokered in partnership with the Southern Sydney Regional Organisation of Councils. Council also became one of the first organisations in Australia to declare a target of net zero greenhouse emissions by 2030 and set a community net zero emission reduction target by 2035. Council purchased UNFCCC accredited emission offsets to maintain our climate neutrality, supporting global efforts to combat climate change through wind energy investment.

Council is transitioning our fleet to Electric Vehicles (EV) and increasing accessibility to EV charge points for our community, including new fast chargers at Eastgate Carparks and on-street EV charging points at Queen Elizabeth Drive, Bondi Beach, Grafton Street, Bondi Junction and pole mounted chargers on Glenayr Avenue. New charging infrastructure is being rolled out at Spring Street, Bondi Junction, Trafalgar Street, Bronte and Castlefield Avenue in Bondi.

### Greenhouse GAs Emissions (t Co2 e)



## SOLARING OUR SUBURBS

As part of the 3-Council Regional Environment Program, Council continues to help schools, and community organisations invest in renewable energy solutions through its award-winning Solar my School and Solar my Suburb programs. Sixty Eastern Suburbs schools are participating in the program. Last year Council provided support to expand solar systems for a number of independent schools and supported leading local organisations to go solar, including North Bondi Surf Lifesaving Club and Nefesh Synagogue.



## BUILDING FUTURES

The fifth round of the award-winning Building Futures program worked with five large strata buildings to identify and implement energy and cost saving actions, with one building achieving 31% energy reduction, saving \$15,800 per year and 97 tonnes of greenhouse emissions. In addition, energy tariff reviews, offered as part of the Program saved each building more than \$3,000 on average per year. It is anticipated that these buildings will collectively reduce energy consumption in excess of 20% after 12 months of operation.

Three local businesses received energy saving and implementation support during the year under the Building Futures banner. A range of solutions was identified, including the installation of smart air conditioner remote controls, sauna control upgrades, a lighting upgrade of exterior building lighting and behavioural changes for staff where savings were identified.

### BIODIVERSITY ACTION PLAN

Council adopted a new Biodiversity Action Plan-Remnant Sites 2021–2030 that sets out planned management actions to increase and protect remnant vegetation at 13 remnant bushland sites in Waverley, including Diamond Bay Reserve, Raleigh and Rodney Reserves, Hugh Bamford Reserve, Williams Park, Tamarama Pacific Marine Drive and Waverley Cemetery Cliffs. Bush regeneration works undertaken in Waverley under Council’s previous Biodiversity Action Plan: Remnant Sites 2015–2020 have helped double the remnant vegetation in good condition in the Waverley LGA since 2015.

### LIVING CONNECTIONS

Council’s Living Connections program aims to enhance local habitat and help create healthy gardens that thrive with life, linking habitat corridors to enable animals and small birds to move freely and access shelter and food. Last year, 80 households joined the Program receiving 350 native seedlings to plant in their gardens. As a result, the number of habitat gardens in Waverley increased to 240 in 2021–22.

A survey of residents participating in the program found that 75% noted an increase in the insects and small animals in their gardens. More than 50% of participants have added more native plants and habitat features to their gardens.

### LEVERAGING ENVIRONMENTAL FINANCE FOR LOCAL BUSINESS

Council is one of four NSW Councils partnering with Better Building Finance to help local businesses upgrade the sustainability of their buildings, improve the value of their property and pay it back through Council rates.

Our new Environmental Upgrade Finance program supports Waverley businesses and property owners with long-term loans for environmental upgrades, such as installing solar panels and electric vehicle charging stations, or upgrading heating, ventilation and air-conditioning (HVAC) systems.

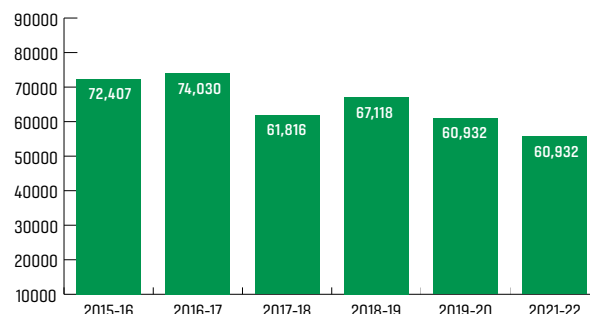
### SUSTAINABLE WATER RESULTS

Council met our water conservation target to achieve no increase in potable (mains) water use (based on 2005–06 levels). Smart Irrigation controllers, which can adjust watering frequency and volume based on forecast and actual rainfall, and an advanced digital leak detection system helps conserve water and promptly rectify issues across Council assets and facilities.

To offset mains water consumption, Council maintains a recycled water network that harvests, treats and supplies water for non-potable purposes and provides cost savings.

Council also completed an upgrade of the North Bondi Gross Pollutant Trap (GPT), which will help prevent pollutants from reaching Bondi Beach, improving water quality. It is estimated that the enhanced North Bondi GPT will capture over 20 tonnes of pollutants per year, of which 90% of waste will be recycled and re-purposed at an EPA licenced facility.

#### Water Consumption (Kl)

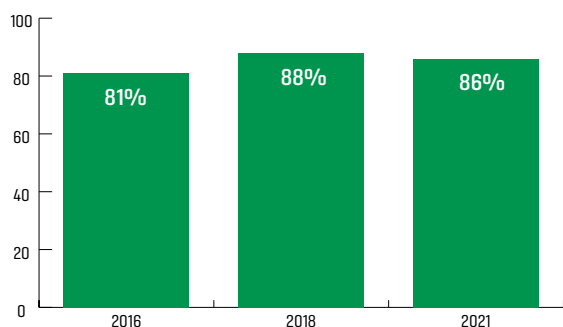




### WATERWISE APARTMENTS

Council continues to provide targeted support to the community to manage and conserve water, including through the Waterwise Apartments project, in partnership with Randwick and Woollahra councils and Sydney Water. Forty-five apartment blocks in Waverley registered for the Waterwise Apartments assessment, with 27% found to be in best practice, 38% in water efficient, 31% in the typical and only 4% in high use categories. Sydney Water visited the two apartment blocks in the high use category to implement measures to improve water efficiency.

#### Clean Water at Waverley Beaches



Sources: Community Satisfaction Survey 2016, 2018 and 2021

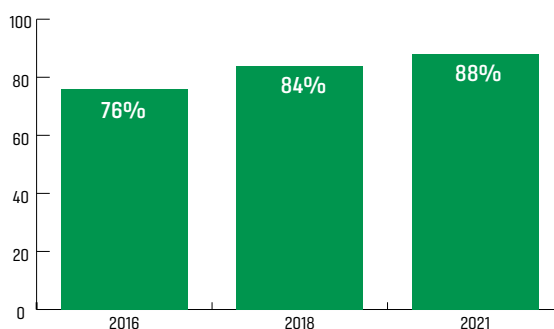
Community satisfaction with clean water at Waverley Beaches in 2021 was 86%, a marginal drop of 2 percentage points from 2018 and an increase of 5 percentage points from 2016.

### COMMUNITY LED ENVIRONMENTAL ACTION

Council continues to partner with eight active environmental community groups via our Collaboration for Impact (C4I) program. Two beach clean-ups at Bronte and Bondi attracted more than 60 participants. The network codesigned and supported the delivery of Council’s Summerama Program and Plastic Free July education activities. Funded through NSW Environmental Trust’s \$57,000 grant, local volunteers support the implementation of the Council’s Power to the Future Program.

Power to the Future is an intergenerational program helping students to translate ideas, new knowledge, and skills to influence change and undertake tangible and effective climate actions. Twelve seniors and 11 youth representatives have participated in 15 different workshops to explore climate science, social justice and leadership, and are developing local solutions and short films to inspire action through their networks and council projects.

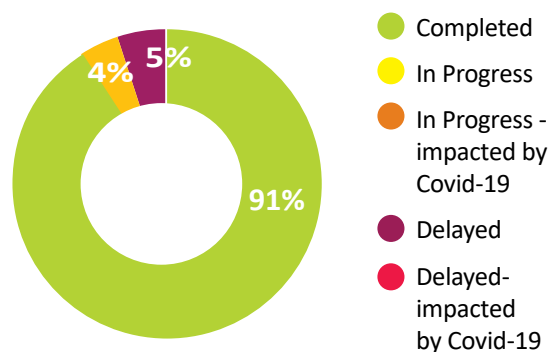
#### Environmental Education and Awareness



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with environmental education and awareness in 2021 was 88%, an increase of 4 percentage points from 2018 and 12 percentage points from 2016.

### SUSTAINABLE ENVIRONMENT



In the Sustainable Environment theme, 91% of the actions were completed, 4% are in progress, and 5% were delayed.



88

*Living Connections Plant delivery*



# SUSTAINABLE WASTE

Reducing and managing waste is a priority for us. From households, businesses and public spaces, we recognise that any waste sent to landfill (as well as the way it gets to landfill) has long-term environmental impacts. We aim to be at the forefront of waste management to reduce these risks for our community. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley. The Sustainable Waste Management theme in the Waverley Community Strategic Plan 2018–2029 aims to progress Waverley to be a zero waste community.



## KEY HIGHLIGHTS

### PROBLEM WASTE COLLECTION RECOVERY

Council has installed problem waste recycling stations at the Customer Service Centre, Library,

Waverley College and Rose Bay Secondary College. From November to June 2022, 1,694 kgs of problem waste were recovered and diverted from landfill. This includes 579 kgs of batteries, 599 kgs of e-waste, 255 kgs of x-rays, 93 kgs of cartridges, 83 kgs of globes, 51 kgs of fluoro tubes, and 34 kgs of oral care waste (like toothbrushes and toothpaste tubes).

In 2021–22, three Recycle It Saturday events were held in partnership with the City of Sydney and Woollahra Councils. The events resulted in 8.87 tonnes of waste being diverted from landfill.

Through Council's textile recovery trial at 10 buildings in Waverley, 19 tonnes of textiles were collected. The textiles are donated to charities and resold or repurposed at the end of life, keeping them out of the landfill.

Council's school uniform recycling program at six schools diverted 1160.6kgs of textiles from landfill over two terms. These textiles will be reprocessed into building materials.

### PLASTIC FREE JULY

Plastic Free July is a global movement that helps millions to be part of the solution to plastic pollution. In 2021, Council encouraged the community to take the pledge and promoted Plastic Free July events, including a Community in Action webinar hosted by Sarah Wilson, a Beginners guide to zero-waste living stream with Anita Vandyke, Cook along with the Zero-waste chef session with Anne-Marie Bonneau and Plastic free baby with Veronica Milsom.

### SCHOOLS WASTE EDUCATION

Council engaged a consultant to provide waste education for students on the concepts of waste avoidance, reuse, correct recycling and how our consumer choices can impact the environment at schools in Waverley. The program aims to foster sustainable habits for life. Incursions were delivered to 12 pre-schools and primary schools, reaching 288 students.



School Waste Education

### WASTE IN PUBLIC PLACES POLICY AND GUIDELINES

The Waste in Public Places Policy establishes the framework for the use and placement of commercial and domestic waste/recycling and bins on land under the care and control of Council. This Policy is in accordance with the *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979*, *Protection of the Environment Operations 1997*, and relevant regulations and guidelines. Council endorsed the Waste in Public Policy and associated Guidelines at its meeting in April 2022. The Waverley community was consulted on the Policy and Guidelines in September 2021.

### WASTE STRATEGY

Council conducted two community surveys in 2022. Of the 122 responses received, 54 responses were from the bulky waste survey and 67 responses from Recycling Improvement Program survey. The survey responses help Council understand people’s experiences in disposing of unwanted items, recycling correctly, and avoiding dumping.

Feedback findings include:

- Reducing waste to landfill, food/organics separation and collection, and reducing illegal dumping are priority issues
- Most residents are looking for enhanced waste and recycling services, infrastructure, and education to dispose of unwanted items safely and recover as much material as possible
- The desire to reuse or share unwanted items is high.

This information informs Council’s Waste Strategy preparation which is in progress.

### PARTNERSHIPS TO REDUCE LITTER AND WASTE DUMPING

Work is progressing to engage with strata communities around responsible household item disposal. This includes developing a *Guide For Creating By-Laws to Manage Waste*, and two template by-laws, freely available to strata communities in the Council area, to assist strata communities in reducing waste and illegal dumping in apartment buildings.

Council continues to be a member of the Sydney RID Squad to tackle illegal dumping in our community through education and enforcement.

### REUSE AND REPAIR

Council promotes reuse and repair programs and initiatives such as the Bower and the Garage Sale Trail. The Bower Collection and Rehoming Service provides Council residents with reuse and rehoming options for items that are in good condition. This year 1,095.5kgs of unwanted goods were donated to the Bower by the Waverley Community.

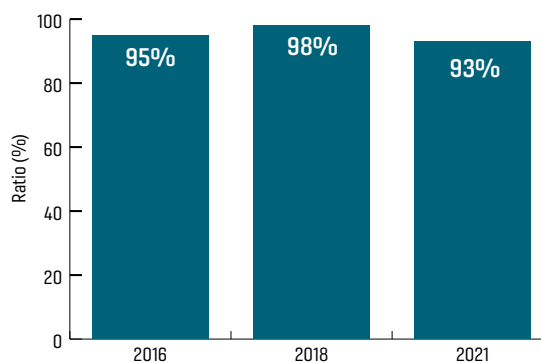
The Garage Sale Trail engaged 2,231 residents in Waverley, 43 of whom hosted their garage sales. A survey showed that 44% of local participants learned more about the circular economy, and 56% of local participants are now more aware of what they buy.

Council also launched a Make-do and mend section on its website to support the community in adopting circular economy principles. This section includes a reuse and share map of local initiatives that support reuse, recycling and share services.

### DOMESTIC WASTE SERVICE REVIEW

Council completed a domestic waste services review to identify the optimal waste services for the Waverley community, including a food organics collection mandated by the state government. The review results will inform a plan for Council to transition to enhanced residential waste services. Council staff are now identifying options to facilitate implementing and rolling out a residential FOGO collection service.

#### Garbage Collection Services for community property



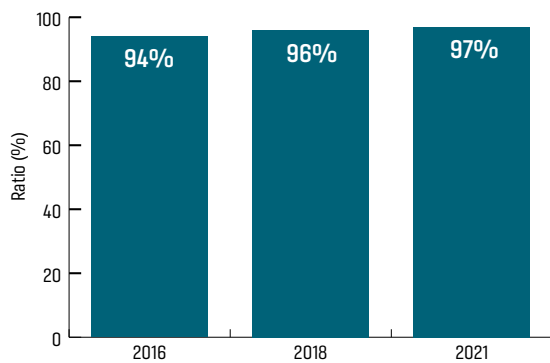
Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with Garbage Collection Services for community property was 93% in 2021, a drop of 5 percentage points from 2018 and 2 percentage points from 2016.

### WASTE COLLECTION SERVICE

Council is continuing to work with its waste processing contractors to ensure optimal landfill diversion can be achieved under the current NSW regulations. Waste diversion from landfill rates for general waste collected in Waverley has remained steady during this reporting period.

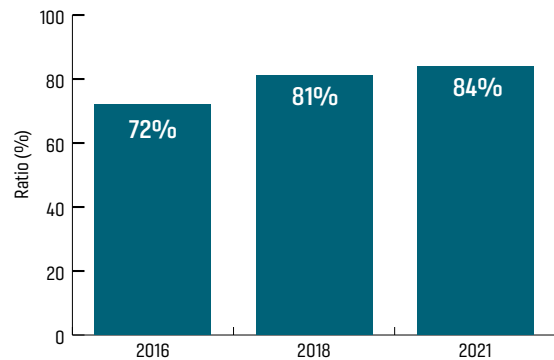
#### Cleanliness of Parks



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with the cleanliness of parks in 2021 was 97%, an increase of 1 percentage point from 2018 and an increase of 3 percentage points from 2016.

### Cleansing of public toilets



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with the cleansing of public toilets in 2021 was 84%, an increase of 3 percentage points from 2018 and an increase of 12 percentage points from 2016.



Waste Collection Service

### LITTER AND WASTE DUMPING PREVENTION

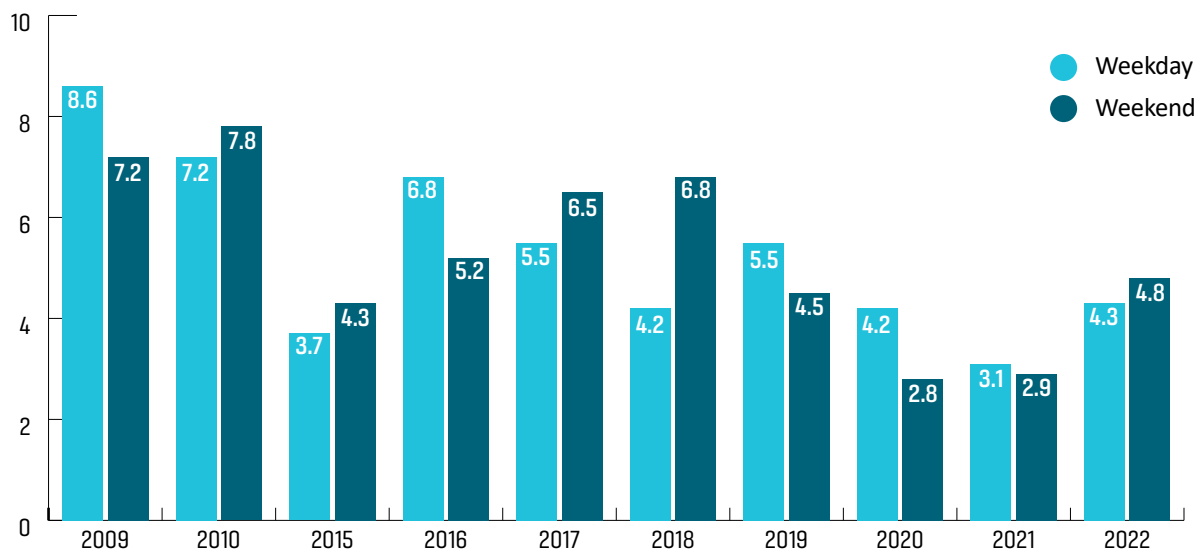
Council built capacity internally to enforce litter and dumping. All rangers attained Certificate IV investigation, and six rangers attended surveillance camera training provided by the Sydney RID Squad.

Illegal dumping hotspots were targeted through Council’s illegal dumping prevention program. This year, 11 hotspot streets were targeted through the My Street is Your Street Project. A range of interventions resulted in an increase in compliant behaviour where offenders took responsibility (paid for removal) of dumped items.

In Bondi Junction, litter prevention work targeted cigarette butt litter in the commercial sector. It included a partnership with Eastgate Mall to provide communications to business tenants, designated smoking areas for staff with appropriate butt bins, and greening public spaces to improve amenities. As a result, Council saw a 95% drop in cigarette butt litter at three hotspots.

Council continues to monitor litter and microplastics on three beaches. For Bondi Beach, the average litter counts slightly increased from 2021 levels, possibly due to the post-COVID beach opening. However, in general, the trend over time is a decline in litter since 2009.

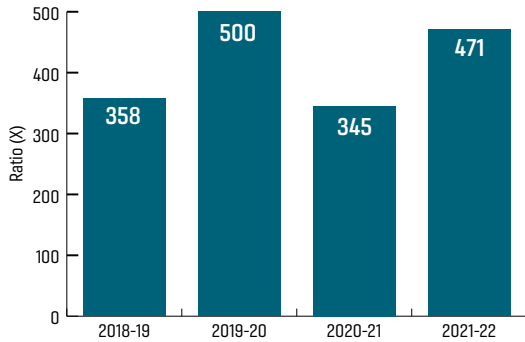
#### Bondi Beach Summer Audits



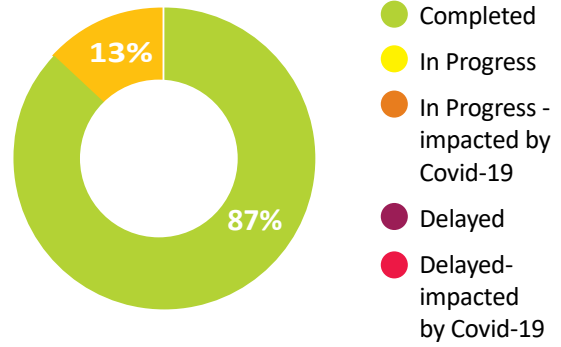
### COMPOST BINS AND WORM FARMS

In 2021–22, Council distributed 471 worm farms and compost bins to Waverley residents compared to 358 in 2018–19 and 345 in 2020-21

Compost and Wormfarms distributed



### SUSTAINABLE WASTE



In the Sustainable Waste theme, 87% of the actions were completed and 13% are in progress.







# CORPORATE LEADERSHIP AND ENGAGEMENT

The Corporate Leadership and Engagement theme in the Waverley Community Strategic Plan 2018–2029 aspires to make Waverley an ethical Council that delivers efficient service to the community, form a basis of strong financial sustainability and accountability. Councillors represent and make decisions on behalf of all residents and ratepayers of Waverley, informed by thorough community engagement, strategic focus, and based on data and analysis.



# KEY HIGHLIGHTS

## INTEGRATED PLANNING AND REPORTING



### Waverley Community Strategic Plan 2022 – 2032

Council adopted its Integrated Planning and Reporting suite of documents at its meeting in June 2022. Following each Council election, we must review our Community Strategic Plan (CSP). This plan sets out the Waverley community's vision for the next 10 years. The priorities the community identified guided Council in developing strategies and actions for the CSP. Between July and May 2022, we heard from more than 1,000 Waverley residents between the ages of 4 and 70+ years old.

We heard from a broad cross-section of the Waverley community, including:

- Aboriginal and Torres Strait Islander peoples
- Children and young people
- LGBTQIA+ stakeholders
- People with disability
- Older people
- Advisory and Precinct Committee members
- Culturally diverse community members.

We heard from the community through:

- Online community survey
- Community workshops
- Focus groups
- LGBTQIA+ Roundtable

- Youth Summit
- Recruited citizens' panel
- Engagement activities with preschool and primary school children and
- Pop-ups at different locations in the LGA.

The feedback informed the next iteration of the Waverley Community Strategic Plan, Delivery Program and Operational Plan.

### Strategic Asset Management Plan

Council is responsible for infrastructure and other assets in our local government area. These include a range of roads, cycleways, sports fields, community facilities, playgrounds, living infrastructure, coastal pools and amenities blocks. Council aims to ensure our assets are operated, maintained, renewed and upgraded in the most cost-effective and sustainable way. We manage this through our Strategic Asset Management Plan and Environmental Action Plan.

Council adopted its Strategic Asset Management Plan at its meeting in June 2022. The community was engaged to understand community priorities through surveys and deliberative panel discussions. The feedback received informed the Plan.

### Workforce Plan

The Workforce Plan 2022–2026 is a resourcing strategy under the Integrated Planning and Reporting Framework and demonstrates how work identified in the Delivery Program 2022–2026, and Operational Plan/s will be resourced. The Workforce Plan will be reviewed and updated every four years along with the Delivery Program.

Waverley's Workforce Plan is a proactive, four-year document that shapes the workforce's capacity and capability to achieve council's strategic goals and objectives. It identifies how future staffing and skills requirements will be met, through recruitment, staff progression and development, internal redeployment, and succession planning.

### Long Term Financial Plan

Council’s Long Term Financial Plan (LTFP 6) contains a set of long-range financial projections based on an informed set of assumptions. It is designed to reflect the financial impacts of providing the current service levels and our capital works programs. The LTFP 6 covers 11 years from 2022–23 to 2032–33. This Plan iteration focuses on delivering community needs and Council’s strategic priorities (including asset renewals and an ICT modernisation program).

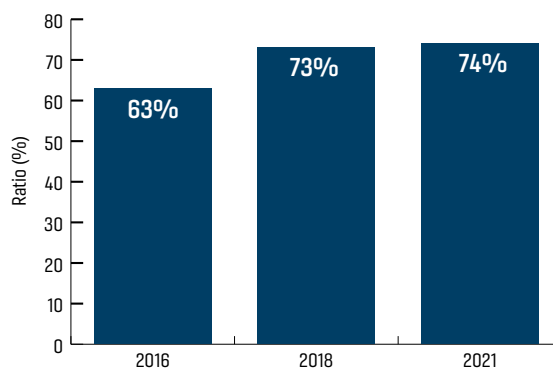
The LTFP 6 indicates that Council will generate sufficient funds and has adequate reserves available to implement its programs and achieve a balanced budget each year throughout the planning period. LTFP 6 enables all asset backlogs identified in the adopted Strategic Asset Management Plan (SAMP 6) to be addressed and assets class conditions to be maintained to a standard meeting community expectations. Service delivery, organisational capability and financial stability will also be maintained.

### COMMUNITY ENGAGEMENT

Although face-to-face engagement has been constrained, thorough engagement guided by the Community Engagement Strategy is being delivered across many Council projects and activities, including:

- Community Strategic Plan consultation
- Bondi Junction Cycleway Project
- Clifftop Walkway Upgrade DA and exhibition
- Waverley Park Plan of Management
- Draft Waverley LEP
- Charing Square Planning Proposal
- Glenayr Avenue Streetscape Upgrade
- Curlewis Street Cycleway
- Tamarama Park Plan of Management
- 40km project
- Rickard Avenue and Barracluff Avenue
- The opening of Bondi Junction Cycleway and
- The exhibition of several corporate documents and plans

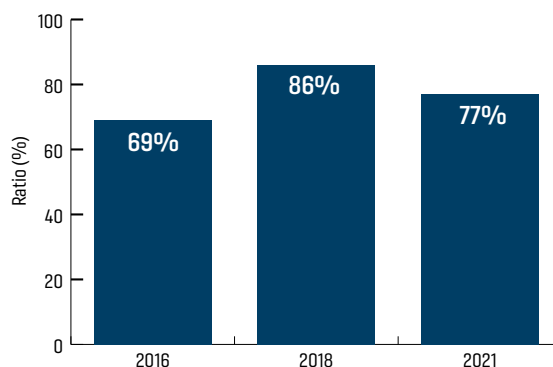
### Community Involvement in Council Decision Making



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with community involvement in Council decision making was 74% in 2021, an increase of 1 percentage point from 2018 and 11 percentage points from 2016.

### Informing Residents about Council activities



Sources: Community Satisfaction Survey 2016, 2018 and 2021

Community satisfaction with informing residents about Council activities was 77% in 2021, a drop of 9 percentage points from 2018 and an increase of 8 percentage points from 2016.

### PRECINCT ENGAGEMENT

Precincts continued to be engaged on strategic issues with staff presentations/workshops on major projects and strategy development, both at local Precinct meetings and at the Combined Precincts meetings. Precinct Committees hosted 10 separate Meet the Candidate Panels at their respective meetings as a lead up to the Local Government elections in December 2021. Feedback from the Precincts during the reporting period has been positive on the effectiveness of engaging through zoom meetings, including the flexibility it provides for greater participation from a wider group of people.

Prior to the Federal Government elections in March 2022, Precinct Committees hosted several Meet the Candidate Panels at their respective meetings. In the reporting period, a total of 64 Precinct meetings were held with four Combined Precincts meetings. Whilst feedback from the Precincts has been very positive on the effectiveness of online meetings since April 2022 some face to face meetings have recommenced enabling Precinct Committees to hold their Annual General meetings.

### CUSTOMER EXPERIENCE STRATEGY

The Customer Experience Strategy is an 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.

Council engaged a consultant to complete a quantitative survey of the Council’s customers and in-depth interviews with community members. The Customer Experience (CX) Strategy has been developed over the last nine months through community and Councillor consultation, 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. The Strategy will be presented to Council for adoption in August 2022.



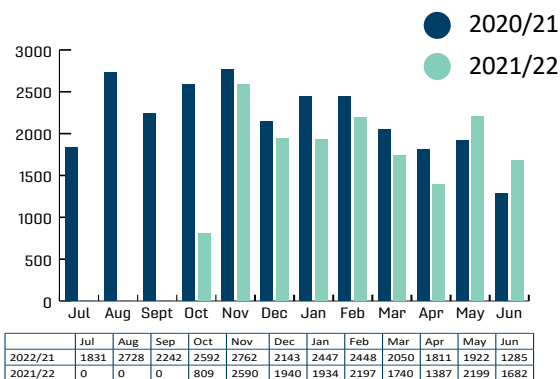
Concierge at our Customer Service Centre

### CUSTOMER SERVICE CENTRE

During the reporting period, the Customer Service Centre served 16,481 customers. The average wait time for customers to be served was 4 mins 30 seconds, with 84% of customers being served within 5 minutes of taking a ticket.

The Centre was closed to the public in July, August and September 2021 due to restrictions on non-essential travel. During this time, customers were able to contact Council by phone, email, online form or by reporting issues using the Snap Send Solve app on their phones. The centre reopened to the public on 25 October 2021 following an updated risk assessment.

Customer Service Centre front counter transactions per month

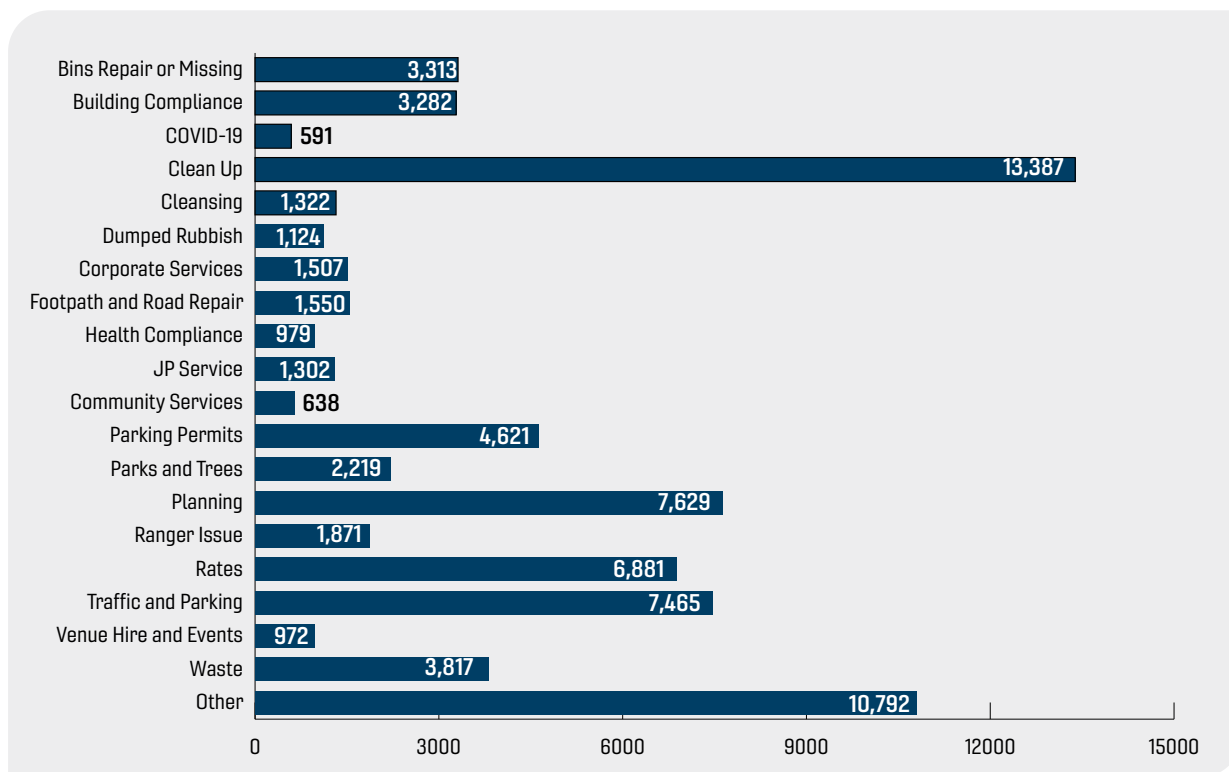


### SNAP SEND SOLVE

Council received 4,575 reports from the community using the Snap Send Solve application on their phone, a 19% decrease in reports from last year. Snap Send Solve is an easy and efficient way to notify Council of issues that need addressing. The app locates the specific location and directs customers to include contact details and photos for more efficient identification and resolution of the issue.

The Call Centre handled 75,376 telephone calls, a 3% decrease from the previous year. The average wait time in the call queue was 163 seconds and booking a Your Call clean-up collection was the most common reason customers called the Call Centre during this period.

### Reasons for calling Council



### FRAUD AND CORRUPTION PREVENTION

Council prepared the Fraud and Corruption Policy and Strategy as part of Council’s Fraud and Corruption Control Framework in October 2021. The Policy and Strategy endorsed by the Executive Leadership Team outlines responsibilities and obligations in preventing and reporting fraud and corruption at Council, creating awareness about what constitutes unethical conduct and reducing and preventing the risk of internal and external fraud and corruption.

Council also established the Fraud and Corruption Control Working Group to develop a fraud and corruption control initiative program and provide a monitoring role on the implementation of Council’s Fraud and Corruption Control Action Plan.

Other initiatives to prevent, detect and respond to fraud and corruption included:

- A fraud and corruption control campaign via a video message from the General Manager to all Council staff in April 2022, with subsequent follow-up messaging to promote corruption prevention and reporting
- Leadership team briefings to provide program updates, obtain leadership support and remind leaders of their responsibilities in preventing, detecting, and responding to fraud and corruption at Council
- Mandatory ICAC-run corruption prevention workshops for staff in higher fraud risk roles
- A new mandatory online training module to create awareness of fraud and corruption prevention and reporting, to be rolled out in 2022–23.

### AUSTRALIAN BUSINESS EXCELLENCE

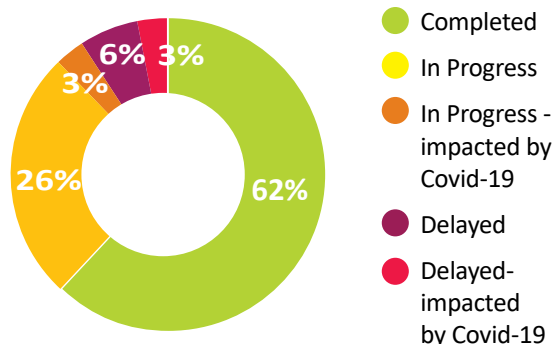
Australian Business Excellence Framework partnerships with Councils and industry were established to drive the development of Waverley’s Business Excellence Program. Work is in progress to develop a service review framework and approach in line with the Australian Business Excellence Framework

### WORK HEALTH AND SAFETY

Council is committed to driving our safety-first culture and contributing positively to the health and well-being of each other and our community. As part of our continual improvement efforts, Council transitioned to a new digital Work Health & Safety (WHS) Management System. The new system complements our existing WHS capability by seamlessly integrating into daily operations, prompting actions by required staff and driving the desired outcomes for compliance.

Council has a strong focus on the well-being of staff and continues to undertake well-being activities. Some initiatives included a Wellness with Waverley health expo, virtual swim skills program, lived experience mental health seminars, regular mental health education and related resilience tools.

### CORPORATE LEADERSHIP AND ENGAGEMENT



In the Corporate Leadership and Engagement theme, 62% of the actions were completed, 26% are in progress, 3% are in progress but are impacted by COVID-19, 6% were delayed and 3% were delayed due to COVID-19



# KNOWLEDGE AND INNOVATION

We want to be a Council that enables knowledge sharing and innovation to create a digitally connected community while ensuring accessibility for all. Our community embraces new ideas and we want this reflected in Council services. Importantly, we acknowledge place-making principles that guide the evolution of digital modernisation and knowledge in our local area. This also extends to repurposing of heritage buildings as locations for 21st century innovation and practice. The Knowledge and Innovation theme in the Waverley Community Strategic Plan 2018–2029, strives to position Waverley as a knowledge-driven, innovative and digitally connected community.



## KEY HIGHLIGHTS

### BOOT FACTORY RESTORATION AND UPGRADE

Council is restoring and upgrading the Boot Factory and Mill Hill Community Centre. Council is transforming the former shoemaking factory into a civic innovation hub.

The upgrade includes:

- Connecting both buildings providing an opportunity to share facilities including the lift
- A café at the Spring Street entry to the precinct with street and courtyard presence
- Upgraded Community and Seniors Centre
- Flexible community spaces on the ground floor and top floor of the Boot Factory and the Mill Hill Community Centre
- Upgrades to Norman Lee Place.

Construction is in progress and is due for completion in 2023.

### LIBRARY STRATEGY

The Library aspires to position itself as a leading cultural and learning resource in the Eastern Suburbs through an inspiring, contemporary and relevant collection, thoughtful programming, quality service delivery and strategic promotions. Waverley has been redefining service delivery in response to new technologies and increased community expectations. Community consultation to help us measure satisfaction with facilities and equipment, collections, programs, and services and seek to find out how we can continue to improve was completed. Preparation of the draft Library strategy is in progress

### BORROWBOX

Waverley Library launched a new eresource called BorrowBox. BorrowBox is an easy to use platform that allows you to select and download ebooks and eaudiobooks to your computer or any mobile device. BorrowBox has a wide selection of titles, including the latest releases, best sellers, and many Australian and New Zealand titles.

### LIBRARY COLLECTION ON GOOGLE AND AUTO-RENEWALS

The Library implemented Linked Library Service to enrich access to its collections. The service transforms existing library data into linked data formats which are then published online for search engines like Google to find and use. This service makes library resources more visible on the web.

The Library also introduced an auto-renewal service, with items on loan now being renewed automatically up to three times.





### SMART WAVERLEY STRATEGY 2023

The Smart Waverley Strategy 2023 is designed to transition Waverley, as a community and organisation, into the future of smart technology. The strategy includes three groups of actions. Firstly, initiatives that have already been delivered but require integration of systems or data. Secondly, initiatives planned in the Waverley Community Strategic Plan 2018–2029 and other adopted strategies. Thirdly, it encompasses new initiatives that align with a range of community needs from education and sustainability to online services and transport.

During the reporting period there has been an increased focus on the use of data to generate insights for the organisation.

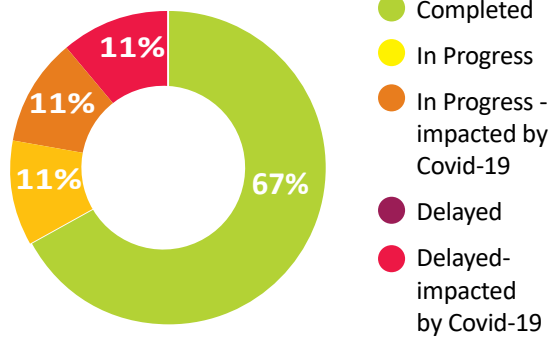
#### Work includes:

- Data sharing partnerships with State Government agencies
- Subscription to local economic spending data for Waverley LGA, which was combined with mobile location data for research into the impact of COVID-19 on businesses in Oxford Mall
- Launch of a new mobile friendly interactive mapping application for internal staff to view and analyse spatial information.

### Oxford Mall visitation



### KNOWLEDGE AND INNOVATION



In the Knowledge and Innovation theme, 67% of the actions were completed, 11% are in progress, another 11% are in progress but are impacted by COVID-19 and 11% were delayed due to COVID-19.



105



*The Boot Factory*

# Part 03.

## MEETING OUR ADDITIONAL STATUTORY REQUIREMENTS

## AMOUNT OF RATES AND CHARGES WRITTEN OFF

The following rates and charges were written off during the year.

Assessment number	Description	Rates	Waste and other charges	Extra Charges	Totals
32729.9	Rates for 2021–22 financial year as per Waverley Council resolution 7 October 2008 (32-48 Denison Street)	119,135.07	140.79	-	119,275.86
Various	Postponed 2016–17 rates and interest charges	773.9	-	366.85	1,140.75
	Sub totals	119,908.97	140.79	366.85	120,416.61
Various	Pension rebate Government Abandonment Section 575 ( <i>Local Government Act 1993</i> )	263,758.40	156,127.00	-	419,885.40
Various	Pension Council Abandonment Section 582	83,750.75			83,750.75
	Sub Totals	347,509.15	156,127.00	-	503,636.15
	Grand Totals	467,418.12	156,267.79	366.85	624,052.76

## MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

Mayoral and Councillor fees and expenses	Amount(\$)
Mayoral fees	40,624
Councillor fees	227,480
Miscellaneous expenses	226,697
Office equipment and maintenance	18,913
Telephone calls (mobile and landline)	15,407
Conference and seminars	10,411
Professional development	15,860
Interstate visits	-
Overseas visits	-
Spouse expenses	-
Provision for childcare	3,093

## COUNCILLOR TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT

All councillors attended induction sessions in February 2022. SINC Solutions ran sessions covering topics such as Councillor roles and responsibilities, and decision-making and meeting procedures.

Various seminars, circulars and other activities were delivered as part of the ongoing professional development program.

## GENERAL MANAGER AND SENIOR STAFF REMUNERATION

In 2021-22, Council employed six senior staff as identified under the *Local Government Act 1993*. The six staff included the General Manager, three Directors, Chief Financial Officer and General Counsel. There was an organisational restructure in 2021-22 with multiple acting arrangements and resignations during the reporting period. Therefore, the amount includes entitlement payments and pay outs made during the acting arrangements and resignation of senior staff in this period.

Position	Total remuneration including all benefits (\$)
General Manager's Remuneration	425,426
Senior Staff Remuneration	2,185,988
<b>Total</b>	<b>2,611,413</b>

The total remuneration includes:

- I. The total value of the salary component of their packages
- II. The total amount of any bonus payments, performance payments or other payments made that do not form part of the salary component of their packages
- III. The total amount payable by Council by way of the employer's contribution or salary sacrifice
- IV. The total value of any non-cash benefits for which any of them may elect under the package
- V. The total amount payable by Council by way of fringe benefits tax for any such non-cash benefits organisation.

## OVERSEAS VISIT BY COUNCIL STAFF

In 2021-22, there were no staff overseas visits.

## STATEMENT OF PERSONS PERFORMING PAID WORK

Below are the details of total number of persons who performed paid work for Council on Wednesday 25 May 2022 including the number of persons directly employed by the council:

- Permanent full-time basis - 507
- Permanent part-time basis - 48
- Casual basis - 103
- Fixed- term contract - 32
- Senior staff employed for the purposes of the *Local Government Act 1993* - 6
- Engaged under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person - 23
- Engaged under a contract or other arrangement with the person's employer, as an apprentice or trainee - 12.

## REPORT ON INFRASTRUCTURE ASSETS

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	*2021–22 Required maintenance	2021–22 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
<b>BUILDINGS</b>						
Council Offices/ Administration Centres	–	–	842	740	13,097	23,048
Council Works Depot	–	–	952	1,092	10,898	11,967
Council Public Halls	1,875	1,875	249	252	22,174	57,378
Libraries	–	–	631	568	25,112	35,470
Cultural Facilities	445	445	1,040	668	16,459	22,563
Other Buildings	720	720	1,428	1,467	77,031	90,670
Specialised Buildings	–	–	620	575	4,824	5,734
<b>Sub-total</b>	<b>3,040</b>	<b>3,040</b>	<b>5,762</b>	<b>5,362</b>	<b>169,594</b>	<b>246,830</b>

<b>OTHER STRUCTURES</b>						
Other structures	1,852	59	143	366	23,837	35,540
<b>Sub-total</b>	<b>1,852</b>	<b>59</b>	<b>143</b>	<b>366</b>	<b>23,837</b>	<b>35,540</b>

<b>ROADS</b>						
Sealed roads	922	–	1,116	1,095	71,853	138,978
Footpaths	990	–	5,158	4,404	41,386	72,787
Other road assets	198	–	2,086	2,558	15,660	30,291
Sealed roads structure	–	–	–	–	105,576	204,203
Kerb and Gutter	1,976	–	68	68	62,319	120,536
<b>Sub-total</b>	<b>4,086</b>	<b>–</b>	<b>8,428</b>	<b>8,125</b>	<b>296,794</b>	<b>566,795</b>

Notes \* Required maintenance is the amount identified in Council's asset management plans.



\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2021–22 Required maintenance	2021–22 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
<b>STORMWATER DRAINAGE</b>						
Stormwater drainage	696	–	355	499	20,944	32,770
Stormwater Conduits	2,083	–	–	–	62,700	108,939
<b>Sub-total</b>	<b>2,779</b>	<b>–</b>	<b>355</b>	<b>499</b>	<b>83,644</b>	<b>141,709</b>
<b>OPEN SPACE/ RECREATIONAL ASSETS</b>						
Swimming pools	322	–	5,509	5,308	95,534	176,842
<b>Sub-total</b>	<b>322</b>	<b>–</b>	<b>5,509</b>	<b>5,308</b>	<b>95,534</b>	<b>176,842</b>
<b>Total - All Assets</b>	<b>12,079</b>	<b>3,099</b>	<b>20,197</b>	<b>19,660</b>	<b>669,403</b>	<b>1,167,716</b>

#### Infrastructure asset performance indicators (consolidated)\*

\$'000	Amounts 2022	Indicator 2022	2021	2020	Prior Periods 2019
<b>Buildings and infrastructure renewals ratio</b>					
Asset renewals <sup>1</sup>	57,692	290.14%	268.81%	155.45%	82.56%
Depreciation, amortisation and impairment	19,884				
<b>Infrastructure backlog ratio</b>					
Estimated cost to bring assets to a satisfactory standard	12,079	1.61%	1.09%	0.99%	1.00%
Net carrying amount of infrastructure assets	749,829				
<b>Asset maintenance ratio</b>					
Actual asset maintenance	19,660	97.34%	104.59%	108.19%	102.33%
Required asset maintenance	20,197				
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council	3,099	0.27%	0.25%	0.56%	0.60%
Gross replacement cost	1,167,716				

Notes \* All asset performance indicators are calculated using the asset classes identified in the previous table.

1. Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

112

## INFRASTRUCTURE ASSET CONDITION ASSESSMENT 'KEY'

1 Excellent/Very Good	No work required (normal maintenance)
2 Good	Only minor maintenance work required
3 Satisfactory	Maintenance work required
4 Poor	Renewal required
5 Very poor	Urgent renewal/upgrading required

\$'000 Asset Category	Assets in condition as a percentage of gross replacement cost				
	1	2	3	4	5
<b>BUILDINGS</b>					
Council Offices/ Administration Centres	0.9%	11.2%	36.1%	51.8%	0.0%
Council Works Depot	75.0%	24.7%	0.3%	0.0%	0.0%
Council Public Halls	6.8%	13.6%	19.1%	0.2%	60.3%
Libraries	12.7%	52.2%	12.5%	22.6%	0.0%
Cultural Facilities	21.3%	57.3%	10.7%	2.0%	8.7%
Other Buildings	13.2%	44.1%	32.1%	1.0%	9.6%
Specialised Buildings	9.9%	60.8%	16.8%	9.6%	2.9%
<b>Sub-total</b>	<b>14.2%</b>	<b>35.8%</b>	<b>22.8%</b>	<b>8.9%</b>	<b>18.4%</b>
<b>OTHER STRUCTURES</b>					
Other structures	63.0%	16.2%	8.9%	11.9%	0.0%
<b>Sub-total</b>	<b>63.0%</b>	<b>16.2%</b>	<b>8.9%</b>	<b>11.9%</b>	<b>0.0%</b>
<b>ROADS</b>					
Sealed roads	28.1%	54.1%	16.7%	1.1%	0.0%
Footpaths	18.4%	63.3%	15.3%	3.0%	0.0%
Other road assets	39.4%	43.6%	14.0%	2.8%	0.0%
Sealed roads structure	3.2%	0.1%	96.7%	0.0%	0.0%
Kerb and Gutter	34.1%	48.1%	13.7%	4.0%	0.1%
<b>Sub-total</b>	<b>19.8%</b>	<b>34.0%</b>	<b>44.6%</b>	<b>1.7%</b>	<b>0.0%</b>
<b>STORMWATER DRAINAGE</b>					
Stormwater drainage	29.3%	66.2%	4.5%	0.0%	0.0%
Stormwater Conduits	13.5%	67.3%	18.0%	0.7%	0.5%
<b>Sub-total</b>	<b>17.2%</b>	<b>67.0%</b>	<b>14.9%</b>	<b>0.5%</b>	<b>0.4%</b>
<b>OPEN SPACE/ RECREATIONAL ASSETS</b>					
Swimming pools	39.1%	34.2%	21.3%	5.1%	0.3%
<b>Sub-total</b>	<b>39.1%</b>	<b>34.2%</b>	<b>21.3%</b>	<b>5.1%</b>	<b>0.3%</b>
<b>Total - All Assets</b>	<b>22.5%</b>	<b>37.9%</b>	<b>31.7%</b>	<b>3.9%</b>	<b>4.0%</b>

## GOVERNMENT INFORMATION (PUBLIC ACCESS)

The *Government Information (Public Access) (GIPA) Act 2009* requires councils to prepare an Annual Report on their obligations under the Act. The tables below summarise the access applications received by Council in 2021–22.

Thirteen applications (including withdrawn applications but not including invalid applications) were received during the year. No applications were refused. A review was carried out under section 7(3) of the GIPA Act (authorised proactive release of government information) and various information was made publicly available on Council's website.

**TABLE A:  
NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Inform- ation not Held	Inform- ation Already Avail- able	Refuse to Deal with Applica- tion	Refuse to Con- firm/ Deny whether inform- ation is held	Appli- cation With- drawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	1	0	1	1	0	0	0	3	11%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal represen- tative)	5	6	0	4	0	0	0	0	15	56%
Members of the public (other)	2	2	1	3	0	0	0	1	9	33%
<b>Total</b>	<b>7</b>	<b>9</b>	<b>1</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>27</b>	
<b>% of Total</b>	<b>26%</b>	<b>33%</b>	<b>4%</b>	<b>30%</b>	<b>4%</b>	<b>0%</b>	<b>0%</b>	<b>4%</b>		

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**TABLE B:  
NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Informa- tion not Held	Informa- tion Already Available	Refuse to Deal with Applica- tion	Refuse to Confirm/ Deny whether informa- tion is held	Applica- tion With- drawn	Total	% of Total
Personal information applications*	0	1	0	1	0	0	0	0	2	7%
Access applications (other than personal information applications)	7	8	1	7	1	0	0	1	25	93%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>7</b>	<b>9</b>	<b>1</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>27</b>	
<b>% of Total</b>	<b>26%</b>	<b>33%</b>	<b>4%</b>	<b>30%</b>	<b>4%</b>	<b>0%</b>	<b>0%</b>	<b>4%</b>		

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**TABLE C:  
INVALID APPLICATIONS**

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

**TABLE D:  
CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST  
AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF ACT**

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	3	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
<b>Total</b>	<b>0</b>	

\* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

**TABLE E:  
OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE:  
MATTERS LISTED IN TABLE TO SECTION 14 OF ACT**

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	10	100%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>10</b>	

**TABLE F:  
TIMELINESS**

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	13	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>13</b>	

**TABLE G:  
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT  
(BY TYPE OF REVIEW AND OUTCOME)**

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>% of Total</b>	<b>0%</b>	<b>0%</b>		

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**TABLE H:  
APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT  
(BY TYPE OF APPLICANT)**

	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
<b>Total</b>	<b>0</b>	

**TABLE I:  
APPLICATIONS TRANSFERRED TO OTHER AGENCIES - NIL**

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
<b>Total</b>	<b>0</b>	

## PUBLIC INTEREST DISCLOSURES

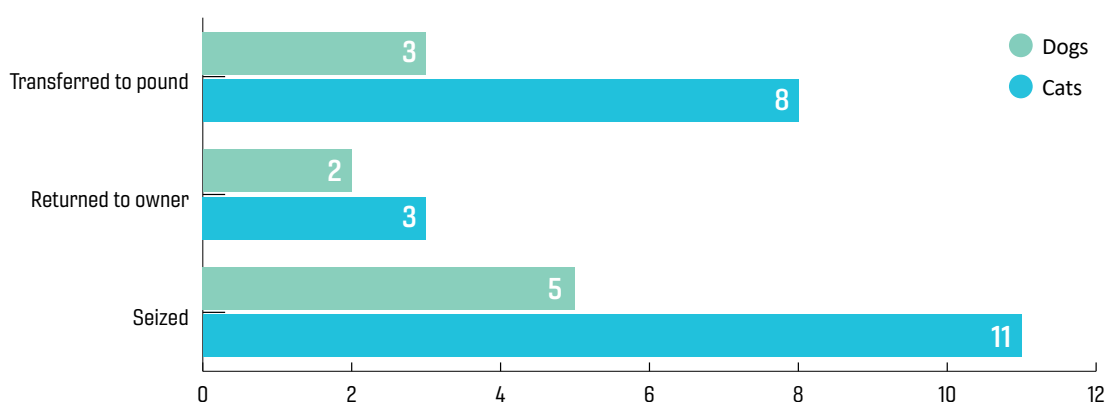
In 2021–22 Council received one public interest disclosure and one public official made a disclosure directly.

Council has a public interest disclosures policy in place. Information is made available on the staff intranet, training is provided to staff, and information is made available to all staff. There is also a statement of commitment from the General Manager.

# COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATION

The statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation for this year includes:

Sixteen animals were seized, five were returned to the owners, and eleven were transferred to Council’s pound facility.



Fourteen dog attacks were reported during the year. Council spent \$33,483 on kennelling and care. Expenditure for activities related to companion animals was \$74,418 which was offset by income from companion animal registration, penalty notices, and charges of \$155,020.

Council Rangers, Companion Animal Officer, Communication staff and Customer Service staff provide ongoing public education in relation to responsible dog ownership. This included advertising, social media, training sessions on registration, microchipping and control of animals in public. Rangers undertake daily patrols of popular dog walking areas and speak with owners to ensure responsible dog ownership. Council provides responsible pet ownership information at [waverley.nsw.gov.au/residents/animal\\_services/responsible\\_dog\\_ownership](http://waverley.nsw.gov.au/residents/animal_services/responsible_dog_ownership).

Council continues to encourage the de-sexing of dogs and cats by offering significantly reduced registration fees for de-sexed dogs and cats. Information is available on the Council website and provided by Council officers. Council uses a pound facility with a ‘low kill’ policy and seeks authorisation from Council

before any euthanasia is carried out (except in emergency situations). Council provides a number of offleash areas throughout the LGA.

Council proactively lodges pound data collection returns and data on dog attacks with the Office of the Local Government via the Companion Animals Register.

**The 24 hour dog off-leash areas are at the following parks:**

1. Varna Park, Waverley
2. Raleigh Reserve, Dover Heights
3. Diamond Bay Reserve, Vacluse
4. Dickson Park, Bondi
5. Hugh Bamford Reserve, Dover Heights
6. Waverley Park, Bondi Junction
7. Queens Park (managed by Centennial Parklands).

**The timed off-leash areas are at:**

1. Marks Park, Tamarama
2. Bronte Park, Bronte.



## AMOUNT INCURRED IN LEGAL PROCEEDINGS

Council spent \$ 1,420,566 on legal proceedings. The details of legal proceedings are tabled below.

**TABLE A:  
LEGAL PROCEEDINGS RELATED TO PLANNING MATTERS**

Property	Issue	Status	Results
22-26 Edward Street, Bondi	Class 1 - Deemed Refusal	Finalised	Appeal Upheld with costs
1 Mitchell Street, North Bondi	Class 1 - Actual Refusal	Finalised	Dismissed with costs
427 Bronte Road, Bronte	Class 1 - Actual Refusal of Review	Finalised	Appeal Upheld with conditions & amended plans and costs
27 & 29 Kimberley Street, Vaucluse	Class 1 - Deemed Refusal	Finalised	Dismissed with costs
110-116 Bronte Road, Bondi Junction	Class 1 - Deemed Refusal of s4.55	Finalised	Dismissed
53-57 Beaumont Street, Rose Bay	Class 1 - Deemed Refusal	Finalised	Dismissed with costs
10 Rawson Avenue, Queens Park	Class 4 Appeal (Judicial Review)	Finalised	Discontinued
132 Hewlett Street, Bronte	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs

**TABLE A CONTINUED**

Property	Issue	Status	Results
2 Princess Street, Rose Bay	Class 1 - Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions & costs
99-111 Glenayr Avenue, Bondi Beach	Class 1 - Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions
154 Ramsgate Avenue, North Bondi	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
77 Fletcher Street, Tamarama	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
13 Calga Avenue, Bronte	Class 1 - Deemed Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions
118 MacPherson Street, Bronte	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
4 Victory Street, Rose Bay	Class 1 - Actual Refusal of s4.55	Finalised	Section 34 Agreement - Appeal upheld with conditions
12 Narelle Street, North Bondi	Class 1 - Actual Refusal	Finalised	Dismissed
Retail Level 1, 182 Campbell Parade, Bondi Beach	Class 1 - Actual Refusal	Finalised	Appeal upheld
140 Clyde Street, North Bondi	Class 1 - Deemed Refusal	Finalised	Discontinued
40 Waverley Street, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
34 Military Road, North Bondi	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
148 Curlewis Street, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
84 Nancy Street, North Bondi	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions & costs
134 Hewlett Street, Bronte	Class 1 - Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions & costs
178 Hastings Parade, North Bondi	Class 1 - Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
27 & 29 Kimberley Street, Vaucluse	Class 1 - s56a Appeal - Judicial Review of Class 1 Dismissed	Finalised	Discontinued
13 Thompson Street, Tamarama	Class 1 - Deemed Refusal of s4.55	Finalised	Section 34 Agreement - Appeal upheld with conditions

**TABLE A CONTINUED**

Property	Issue	Status	Results
2 Princess Street, Rose Bay	Class 1 - Application to modify a consent approved by Court s4.55(8)	Finalised	Section 34 Agreement - Appeal upheld with conditions
140 Clyde Street, North Bondi	Class 1 - Deemed Refusal	Finalised	Appeal Upheld with conditions & amended plans
124 Bondi Road, Bondi	Class 1 - Deemed Refusal	Ongoing	Awaiting Judgment
5 Grafton Street, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
31 Hall Street, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	Awaiting judgement
88 Francis Street, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	
9 Blandford Avenue, Bronte	Class 1 - Deemed Refusal	Ongoing	
86-88 Ebley Street, 90-94 Ebley Street, 13-17 Gray Street, Bondi Junction	Class 1 - Deemed Refusal	Ongoing	
37 Read Street, Bronte	Class 1 - Refusal	Ongoing	
14 St Thomas Street, Bronte	Class 1 - Actual Refusal of s8.2	Ongoing	
629 & 631 Old South Head Road, Rose Bay	Class 1 - Refusal of s4.55	Ongoing	
55 Imperial Avenue, Bondi	Class 1 - Refusal	Ongoing	
150-152 Glenayr Avenue, Bondi Beach	Class 1 - Deemed Refusal	Ongoing	

**TABLE B:  
DETAILS OF BUILDING COMPLIANCE MATTERS**

Property	Issue	Status
391 Bronte Road, Bronte	Penalty infringement notice related to retaining wall	Current
413 Bronte Road, Bronte	Appeal against unauthorised development notice - Class 1 Proceedings	Current
232 Campbell Parade, Bondi Beach	Appeal against cladding order No. 3939	Current
30 Dellview Street, Tamarama	Class 1 Appeal against Development Control Order No. 3 (remove steel firebox and external chimney extension), dated 20 September 2019	Current - Agreement reached – BIC lodged
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167381645 issued on 09/11/17 for offence on 13/09/17	Current
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167541640 issued for offence (breach of condition 16) on 20/12/17	Current
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167541659 issued for offence (breach of condition 12) on 21/12/17	Current
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167599739 for offence (breach of condition 16) on 20/06/2018	Current
99-111 Glenayr Avenue	Appeal against penalty infringement notice 3167477042 for offence (breach of condition 16) on 24/01/18	Current
62 Gilgandra Road, North Bondi	Penalty infringement notice 3223835001 in relation to occupation of Council's footpath	Current
6 Wolaroi Crescent, Tamarama	Class 1 Application	Current
6 Wolaroi Crescent, Tamarama	Local Environment Court Class 1	Current
6 Wolaroi Crescent, Tamarama	Local Environment Court Class 1	Current

**TABLE C:  
DETAILS OF CIVIL ENFORCEMENT PROCEEDINGS**

Property	Issue	Status
19 Boonara Avenue, Bondi	Civil enforcement proceedings	Ongoing

# PROGRESS AGAINST EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Actions	Outcome	Progress Comments
<b>Priority 1: People with disability</b>		
Review recruitment, selection criteria and recruitment methods to remove barriers and improve opportunities to support a diverse workforce	Review completed and recommendations implemented	Council is committed to building a diverse and inclusive workplace where our people's skills, perspectives and experiences are valued and respected. We aim to be a great place to work, where everyone feels included, is treated fairly, and is supported to succeed. All job advertisements carry the following EEO Statement "Waverley Council is committed to providing equal employment opportunities to all candidates. We encourage applications from women and men from diverse groups, including, but not limited to, Aboriginal and Torres Strait Island people; people from culturally diverse backgrounds; young people; older workers; people with disabilities; LGBTIQ; and other minority groups". Candidates are provided with an option to seek assistance for the interview
Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace	Adjustments reviewed and implemented	As part of the new online onboarding process, new employees and internal candidates are asked if they require any reasonable adjustment to perform their role
Review and implement accessibility recommendations to Council premises and facilities	Review completed and recommendations implemented	Council Chambers has a lift and an accessible ramp to support staff, potential candidates and visitors to access the building. Other sites such as Mill Hill, Spring Street and Library provide accessible entry. Disability Access standards are considered for capital works construction
Partner with disability networks and specialist agencies to increase applications received from people with disability	Partnerships established and used in recruitment	Council joined the Disability Council of Australia and is currently exploring partnerships. However future year scope is focused on awareness training.

Actions	Outcome	Progress Comments
<b>Priority 2: Aboriginal and Torres Strait Islander People</b>		
Prepare and Implement an Aboriginal and Torres Strait Islander Employment Strategy in line with Reconciliation Action Plan deliverables	90% of the annual programs implemented	Innovate Reconciliation Action Plan is Council's Reconciliation Action Plan. Council provided traineeship/work experience opportunities to students as part of the Elsa Dixon Aboriginal Employment Program. Council has a Reconciliation Working Group in place. This group has representatives from Aboriginal and Torres Strait Islander backgrounds. EEO Management Plan 2022–2026 and Reconciliation Action Plan were prepared
Provide networking opportunities Aboriginal and Torres Strait Islander (ATSI) staff	ATSI staff satisfaction with availability of support systems	Council engaged staff from Aboriginal and Torres Strait Islander backgrounds to understand their preference for these activities. It was suggested that these networking opportunities were not required. Heritage and cultural activities organised to promote local heritage are open to all staff
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Staff training completed	

Actions	Outcome	Progress Comments
<b>Priority 3: Culturally and Linguistically Diverse(CALD) People</b>		
Provide staff from culturally and linguistically diverse backgrounds with courses and programs that supports career progression	Staff training completed	The proposed 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on the job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working and interacting with others in the workplace. Learning for managers is achieved through three broad forms of learning - 70% informal learning, on the job experience, learning transfer and stretch projects, 20% through meaningful feedback, coaching and mentoring, building relationships and networks and higher duty opportunities and 10% through formal structured and targeted training. People leaders are trained to enable them to have meaningful conversations in relation to development, including career progression
Provide literacy support programs for staff who are predominantly from diverse cultural backgrounds including outdoor staff	Staff training completed	Council partnered with TAFE NSW to deliver a digital literacy course to 20 participants from our outdoor workforce. The course aimed to develop critical digital skills required by employers and industry, to meet current and future skills needs. This training will be included in the Learning Management Software training catalogue moving forward
Investigate cultural barriers affecting staff and develop support strategies	Investigation completed and support strategies implemented	An eLearning module is currently under development and will be rolled out to all employees every two years. Unconscious bias training was rolled out to people leaders across Council. Council joined the Disability Council of Australia and is exploring tools and providing resources to increase awareness of barriers to inclusion
Review and update training material to meet the needs of CALD staff e.g. use of graphics for WHS instructions	Training material updated	Council's training materials are written to common score standards.

Actions	Outcome	Progress Comments
<b>Priority 4: Women</b>		
Encourage a culture that promotes women in management roles	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion	Council encourages women to apply for all levels of the organisation as an equal opportunity provider. Sixty per cent of the Executive Leadership Team is female
Formalise involvement of women in senior management, coaching and mentoring other women within Council, to support career progression	Increase in coaching/mentoring opportunities for women in senior management	The proposed 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on-the-job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working and interacting with others in the workplace. People leaders are trained to enable them to have meaningful conversations in relation to development, including career progression. The Program aims to provide the skills to encourage meaningful conversations concerning development and career progression
Promote success stories of women in leadership and non-traditional roles through website and other media	Success stories published	Stories of women and their achievements are included in the staff newsletter
Attract women applicants to non-traditional areas of work	Increase in application received from women in non-traditional areas of work	Council is an equal employment opportunity provider and encourages women and men to apply for all roles. Council deploys a merit based recruitment process to ensure that both women and men are not discriminated against on any grounds
Investigate opportunities to transition women back to workforce	Recommendations report completed	Council is committed to developing attitudes and beliefs that support a safety-first culture and recognise work-life balance. Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women to transition back to work from parental leave. In addition, the Council has a Domestic and Family Violence Guidelines to support employees experiencing violence, including measures to support staff returning/continuing work in those circumstances.



Actions	Outcome	Progress Comments
<b>Priority 5 : Youth</b>		
Develop an integrated framework that formalises procedures for developing and recruiting student placements, work experience opportunities and trainee and apprenticeship placements	10 young people engaged in work experience/ apprenticeships/internships/ traineeships	Council employed 15 trainees and apprentices in various roles across the organisation.
Partner with schools, universities and youth organisations to provide opportunities for youth	Four partnerships established	Scheduled to recommence in 2022–23 in line with the EEO Management Plan 2022–26

Actions	Outcome	Progress Comments
<b>Priority 6: Ageing Workforce</b>		
Develop support mechanisms for ageing/ mature staff to start career planning and post career options including retirement planning that meets the needs of individual employees	Career transition options available for retiring staff	Transition to retirement provisions are included in the <i>Local Government State Award 2022</i>
Prepare and implement an ageing strategy to address workforce issues	90% of the annual programs implemented	EEO data were analysed as part of the development of the Workforce Plan, and relevant strategies were developed to respond to EEO needs
Form an alumni network that recognises and provides opportunities for highly skilled employees post retirement	Alumni network formed and opportunity areas identified	This activity is on hold

Actions	Outcome	Progress Comments
<b>Priority 7: Fair and non-discriminatory work practises</b>		
Implement training and awareness programs for staff to improve EEO understanding	Trainings implemented	EEO training and awareness program are incorporated as part of new staff inductions. All new employees are familiarised with EEO as part of the induction program
Embed a work culture that respects, values and celebrates diversity and measures individual EEO performance through SAPA process	Council's performance assessment process measures behaviour consistent with EEO principles	Council's current performance management system is based on SAPA- Skills and Performance Assessment. The current SAPA measures employees' ability to work together and be responsible. These elements of behaviour demonstrate inclusiveness and respect for others which is an integral part of EEO. Council will continue to review and ensure better integration of EEO principles as SAPA formats are reviewed and updated. Values and behaviours have been finalised
	Increase in number of employees demonstrating understanding of EEO through their work that meets or exceeds expectations	Council is committed to building a diverse and inclusive workplace where our people's skills, perspectives and experiences are valued and respected. We aim to be a great place to work, where everyone feels included, is treated fairly, and is supported to succeed. The new Diversity and Inclusion Policy aims to integrate inclusion into how we work and do business to ensure that it is a core part of Council's culture. An eLearning module is currently under development and will be deployed to all employees every two years.

Actions	Outcome	Progress Comments
Review and update flexible work place policy to meet the needs of a diverse workforce including primary carers, young people and ageing workforce	Policy adopted	Council is committed to developing attitudes and beliefs that support a safety-first culture and recognise work-life balance. Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women in transitioning back to work from parental leave.
Review and update relevant policies, processes and systems to support EEO needs (Parental Leave Guidelines, Pay Policy, Recruitment Guidelines, Reward and Recognition Guidelines and Working from Home Guidelines)	Review completed and recommendations implemented	Flex Time supports a safe and healthy workplace that rewards and recognises a high performance culture and offers a flexible work environment that recognises work-life balance means something different to everyone and supports our employees to manage priorities between work, family, friends and hobbies. The new Flex Time Procedure provides a framework to manage flex time and ensure we continue to provide adequate resources to serve our community. Council has Domestic and Family Violence Guidelines in place to support employees experiencing violence, including measures to support staff returning /continuing work in those circumstances
Provide employment opportunities for a diverse workforce through secondments, mentoring, coaching, traineeships and work experience	Opportunities identified and promoted	The introduction of the 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on the job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working and interacting with others in the workplace. Learning for managers and each other is achieved through three broad forms. 70% through informal learning, on-the-job experience, learning transfer and stretch projects, 20% through meaningful feedback, coaching and mentoring, building relationships and networks and higher duty opportunities and 10% through through formal structured and targeted training.

Actions	Outcome	Progress Comments
Monitor implementation of Respectful Work Place policy and its implementation through a range of methods including exit interviews	Positive behaviour recognised and unacceptable behaviour addressed in line with Councils policies	Positive behaviour is recognised through the Skills and Performance Assessment process and staff recognition awards. Unacceptable behaviour that is reported is investigated, and necessary actions taken
Establish mechanism to gather EEO data on an ongoing basis and analyse EEO data for decision making	Annual EEO survey completed	EEO data were analysed as part of the development of the Workforce Plan, and relevant strategies were developed to respond to EEO needs
Promote people's success stories across the organisation	EEO stories published	A regular feature of staff communication newsletter.

# PROGRESS REPORT - DISABILITY INCLUSION ACTION PLAN (DIAP)

This report covers the interim period between the Disability Inclusion Action Plan 2017–21 and the development phase of the new Disability Inclusion Action Plan 2022–26.

## KEY INITIATIVES

### Bondi Story Room

The Bondi Story Room is a new installation within the newly refurbished Bondi Pavilion, which will be launched in September 2022. The Story Room is a living archive of stories about people and places linked to Bondi. Inside the Story Room, a large touch screen wall becomes an interactive story mural.

Community members with lived experience of disability, Waverley's Access and Inclusion Panel and digital access consultants were engaged over six months to make the Story Room inclusive. This co-design approach will enhance the Story Room experience for everyone. The mural includes variable interactive zones accessible to wheelchair users and is compatible with audio screen readers accessed by smartphones. Tactile elements and a QR code will assist people who are blind, or vision impaired people, to access the stories. There will be an allocated quieter time each day for visitors with sound sensitivities.

### Disability Inclusion Action Plan 2022–2026

Council developed and endorsed its second Disability Inclusion Action Plan (DIAP) 2022–26 in June 2022. The plan builds on actions Council implemented over many years to improve accessibility in Waverley.

More than 130 people participated in engagement activities between 25 October 2021 to 20 February 2022. Council heard from people with disability, families, carers, and services with diverse experiences of disability, including physical, sensory, neurodiverse, cognitive, mental health, and chronic illness. Two regional workshops were held along with resident focus groups, meetings with individuals, disability service providers and local networks. Council also received survey responses and submissions.

Key priorities identified include accessibility of streetscapes, open spaces, and beaches, access to meaningful employment, genuine engagement, and opportunities for codesign, engagement and connection with local business and community networks. An implementation plan has been developed to integrate actions across Council and to monitor progress. Council's Access and Inclusion Advisory Panel provides lived experience expertise and will support Council in implementing key projects.

**FOCUS AREA 1: INCLUSIVE ATTITUDES AND BEHAVIOURS**

1.1. Council values and supports inclusive attitudes and behaviours across Council and the community

Action	Progress
Deliver a community awareness program with partner agencies to promote inclusive attitudes and increase understanding of hidden disability	Information and resources continued to be promoted
Provide ongoing opportunities for staff to develop knowledge and skills to apply access and inclusion principles and practices within their key job responsibilities	Staff lunch and learn information and Q&A session was conducted by people with an intellectual disability to address disability discrimination
Continue to award good practice in access and inclusion through Council’s Local Business Awards	The 2021 Business Award for Inclusion was delayed due to COVID-19. Business Awards will resume in late 2022
Promote the commercial benefits to local business of inclusive business and employment	The Business Resource Centre on Council’s website includes accessibility resources. An inclusive tourism strategy is an action identified in the 2022–26 Disability Inclusion Action Plan.

## FOCUS AREA 2: LIVEABLE COMMUNITIES

- 2.1. People of all abilities have opportunities to live independent lives in their community and to connect, engage and make choices about the services they access.

Action	Progress
Develop business models of excellence for Waverley's services for older people, people with disability and children	Council's disability and children's services continued essential face-to-face services throughout COVID-19 lockdowns. The Seniors Centre remained closed until March 22 due to COVID-19
Increase the delivery of access and inclusion initiatives in the region by working with partner agencies and promoting Council's small grants program.	<p>Small Grants were made available to local community networks.</p> <p>An Access and Inclusion grant is in development.</p> <p>Online forums continued to be held with service networks to understand the impact of COVID-19 and to support continued service delivery for vulnerable people.</p> <p>A Social Isolation and Loneliness Forum was held in April 2022 with service providers and coordinated with neighbouring councils</p>
Promote information to help people better understand consumer directed care and to exercise choice and control in choosing services.	<p>Information resources were promoted to support vulnerable people during the COVID-19 pandemic, including information and advice from NSW Health.</p> <p>NDIS, Disability and Carer Gateway and My Aged Care were promoted</p>
Review event management processes and procedures to increase the accessibility and inclusiveness of events held in the region.	Draft Inclusive Events Guidelines is prepared and scheduled for completion in 2022–23 financial year
Increase and promote recreational, social, and cultural programs that are inclusive accessible	<p>The Bondi Story Room was developed in this period and will open in September 2022</p> <p>A number of cultural and recreational initiatives remained impacted by COVID-19, such as the cancellation of the 2021 Bondi Festival</p>
Maintain Waverley's social housing program for older people and people with a mild intellectual disability and continue to advocate to NSW Government for increased diversity of housing stock that is affordable and accessible	Council endorsed the concept design to refurbish a social housing apartment consisting of studio, 1 and 2-bed units block to universal design principals
Continue to advocate for and support housing and homelessness partnerships and initiatives to deliver housing outcomes	The annual Street Count was completed. Extra support and accommodation options provided during the COVID-19 pandemic through the Eastern Suburbs Homelessness Assertive Outreach Collaborative resulted in a reduction in the number of people experiencing street homelessness

## FOCUS AREA 2: LIVEABLE COMMUNITIES CONTINUED

2.2. All new council assets, buildings and open spaces are designed to be fully accessible, and Council proactively manages the built environment to meet our diverse community needs now and in the future.

Action	Progress
Design all new council assets, buildings and open spaces to disability access standards and universal design principles	<p>Bondi Pavilion restoration progressed, and temporarily accessible amenities and changing places were made available</p> <p>Mill Hill Centre upgrade, and Boot Factory refurbishment are in progress</p> <p>Waverley and Tamarama Plan of Management reviews considered disability access standards</p> <p>Belgrave Street and Onslow Street Park and Playground upgrades were designed</p> <p>Design, planning and consultation on Bondi Surf Bathing Life Saving Club and Bronte Surf Life Saving Club are aligned with disability access standards and universal design principles</p>
Continue to provide an annual capital works program to upgrade footpaths, pedestrian crossings, kerb ramps and bus shelters to universal design principles	Design, planning and consultation on streetscape upgrades included Charing Cross and Curlewis Street. Construction commenced on Glenayr Avenue
Implement strategies to improve beach wheelchair loan systems and access to designated beaches	Bondi Beach matting is made available three times a week, weather permitting

2.3. The community is a place where people can move about easily to access services and facilities and participate in community life.

Action	Progress
Work with relevant public transport agencies to improve the transport network in the region for people with disability	Work continues with transport agencies to improve the network through the Transport Committee
Increase the number of drop off and pick up zones in town centres, and outside key destinations venues and facilities	Initial work began to identify locations for accessible pick up and drop off PUDO parking spaces
Increase the number of designated accessible parking spaces at key venues/facilities and monitor and enforce the appropriate use of mobility parking	Initial planning began to audit mobility parking spaces
Develop a Wayfinding strategy that meets the needs of people with disability and prioritise upgrading signage in major centres	Action pending completion of audits



### FOCUS AREA 3: MEANINGFUL EMPLOYMENT

3.1. People of all abilities have access to meaningful employment.

Action	Progress
Opportunities for learning and skills development for adults with mild intellectual disability are provided through the Waverley Community Living Program	Individual learning and skills support continued Initial work to review support outcomes is in progress
Explore the development of a program to support internships, traineeship, and apprenticeship opportunities within Council	This work was delayed due to impact of COVID-19
Review Council's volunteering policy to ensure opportunities for volunteering are inclusive	Volunteering policy and supporting documents drafted in preparation for Council endorsement in the later part of 2022

### FOCUS AREA 4: SYSTEMS AND PROCESSES

4.1. Council is an organisation that is aware of and responsive to the needs of people of all abilities.

Action	Progress
Council publications and documents are available in a diverse range of formats and the website is compliant with WCAG 2.0	Action to improve website navigation pending implementation of IT strategy and resourcing strategy
Review Council's consultation processes, including the structure and role of Council's Access committee, to support participation and engagement of a diverse range of people in Council initiatives	A new Access and Inclusion Panel was recruited. The Panel provided input and recommendations in the development of a consultation strategy for the DIAP 2022–26 on key projects including the Bondi Story Room
Identify and involve people with relevant expertise and lived experience of disability during the planning & design stages of major development and upgrades, policy development and purchase of equipment	The community was consulted from 25 October 2021 to 20 February 2022 to inform the actions in the DIAP 2022–26.

## SWIMMING POOL INSPECTIONS

Only one pool and spa of tourist and visitor accommodation falls under this category. However, the inspection was not due in 2021–2022.

- 14 inspections were of premises with more than two dwellings
- 21 inspections resulted in issuing a certificate of compliance under Section 22D of the Swimming Pool Act
- Eight inspections resulted in issuing a certificate of non-compliance under clause 21 of the Swimming Pool Regulation.

## WORKS UNDERTAKEN ON PRIVATE LAND

Works were undertaken at 251 Oxford Street as part of the Bondi Junction Cycleway works. Council spent \$59,556 and the remaining amount was paid by the property owner.

Works involved demolition and disposal of existing footpath paving, screed and motor preparation and installation of a new golden gunmetal paving.

## RECOVERY AND THREAT ABATEMENT PLANS

Council is identified in the Eastern Suburbs Banksia Scrub Recovery Plan as responsible for implementing weed management in York Road, Bondi Junction and regularly has bush regeneration contractors working to maintain and improve the condition of the vegetation in the area.

The National Recovery Plan *Acacia terminalis* subsp. *terminalis* (Sunshine Wattle) outlines one site in the Council area. Waverley regularly has bush regeneration contractors working in the area, and the number of individual plants has increased over the last five years.

## ENVIRONMENTAL UPGRADE AGREEMENTS

In 2021–22, there were no Environment Upgrade Agreements in place.

## VOLUNTARY PLANNING AGREEMENTS

VPA Application details	Details of proposal	Name of those party to the agreement	Additional FSR sought	Exceedance (Sqm)	Contribution Amount (\$)
DA-152/2021 154 Ramsgate Avenue, North Bondi	Demolition of the existing structures and construction of a three storey residential flat building with basement parking	RA No.7 Pty Ltd (ACN 600 896 624) Shalev Assouline Hadarel Assouline and Natalie Assouline	56.00%	62.11	260,862
DA-325/2020 12 Burge Street, Vaucluse	Demolition of existing building and construction of a residential flat containing six units over basement car parking and strata subdivision.	BURGE ST DEVELOPMENTS PTY LTD (ACN 637 993 250)	2.89%	20.4	61,200
DA-316/2015/B 157-159 Military Road, Dover Heights	Modification to alter internal layout, relocation of bicycle parking, modification of residential entry and various other external alterations	ROIA Development Pty Ltd, Iomt Developments Pty Ltd	5.46%	28	54,320
DA-435/2016/B 80 Bronte Road, Bondi Junction	Significant alterations and additions to existing building (retaining side party walls and front façade) to create a mixed use building of four storeys, as modified	Patchy Custody Pty Ltd	11%	38	149,682
DA-187/2020/A 278-282 Birrell Street, Bondi Junction	Modification to basement level to accommodate additional storage to satisfy condition 21 and amendments to wording of condition 4 to allow preliminary works to commence	TC Three Pty Ltd	38%	469	1,735,300

## CONTRACTS AWARDED BY COUNCIL

In 2021–22, Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

Purpose	Supplier	Value (\$)
Glenayr Avenue Streetscape upgrade	Mack Civil Pty Ltd	4,634,023.70
Pavement upgrades on York Road	QMC Group	1,530,533.10
Changes to speed limits in Waverley treatments and linemarking	Quality Management & Constructions	1,505,185.36
York Road and Darley Road intersection upgrades	Civeco Pty Ltd	1,484,547.60
Safety By Design in Public Places	QMC Group	1,433,389.10
Car parks access system infrastructure upgrade - Ticket systems	TMA Technology (Australia) Pty Ltd	1,254,165.40
Road Resheeting Program 2021–22 Package 2	Bitu Pave Ltd	1,200,411.30
Boxes and hanging planters local village beautification	Plantabox Pty Ltd	747,466.56
Cisco meraki switch replacement	Kytec Pty Ltd	511,440.89
Road Resheeting Program 2021–22 Package 1	NA Group Pty Ltd	426,706.06
Desktop computer replacement	Datacom Systems (AU) Pty Ltd	392,248.79
Roscoe Street upgrades	Civeco Pty Ltd	388,287.90
Waverley Park play equipment restoration, design, supply, and installation	Proludic Pty Ltd	384,945.00
Network upgrade - Firewall replacement	Datacom Systems (AU) Pty Ltd	317,088.11
Maintenance of water harvesting and treatment systems	SAS Water Solutions	217,301.70
Mobile plan contract renewal	IMEI Pty Ltd	216,043.96
BBQ replacements within Waverley LGA	DA Christie Pty Ltd	215,395.62
2022 Restoration Project	CityWide Civil Works Pty Ltd	198,507.21
IMM Technology Platform Solution	Kapish Services Pty Ltd	185,898.90

## REPORT ON SPECIAL RATE VARIATION

Under section 508A (1) of the *Local Government Act 1993* (the Act), Council increased its general income for the period 2011–12 to 2013–14 through a special rate variation (SRV) by 46.20%. The income received

from the Special Rate Variation (SRV) was used to fund a range of services and projects. Key services and projects funded in 2021–22 include:

Services/Projects	Amount (\$)
22 Services including 148 subservices	143,665,000
Delivery of streetscape improvements : Notts Avenue, Curlewis Street, Charing Cross and Glenayr Avenue	1,019,782
Delivery of complete streets including the Bondi Junction Cycleway	9,961,991
Bondi Park Plan of Management works - Public domain upgrades including paving, lighting, stormwater, landscaping, hostile vehicle mitigation and new furniture	5,203,960
Design and construction of playgrounds : Barracluff Park Playground, Marlborough Reserve, Onslow Park Playground, Waverley Park Playground, Williams Park	452,454
Thomas Hogan revegetation, greening steep slopes, turf and sports field improvements	276,344
Bronte Park - Installation of new barbeques	150,000
18% of footpaths in condition 1	636,198
Remnant bushland maintenance and restoration of Tamarama and Bronte Gully and Thomas Hogan Reserve	552,024
Water efficiency improvements on Council assets - Management of Council's leak detection system and operating costs for Councils stormwater and recycled water systems	106,916
Graffiti Removal	100,000
Installation of new gross pollutant trap at North Bondi	80,000
Street tree masterplan planting program	62,970
Waverley Park slope stabilisation, including fitness station and playground design	56,624
Second Nature Program and the Living Connections Program	56,000
Building Futures and Solar My Suburbs program	55,819
Recycling contamination program and problem waste collection.	52,493
Street lighting upgrades in Bondi Junction and residential streetlighting to LEDs	47,000
Installation of EV chargers	37,000
SkyParks project at Bondi Junction and climate scenario preparation	22,000
Water Fix strata	20,000
Council buildings meet greenhouse reduction targets (more than offset by energy savings)	11,834

## STORMWATER LEVY

The stormwater management service charge (the levy) is intended as a mechanism for Councils to raise income to invest in improving the stormwater systems in urban areas. It is in addition to what is raised through general rates and other charges.

Council introduced a stormwater management service charge under the *Local Government Amendment (Stormwater) Act 2005 No 70* in 2020-21.

The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m<sup>2</sup> of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow the Council to cover costs to implement projects in relation to capacity and water quality, as well as works arising from the Catchment Flood Study.

The stormwater levy provides a funding source for managing flood risk. Council is allocating funds to projects that contribute to reducing this risk and building a commensurate reserve to fund larger projects.

Projects undertaken in 2021–22 include

- Works at Bourke Street and Edmund Street, a
- New drainage line at Raleigh Street and Lola Road
- Raingarden renewal.

## REPORT ON CAPITAL EXPENDITURE REVIEW

- In alignment with the Office of the Local Government's Capital Expenditure Guidelines, Council has continued to report to Council on a quarterly basis on the Bondi Pavilion and Restoration Project. An update was provided to the Office of Local Government following the budget increase approved by Council in April 2022.
- In January 2022 Council notified the Office of Local Government regarding the Boot Factory and Mill Hill project providing the required information for review.
- Council will continue to deliver its responsibility to manage the projects in line with its responsibilities as per the guiding principles under section 8 of the *Local Government Act 1993* to carry out its functions in a way that provides the best possible value for residents and ratepayers.



WAVERLEY  
COUNCIL

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Telephone enquiries 9083 8000





# ANNUAL FINANCIAL STATEMENTS

For the financial year ending 30 June 2022

**Incorporating:** General Purpose Financial Statements,  
Special Purpose Financial Statements, Special Schedules



# Waverley Council

## GENERAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2022

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*Connecting the city and the sea.*

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



## Waverley Council

### General Purpose Financial Statements

for the year ended 30 June 2022

Contents	Page
<b>Understanding Council's Financial Statements</b>	<b>6</b>
<b>Statement by Councillors and Management</b>	<b>7</b>
<b>Primary Financial Statements:</b>	
Income Statement	8
Statement of Comprehensive Income	9
Statement of Financial Position	10
Statement of Changes in Equity	11
Statement of Cash Flows	12
<b>Notes to the Financial Statements</b>	<b>13</b>
<b>Independent Auditor's Reports:</b>	
On the Financial Statements (Sect 417 [2])	85
On the Financial Statements (Sect 417 [3])	88

#### Overview

Waverley Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

55 Spring Street  
Bondi Junction NSW 2022

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au).

## Waverley Council

### General Purpose Financial Statements

for the year ended 30 June 2022

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#### Executive Summary

In the 2021/22 financial year, Council's operation continued being impacted by the COVID-19 pandemic. As we are navigating the evolving Covid-19 crisis in keeping our community and employees safe, the Council spent a further \$1.7M on the Pandemic Works and Services Program in FY2021/22.

Council continued the capital works program with the investment of \$62.4M (prior year \$56.7M).

The Council continued to operate its COVID-19 Business Support Package till 30 November 2021. Delivery of the Support Package provided both financial and non-financial measures that supported the local business community and assisted their recovery throughout this challenging period. Many customers benefited from the support, either via direct request to Council or indirectly via fee waivers.

The Council has continued to successfully operate during the year despite difficult circumstances. It has achieved a net operating result for the 2021/22 financial year of \$18.0M surplus (2020/21: \$9.1M surplus) and a net operating result before Capital Grants and Contributions of \$6.2M deficit (2020/21: \$10.1M deficit).

Despite the challenging times, the Council remains agile and resilient to deliver its broader goals, such as its sustainability commitment.

#### Sustainability

In 2021/22 Waverley Council reduced our greenhouse gas emissions by 9.9% (over 100 tonnes) from the previous year and offset remaining emissions to achieve carbon neutrality. Council worked closely with the community to make sustainability second nature, through education and engagement initiatives and supporting community led environmental action. Through the Greening our City Innovation grant program, Council delivered the award winning SkyParks project in collaboration with Westfield Bondi Junction, Gujaga Foundation and UNSW. Three SkyParks in Bondi Junction have created unique social and visual spaces that provide cooler surface temperatures for local communities, support biodiversity and enhance air quality.

The Council has adopted a new Environmental Action Plan on 21 June 2022, including strengthened targets of net zero greenhouse gas emissions by 2030 for Council and 2035 for the local community. Programs commenced in FY2021/2 include the adoption of the Electric Vehicle (EV) Transportation Policy and the continued expansion of EV charging facilities in Waverley, and the extension of the Living Connections Habitat program. Council will also continue to deliver effective waste minimisation programs such as the illegal dumping behaviour change program, *My Street is Your Street*, which in 2021/22 resulted in residents taking increased responsibility for appropriated dumped material; the *Textile Collection and Recovery* program which diverted 19 tonnes textile waste from landfill and the *Recycling Improvement Program* which reduced contamination ensure recycling streams can be repurposed.

#### Financial Results

Net operating result for the year was a \$18.0M surplus compared to prior year of \$9.1M surplus. This improved result is predominately attributed to the fair value adjustments and capital grants/contributions. Normalised operating result, adding back the fair valuation adjustment, gain or loss on disposal of assets and capital grants & contributions, showed a deficit in FY2021/22 of \$6.2M versus \$10.1M deficit for the year prior, a \$3.9M improvement.

The evolving COVID-19 crisis is estimated to cost the Council millions of dollars in 2021/22 in lost revenue and incurred additional expenses, totalling \$8.8M.

Operating revenue loss predominately was made up of COVID-19 support package (\$1.2M), and the reduction in parking fees/fines (\$7.6M), public facilities hire (\$1.0M) and loss of rental income due to construction projects delays caused by COVID-19 restrictions (\$1.2M), commercial waste (\$0.3M) and licence fee (\$0.1M), however, the hoarding and construction fees income was better than originally anticipated by \$3.5M. Hence, a total operating revenue loss of \$8.0M was incurred for FY2021/22.

The Council continued to operate the Pandemic Works & Services Program throughout the 2021/22 financial year, for supporting the Bondi Beach COVID-19 Testing Clinic Operation, additional cleaning, and PPE, and these costed Council \$1.7M. Council is seeking reimbursement of \$0.8M from the State Government for the COVID-19 Testing Clinic Operation. A total spent of \$5.3M was incurred on the Pandemic Works and Services Program since its establishment in March 2022, to manage the COVID-19 outbreak to protect staff and the community.

## Waverley Council

### General Purpose Financial Statements

for the year ended 30 June 2022

The raising of inflation rate and disruption of the supply chains have delayed several capital projects, consequently the project's cost increased materially more than the original contract prices. The cost pressure from higher inflation and supply chains issue is expected to continue in FY2022/23.

The underlying result before Covid impact was a surplus of \$5.5M, a \$3.7M improvement on 2020/21. This resulted from a combination of cost reduction and revenue improvement.

	2021/22	20/21
<b>Surplus/(Deficit)</b>	<b>18.0</b>	<b>9.1</b>
<b>Add Back</b>		
Capital Grants/Contributions	-24.2	-19.2
Fair Value (increment)/decrement on Investment Properties	-4.0	3.7
Fair Value (increment)/decrement of financial investments	1.6	-1.9
Asset Disposal	5.3	3.8
<b>Underlying Operating Surplus/(Deficit)</b>	<b>-3.3</b>	<b>-4.5</b>
<b>Covid Impact</b>	<b>8.8</b>	<b>6.3</b>
<b>Operating Surplus/(Deficit) Pre Covid</b>	<b>5.5</b>	<b>1.8</b>

#### Income

Overall income has increased by **\$11.1M to \$161.7M** compared to the previous year (\$150.6M); the following are the main components :

- Rates and annual charges risen by \$1.4M (2.2%) the majority of which is reflective of the annual increase in rates.
- User charges increased by \$5.2M (15.3%), this increase mainly resulting from the increase in hoarding & construction fees.
- Other income increased by \$2.6M (35.3%), this resulting from fair value movements for the Investment Properties portfolio (\$4.0M).
- Operating grants and contributions increased by \$0.4M (4.0%) mainly resulting from the advanced payment of the Financial Assistance Grant 2022/23 (75%: \$1.7M).
- Capital grants and contributions increased by \$5.0M (26.0%) mainly due to the non-cash dedication of some shop spaces from a Planning Agreement.
- Other revenue down by \$2.7M (19.6%) mainly due to the parking fine revenue being impacted the COVID-19 restrictions.
- Interest income down by \$0.8M (45.4%) as the rate of return has drastically reduced and a lower level of cash available to invest in the financial market.

#### Expenditure

Overall Operating expense have increased by \$2.1M (1.5%), the majority of which is due to increased employment costs of \$1.0M (1.4%), and Materials & Services \$1.0M (2.3%). These are due predominately to inflation cost increases.

Depreciation expense increased by \$1.3M (6.1%) is a result of infrastructure asset value increased through the past years' fair valuation process and the large capital work programme.

Other expense decreased by \$2.3M (33.8%) mainly due to the investment fair value decrement movement.

Net loss from assets disposal increased by \$1.2M (31.6%) as result of removing the replaced infrastructure assets value through the asset renewal/upgrade program capitalisation process.

A total capital spending of \$64.2M to renew and upgrade the Council's infrastructure assets, plant and office equipment. A \$13.5M higher than the year prior.

## Waverley Council

### General Purpose Financial Statements

for the year ended 30 June 2022

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#### **Cash, Cash Equivalents and Investments**

Cash, Cash Equivalents and Investments totalled \$127.0M as at 30 June 2022, a decrease of \$25.6M from the 2020/21 closing balance. This is principally attributed to the capital investment in infrastructure assets (\$62.4M) and the impact of the COVID-19 pandemic of \$8.8M refer to above.

## Waverley Council

### General Purpose Financial Statements

for the year ended 30 June 2022

## Understanding Council's Financial Statements

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### Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

### What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2022.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

### About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

#### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

#### 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

#### 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

#### 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

### About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

### About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

### Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

## Waverley Council

### General Purpose Financial Statements

for the year ended 30 June 2022

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:


- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

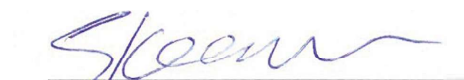
- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 20 September 2022.

  
PAULA MASSELOS

Paula Masseelos  
Mayor  
20 September 2022

  
Elaine Keenan  
Deputy Mayor

20 September 2022



Emily Scott  
General Manager  
20 September 2022



Teena Su  
Responsible Accounting Officer  
20 September 2022

Waverley Council | Income Statement | for the year ended 30 June 2022

## Waverley Council

## Income Statement

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
<b>Income from continuing operations</b>				
66,372	Rates and annual charges	B2-1	<b>66,595</b>	65,151
45,582	User charges and fees	B2-2	<b>38,965</b>	33,786
13,160	Other revenues	B2-3	<b>11,045</b>	13,745
5,509	Grants and contributions provided for operating purposes	B2-4	<b>10,048</b>	9,664
20,961	Grants and contributions provided for capital purposes	B2-4	<b>24,238</b>	19,185
859	Interest and investment income	B2-5	<b>1,016</b>	1,860
6,485	Other income	B2-6	<b>9,772</b>	7,220
975	Net gain from the disposal of assets	B4-1	-	-
159,903	<b>Total income from continuing operations</b>		<b>161,679</b>	150,611
<b>Expenses from continuing operations</b>				
70,420	Employee benefits and on-costs	B3-1	<b>69,239</b>	68,278
42,291	Materials and services	B3-2	<b>41,898</b>	41,173
65	Borrowing costs	B3-3	<b>73</b>	82
21,998	Depreciation, amortisation and impairment of non-financial assets	B3-4	<b>22,752</b>	21,441
3,162	Other expenses	B3-5	<b>4,437</b>	6,705
-	Net loss from the disposal of assets	B4-1	<b>5,266</b>	3,837
137,936	<b>Total expenses from continuing operations</b>		<b>143,665</b>	141,516
21,967	<b>Operating result from continuing operations</b>		<b>18,014</b>	9,095
21,967	<b>Net operating result for the year attributable to Council</b>		<b>18,014</b>	9,095
1,006	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>(6,224)</b>	(10,090)

The above Income Statement should be read in conjunction with the accompanying notes.



Waverley Council | Statement of Comprehensive Income | for the year ended 30 June 2022

## Waverley Council

### Statement of Comprehensive Income

for the year ended 30 June 2022

\$ '000	Notes	2022	2021
<b>Net operating result for the year – from Income Statement</b>		<b>18,014</b>	<b>9,095</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-5	<b>116,954</b>	732
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>116,954</b>	732
<b>Total other comprehensive income for the year</b>		<b>116,954</b>	732
<b>Total comprehensive income for the year attributable to Council</b>		<b>134,968</b>	<b>9,827</b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Waverley Council | Statement of Financial Position | for the year ended 30 June 2022

## Waverley Council

## Statement of Financial Position

as at 30 June 2022

\$ '000	Notes	2022	2021
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	21,768	28,330
Investments	C1-2	97,281	122,277
Receivables	C1-4	14,061	16,709
Other		600	690
<b>Total current assets</b>		<b>133,710</b>	<b>168,006</b>
<b>Non-current assets</b>			
Investments	C1-2	8,000	2,000
Receivables	C1-4	1,985	1,538
Infrastructure, property, plant and equipment (IPPE)	C1-5	1,133,515	975,286
Investment property	C1-6	115,090	110,785
Right of use assets	C2-1	345	777
<b>Total non-current assets</b>		<b>1,258,935</b>	<b>1,090,386</b>
<b>Total assets</b>		<b>1,392,645</b>	<b>1,258,392</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	31,950	33,933
Income received in advance	C3-1	610	252
Contract liabilities	C3-2	4,859	1,977
Lease liabilities	C2-1	255	429
Borrowings	C3-3	460	447
Employee benefit provisions	C3-4	15,665	16,541
<b>Total current liabilities</b>		<b>53,799</b>	<b>53,579</b>
<b>Non-current liabilities</b>			
Lease liabilities	C2-1	144	407
Borrowings	C3-3	1,581	2,040
Employee benefit provisions	C3-4	1,129	1,342
<b>Total non-current liabilities</b>		<b>2,854</b>	<b>3,789</b>
<b>Total liabilities</b>		<b>56,653</b>	<b>57,368</b>
<b>Net assets</b>		<b>1,335,992</b>	<b>1,201,024</b>
<b>EQUITY</b>			
Accumulated surplus	C4-1	692,408	674,394
IPPE revaluation reserve	C4-1	643,584	526,630
<b>Council equity interest</b>		<b>1,335,992</b>	<b>1,201,024</b>
<b>Total equity</b>		<b>1,335,992</b>	<b>1,201,024</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Waverley Council | Statement of Changes in Equity | for the year ended 30 June 2022

## Waverley Council

## Statement of Changes in Equity

for the year ended 30 June 2022

\$ '000	Notes	2022			2021		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		674,394	526,630	1,201,024	665,299	525,898	1,191,197
<b>Restated opening balance</b>		<b>674,394</b>	<b>526,630</b>	<b>1,201,024</b>	<b>665,299</b>	<b>525,898</b>	<b>1,191,197</b>
Net operating result for the year		18,014	–	18,014	9,095	–	9,095
<b>Restated net operating result for the period</b>		<b>18,014</b>	<b>–</b>	<b>18,014</b>	<b>9,095</b>	<b>–</b>	<b>9,095</b>
<b>Other comprehensive income</b>							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-5	–	116,954	116,954	–	732	732
<b>Other comprehensive income</b>		<b>–</b>	<b>116,954</b>	<b>116,954</b>	<b>–</b>	<b>732</b>	<b>732</b>
<b>Total comprehensive income</b>		<b>18,014</b>	<b>116,954</b>	<b>134,968</b>	<b>9,095</b>	<b>732</b>	<b>9,827</b>
<b>Closing balance at 30 June</b>		<b>692,408</b>	<b>643,584</b>	<b>1,335,992</b>	<b>674,394</b>	<b>526,630</b>	<b>1,201,024</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Waverley Council

## Statement of Cash Flows

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
66,345	Rates and annual charges		<b>66,264</b>	65,601
45,466	User charges and fees		<b>39,994</b>	33,429
933	Interest received		<b>1,134</b>	2,249
26,413	Grants and contributions		<b>35,093</b>	24,894
–	Bonds, deposits and retentions received		<b>477</b>	546
19,417	Other		<b>25,403</b>	25,700
<i>Payments:</i>				
(67,154)	Payments to employees		<b>(69,947)</b>	(69,586)
(26,419)	Payments for materials and services		<b>(46,381)</b>	(36,848)
(78)	Borrowing costs		<b>(76)</b>	(85)
–	Bonds, deposits and retentions refunded		<b>(356)</b>	(274)
(22,735)	Other		<b>(9,609)</b>	(10,228)
42,188	<b>Net cash flows from operating activities</b>	G1-1	<b>41,996</b>	35,398
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
25,092	Sale of investments		<b>106,600</b>	113,750
975	Proceeds from sale of IPPE		<b>534</b>	359
<i>Payments:</i>				
(69,119)	Purchase of investments		<b>(89,165)</b>	(99,752)
–	Purchase of investment property		<b>(259)</b>	(532)
–	Payments for IPPE		<b>(65,386)</b>	(56,261)
(43,052)	<b>Net cash flows from investing activities</b>		<b>(47,676)</b>	(42,436)
<b>Cash flows from financing activities</b>				
<i>Payments:</i>				
(447)	Repayment of borrowings		<b>(446)</b>	(436)
–	Principal component of lease payments		<b>(436)</b>	(421)
(447)	<b>Net cash flows from financing activities</b>		<b>(882)</b>	(857)
(1,311)	<b>Net change in cash and cash equivalents</b>		<b>(6,562)</b>	(7,895)
37,680	Cash and cash equivalents at beginning of year		<b>28,330</b>	36,225
36,369	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>21,768</b>	28,330
65,182	plus: Investments on hand at end of year	C1-2	<b>105,281</b>	124,277
101,551	<b>Total cash, cash equivalents and investments</b>		<b>127,049</b>	152,607

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## Waverley Council

### Contents for the notes to the Financial Statements for the year ended 30 June 2022

<b>A About Council and these financial statements</b>	<b>15</b>
A1-1 Basis of preparation	15
<b>B Financial Performance</b>	<b>17</b>
<b>B1 Functions or activities</b>	<b>17</b>
B1-1 Functions or activities – income, expenses and assets	17
B1-2 Components of functions or activities	18
<b>B2 Sources of income</b>	<b>21</b>
B2-1 Rates and annual charges	21
B2-2 User charges and fees	22
B2-3 Other revenues	22
B2-4 Grants and contributions	24
B2-5 Interest and investment income	27
B2-6 Other income	28
<b>B3 Costs of providing services</b>	<b>29</b>
B3-1 Employee benefits and on-costs	29
B3-2 Materials and services	30
B3-3 Borrowing costs	30
B3-4 Depreciation, amortisation and impairment of non-financial assets	32
B3-5 Other expenses	33
<b>B4 Gains or losses</b>	<b>34</b>
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	34
<b>B5 Performance against budget</b>	<b>35</b>
B5-1 Material budget variations	35
<b>C Financial position</b>	<b>37</b>
<b>C1 Assets we manage</b>	<b>37</b>
C1-1 Cash and cash equivalents	37
C1-2 Financial investments	38
C1-3 Restricted and allocated cash, cash equivalents and investments	40
C1-4 Receivables	42
C1-5 Infrastructure, property, plant and equipment	44
C1-6 Investment properties	47
<b>C2 Leasing activities</b>	<b>48</b>
C2-1 Council as a lessee	48
C2-2 Council as a lessor	49
<b>C3 Liabilities of Council</b>	<b>51</b>
C3-1 Payables	51
C3-2 Contract Liabilities	52
C3-3 Borrowings	53
C3-4 Employee benefit provisions	54
<b>C4 Reserves</b>	<b>57</b>
C4-1 Nature and purpose of reserves	57

## Waverley Council

### Contents for the notes to the Financial Statements for the year ended 30 June 2022

<b>D Council structure</b>	<b>58</b>
<b>D1 Interests in other entities</b>	<b>58</b>
D1-1 Interests in joint arrangements	58
<b>E Risks and accounting uncertainties</b>	<b>58</b>
E1-1 Risks relating to financial instruments held	58
E2-1 Fair value measurement	62
E3-1 Contingencies	69
<b>F People and relationships</b>	<b>72</b>
<b>F1 Related party disclosures</b>	<b>72</b>
F1-1 Key management personnel (KMP)	72
F1-2 Councillor and Mayoral fees and associated expenses	74
<b>F2 Other relationships</b>	<b>75</b>
F2-1 Audit fees	75
<b>G Other matters</b>	<b>76</b>
G1-1 Statement of Cash Flows information	76
G2-1 Commitments	77
G3-1 Events occurring after the reporting date	78
<b>G4 Statement of developer contributions as at 30 June 2022</b>	<b>79</b>
G4-1 Summary of developer contributions	79
<b>G5 Statement of performance measures</b>	<b>80</b>
G5-1 Statement of performance measures – consolidated results	80
<b>H Additional Council disclosures (unaudited)</b>	<b>81</b>
H1-1 Statement of performance measures – consolidated results (graphs)	81
H1-2 Financial review	83
H1-3 Council information and contact details	84

## A About Council and these financial statements

### A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 20 September 2022. Council has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2005* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

#### **Historical cost convention**

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

#### **Significant accounting estimates and judgements**

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### **Critical accounting estimates and assumptions**

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties – refer Note C1-6
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-5
- (iii) employee benefit provisions – refer Note C3-4.

#### **Significant judgements in applying the Council's accounting policies**

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

### **Monies and other assets received by Council**

#### **The Consolidated Fund**

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations

## A1-1 Basis of preparation (continued)

### The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

The following Trust monies and properties are held by Council but not considered to be under the control of Council and therefore are excluded from these financial statements:

- Staff Charitable Funds

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

### New accounting standards and interpretations issued but not yet effective

#### New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2022 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

### New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2022.

Those newly adopted standards had no material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures.



## B Financial Performance

### B1 Functions or activities

#### B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
<b>Functions or activities</b>										
Asset Management Services	30,676	22,977	12,463	18,978	18,213	3,999	15,679	13,420	373,491	289,278
Beach Services, Maintenance & Safety	259	295	8,557	8,344	(8,298)	(8,049)	–	10	275	241
Cemetery Services	1,670	1,314	1,690	1,382	(20)	(68)	–	–	54,892	52,984
Child Care Services	8,371	8,225	10,391	10,414	(2,020)	(2,189)	3,703	4,069	9,884	6,401
Community Services	447	536	2,176	2,267	(1,729)	(1,731)	400	491	167,312	158,811
Corporate Support Services	54,680	56,163	17,793	10,325	36,887	45,838	2,305	2,217	75,131	79,080
Cultural Services	46	66	3,938	3,326	(3,892)	(3,260)	–	10	–	–
Customer Services & Communication	1,537	1,568	612	808	925	760	–	–	–	–
Development, Building & Health Services	20,017	11,873	18,382	19,842	1,635	(7,969)	10,546	6,950	22,109	24,475
Emergency Management Services	101	86	224	254	(123)	(168)	–	103	831	899
Environmental Services	870	803	2,987	2,910	(2,117)	(2,107)	119	802	149	272
Governance, Integrated Planning & Community Engagement	–	14	2,030	1,870	(2,030)	(1,856)	874	–	–	–
Library Services	214	299	4,937	5,023	(4,723)	(4,724)	194	245	45,331	37,944
Parking Services	18,593	22,606	11,550	11,621	7,043	10,985	330	321	16,006	14,630
Parks Services & Maintenance	110	121	10,932	9,919	(10,822)	(9,798)	7	6	159,278	155,169
Place Management	66	4	204	117	(138)	(113)	–	–	1	10
Recreation Services	2	15	127	365	(125)	(350)	–	–	264	278
Regulatory Services	323	318	2,054	2,111	(1,731)	(1,793)	–	8	24	54
Social & Affordable Housing	1,179	829	2,260	1,916	(1,081)	(1,087)	–	–	70,452	47,024
Traffic & Transport Services	129	194	173	138	(44)	56	129	194	46,323	46,288
Urban Open Space Maintenance & Accessibility	551	613	7,681	7,476	(7,130)	(6,863)	–	–	330,126	325,091
Waste Services	21,838	21,692	22,504	22,110	(666)	(418)	–	3	20,766	19,463
<b>Total functions and activities</b>	<b>161,679</b>	<b>150,611</b>	<b>143,665</b>	<b>141,516</b>	<b>18,014</b>	<b>9,095</b>	<b>34,286</b>	<b>28,849</b>	<b>1,392,645</b>	<b>1,258,392</b>

## B1-2 Components of functions or activities

---

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### Asset Management Services

This service includes planning for renewal of assets, financial management and project delivery of works on vital infrastructure. The Service contributes to every aspect of Council's operations, to our ability to deliver our services cost effectively and to the community's social, environmental and economic well being.

### Beach Services, Maintenance & Safety

This service includes beach safety, beach maintenance and cleaning and also supports voluntary surf lifesaving clubs.

### Cemetery Services

This service currently includes interment of ashes and remains at two sites, Waverley and South Head. Waverley Cemetery is a fully operational Cemetery with sales in excess of \$1million per annum.

### Child Care Services

Providing quality, affordable long day care and family day care for children aged 0-5 as well as parenting programs and counselling for families.

### Community Services

Council provides a range of community services within Waverley in addition to supporting a broad range of community organisations. Our services and support for other groups and agencies ensure that the community has access to relevant, accessible and affordable facilities, spaces, programs and activities.

### Corporate Support Services

This service includes a range of professional support services for financial planning and management, workforce planning, organisational development and performance management, business systems improvement, risk management and insurance, procurement, telecommunications and IT and special projects to support the Executive in customer service and organisational review.

### Cultural Services

Council provides and supports a range of activities that celebrate and strengthen an appreciation of our cultural heritage and diversity.

### Customer Services & Communication

This area is responsible for ensuring that customer service is provided in a professional, friendly and timely way, and that our community is informed about Council's plans, initiatives, services and activities.

### Development, Building & Health Services

This service involves preparing new Local Environmental Plans, Development Control Plans and Planning Strategies relating to future land use planning and heritage conservation.

It also assesses and determines development applications in accordance with the EP&A Act and provides Council with a digital mapping service.

### Emergency Management Services

Waverley and Woollahra have a joint relationship in funding and supporting the local SES unit. It is a requirement under the NSW State Emergency Act.

### Environmental Services

This is a growing service area covering all aspects of the aquatic, biological and air environments. Its subservices are specifically geared to meet the requirements of our Environmental Action Plan (EAP). EAP is a key element of Waverley's resourcing strategy for Waverley Community Strategic Plan.

## B1-2 Components of functions or activities (continued)

---

### **Governance, Integrated Planning & Community Engagement**

This service is designed to ensure we can engage with our community in an open and responsive way, discussing and making decisions with them about their future on the basis of sound and balanced judgement and policies. It also ensures that we can be properly held to account for planning decisions and for the efficiency and effectiveness of the services we deliver.

### **Library Services**

The Library offers information, recreation and entertainment as well as opportunities for people to train, learn or simply interact with neighbours and friends. The Library is a major education and community capacity building resource.

### **Parking Services**

This service provides substantial community safety and amenity by ensuring that our very limited supply of public parking opportunities (limited relative to demand) is shared fairly by all. This service is more effectively delivered if its implemented in close conjunction with Environmental Services and Traffic and Transport Services.

### **Parks Services & Maintenance**

This service maintains and cares for Council's 99 parks. The park and reserves are divided into a number of categories including regional parks, coastal reserves, small parks, pocket parks, linkages and remnant vegetation.

### **Place Management**

Bondi Beach and Bondi Junction are important places for Waverley residents and for the wider Sydney community. They contain a world famous beach and one of Sydney's most vibrant retail precincts and play a significant role in delivering recreational and commercial experiences to the region. A Place Management approach has been adopted to allow Council to give special focus to these areas, as well as ensuring that our smaller retail villages continue thrive.

An ongoing challenge for the Place Managers is to find the right balance between the needs of visitors, residents and the business sector.

### **Recreation Services**

This includes all aspects of sport and active leisure, from broad LGA-wide planning, through to the detailed design and construction of specific facilities. A newly emerging area is sports facilities management, programming and maintenance.

### **Regulatory Services**

In the summer season there is an increased demand for this service due to the large influx of visitors. Core areas of focus are:

- Monitoring building sites to ensure adequate pollution control is in place
- Ensuring companion animals are effectively and responsibly managed and cared for in accordance with the Companion Animals Act and Regulation
- Providing education material and information to the public investigating reports of abandoned vehicles and removing them in accordance with Impounding Act
- The quantitative volume of noise, time, place and the frequency of the noise

### **Social & Affordable Housing**

This service includes creating and managing secure housing for local people on very low incomes in addition to providing medium term accommodation at subsidised rents to those on low-to-middle income levels.

### **Traffic & Transport Services**

This service helps ensure that traffic flows as smoothly, efficiently and safely in Waverley as is possible, given the very small amount of road space we have to share, relative to the very high demand of the residents and visitors who use it.

The service also functions to help provide as many alternatives as possible to private car use including planning and design of pedestrian and cycling routes, and negotiation with the community and other levels of government for improved traffic and parking distribution systems such as residential preferred parking schemes.

### **Urban Open Space Maintenance & Accessibility**

This service maintains the roads, footpaths, drains, trees and grass along the 123.46 km of local and regional roads within Waverley Council.

## B1-2 Components of functions or activities (continued)

---

### **Waste Services**

This service provides waste and recycling collection services to 29,491 residential properties as well as a commercial collection to businesses within Waverley Council.

## B2 Sources of income

### B2-1 Rates and annual charges

\$ '000	2022	2021
<b>Ordinary rates</b>		
Residential	34,931	34,118
Business	12,432	12,311
Less: pensioner rebates (mandatory)	(264)	(282)
Less: pensioner rebates (Council policy)	(84)	(89)
<b>Rates levied to ratepayers</b>	<b>47,015</b>	<b>46,058</b>
Pensioner rate subsidies received	145	154
<b>Total ordinary rates</b>	<b>47,160</b>	<b>46,212</b>
<b>Annual charges</b>		
<small>(pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</small>		
Domestic waste management services	18,928	18,434
Stormwater Management Services	531	529
Section 611 charges	49	52
Less: pensioner rebates (mandatory)	(158)	(167)
<b>Annual charges levied</b>	<b>19,350</b>	<b>18,848</b>
Pensioner subsidies received:		
– Domestic waste management	85	91
<b>Total annual charges</b>	<b>19,435</b>	<b>18,939</b>
<b>Total rates and annual charges</b>	<b>66,595</b>	<b>65,151</b>

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

#### Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

## B2-2 User charges and fees

\$ '000	Timing	2022	2021
<b>Specific user charges</b>			
(per s.502 - specific 'actual use' charges)			
Waste management services (non-domestic)	2	2,864	3,028
<b>Total specific user charges</b>		<b>2,864</b>	<b>3,028</b>
<b>Other user charges and fees</b>			
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>			
Planning and building regulation	2	3,040	3,029
Section 10.7 certificates (EP&A Act)	2	247	250
Section 603 certificates	2	164	162
Hoarding/crane permits	1	6,278	1,756
<b>Total fees and charges – statutory/regulatory</b>		<b>9,729</b>	<b>5,197</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>			
Cemeteries	2	1,251	1,298
Child care	2	4,580	4,144
Leaseback fees – Council vehicles	2	176	184
Park rents	1	300	389
Restoration charges	2	2,421	800
Room/facility hires	1	320	392
Admission and service fees	1	106	81
Bus shelter fees	1	1,482	1,439
Car parking fees	2	3,854	4,491
Car parking meter income	2	7,562	8,388
Road opening permits	2	333	504
Temporary truck zone permit	1	2,114	1,913
Other	2	1,873	1,538
<b>Total fees and charges – other</b>		<b>26,372</b>	<b>25,561</b>
<b>Total other user charges and fees</b>		<b>36,101</b>	<b>30,758</b>
<b>Total user charges and fees</b>		<b>38,965</b>	<b>33,786</b>
<b>Timing of revenue recognition for user charges and fees</b>			
User charges and fees recognised over time (1)		10,600	6,021
User charges and fees recognised at a point in time (2)		28,365	27,765
<b>Total user charges and fees</b>		<b>38,965</b>	<b>33,786</b>

### Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

## B2-3 Other revenues

\$ '000	Timing	2022	2021
Ex gratia rates	2	24	23
Fines	2	203	226
Fines – parking	2	8,192	10,777

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Page 22 of 93

**B2-3 Other revenues (continued)**

<b>\$ '000</b>	Timing	<b>2022</b>	2021
Legal fees recovery – rates and charges (extra charges)	2	<b>3</b>	5
Legal fees recovery – other	2	<b>421</b>	637
Insurance claims recoveries	2	<b>2</b>	26
Recycling income (non-domestic)	2	<b>109</b>	91
Sale of abandoned vehicles	2	<b>33</b>	31
Sales – general	2	<b>1</b>	1
Other	2	<b>2,057</b>	1,928
<b>Total other revenue</b>		<b>11,045</b>	<b>13,745</b>
<b>Timing of revenue recognition for other revenue</b>			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		<b>11,045</b>	13,745
<b>Total other revenue</b>		<b>11,045</b>	<b>13,745</b>

**Accounting policy for other revenue**

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

## B2-4 Grants and contributions

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>General purpose grants and non-developer contributions (untied)</b>					
<b>General purpose (untied)</b>					
<b>Current year allocation</b>					
Financial assistance – general component	2	1,006	722	–	–
Financial assistance – local roads component	2	75	222	–	–
<b>Payment in advance - future year allocation</b>					
Financial assistance – general component	2	1,290	782	–	–
Financial assistance – local roads component	2	372	229	–	–
<b>Amount recognised as income during current year</b>		<b>2,743</b>	<b>1,955</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>					
<b>Cash contributions</b>					
<b>Previously specific grants:</b>					
<b>Pensioners' rates subsidies:</b>					
Child care	2	3,703	4,015	–	–
Community care	2	235	214	–	–
Employment and training programs	2	10	246	–	–
Environmental programs	2	582	571	–	–
Library	2	59	56	–	–
Library – per capita	2	135	189	–	–
Recreation and culture - stronger community grant	1	–	–	–	946
Street lighting	2	193	193	–	–
Transport (roads to recovery)	2	278	278	–	–
Transport (other roads and bridges funding)	1	–	67	13,394	10,555
Other specific grants	2	158	112	–	–
<b>Previously contributions:</b>					
Community services	2	561	625	–	–
Other councils – joint works/services	2	978	783	–	–
Recreation and culture	2	105	6	–	–
Roads and bridges	2	308	354	–	366
Other contributions	2	–	–	574	550
<b>Total special purpose grants and non-developer contributions – cash</b>		<b>7,305</b>	<b>7,709</b>	<b>13,968</b>	<b>12,417</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>		<b>7,305</b>	<b>7,709</b>	<b>13,968</b>	<b>12,417</b>
<b>Total grants and non-developer contributions</b>		<b>10,048</b>	<b>9,664</b>	<b>13,968</b>	<b>12,417</b>
<b>Comprising:</b>					
– Commonwealth funding		3,204	2,439	1,547	491
– State funding		1,674	1,441	11,847	11,010
– Other funding		5,170	5,784	574	916
		<b>10,048</b>	<b>9,664</b>	<b>13,968</b>	<b>12,417</b>

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Page 24 of 93



## B2-4 Grants and contributions (continued)

## Developer contributions

\$ '000	Notes	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>Developer contributions: (s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>	G4					
<b>Cash contributions</b>						
S 7.4 – contributions using planning agreements		2	–	–	2,415	3,019
S 7.12 – fixed development consent levies		2	–	–	2,691	3,749
<b>Total developer contributions – cash</b>			<b>–</b>	<b>–</b>	<b>5,106</b>	<b>6,768</b>
<b>Non-cash contributions</b>						
S 7.4 – contributions using planning agreements			–	–	5,164	–
<b>Total developer contributions non-cash</b>			<b>–</b>	<b>–</b>	<b>5,164</b>	<b>–</b>
<b>Total developer contributions</b>			<b>–</b>	<b>–</b>	<b>10,270</b>	<b>6,768</b>
<b>Total contributions</b>			<b>–</b>	<b>–</b>	<b>10,270</b>	<b>6,768</b>
<b>Total grants and contributions</b>			<b>10,048</b>	9,664	<b>24,238</b>	19,185
<b>Timing of revenue recognition for grants and contributions</b>						
Grants and contributions recognised over time (1)			–	–	13,950	11,501
Grants and contributions recognised at a point in time (2)			10,048	9,664	10,288	7,684
<b>Total grants and contributions</b>			<b>10,048</b>	9,664	<b>24,238</b>	19,185

## B2-4 Grants and contributions (continued)

### Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>Unspent grants and contributions</b>				
Unspent funds at 1 July	501	477	1,730	–
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	216	358	–	–
<b>Add:</b> Funds received and not recognised as revenue in the current year	–	–	4,642	2,676
Add: operating grant Received for the provision of goods and services in a future	63	–	–	–
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	(458)	(334)	–	–
Less: Funds received in prior year but revenue recognised and funds spent in current year	–	–	(1,730)	(946)
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	–	–	(1,730)	(946)
<b>Unspent funds at 30 June</b>	<b>322</b>	<b>501</b>	<b>4,642</b>	<b>1,730</b>
<b>Contributions</b>				
Unspent funds at 1 July	–	–	24,579	22,373
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	5,106	6,768
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(7,152)	(4,562)
<b>Unspent contributions at 30 June</b>	<b>–</b>	<b>–</b>	<b>22,533</b>	<b>24,579</b>

### Accounting policy

#### Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligation is satisfied.

Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

#### Grant income

Assets arising from grants in the scope of AASB 1058 are recognised at the asset's fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received

## B2-4 Grants and contributions (continued)

### Capital grants

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council's control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

### Contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

While Council generally incorporates these amounts as part of a Development Consent Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

## B2-5 Interest and investment income

\$ '000	2022	2021
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	146	80
– Cash and investments	870	1,780
<b>Total interest and investment income (losses)</b>	<b>1,016</b>	<b>1,860</b>
<b>Interest and investment income is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)	146	80
General Council cash and investments	870	1,558

**B2-5 Interest and investment income (continued)**

\$ '000	2022	2021
<b>Restricted investments/funds – external:</b>		
Domestic waste management operations	–	206
<b>Restricted investments/funds – internal:</b>		
Internally restricted assets	–	16
<b>Total interest and investment income</b>	<b>1,016</b>	<b>1,860</b>

**Accounting policy**

Interest income is recognised using the effective interest rate at the date that interest is earned.

Dividends are recognised as income in profit or loss when the shareholder's right to receive payment is established unless the dividend clearly represents a recovery of part of the cost of the investment.

**B2-6 Other income**

\$ '000	Notes	2022	2021
<b>Fair value increment on investment properties</b>			
Fair value increment on investment properties		4,046	–
<b>Total fair value increment on investment properties</b>	C1-6	<b>4,046</b>	<b>–</b>
<b>Fair value increment on investments</b>			
Fair value increment on investments through profit and loss		–	1,854
<b>Total Fair value increment on investments</b>		<b>–</b>	<b>1,854</b>
<b>Rental income</b>			
<b>Investment properties</b>			
Lease income		2,607	2,831
<b>Total Investment properties</b>		<b>2,607</b>	<b>2,831</b>
<b>Other lease income</b>			
Other		3,119	2,535
<b>Total other lease income</b>		<b>3,119</b>	<b>2,535</b>
<b>Total rental income</b>	C2-2	<b>5,726</b>	<b>5,366</b>
<b>Total other income</b>		<b>9,772</b>	<b>7,220</b>

## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

\$ '000	2022	2021
Salaries and wages	56,826	55,640
Employee leave entitlements (ELE)	5,076	5,587
Superannuation	6,008	5,843
Workers' compensation insurance	3,135	3,100
Fringe benefit tax (FBT)	152	137
Other	223	230
<b>Total employee costs</b>	<b>71,420</b>	<b>70,537</b>
Less: capitalised costs	(2,181)	(2,259)
<b>Total employee costs expensed</b>	<b>69,239</b>	<b>68,278</b>
Number of 'full-time equivalent' employees (FTE) at year end	600	632
Number of 'full-time equivalent' employees (FTE) at year end (incl. vacancies)	697	697

#### Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

#### *Retirement benefit obligations*

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

#### *Superannuation plans*

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

## B3-2 Materials and services

\$ '000	Notes	2022	2021
Raw materials and consumables		5,745	5,754
Contractor and consultancy costs		7,954	7,727
Contractor and consultancy costs (temporary staff)		695	796
Audit Fees	F2-1	115	87
Infringement notice contract costs (SEINS)		1,281	1,434
<b>Previously other expenses:</b>			
Councillor and Mayoral fees and associated expenses	F1-2	362	379
Advertising		538	309
Bank charges		620	687
Cleaning		1,812	2,073
Computer software charges		1,975	1,616
Election expenses		384	–
Electricity and heating		489	501
Insurance		1,496	1,452
Office expenses (including computer expenses)		228	273
Postage		236	188
Printing and stationery		300	512
Street lighting		801	793
Subscriptions and publications		417	366
Telephone and communications		145	152
Valuation fees		93	97
Travel expenses		–	201
Abandonment of fines by office of state debt recovery		929	1,007
Car park levy		141	134
Family day care subsidy		755	1,029
Land tax – crown land		659	620
Waste disposal charges		7,379	7,299
Water rates and charges		255	222
Strata Levy		352	313
Training costs (other than salaries and wages)		357	394
Other expenses		784	807
<b>Legal expenses:</b>			
– Legal expenses: planning and development		1,235	912
– Legal expenses: other		1,006	1,455
Variable lease expense relating to usage (IT Network Data and Cloud Charges)		1,871	1,143
<b>Operating leases expense:</b>			
Other (fuel and gas)		580	441
<b>Total materials and services</b>		<b>41,898</b>	<b>41,173</b>

### Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

## B3-3 Borrowing costs

\$ '000	2022	2021
<b>(i) Interest bearing liability costs</b>		
Interest on leases	10	7
Interest on loans	63	75
<b>Total interest bearing liability costs</b>	<b>73</b>	<b>82</b>
<b>Total interest bearing liability costs expensed</b>	<b>73</b>	<b>82</b>
<b>Total borrowing costs expensed</b>	<b>73</b>	<b>82</b>

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Page 30 of 93

### B3-3 Borrowing costs (continued)

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**Accounting policy**

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

### B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2022	2021
<b>Depreciation and amortisation</b>			
Plant and equipment		1,803	1,919
Office equipment		284	275
<b>Infrastructure:</b>	C1-5		
– Buildings – non-specialised		3,046	3,024
– Buildings – specialised		3,977	3,906
– Other structures		869	514
– Roads		5,931	5,702
– Footpaths		1,815	1,672
– Stormwater drainage		1,131	904
– Other open space/recreational assets		3,115	2,744
Right of use assets	C2-1	431	429
<b>Other assets:</b>			
– Library books		224	225
– Other		126	127
<b>Total depreciation and amortisation costs</b>		<b>22,752</b>	<b>21,441</b>
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>22,752</b>	<b>21,441</b>

#### Accounting policy

##### Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-5 for IPPE assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

##### Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.



### B3-5 Other expenses

\$ '000	Notes	2022	2021
<b>Fair value decrement on investment properties</b>			
Fair value decrement on investment properties		–	3,657
<b>Total fair value decrement on investment properties</b>	C1-6	<b>–</b>	<b>3,657</b>
<b>Fair value decrement on investments</b>			
Fair value decrement on investments through profit and loss		<b>1,561</b>	–
<b>Total Fair value decrement on investments</b>	C1-2	<b>1,561</b>	–
<b>Other</b>			
Contributions/levies to other levels of government		<b>26</b>	12
– Department of planning levy		<b>533</b>	446
– Emergency services levy (includes FRNSW, SES, and RFS levies)		<b>109</b>	143
– NSW fire brigade levy		<b>1,586</b>	1,762
Donations, contributions and assistance to other organisations (Section 356)		<b>622</b>	685
<b>Total other expenses</b>		<b>4,437</b>	<b>6,705</b>

#### Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

## B4 Gains or losses

### B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2022	2021
<b>Gain (or loss) on disposal of plant and equipment</b>	C1-5		
Proceeds from disposal – plant and equipment		534	359
Less: carrying amount of plant and equipment assets sold/written off		(233)	(185)
<b>Gain (or loss) on disposal</b>		<b>301</b>	<b>174</b>
<b>Gain (or loss) on disposal of infrastructure</b>	C1-5		
Less: carrying amount of infrastructure assets sold/written off		(5,567)	(4,011)
<b>Gain (or loss) on disposal</b>		<b>(5,567)</b>	<b>(4,011)</b>
<b>Gain (or loss) on disposal of investments</b>	C1-2		
Proceeds from disposal/redemptions/maturities – investments		106,600	113,750
Less: carrying amount of investments sold/redeemed/matured		(106,600)	(113,750)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>–</b>
<b>Net gain (or loss) from disposal of assets</b>		<b>(5,266)</b>	<b>(3,837)</b>

#### Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 15/06/2021 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
<b>Revenues</b>				
<b>Rates and annual charges</b>	66,372	66,595	223	0% <b>F</b>
<b>User charges and fees</b>	45,582	38,965	(6,617)	(15)% <b>U</b>
The lower user charges and fees are mainly due to Child Care Benefits being allocated to Operating grants and contributions and Outdoor eating income was allocated to Other revenue. Lower than expected parking fee in car park and street parking due to COVID-19.				
<b>Other revenues</b>	13,160	11,045	(2,115)	(16)% <b>U</b>
Lower than expected from parking fines as a result of COVID-19.				
<b>Operating grants and contributions</b>	5,509	10,048	4,539	82% <b>F</b>
Higher Operating grants and contributions is due to Child Care Benefits being included in this category. Remaining favourable variance is due to higher revenue sharing grant received in Finance.				
<b>Capital grants and contributions</b>	20,961	24,238	3,277	16% <b>F</b>
Due to recognition of Whitton Lane properties from VPA not budgeted.				
<b>Interest and investment revenue</b>	859	1,016	157	18% <b>F</b>
Extra interest charges from rates collection as a result of overdue unpaid rate notices unbudgeted.				
<b>Net gains from disposal of assets</b>	975	-	(975)	(100)% <b>U</b>
Total net asset disposal results in a loss for the year				
<b>Other income</b>	6,485	9,772	3,287	51% <b>F</b>
The variance is mainly due to the fair value increment on Investment Properties, which was not in the original budget.				
<b>Expenses</b>				
<b>Employee benefits and on-costs</b>	70,420	69,239	1,181	2% <b>F</b>
<b>Materials and services</b>	42,291	41,898	393	1% <b>F</b>
<b>Borrowing costs</b>	65	73	(8)	(12)% <b>U</b>
Interest expense on leased assets was not budgeted				
<b>Depreciation, amortisation and impairment of non-financial assets</b>	21,998	22,752	(754)	(3)% <b>U</b>
<b>Other expenses</b>	3,162	4,437	(1,275)	(40)% <b>U</b>
Fair value decrement on Investments was not anticipated in the original budget.				

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Page 35 of 93

**B5-1 Material budget variations (continued)**

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----		
<b>Net losses from disposal of assets</b>	-	5,266	(5,266)	∞	U
Net losses from disposal of assets are largely from write of off other infrastructure assets (other structure & other open space/recreational assets) and roads as a result of renewal/upgrade works.					
<b>Statement of cash flows</b>					
<b>Cash flows from operating activities</b>	42,188	41,996	(192)	0%	U
<b>Cash flows from investing activities</b>	(43,052)	(47,676)	(4,624)	11%	U
The actual cash outflows from investing activities is lower than the original budget largely due to Sale of investment securities.					
<b>Cash flows from financing activities</b>	(447)	(882)	(435)	97%	U
It is due to principal component of lease payments not being in the budget.					

**C Financial position****C1 Assets we manage****C1-1 Cash and cash equivalents**

<b>\$ '000</b>	<b>2022</b>	2021
<b>Cash assets</b>		
Cash on hand and at bank	1,040	1,004
Cash equivalent assets		
– Deposits at call	5,677	11,360
– Managed funds	15,051	15,966
<b>Total cash and cash equivalents</b>	<b>21,768</b>	<b>28,330</b>

**Reconciliation of cash and cash equivalents**

Total cash and cash equivalents per Statement of Financial Position	21,768	28,330
<b>Balance as per the Statement of Cash Flows</b>	<b>21,768</b>	<b>28,330</b>

**Accounting policy**

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

## C1-2 Financial investments

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Financial assets at fair value through the profit and loss</b>				
NCD's, FRN's	32,781	-	30,777	-
<b>Total</b>	<b>32,781</b>	<b>-</b>	<b>30,777</b>	<b>-</b>
<b>Debt securities at amortised cost</b>				
Long term deposits	64,500	8,000	91,500	2,000
<b>Total</b>	<b>64,500</b>	<b>8,000</b>	<b>91,500</b>	<b>2,000</b>
<b>Total financial investments</b>	<b>97,281</b>	<b>8,000</b>	<b>122,277</b>	<b>2,000</b>
<b>Total cash assets, cash equivalents and investments</b>	<b>119,049</b>	<b>8,000</b>	<b>150,607</b>	<b>2,000</b>

### Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

#### Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

#### Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

#### Fair value through other comprehensive income – equity instruments

Council has a number of strategic investments in entities over which they do not have significant influence nor control. Council has made an irrevocable election to classify these equity investments at fair value through other comprehensive income as they are not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to accumulated surplus and is not reclassified to profit or loss.

Other net gains and losses excluding dividends are recognised in the Other Comprehensive Income Statement.

#### Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

## C1-2 Financial investments (continued)

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Council's financial assets measured at fair value through profit or loss comprise investments in FRNs and NCDs in the Statement of Financial Position.

### C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2022	2021
(a) Externally restricted cash, cash equivalents and investments		
<b>Total cash, cash equivalents and investments</b>	<b>127,049</b>	152,607
Less: Externally restricted cash, cash equivalents and investments	<u>(41,452)</u>	<u>(38,622)</u>
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>85,597</b>	113,985
<b>External restrictions</b>		
<b>External restrictions – included in liabilities</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	<u>4,705</u>	<u>1,730</u>
<b>External restrictions – included in liabilities</b>	<b>4,705</b>	1,730
<b>External restrictions – other</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	22,508	24,579
Specific purpose unexpended grants (recognised as revenue) – general fund	259	501
Stormwater management	835	492
Domestic waste management	<u>13,145</u>	<u>11,320</u>
<b>External restrictions – other</b>	<b>36,747</b>	<b>36,892</b>
<b>Total external restrictions</b>	<b>41,452</b>	<b>38,622</b>

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2022	2021
(b) Internal allocations		
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>85,597</b>	113,985
Less: Internally restricted cash, cash equivalents and investments	<u>(78,852)</u>	<u>(103,778)</u>
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>6,745</b>	10,207
<b>Internal allocations</b>		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	5,703	4,955
SAMP Infrastructure	4,525	12,863
Employees leave entitlement	5,270	5,636
Carry over works	9,311	7,965
Deposits, retentions and bonds	19,365	16,290
Affordable housing	1,946	1,910
Cemeteries	898	583
Election	165	450
Centralised reserve	4,085	6,865
IT Information	375	1,998
Property Investment strategy	17,829	33,292
Parking meters	1,894	1,923
Car Park Parking	1,994	2,296
Social housing	546	551

continued on next page ...

Page 40 of 93



**C1-3 Restricted and allocated cash, cash equivalents and investments (continued)**

<b>\$ '000</b>	<b>2022</b>	2021
Unexpended loans	–	51
Other	<b>4,946</b>	6,150
<b>Total internal allocations</b>	<b>78,852</b>	<b>103,778</b>

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

<b>\$ '000</b>	<b>2022</b>	2021
<b>(c) Unrestricted and unallocated</b>		
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>6,745</b>	<b>10,207</b>

## C1-4 Receivables

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Rates and annual charges	2,116	858	1,904	675
Interest and extra charges	152	184	91	237
User charges and fees	1,157	–	1,877	–
Accrued revenues				
– Interest on investments	164	–	290	–
– Other income accruals	1,710	–	234	–
Government grants and subsidies	5,145	–	8,141	–
Net GST receivable	1,514	–	1,740	–
Parking fines	2,204	2,326	2,489	2,009
<b>Total</b>	<b>14,162</b>	<b>3,368</b>	<b>16,766</b>	<b>2,921</b>
<b>Less: provision for impairment</b>				
User charges and fees	(101)	–	(57)	–
Parking fines	–	(1,383)	–	(1,383)
<b>Total provision for impairment – receivables</b>	<b>(101)</b>	<b>(1,383)</b>	<b>(57)</b>	<b>(1,383)</b>
<b>Total net receivables</b>	<b>14,061</b>	<b>1,985</b>	<b>16,709</b>	<b>1,538</b>
<b>Externally restricted receivables</b>				
Domestic waste management	1,134	400	1,099	355
<b>Total external restrictions</b>	<b>1,134</b>	<b>400</b>	<b>1,099</b>	<b>355</b>
<b>Unrestricted receivables</b>	<b>12,927</b>	<b>1,585</b>	<b>15,610</b>	<b>1,183</b>
<b>Total net receivables</b>	<b>14,061</b>	<b>1,985</b>	<b>16,709</b>	<b>1,538</b>

\$ '000	2022	2021
<b>Movement in provision for impairment of receivables</b>		
Balance at the beginning of the year (calculated in accordance with AASB 139)	1,440	1,564
– amounts already provided for and written off this year	(10)	(52)
– Provision recognised/(reduced) during the year	54	(72)
<b>Balance at the end of the year</b>	<b>1,484</b>	<b>1,440</b>

### Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

### Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

## C1-4 Receivables (continued)

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Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over one years past due, whichever occurs first.

None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

### **Accounting policy under AASB 139**

For loans and receivables, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss.

Collectability of receivables is reviewed on an ongoing basis. Debts that are known to be uncollectable are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. When a receivable for which an impairment allowance had been recognised becomes uncollectable in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the Income Statement.

Rates and annual charges outstanding are secured against the property.

Waverley Council | Notes to the Financial Statements 30 June 2022

## C1-5 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2021			Asset movements during the reporting period							At 30 June 2022		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>													
Capital work in progress	45,118	–	45,118	40,336	4,960	(486)	–	(9,502)	–	–	80,426	–	80,426
Plant and equipment	21,774	(13,569)	8,205	–	617	(233)	(1,803)	–	–	–	21,587	(14,801)	6,786
Office equipment	11,083	(10,203)	880	3	626	–	(284)	6	–	–	11,719	(10,488)	1,231
<b>Land:</b>													
– Crown land	156,201	–	156,201	–	–	–	–	–	–	–	156,201	–	156,201
– Operational land	78,811	–	78,811	–	–	–	–	–	–	34,764	113,575	–	113,575
– Community land	101,142	–	101,142	–	–	–	–	–	–	–	101,142	–	101,142
<b>Infrastructure:</b>													
– Buildings – non-specialised	126,022	(49,987)	76,035	392	5,164	–	(3,046)	29	(23)	31,850	135,705	(25,304)	110,401
– Buildings – specialised	129,815	(74,832)	54,983	172	–	(69)	(3,977)	101	(233)	8,216	111,125	(51,932)	59,193
– Other structures	28,631	(10,360)	18,271	4,796	137	(179)	(869)	252	233	1,196	35,540	(11,703)	23,837
– Roads	441,091	(212,651)	228,440	4,272	–	(3,401)	(5,931)	7,165	23	24,840	494,008	(238,600)	255,408
– Footpaths	63,506	(27,075)	36,431	2,486	–	(444)	(1,815)	720	–	4,008	72,787	(31,401)	41,386
– Stormwater drainage	127,411	(51,950)	75,461	2,120	–	(94)	(1,131)	–	–	7,288	141,709	(58,065)	83,644
– Other open space/recreational assets	165,120	(74,690)	90,430	3,092	–	(894)	(3,115)	1,229	–	4,792	176,842	(81,308)	95,534
<b>Other assets:</b>													
– Library books	4,185	(3,018)	1,167	–	201	–	(224)	–	–	–	4,386	(3,242)	1,144
– Other	6,197	(2,486)	3,711	22	–	–	(126)	–	–	–	6,219	(2,612)	3,607
<b>Total infrastructure, property, plant and equipment</b>	<b>1,506,107</b>	<b>(530,821)</b>	<b>975,286</b>	<b>57,691</b>	<b>11,705</b>	<b>(5,800)</b>	<b>(22,321)</b>	<b>–</b>	<b>–</b>	<b>116,954</b>	<b>1,662,971</b>	<b>(529,456)</b>	<b>1,133,515</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page ...

Page 44 of 93

Waverley Council | Notes to the Financial Statements 30 June 2022

## C1-5 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period							At 30 June 2021		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>													
Capital work in progress	21,976	–	21,976	39,446	–	(1,087)	–	(15,217)	–	–	45,118	–	45,118
Plant and equipment	21,535	(12,045)	9,490	–	819	(185)	(1,919)	–	–	–	21,774	(13,569)	8,205
Office equipment	11,014	(9,928)	1,086	8	61	–	(275)	–	–	–	11,083	(10,203)	880
<b>Land:</b>													
– Operational land	78,811	–	78,811	–	–	–	–	–	–	–	78,811	–	78,811
– Community land	101,142	–	101,142	–	–	–	–	–	–	–	101,142	–	101,142
– Crown land	156,201	–	156,201	–	–	–	–	–	–	–	156,201	–	156,201
<b>Infrastructure:</b>													
– Buildings – non-specialised	125,520	(46,962)	78,558	501	–	–	(3,024)	–	–	–	126,022	(49,987)	76,035
– Buildings – specialised	125,243	(70,926)	54,317	971	1,085	–	(3,906)	2,516	–	–	129,815	(74,832)	54,983
– Other structures	29,717	(11,902)	17,815	524	676	(527)	(514)	910	(318)	(295)	28,631	(10,360)	18,271
– Roads	430,657	(208,480)	222,177	5,807	697	(1,568)	(5,702)	7,029	–	–	441,091	(212,651)	228,440
– Footpaths	59,358	(25,681)	33,677	476	401	(182)	(1,672)	3,731	–	–	63,506	(27,075)	36,431
– Stormwater drainage	126,110	(51,102)	75,008	286	1,079	(92)	(904)	84	–	–	127,411	(51,950)	75,461
– Other open space/recreational assets	147,384	(60,625)	86,759	1,627	3,051	(555)	(2,744)	947	318	1,027	165,120	(74,690)	90,430
<b>Other assets:</b>													
– Library books	3,983	(2,793)	1,190	–	202	–	(225)	–	–	–	4,185	(3,018)	1,167
– Other	6,196	(2,358)	3,838	–	–	–	(127)	–	–	–	6,197	(2,486)	3,711
<b>Total infrastructure, property, plant and equipment</b>	<b>1,444,847</b>	<b>(502,802)</b>	<b>942,045</b>	<b>49,646</b>	<b>8,071</b>	<b>(4,196)</b>	<b>(21,012)</b>	<b>–</b>	<b>–</b>	<b>732</b>	<b>1,506,107</b>	<b>(530,821)</b>	<b>975,286</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page ...

Page 45 of 93

## C1-5 Infrastructure, property, plant and equipment (continued)

### Accounting policy

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred. When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that the Council will obtain ownership at the end of the lease term. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

<b>Plant and equipment</b>	Years	<b>Other equipment</b>	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 8	<b>Buildings</b>	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 150
Other plant and equipment	5 to 15	Buildings: other	20 to 100
<b>Other Assets</b>		<b>Stormwater assets</b>	
Library Books	5 to 10	Drains	80 to 100
Other	5 to 100	Culverts	50 to 80
		Flood control structures	80 to 100
<b>Transportation assets</b>		<b>Other infrastructure assets</b>	
Sealed roads: surface	20	Bulk earthworks	20
Sealed roads: structure	50	Swimming pools	100
Unsealed roads	20	Unsealed roads	20
Bridge: concrete	100	Other open space/recreational assets	20
Bridge: other	50	Other infrastructure	20
Road pavements	60	Seawall	120
Kerb, gutter and footpaths	40		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

### Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

### Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

## Externally restricted infrastructure, property, plant and equipment

\$ '000	as at 30/06/22			as at 30/06/21		
	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount
<b>Domestic waste management</b>						
Plant and equipment	15,107	8,924	6,183	14,688	7,985	6,703
<b>Total domestic waste management</b>	<b>15,107</b>	<b>8,924</b>	<b>6,183</b>	<b>14,688</b>	<b>7,985</b>	<b>6,703</b>
Total restricted infrastructure, property, plant and equipment	15,107	8,924	6,183	14,688	7,985	6,703

## C1-6 Investment properties

\$ '000	2022	2021
<b>Owned investment property</b>		
Investment property on hand at fair value	115,090	110,785
<b>Total owned investment property</b>	<b>115,090</b>	<b>110,785</b>

### Owned investment property

#### At fair value

Opening balance at 1 July	110,785	113,910
Capitalised subsequent expenditure	259	532
Net gain/(loss) from fair value adjustments	4,046	(3,657)
<b>Closing balance at 30 June</b>	<b>115,090</b>	<b>110,785</b>

#### Accounting policy

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as part of other income.

## C2 Leasing activities

### C2-1 Council as a lessee

Council has leases over a range of assets including land and buildings for staff office and sub-depots. Information relating to the leases in place and associated balances and transactions is provided below.

#### Terms and conditions of leases

These leases have between 1 and 5 years.

#### (a) Right of use assets

\$ '000	Property, Plant & Equipment	Total
<b>2022</b>		
Opening balance at 1 July	777	777
Depreciation charge	(431)	(431)
<b>Balance at 30 June</b>	<b>345</b>	<b>345</b>
<b>2021</b>		
Opening balance at 1 July	1,206	1,206
Depreciation charge	(429)	(429)
<b>Balance at 30 June</b>	<b>777</b>	<b>777</b>

#### (b) Lease liabilities

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Lease liabilities	255	144	429	407
<b>Total lease liabilities</b>	<b>255</b>	<b>144</b>	<b>429</b>	<b>407</b>

#### (c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
<b>2022</b>					
Cash flows	447	415	–	862	399
<b>2021</b>					
Cash flows	429	849	–	1,278	836

#### (d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2022	2021
Interest on lease liabilities	10	7
Variable lease payments based on usage not included in the measurement of lease liabilities	1,871	1,143

continued on next page ...

Page 48 of 93



## C2-1 Council as a lessee (continued)

\$ '000	2022	2021
Depreciation of right of use assets	431	429
	<b>2,312</b>	<b>1,579</b>

### (e) Statement of Cash Flows

Total cash outflow for leases	(436)	(421)
	<b>(436)</b>	<b>(421)</b>

### (f) Leases at significantly below market value – concessionary / peppercorn leases

#### Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

#### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

#### Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

## C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties; these leases have been classified as operating leases for financial reporting purposes.

\$ '000	2022	2021
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#### (i) Assets held as investment property

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	2,607	2,831
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continued on next page ...

Page 49 of 93

**C2-2 Council as a lessor (continued)**

\$ '000	2022	2021
<b>Total income relating to operating leases for investment property assets</b>	<b>2,607</b>	2,831
<b>Operating lease expenses</b>		
Direct operating expenses that generated rental income	<b>(2,257)</b>	(2,283)
Direct operating expenses that did not generate rental income	<b>(437)</b>	(460)
<b>Total expenses relating to operating leases</b>	<b>(2,694)</b>	(2,743)

**(ii) Assets held as property, plant and equipment**

Lease income (excluding variable lease payments not dependent on an index or rate)	<b>3,119</b>	2,535
<b>Total income relating to operating leases for Council assets</b>	<b>3,119</b>	2,535

**(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:**

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	<b>3,937</b>	3,586
1–2 years	<b>2,567</b>	1,884
2–3 years	<b>2,368</b>	746
3–4 years	<b>2,166</b>	676
4–5 years	<b>1,983</b>	592
> 5 years	<b>5,227</b>	5,433
<b>Total undiscounted lease payments to be received</b>	<b>18,248</b>	12,917

**Accounting policy**

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

## C3 Liabilities of Council

### C3-1 Payables

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Payables</b>				
Goods and services – operating expenditure	4,061	–	8,544	–
Goods and services – capital expenditure	5,583	–	6,737	–
Accrued expenses:				
– Borrowings	13	–	16	–
– Salaries and wages	381	–	–	–
– Other expenditure accruals	1,829	–	1,600	–
Security bonds, deposits and retentions	1,710	–	1,589	–
Builders deposits	17,655	–	14,701	–
Other	96	–	188	–
Prepaid rates	622	–	558	–
<b>Total payables</b>	<b>31,950</b>	<b>–</b>	<b>33,933</b>	<b>–</b>
<b>Income received in advance</b>				
Payments received in advance	610	–	252	–
<b>Total income received in advance</b>	<b>610</b>	<b>–</b>	<b>252</b>	<b>–</b>
<b>Total payables</b>	<b>32,560</b>	<b>–</b>	<b>34,185</b>	<b>–</b>

#### Payables relating to restricted assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Externally restricted assets</b>				
Domestic waste management	474	–	829	–
Payables relating to externally restricted assets	474	–	829	–
<b>Total payables relating to restricted assets</b>	<b>474</b>	<b>–</b>	<b>829</b>	<b>–</b>
<b>Total payables relating to unrestricted assets</b>	<b>32,086</b>	<b>–</b>	<b>33,356</b>	<b>–</b>
<b>Total payables</b>	<b>32,560</b>	<b>–</b>	<b>34,185</b>	<b>–</b>

### C3-1 Payables (continued)

#### Current payables not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	17,655	14,701
<b>Total payables</b>	<b>17,655</b>	<b>14,701</b>

#### Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

#### Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

### C3-2 Contract Liabilities

\$ '000	Notes	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	4,642	–	1,653	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	63	–	77	–
<b>Total grants received in advance</b>		<b>4,705</b>	<b>–</b>	<b>1,730</b>	<b>–</b>
Upfront fees	(iii)	154	–	247	–
<b>Total user fees and charges received in advance</b>		<b>154</b>	<b>–</b>	<b>247</b>	<b>–</b>
<b>Total contract liabilities</b>		<b>4,859</b>	<b>–</b>	<b>1,977</b>	<b>–</b>

#### Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) Operating grants received in advance. The revenue is expected to be recognised in the next 12 months.

(iii) These are mainly from upfront income for roads restorations, car parks, library and bus shelter.

#### Contract liabilities relating to restricted assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Externally restricted assets</b>				
Unspent grants held as contract liabilities (excl. Water & Sewer)	4,705	–	1,730	–
<b>Contract liabilities relating to externally restricted assets</b>	<b>4,705</b>	<b>–</b>	<b>1,730</b>	<b>–</b>

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Page 52 of 93

### C3-2 Contract Liabilities (continued)

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Total contract liabilities relating to restricted assets</b>	<b>4,705</b>	<b>–</b>	<b>1,730</b>	<b>–</b>
<b>Total contract liabilities relating to unrestricted assets</b>	<b>154</b>	<b>–</b>	<b>247</b>	<b>–</b>
<b>Total contract liabilities</b>	<b>4,859</b>	<b>–</b>	<b>1,977</b>	<b>–</b>
<b>Revenue recognised that was included in the contract liability balance at the beginning of the period</b>				
\$ '000			2022	2021
<b>Grants and contributions received in advance:</b>				
Capital grants (to construct Council controlled assets)			<b>1,730</b>	946
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>			<b>1,730</b>	<b>946</b>

#### Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

### C3-3 Borrowings

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Loans – secured <sup>1</sup>	<b>460</b>	<b>1,581</b>	447	2,040
<b>Total borrowings</b>	<b>460</b>	<b>1,581</b>	<b>447</b>	<b>2,040</b>

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

#### Borrowings relating to restricted assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Total borrowings relating to unrestricted assets</b>	<b>460</b>	<b>1,581</b>	<b>447</b>	<b>2,040</b>
<b>Total borrowings</b>	<b>460</b>	<b>1,581</b>	<b>447</b>	<b>2,040</b>

#### Current borrowings not anticipated to be settled within the next twelve months

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

#### (a) Changes in liabilities arising from financing activities

\$ '000	2021		Non-cash movements				2022
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	2,487	(446)	–	–	–	–	2,041
Lease liability (Note C2-1b)	836	(437)	–	–	–	–	399

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Page 53 of 93

### C3-3 Borrowings (continued)

	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
<b>Total liabilities from financing activities</b>	3,323	(883)	-	-	-	-	2,440
<b>\$ '000</b>							
Loans – secured	2,923	(436)	-	-	-	-	2,487
Lease liability (Note C2-1b)	1,257	(421)	-	-	-	-	836
<b>Total liabilities from financing activities</b>	4,180	(857)	-	-	-	-	3,323

#### (b) Financing arrangements

<b>\$ '000</b>	<b>2022</b>	2021
<b>Total facilities</b>		
Bank overdraft facilities <sup>1</sup>	250	250
Credit cards/purchase cards	30	30
<b>Total financing arrangements</b>	<b>280</b>	<b>280</b>
<b>Undrawn facilities</b>		
– Bank overdraft facilities	250	250
– Credit cards/purchase cards	30	30
<b>Total undrawn financing arrangements</b>	<b>280</b>	<b>280</b>

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

#### Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

### C3-4 Employee benefit provisions

<b>\$ '000</b>	<b>2022</b>		2021	2021
	<b>Current</b>	<b>Non-current</b>	Current	Non-current
Annual leave	6,801	-	6,652	-
Sick leave	1,355	-	1,532	-
Long service leave	6,992	1,129	7,825	1,342
Gratuities	331	-	387	-
Time off in lieu	186	-	145	-
<b>Total employee benefit provisions</b>	<b>15,665</b>	<b>1,129</b>	<b>16,541</b>	<b>1,342</b>

### C3-4 Employee benefit provisions (continued)

#### Employee benefit provisions relating to restricted assets

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Externally restricted assets</b>				
Domestic Waste Management	1,103	217	1,357	282
Employee benefit provisions relating to externally restricted assets	1,103	217	1,357	282
<b>Total employee benefit provisions relating to restricted assets</b>	<b>1,103</b>	<b>217</b>	<b>1,357</b>	<b>282</b>
<b>Total employee benefit provisions relating to unrestricted assets</b>	<b>14,562</b>	<b>912</b>	<b>15,184</b>	<b>1,060</b>
<b>Total employee benefit provisions</b>	<b>15,665</b>	<b>1,129</b>	<b>16,541</b>	<b>1,342</b>

#### Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	11,578	11,338
	<b>11,578</b>	<b>11,338</b>

#### Description of and movements in provisions

\$ '000	ELE provisions				Total
	Annual leave	Sick leave	Long service leave	Other employee benefits	
<b>2022</b>					
At beginning of year	6,652	1,532	9,167	532	17,883
Additional provisions	4,337	–	598	141	5,076
Amounts used (payments)	(4,188)	(177)	(1,644)	(156)	(6,165)
Total ELE provisions at end of year	<b>6,801</b>	<b>1,355</b>	<b>8,121</b>	<b>517</b>	<b>16,794</b>
<b>2021</b>					
At beginning of year	6,223	1,677	9,054	588	17,542
Additional provisions	4,327	–	1,135	125	5,587
Amounts used (payments)	(3,898)	(145)	(1,022)	(181)	(5,246)
Total ELE provisions at end of year	<b>6,652</b>	<b>1,532</b>	<b>9,167</b>	<b>532</b>	<b>17,883</b>

#### Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

#### Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

#### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured

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Page 55 of 93

### C3-4 Employee benefit provisions (continued)

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as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

**On-costs**

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.



## C4 Reserves

### C4-1 Nature and purpose of reserves

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#### **IPPE Revaluation reserve**

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

## D Council structure

### D1 Interests in other entities

#### D1-1 Interests in joint arrangements

##### (i) Joint operations

	Principal activity	
<b>(a) Council is involved in the following joint operations (JO's)</b>		
<b>Name of joint operation:</b>		
Bourke Road Integrated Facility	Council main depot operation is a shared operations facility with Woollahra Council	
<b>Council assets employed in the joint operations</b>		
<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
<b>Council's own assets employed in the operations</b>		
<b>Current assets:</b>		
Receivables	317	112
<b>Non-current assets</b>		
Property, plant and equipment	24,550	17,695
<b>Total assets – Council owned</b>	<b>24,867</b>	<b>17,807</b>
<b>Total net assets employed – Council and jointly owned</b>	<b>24,867</b>	<b>17,807</b>

##### Accounting policy

The council has determined that it has only joint operations.

##### Joint operations:

In relation to its joint operations, where the Council has the rights to the individual assets and obligations arising from the arrangement, the Council has recognised:

- its assets, including its share of any assets held jointly
- its liabilities, including its share of any liabilities incurred jointly
- its share of the revenue from the sale of the output by the joint operation
- its expenses, including its share of any expenses incurred jointly.

These figures are incorporated into the relevant line item in the primary statements.

## E Risks and accounting uncertainties

### E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

continued on next page ...

Page 58 of 93

## E1-1 Risks relating to financial instruments held (continued)

\$ '000	Carrying value 2022	Carrying value 2021	Fair value 2022	Fair value 2021
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	21,768	28,330	21,768	28,330
Receivables	16,046	18,247	16,046	18,247
Investments				
– Debt securities at amortised cost	72,500	93,500	72,500	93,500
<b>Fair value through profit and loss</b>				
Investments				
– Available for sale	32,781	30,777	32,781	30,777
<b>Total financial assets</b>	<b>143,095</b>	<b>170,854</b>	<b>143,095</b>	<b>170,854</b>
<b>Financial liabilities</b>				
Payables	31,950	33,933	31,950	33,933
Loans/advances	2,041	2,487	2,041	2,487
<b>Total financial liabilities</b>	<b>33,991</b>	<b>36,420</b>	<b>33,991</b>	<b>36,420</b>

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

## E1-1 Risks relating to financial instruments held (continued)

### (a) Market risk – interest rate and price risk

\$ '000	2022	2021
<p>The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.</p>		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,273	1,526
Impact of a 10% movement in price of investments		
– Equity / Income Statement	3,278	3,078

## E1-1 Risks relating to financial instruments held (continued)

### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

#### Credit risk profile

##### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue rates and annual charges			Total
	Not yet overdue	< 5 years	≥ 5 years	
<b>2022</b>				
Gross carrying amount	–	2,974	–	2,974
2021				
Gross carrying amount	–	2,579	–	2,579

##### Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
<b>2022</b>						
Gross carrying amount	10,426	717	27	101	3,285	14,556
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	37.16%	8.39%
ECL provision	–	–	–	–	1,484	1,484
2021						
Gross carrying amount	11,488	1,301	298	144	3,877	17,108
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	37.14%	8.42%
ECL provision	–	–	–	–	1,440	1,440

## E1-1 Risks relating to financial instruments held (continued)

### (c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
<b>2022</b>							
Payables	0.00%	–	9,644	22,306	–	31,950	31,950
Borrowings	2.68%	–	460	1,581	–	2,041	2,041
<b>Total financial liabilities</b>		<b>–</b>	<b>10,104</b>	<b>23,887</b>	<b>–</b>	<b>33,991</b>	<b>33,991</b>
<b>2021</b>							
Payables	0.00%	16,290	17,643	–	–	33,933	33,933
Borrowings	2.68%	–	447	2,040	–	2,487	2,487
<b>Total financial liabilities</b>		<b>16,290</b>	<b>18,090</b>	<b>2,040</b>	<b>–</b>	<b>36,420</b>	<b>36,420</b>

### Loan agreement breaches

No breaches to loan agreements which have occurred during the reporting year.

## Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

## E2-1 Fair value measurement (continued)

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

\$ '000	Notes	Fair value measurement hierarchy				Total	
		Level 2 Significant observable inputs 2022	2021	Level 3 Significant unobservable inputs 2022	2021	2022	2021
<b>Recurring fair value measurements</b>							
<b>Financial assets</b>							
Financial investments	C1-2						
At fair value through profit or loss		<b>32,781</b>	30,777	–	–	<b>32,781</b>	30,777
<b>Investment property</b>	C1-6						
Investment properties		<b>115,090</b>	110,785	–	–	<b>115,090</b>	110,785
<b>Total investment property</b>		<b>115,090</b>	110,785	–	–	<b>115,090</b>	110,785
<b>Infrastructure, property, plant and equipment</b>							
Buildings – non-specialised	C1-5	–	–	<b>110,401</b>	76,035	<b>110,401</b>	76,035
Buildings special		–	–	<b>59,193</b>	54,983	<b>59,193</b>	54,983
Community land		–	–	<b>101,142</b>	101,142	<b>101,142</b>	101,142
Crown Land		–	–	<b>156,201</b>	156,201	<b>156,201</b>	156,201
Operational land		–	–	<b>113,575</b>	78,811	<b>113,575</b>	78,811
Footpaths		–	–	<b>41,386</b>	36,431	<b>41,386</b>	36,431
Roads		–	–	<b>255,408</b>	228,440	<b>255,408</b>	228,440
Stormwater drainage		–	–	<b>83,644</b>	75,461	<b>83,644</b>	75,461
Office equipment and furniture		–	–	<b>1,231</b>	880	<b>1,231</b>	880
Plant and equipment		–	–	<b>6,786</b>	8,205	<b>6,786</b>	8,205
Open space and recreation		–	–	<b>95,534</b>	90,430	<b>95,534</b>	90,430
Library books and resources		–	–	<b>1,144</b>	1,167	<b>1,144</b>	1,167
Other structures		–	–	<b>23,837</b>	18,271	<b>23,837</b>	18,271
Other assets		–	–	<b>3,607</b>	3,711	<b>3,607</b>	3,711
<b>Total infrastructure, property, plant and equipment</b>		<b>–</b>	–	<b>1,053,089</b>	930,168	<b>1,053,089</b>	930,168

### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### Financial assets

At fair value through profit and loss are represented by Floating Rate Notes, Covered Bonds and Term Deposits. Council obtains valuations from its Investment Advisor on a monthly basis and at the end of each accounting period to ensure the financial statements reflect the most up to date valuation. The valuations of Floating Rate Notes are sourced base on mid-market prices. That is, valuations are marked at the mid-point of the bid and ask prices in the secondary market. This price represents a general market value for the asset.

There has been no change to the valuation techniques during the reporting period.

#### Investment property

The valuation of Council's investment properties was undertaken at June 2022 by APV Valuers & Asset Management, RICS Registered Valuer - 1169941.

Investment properties such as commercial units, commercial terraces and retail shops have been valued as market value, having regard to the "highest and best use", taking in consideration the criteria of physical possibility, legal permissibility

## E2-1 Fair value measurement (continued)

and financial feasibility. Implied within these criteria is the recognition of the contribution of that specific use to community environment or to community development goals, in addition to wealth maximisation to the individual owner.

The valuation technique utilised is Level 2 inputs (observable inputs), where applicable, included:

- Current rental income
- Rent reviews
- Capitalisation rate
- Price per square metre
- Direct comparison to sales evidence
- Zoning
- Location
- Land area and configuration
- Planning controls

Other investment properties such as public car park and shopping centre office space have been valued using Cost approach with Level 3 valuation inputs in the past.

### Infrastructure, property, plant and equipment (IPPE)

#### Operational Land

The asset class comprises all of Council's land classified as Operational Land under the NSW Local Government Act 1993. The last valuation was undertaken at June 2022 by APV Valuers & Asset Management, RICS Registered Valuer – 1169941.

Operational land has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price, including but not limited to:

- The land's description and/or dimensions;
- Planning and other constraints on development; and
- The potential for alternative use.

Sale prices of comparable land parcels in close proximity were adjusted for differences in key attributes such as size and configuration. The most significant inputs into this valuation approach are price per square metre.

Since extensive professional judgements were required to determine the inputs these assets were classified as having been valued using Level 3 valuation input. There has been no change to the valuation process during the reporting period.

#### Community Land and Crown Land

Valuations of all Council's Community Land and Council managed land were based on either the land value provided by the Valuer-General or an average unit rate based on land value for similar properties where the Valuer-General did not provide a land value having regard to the highest and best use for this land. As these rates were not considered to be observable market evidence they have been classified as Level 3. There has been no change to the valuation process during the reporting period.

#### Buildings – Non Specialised and Specialised

Council's buildings are valued at June 2022 by APV Valuers & Asset Management, RICS Registered Valuer – 1169941.

The approach estimated the replacement cost of each building and componentising of significant parts with different useful lives and taking into account a range of factors. The unit rates could be supported by market evidence (Level 2 inputs), other inputs (such as estimates of residual value, useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value.

As such, these assets have been valued using Level 3 inputs. There has been no change to the valuation process during the reporting period.

#### Roads

The roads asset class includes roads, defined as the trafficable portion of a road, between but not including the kerb and gutter. It also includes "other roads" assets including Bridges, Carparks, Kerb and Gutter and Traffic facilities.

The 'Cost Approach' using Level 3 inputs was used to value the road carriageway and other road infrastructure. Valuations for the road carriageway, comprising surface, pavement and formation were based primarily on unit rates derived from the Councils schedule of rates tender. Other inputs (such as estimated pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there is some uncertainty regarding the actual design,

continued on next page ...

Page 64 of 93



## E2-1 Fair value measurement (continued)

specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period. Cost indexation desktop assessment review was applied for the 30 June 2022 balance.

### Footpaths

The 'Cost Approach' using Level 3 inputs was used to value footpaths. Valuation for the footpath was based primarily on unit rates derived from the Councils schedule of rates tender. Other inputs (such as estimated pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there some uncertainty regarding the actual design, specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period. Cost indexation desktop assessment review was applied for the 30 June 2022 balance.

### Stormwater Drainage

Assets within this class comprise pits, pipes, open channels, headwalls and various types of water quality devices.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit on similar could be supported from market evidence (Level 2) other inputs) such as estimates of pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value.

Additionally due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period. Cost indexation desktop assessment review was applied for the 30 June 2022 balance.

### Plant & Equipment, Office Equipment and Furniture & Fittings

Plant & Equipment, Office Equipment and Furniture & Fittings are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Examples of assets within these classes are as follows:

- Plant and Equipment      Trucks, tractors, ride on mowers, street sweepers, earthmoving equipment, buses and motor vehicles
- Office Equipment        Refrigerators, electronic appliances, flat-screen monitors and computer equipment
- Furniture & Fittings      Chairs, desks and display systems.

The key unobservable inputs to the valuation are the remaining useful life and residual value. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of the pattern of consumption, estimated remaining useful life and the residual value. There has been no change to the valuation process during the reporting period.

### Other Open Space / Recreational Assets

Assets within this class comprise Soft Fall Surfaces, BBQs, Regional Sporting Facilities, Playgrounds and Seawalls. All assets in this class were valued in-house by experienced engineering & asset management staff. While some elements of gross replacement values could be supported from market evidence (Level 2 input) other inputs (such as estimates of pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. There has been no change to the valuation process during the reporting period. Cost indexation desktop assessment review was applied for the 30 June 2022 balance.

## E2-1 Fair value measurement (continued)

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### Library Books and Resources

Library Books are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of the pattern of consumption, estimated remaining useful life and the residual value. There has been no change to the valuation process during the reporting period.

### Other Structures

This asset class comprises Mall Light, Shade Structure, Flag Pole, Planter Boxes and Garden Beds.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. While some elements of gross replacement values could be supported from market evidence (Level 2 input) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were all classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period. Cost indexation desktop assessment review was applied for the 30 June 2022 balance.

### Other Assets

This asset class comprises other miscellaneous assets.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. While some elements of gross replacement values could be supported from market evidence (Level 2 input) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were all classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period.

## E2-1 Fair value measurement (continued)

### Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
<b>Infrastructure, property, plant and equipment</b>		
Buildings	Non-Specialised Buildings: Market Value Specialised Buildings: Depreciated replacement cost	* Gross replacement cost * Asset Condition * Remaining useful life
Community Land and Crown Land	Land values obtained from the NSW Valuer-General	* Price Per square metre
Operational Land	Market Value	* Price Per square metre
Footpaths	Unit rates per m2 or length	* Gross replacement cost * Asset Condition * Remaining useful life
Roads	Unit rates per m2 or length	* Gross replacement cost * Asset Condition * Remaining useful life
Stormwater Drainage	Unit rates per m2 or length	* Gross replacement cost * Asset Condition * Remaining useful life
Plant & Equipment	Historical Cost	* Gross replacement cost * Remaining useful life
Office Equipment	Historical Cost	* Gross replacement cost * Remaining useful life
Open Space & Recreation	Depreciated replacement cost	* Gross replacement cost * Asset Condition * Remaining useful life
Library Books	Historical Cost	* Gross replacement cost * Remaining useful life
Other Structures	Depreciated replacement cost	* Gross replacement cost * Asset Condition * Remaining useful life
Other Assets	Historical Cost	* Gross replacement cost * Remaining useful life

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Page 67 of 93

## E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Buildings		Land		Plant & equipment		Infrastructure	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Opening balance</b>	<b>131,018</b>	132,875	<b>336,154</b>	336,154	<b>9,085</b>	10,576	<b>449,033</b>	435,436
<b>Total gains or losses for the period</b>								
Recognised in other comprehensive income – revaluation surplus	<b>40,065</b>	–	<b>34,764</b>	–	–	–	<b>42,124</b>	732
<b>Other movements</b>								
Purchases (GBV)	<b>5,859</b>	5,073	–	–	<b>1,252</b>	888	<b>26,525</b>	27,325
Disposals (WDV)	<b>(325)</b>	–	–	–	<b>(233)</b>	(185)	<b>(5,012)</b>	(2,924)
Depreciation and impairment	<b>(7,023)</b>	(6,930)	–	–	<b>(2,087)</b>	(2,194)	<b>(12,861)</b>	(11,536)
<b>Closing balance</b>	<b>169,594</b>	131,018	<b>370,918</b>	336,154	<b>8,017</b>	9,085	<b>499,809</b>	449,033

\$ '000	Other assets		Total	
	2022	2021	2022	2021
<b>Opening balance</b>	<b>4,878</b>	5,028	<b>930,168</b>	<b>920,069</b>
Recognised in other comprehensive income – revaluation surplus	–	–	<b>116,953</b>	<b>732</b>
Purchases (GBV)	<b>222</b>	202	<b>33,858</b>	<b>33,488</b>
Disposals (WDV)	–	–	<b>(5,570)</b>	<b>(3,109)</b>
Depreciation and impairment	<b>(349)</b>	(352)	<b>(22,320)</b>	<b>(21,012)</b>
<b>Closing balance</b>	<b>4,751</b>	4,878	<b>1,053,089</b>	<b>930,168</b>

### Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

## E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

### LIABILITIES NOT RECOGNISED

#### 1. Guarantees

##### (i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

##### *Description of the funding arrangements.*

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

\* For 180 Point Members, Employers are required to contribute 7.5% of salaries to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2019 to 31 December 2021 and \$20 million per annum for 1 January to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2021. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

##### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

## E3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2022 was \$589,591.91. The last valuation of the Scheme was performed by the Fund Actuary, Richard Boyfield FIAA as at 30 June 2021, and covers the period ended 30 June 2022.

The amount of additional contributions included in the total employer contribution advised above is \$227,425.68. Council's expected contribution to the plan for the next annual reporting period is \$395,193.00.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2022 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,376.6	
Past Service Liabilities	2,380.7	99.8%
Vested Benefits	2,391.7	99.4%

\* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 1.14%.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.5% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

\* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6/2022 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

### (iv) Other guarantees

Council has provided no other guarantees other than those listed above.

## E3-1 Contingencies (continued)

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### 2. Other liabilities

#### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

#### (ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

### ASSETS NOT RECOGNISED

#### (i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

#### (ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

## F People and relationships

### F1 Related party disclosures

#### F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

They included 12 councillors and seven senior staff in FY2021/22:

- Councillors,
- General Manager,
- Directors,
- General Counsel, and
- Chief Financial Officer.

During the year Council adopted a new structure that will see the KMP reduced to 5, and the cost in 2021-22 is higher due to the restructuring.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2022	2021
<b>Compensation:</b>		
Short-term benefits	2,442	2,235
Post-employment benefits	103	127
Other long-term benefits	25	152
Termination benefits	606	-
<b>Total</b>	<b>3,176</b>	<b>2,514</b>

#### Other transactions with KMP and their related parties

Nature of the transaction	Ref	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000						
2021						
Grants & Contributions Provided to Waverley Action for Youth Services	1	86	-		-	-
Subsidised Property Rental from Waverley Action for Youth Services	2	13	-		-	-

1 Council Provides a Community Grants Program to ensure the delivery of a range of services to the local community. A KMP is a member of the management committee of one of its supported Community Organisations - Waverley Action For Youth Services.

continued on next page ...

Page 72 of 93



## F1-1 Key management personnel (KMP) (continued)

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A KMP is member of the Waverley Action For Youth Services (WAYS) management committee. WAYS rents two properties for its operation from Council and Council provides rental subsidies of \$60k annually to WAYS for the two property leases. WAYS paid the Council at \$13k of rent and utility expenses in 2020/21.

## F1-2 Councillor and Mayoral fees and associated expenses

<b>\$ '000</b>	<b>2022</b>	2021
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	41	44
Councillors' fees	227	237
Other Councillors' expenses (including Mayor)	94	98
<b>Total</b>	<b>362</b>	<b>379</b>

## F2 Other relationships

### F2-1 Audit fees

\$ '000	2022	2021
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

#### Auditors of the Council - NSW Auditor-General:

##### (i) Audit and other assurance services

Audit and review of financial statements

	115	87
<b>Remuneration for audit and other assurance services</b>	<b>115</b>	<b>87</b>

<b>Total Auditor-General remuneration</b>	<b>115</b>	<b>87</b>
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<b>Total audit fees</b>	<b>115</b>	<b>87</b>
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## G Other matters

### G1-1 Statement of Cash Flows information

#### (a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2022	2021
<b>Net operating result from Income Statement</b>	<b>18,014</b>	9,095
<b>Add / (less) non-cash items:</b>		
Depreciation and amortisation	<b>22,752</b>	21,441
(Gain) / loss on disposal of assets	<b>5,266</b>	3,837
Non-cash capital grants and contributions	<b>(5,164)</b>	–
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as ‘at fair value’ or ‘held for trading’	<b>1,561</b>	(1,854)
– Investment property	<b>(4,046)</b>	3,657
<b>Movements in operating assets and liabilities and other cash items:</b>		
(Increase) / decrease of receivables	<b>2,157</b>	(6,787)
Increase / (decrease) in provision for impairment of receivables	<b>44</b>	(124)
(Increase) / decrease of other current assets	<b>90</b>	(630)
Increase / (decrease) in payables	<b>(4,483)</b>	4,325
Increase / (decrease) in accrued interest payable	<b>(3)</b>	(3)
Increase / (decrease) in other accrued expenses payable	<b>610</b>	(1,729)
Increase / (decrease) in other liabilities	<b>3,405</b>	2,849
Increase / (decrease) in contract liabilities	<b>2,882</b>	980
Increase / (decrease) in employee benefit provision	<b>(1,089)</b>	341
<b>Net cash flows from operating activities</b>	<b>41,996</b>	<b>35,398</b>

#### (b) Non-cash investing and financing activities

Developer contributions ‘in kind’	<b>5,164</b>	–
<b>Total non-cash investing and financing activities</b>	<b>5,164</b>	–

## G2-1 Commitments

### Capital commitments (exclusive of GST)

\$ '000	2022	2021
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Buildings	11,325	29,258
Plant and equipment	517	503
Infrastructure	10,954	10,319
<b>Total commitments</b>	<b>22,796</b>	<b>40,080</b>
<b>These expenditures are payable as follows:</b>		
Later than one year and not later than 5 years	1,386	353
Within the next year	21,410	39,727
<b>Total payable</b>	<b>22,796</b>	<b>40,080</b>
<b>Sources for funding of capital commitments:</b>		
Unrestricted general funds	337	853
Future grants and contributions	1,210	8,866
Section 7.11 and 64 funds/reserves	1,105	609
Unexpended grants	23	707
Externally restricted reserves	47	36
Internally restricted reserves	20,074	29,009
<b>Total sources of funding</b>	<b>22,796</b>	<b>40,080</b>

### G3-1 Events occurring after the reporting date

---

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

## G4 Statement of developer contributions as at 30 June 2022

### G4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
<b>S7.12 levies – under a plan</b>	3,521	2,691	–	–	(3,176)	–	3,036	–
<b>Total S7.11 and S7.12 revenue under plans</b>	3,521	2,691	–	–	(3,176)	–	3,036	–
S7.4 planning agreements	21,058	2,415	5,164	–	(4,001)	–	19,472	–
<b>Total contributions</b>	<b>24,579</b>	<b>5,106</b>	<b>5,164</b>	<b>–</b>	<b>(7,177)</b>	<b>–</b>	<b>22,508</b>	<b>–</b>

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

### S7.12 Levies – under a plan

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
<b>S7.12 LEVIES – UNDER A PLAN</b>								
Roads	3,521	2,691	–	–	(3,176)	–	3,036	–
<b>Total</b>	<b>3,521</b>	<b>2,691</b>	<b>–</b>	<b>–</b>	<b>(3,176)</b>	<b>–</b>	<b>3,036</b>	<b>–</b>

## G5 Statement of performance measures

### G5-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2022	Indicator 2022	2021	Indicators 2020	2019	Benchmark
<b>1. Operating performance ratio</b>						
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>(3,443)</b>	<b>(2.58)%</b>	(3.43)%	(8.58)%	0.78%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>133,395</b>					
<b>2. Own source operating revenue ratio</b>						
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	<b>123,347</b>	<b>78.25%</b>	80.61%	79.17%	87.31%	> 60.00%
Total continuing operating revenue	<b>157,633</b>					
<b>3. Unrestricted current ratio</b>						
Current assets less all external restrictions	<b>99,124</b>	<b>5.42x</b>	5.51x	7.22x	11.13x	> 1.50x
Current liabilities less specific purpose liabilities	<b>18,284</b>					
<b>4. Debt service cover ratio</b>						
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>19,382</b>	<b>20.30x</b>	18.18x	11.18x	42.77x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<b>955</b>					
<b>5. Rates and annual charges outstanding percentage</b>						
Rates and annual charges outstanding	<b>3,310</b>	<b>4.75%</b>	4.24%	5.06%	2.84%	< 5.00%
Rates and annual charges collectable	<b>69,651</b>					
<b>6. Cash expense cover ratio</b>						
Current year's cash and cash equivalents plus all term deposits	<b>94,268</b>	<b>8.89 months</b>	12.40 months	13.38 months	15.22 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	<b>10,604</b>					

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

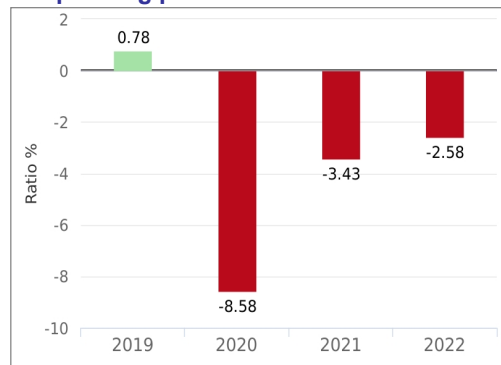
**End of the audited financial statements**



## H Additional Council disclosures (unaudited)

### H1-1 Statement of performance measures – consolidated results (graphs)

#### 1. Operating performance ratio



#### Purpose of operating performance ratio

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

#### Commentary on 2021/22 result

2021/22 ratio (2.58)%

In 2021/22 financial year, Council's operating performance ratio has improved from 2020/21, but is still not meeting the industry benchmark of 0%.

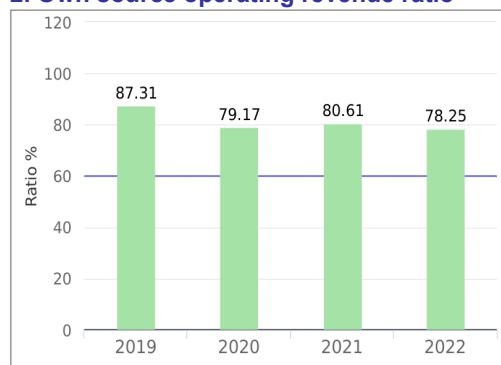
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### 2. Own source operating revenue ratio



#### Purpose of own source operating revenue ratio

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

#### Commentary on 2021/22 result

2021/22 ratio 78.25%

The ratio compares well with the industry benchmark of greater than 60.00%, it shows Waverley Council is less reliant on external funding sources to carry out its services & activities.

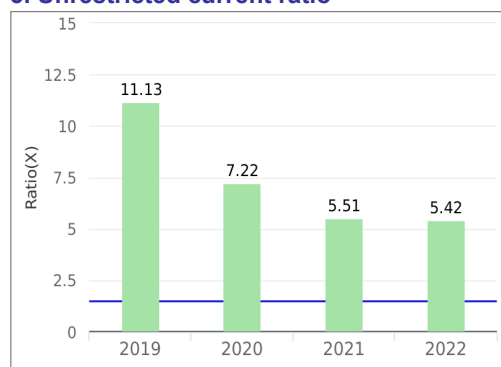
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### 3. Unrestricted current ratio



#### Purpose of unrestricted current ratio

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

#### Commentary on 2021/22 result

2021/22 ratio 5.42x

Council's liquidity remains strong with sufficient liquid assets on hand to meeting short term obligations as they fall due. It compares well against the industry benchmark of 1.50x.

Benchmark: — > 1.50x

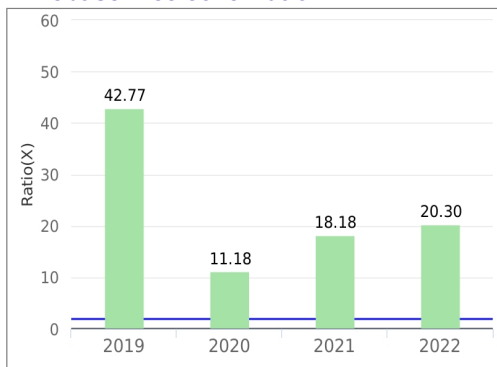
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

### H1-1 Statement of performance measures – consolidated results (graphs) (continued)

#### 4. Debt service cover ratio



**Purpose of debt service cover ratio**

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

**Commentary on 2021/22 result**

**2021/22 ratio 20.30x**

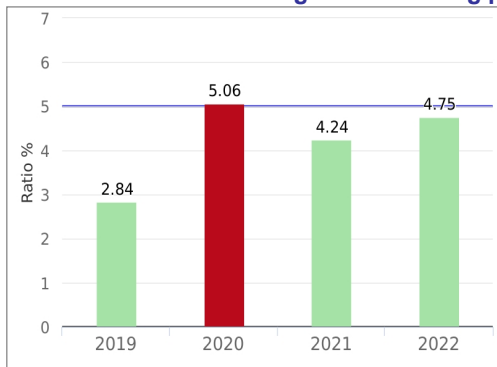
This ratio shows that Waverley Council has strong capacity to repay additional debt and provides a favorable comparison with the industry benchmark of greater than 2.00x.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

- Ratio achieves benchmark
- Ratio is outside benchmark

#### 5. Rates and annual charges outstanding percentage



**Purpose of rates and annual charges outstanding percentage**

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

**Commentary on 2021/22 result**

**2021/22 ratio 4.75%**

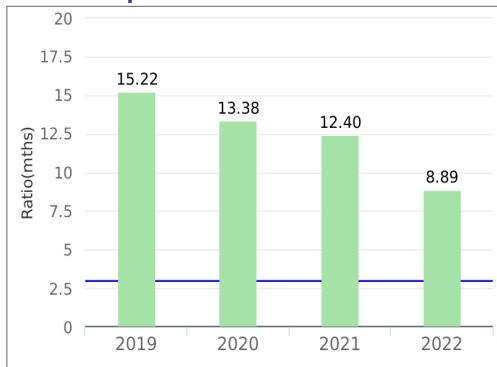
The ratio compares well with the industry benchmark of less than 5.00%.

Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

- Ratio achieves benchmark
- Ratio is outside benchmark

#### 6. Cash expense cover ratio



**Purpose of cash expense cover ratio**

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

**Commentary on 2021/22 result**

**2021/22 ratio 8.89 months**

This ratio compares favorably with the industry benchmark of greater than 3.00 months.

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

- Ratio achieves benchmark
- Ratio is outside benchmark

## H1-2 Financial review

### Key financial figures of Council over the past 5 years

\$ '000	2022	2021	2020	2019	2018
<b>Inflows:</b>					
Rates and annual charges revenue	<b>66,595</b>	65,151	63,403	61,429	59,366
User charges revenue	<b>38,965</b>	33,786	32,450	37,278	35,575
Interest and investment revenue (losses)	<b>1,016</b>	1,860	3,383	5,266	4,583
Grants income – operating and capital	<b>24,016</b>	22,081	20,404	10,858	7,785
Total income from continuing operations	<b>161,679</b>	150,611	147,638	141,037	144,113
Sale proceeds from IPPE	<b>534</b>	359	469	992	845
<b>Outflows:</b>					
Employee benefits and on-cost expenses	<b>69,239</b>	68,278	70,122	63,857	55,865
Borrowing costs	<b>73</b>	82	128	90	120
Materials and contracts expenses	<b>41,898</b>	41,173	43,639	21,666	22,387
Total expenses from continuing operations	<b>143,665</b>	141,516	191,357	133,537	127,000
Total cash purchases of IPPE	<b>65,386</b>	56,261	37,703	19,978	20,310
Total loan repayments (incl. finance leases)	<b>872</b>	857	786	412	815
Operating surplus/(deficit) (excl. capital income)	<b>(6,224)</b>	(10,090)	(64,803)	(1,911)	6,742
<b>Financial position figures</b>					
Current assets	<b>133,710</b>	168,006	170,332	163,095	161,567
Current liabilities	<b>53,799</b>	53,579	45,541	37,438	37,240
Net current assets	<b>79,911</b>	114,427	124,791	125,657	124,327
Available working capital (Unrestricted net current assets)	<b>(9,155)</b>	(4,150)	(3,750)	5,892	4,882
Cash and investments – unrestricted	<b>6,745</b>	10,207	12,638	7,779	8,996
Cash and investments – internal restrictions	<b>78,852</b>	103,778	128,765	141,958	140,107
Cash and investments – total	<b>127,049</b>	152,607	172,646	179,429	171,783
Total borrowings outstanding (loans, advances and finance leases)	<b>2,041</b>	2,487	2,923	3,346	3,758
Total value of IPPE (excl. land and earthworks)	<b>1,448,254</b>	1,326,154	1,264,894	1,157,203	1,145,220
Total accumulated depreciation	<b>529,456</b>	530,821	502,802	394,961	379,029
Indicative remaining useful life (as a % of GBV)	<b>63%</b>	60%	60%	66%	67%

**Source:** published audited financial statements of Council (current year and prior year)

## H1-3 Council information and contact details

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**Principal place of business:**

Customer Service Centre, 55 Spring Street Bondi Junction

**Contact details**

PO Box 9  
Bondi Junction  
NSW 1355

**Telephone:** 02 9083 8000

**Opening hours:**

9:00am - 5:00pm  
Monday to Friday

**Internet:** [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au)

**Email:** [info@waverley.nsw.gov.au](mailto:info@waverley.nsw.gov.au)

**Officers****Emily Scott**

General Manager

**Teena Su**

Responsible Accounting Officer

**Richard Coelho**

Public Officer

**Auditors**

The Audit Office of New South Wales  
Level 19, Darling Park Tower 2  
201 Sussex Street  
Sydney NSW 2000

**Elected members**

Paula Masselos

Mayor

**Councillors**

Cr Dominic Wy Kanak

Cr Leon Glotsman

Cr Michelle Gray

Cr Sally Betts

Cr Steven Lewis

Cr Will Nemesh

Cr Angela Burrill

Cr Elaine Keenan

Cr Ludovico Fabiano

Cr Tim Murray

Cr Tony Kay

**Other information**

**ABN:** 12 502 583 608



**INDEPENDENT AUDITOR'S REPORT**  
**Report on the general purpose financial statements**  
**Waverley Council**

To the Councillors of Waverley Council

### Opinion

I have audited the accompanying financial statements of Waverley Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2022, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Other Information**

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis  
Delegate of the Auditor-General for New South Wales

31 October 2022  
SYDNEY



Cr Paula Masselos  
 Mayor  
 Waverley Council  
 PO Box 9  
 Bondi Junction NSW 1355

Contact: Caroline Karakatsanis  
 Phone no: 02 9275 7143  
 Our ref: D2222438/1804

31 October 2022

Dear Mayor

**Report on the Conduct of the Audit  
 for the year ended 30 June 2022  
 Waverley Council**

I have audited the general purpose financial statements (GPFS) of the Waverley Council (the Council) for the year ended 30 June 2022 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2022 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

## INCOME STATEMENT

### Operating result

	2022	2021	Variance
	\$m	\$m	%
Rates and annual charges revenue	66.6	65.2	↑ 2.1
Grants and contributions revenue	34.3	28.8	↑ 19.1
Operating result from continuing operations	18.0	9.1	↑ 97.8
Net operating result before capital grants and contributions	(6.2)	(10.1)	↑ 38.6



Rates and annual charges revenue (\$66.6 million) increased by \$1.4 million (2.1 per cent) in 2021–2022.

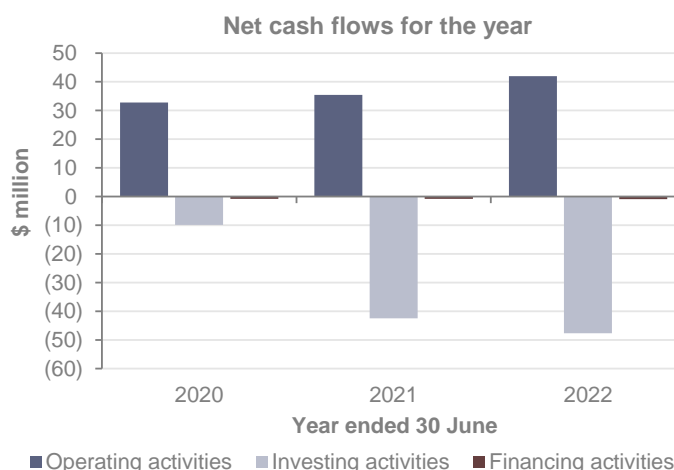
Grants and contributions revenue (\$34.3 million) increased by \$5.5 million (19.1 per cent) in 2021–2022 due to increased income recognised for grant funded capital projects and the receipt of developer contributed assets.

Council’s operating result (\$18 million including the effect of depreciation and amortisation expense of \$22.8 million) was \$8.9 million higher than the 2020–21 result. This was mainly due to increased revenue from user charges, grants, and an increase in the value of investment properties of \$4 million.

The net operating result before capital grants and contributions (a deficit of \$6.2 million) improved by \$3.9 million from the 2020–21 result. This was mainly due to increased revenue from user charges.

## STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash decreased by \$6.6 million to \$21.8 million at the close of the year.
- The main reason for the decrease was the use of funds for capital purchases and construction.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2022	2021	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>127.0</b>	<b>152.6</b>	<ul style="list-style-type: none"> <li>• External restrictions include unspent specific purpose grants, developer contributions, and domestic waste management charges.</li> </ul>
Restricted and allocated cash, cash equivalents and investments:			<ul style="list-style-type: none"> <li>• Balances are internally allocated due to Council policy or decisions for forward plans including works program.</li> </ul>
• External restrictions	41.5	38.6	
• Internal allocations	78.9	103.8	

### Debt

After repaying principal of \$46,000, total borrowings as at 30 June 2022 was \$2 million (2021: \$2.5 million).

## PERFORMANCE

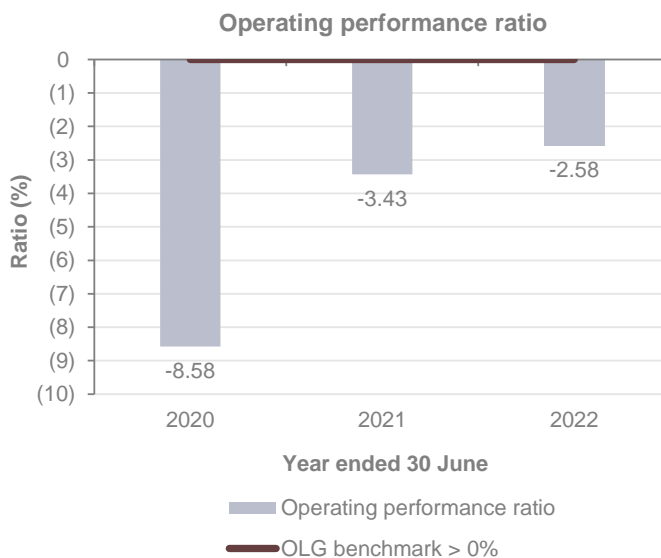
### Performance measures

The following section provides an overview of the Council’s performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

#### Operating performance ratio

The Council did not meet the OLG benchmark for the current reporting period.

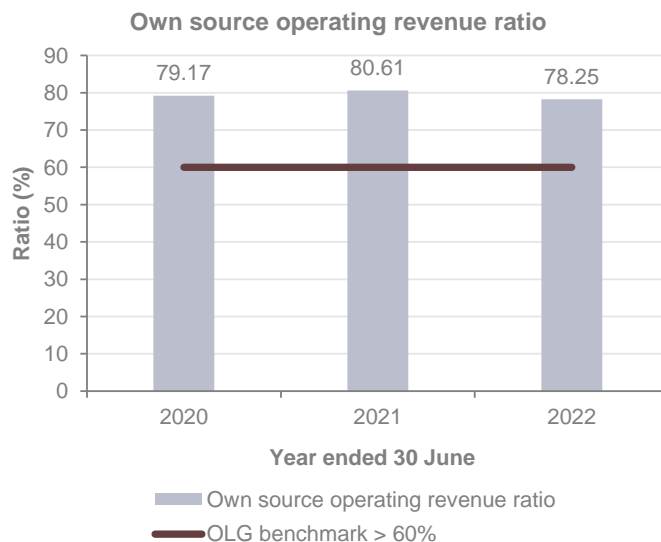
The ‘operating performance ratio’ measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



#### Own source operating revenue ratio

The Council met the OLG benchmark for the current reporting period.

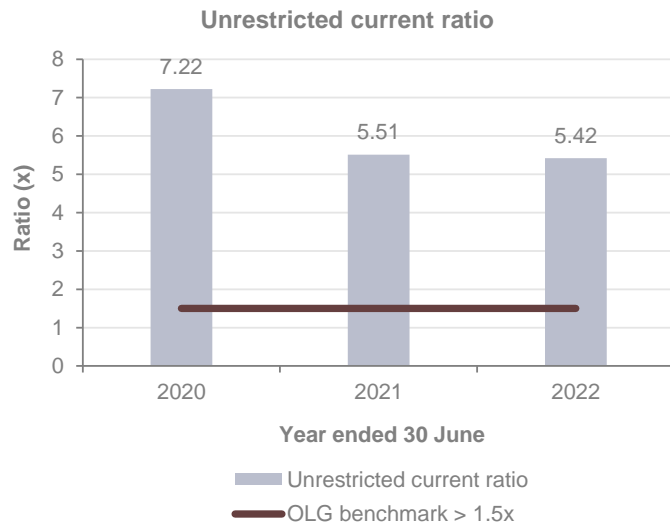
The ‘own source operating revenue ratio’ measures council’s fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



**Unrestricted current ratio**

The Council met the OLG benchmark for the current reporting period.

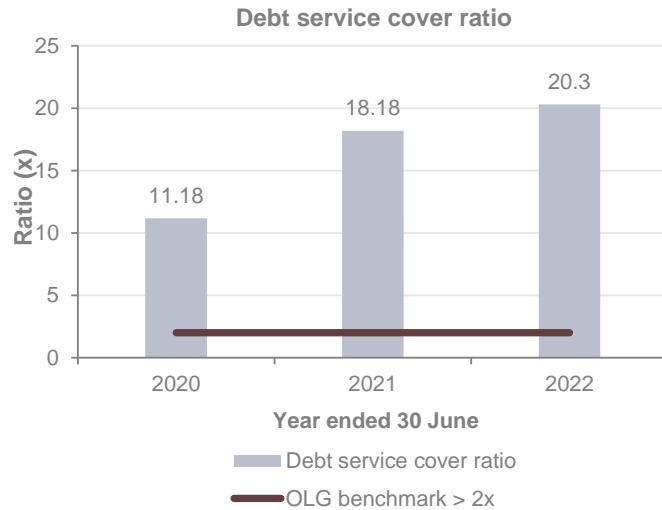
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



**Debt service cover ratio**

The Council met the OLG benchmark for the current reporting period.

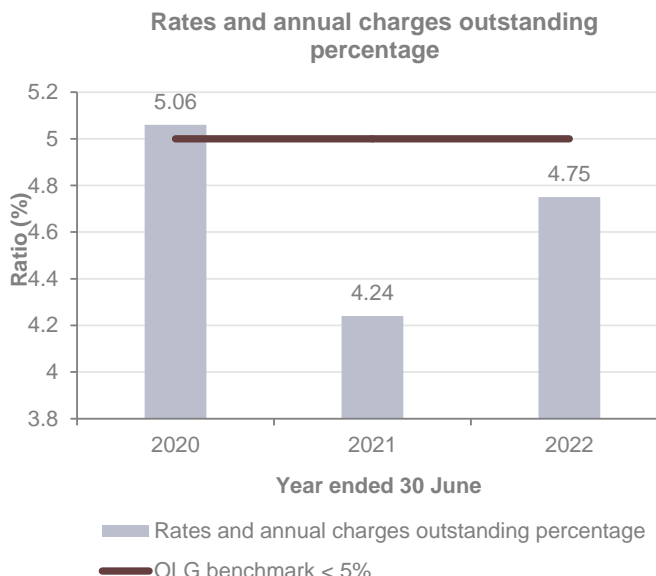
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



**Rates and annual charges outstanding percentage**

The Council met the OLG benchmark for the current reporting period.

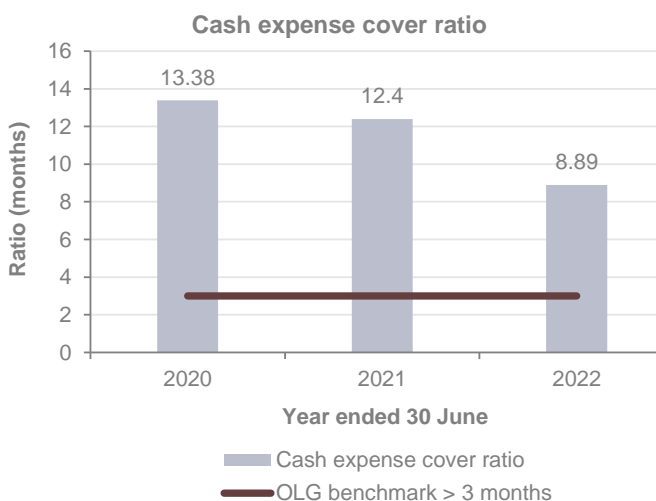
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



**Cash expense cover ratio**

The Council met the OLG benchmark for the current reporting period.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



**Infrastructure, property, plant and equipment renewals**

- Council's asset renewal additions in 2021-22 were \$57.7 million compared to \$49.6 million for the prior year
- The level of asset renewals in 2021-22 represented 258 per cent of the total depreciation expense (\$22.3 million) for the year.

**OTHER MATTERS**

**Legislative compliance**

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited

- staff provided all accounting records and information relevant to the audit.

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the GPFS
- staff provided all accounting records and information relevant to the audit.



Caroline Karakatsanis  
Director - Financial Audit

Delegate of the Auditor-General for New South Wales

# Waverley Council

## SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2022

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*Connecting the city and the sea.*

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



## Waverley Council

### Special Purpose Financial Statements

for the year ended 30 June 2022

Contents	Page
<b>Statement by Councillors and Management</b>	<b>3</b>
<b>Special Purpose Financial Statements:</b>	
Income Statement of Property	4
Income Statement of Commercial waste	5
Income Statement of Cemetery	6
Statement of Financial Position of Property	7
Statement of Financial Position of Commercial waste	8
Statement of Financial Position of Cemetery	9
<b>Note – Significant Accounting Policies</b>	<b>10</b>
<b>Auditor's Report on Special Purpose Financial Statements</b>	<b>13</b>

#### Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

## Waverley Council

### Special Purpose Financial Statements

for the year ended 30 June 2022

#### Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:


- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 20 September 2022.



Paula Masselos  
**Mayor**  
20 September 2022



Elaine Keenan  
**Deputy Mayor**  
20 September 2022



Emily Scott  
**General Manager**  
20 September 2022



Teena Su  
**Responsible Accounting Officer**  
20 September 2022



Waverley Council | Income Statement of Property | for the year ended 30 June 2022

## Waverley Council

Income Statement of Property  
for the year ended 30 June 2022

\$ '000	2022 Category 1	2021 Category 1
<b>Income from continuing operations</b>		
User charges	2,103	2,681
Other income	7,240	3,178
<b>Total income from continuing operations</b>	<b>9,343</b>	<b>5,859</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	568	563
Materials and services	685	649
Other expenses	1,510	5,189
<b>Total expenses from continuing operations</b>	<b>2,763</b>	<b>6,401</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>6,580</b>	<b>(542)</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>6,580</b>	<b>(542)</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>6,580</b>	<b>(542)</b>
Less: corporate taxation equivalent (25%) [based on result before capital]	(1,645)	–
<b>Surplus (deficit) after tax</b>	<b>4,935</b>	<b>(542)</b>
<b>Plus accumulated surplus</b>	<b>110,751</b>	113,703
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	1,645	–
<b>Less:</b>		
– Dividend paid	(2,210)	(2,410)
<b>Closing accumulated surplus</b>	<b>115,121</b>	110,751
<b>Subsidy from Council</b>	–	542

Waverley Council | Income Statement of Commercial waste | for the year ended 30 June 2022

## Waverley Council

## Income Statement of Commercial waste

for the year ended 30 June 2022

\$ '000	2022 Category 1	2021 Category 1
<b>Income from continuing operations</b>		
User charges	3,043	3,500
<b>Total income from continuing operations</b>	<b>3,043</b>	<b>3,500</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	1,333	1,261
Materials and services	44	37
Depreciation, amortisation and impairment	-	2
Other expenses	1,704	1,958
<b>Total expenses from continuing operations</b>	<b>3,081</b>	<b>3,258</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(38)</b>	<b>242</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>(38)</b>	<b>242</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>(38)</b>	<b>242</b>
Less: corporate taxation equivalent (25%) [based on result before capital]	-	(63)
<b>Surplus (deficit) after tax</b>	<b>(38)</b>	<b>179</b>
<b>Plus accumulated surplus</b>	<b>(142)</b>	139
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	-	63
<b>Less:</b>		
– Dividend paid	(35)	(523)
<b>Closing accumulated surplus</b>	<b>(215)</b>	<b>(142)</b>
<b>Subsidy from Council</b>	<b>38</b>	-

Waverley Council | Income Statement of Cemetery | for the year ended 30 June 2022

## Waverley Council

## Income Statement of Cemetery

for the year ended 30 June 2022

\$ '000	2022 Category 2	2021 Category 2
<b>Income from continuing operations</b>		
User charges	1,670	1,298
Interest and investment income	–	16
<b>Total income from continuing operations</b>	<b>1,670</b>	<b>1,314</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	692	814
Materials and services	206	178
Depreciation, amortisation and impairment	80	60
Other expenses	397	651
<b>Total expenses from continuing operations</b>	<b>1,375</b>	<b>1,703</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>295</b>	<b>(389)</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>295</b>	<b>(389)</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>295</b>	<b>(389)</b>
Less: corporate taxation equivalent (25%) [based on result before capital]	(74)	–
<b>Surplus (deficit) after tax</b>	<b>221</b>	<b>(389)</b>
<b>Plus accumulated surplus</b>	<b>15,197</b>	16,088
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	74	–
<b>Add:</b>		
– Subsidy paid/contribution to operations	(83)	(502)
<b>Less:</b>		
<b>Closing accumulated surplus</b>	<b>15,409</b>	15,197
<b>Return on capital %</b>	<b>0.5%</b>	(0.7)%
<b>Subsidy from Council</b>	<b>1,714</b>	1,170

Waverley Council | Statement of Financial Position of Property | for the year ended 30 June 2022

## Waverley Council

## Statement of Financial Position of Property

as at 30 June 2022

\$ '000	2022 Category 1	2021 Category 1
<b>ASSETS</b>		
<b>Current assets</b>		
Receivables	224	186
<b>Total current assets</b>	<b>224</b>	<b>186</b>
<b>Non-current assets</b>		
Investment property	115,090	110,785
<b>Total non-current assets</b>	<b>115,090</b>	<b>110,785</b>
<b>Total assets</b>	<b>115,314</b>	<b>110,971</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	104	129
Employee benefit provisions	89	91
<b>Total current liabilities</b>	<b>193</b>	<b>220</b>
<b>Total liabilities</b>	<b>193</b>	<b>220</b>
<b>Net assets</b>	<b>115,121</b>	<b>110,751</b>
<b>EQUITY</b>		
Accumulated surplus	115,121	110,751
<b>Total equity</b>	<b>115,121</b>	<b>110,751</b>

Waverley Council | Statement of Financial Position of Commercial waste | for the year ended 30 June 2022

## Waverley Council

## Statement of Financial Position of Commercial waste

as at 30 June 2022

\$ '000	2022 Category 1	2021 Category 1
<b>ASSETS</b>		
<b>Current assets</b>		
Receivables	77	131
<b>Total current assets</b>	<b>77</b>	<b>131</b>
<b>Total assets</b>	<b>77</b>	<b>131</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	104	192
Employee benefit provisions	188	81
<b>Total current liabilities</b>	<b>292</b>	<b>273</b>
<b>Total liabilities</b>	<b>292</b>	<b>273</b>
<b>Net assets</b>	<b>(215)</b>	<b>(142)</b>
<b>EQUITY</b>		
Accumulated surplus	(215)	(142)
<b>Total equity</b>	<b>(215)</b>	<b>(142)</b>

Waverley Council | Statement of Financial Position of Cemetery | for the year ended 30 June 2022

## Waverley Council

## Statement of Financial Position of Cemetery

as at 30 June 2022

\$ '000	2022 Category 2	2021 Category 2
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	898	583
<b>Total current assets</b>	<b>898</b>	<b>583</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	54,892	52,401
<b>Total non-current assets</b>	<b>54,892</b>	<b>52,401</b>
<b>Total assets</b>	<b>55,790</b>	<b>52,984</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	25	23
Employee benefit provisions	134	113
<b>Total current liabilities</b>	<b>159</b>	<b>136</b>
<b>Total liabilities</b>	<b>159</b>	<b>136</b>
<b>Net assets</b>	<b>55,631</b>	<b>52,848</b>
<b>EQUITY</b>		
Accumulated surplus	15,409	15,197
Revaluation reserves	40,222	37,651
<b>Total equity</b>	<b>55,631</b>	<b>52,848</b>

## Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2005* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

### National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

### Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

#### Category 1

(where gross operating turnover is over \$2 million)

##### a. Waverley Council Property Services

Comprising the whole of the operations and assets of the property services, commercial properties controlled by Waverley Council.

##### b. Waverley Council Trade Waste Services

Comprising the whole of the operations and assets of the commercial waste services which service the area of Waverley. This service collects and disposes of waste collected from commercial premises.

#### Category 2

(where gross operating turnover is less than \$2 million)

##### a. Waverley & South Head Cemeteries

Comprising the whole of the operations and assets of both the Waverley & South Head Cemeteries.

This business operates from offices located at Waverley Cemetery dealing with maintenance, sales and burials.

### Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

## Note – Significant Accounting Policies (continued)

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

### Notional rate applied (%)

Corporate income tax rate – 25%

Land tax – the first \$822,000 of combined land values attracts 0%. For the combined land values in excess of \$822,000 up to \$5,026,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$5,026,000 a premium marginal rate of 2.0% applies.

Payroll tax – 4.85% on the value of taxable salaries and wages in excess of \$1,200,000.

### Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

### Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

#### (i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

#### (ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.



## Note – Significant Accounting Policies (continued)

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The rate of return is calculated as follows:

**Operating result before capital income + interest expense**

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**Written down value of I,PP&E as at 30 June**

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.66% at 30/6/22.

### (iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



**INDEPENDENT AUDITOR'S REPORT**  
**Report on the special purpose financial statements**  
**Waverley Council**

To the Councillors of Waverley Council

### Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Waverley Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2022, the Statement of Financial Position of each Declared Business Activity as at 30 June 2022 and the Significant accounting policies note.

The Declared Business Activities of the Council are:

- Property
- Commercial Waste
- Cemetery

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's Declared Business Activities as at 30 June 2022, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2021–22 (LG Code).

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

## Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis  
Delegate of the Auditor-General for New South Wales

31 October 2022  
SYDNEY

# Waverley Council

SPECIAL SCHEDULES  
for the year ended 30 June 2022

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*Connecting the city and the sea.*

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



## Waverley Council

### Special Schedules

for the year ended 30 June 2022

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Contents	Page
<b>Special Schedules:</b>	
Permissible income for general rates	3
Report on infrastructure assets as at 30 June 2022	7

Waverley Council | Permissible income for general rates | for the year ended 30 June 2022

## Waverley Council

## Permissible income for general rates

\$ '000	Notes	Calculation 2021/22	Calculation 2022/23
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	47,171	48,285
Plus or minus adjustments <sup>2</sup>	b	183	(156)
<b>Notional general income</b>	c = a + b	<b>47,354</b>	<b>48,129</b>
<b>Permissible income calculation</b>			
Special variation percentage <sup>3</sup>	d	0.00%	1.75%
Rate peg percentage	e	2.00%	0.00%
Plus special variation amount	h = d x (c + g)	–	842
Plus rate peg amount	i = e x (c + g)	947	–
<b>Sub-total</b>	k = (c + g + h + i + j)	<b>48,301</b>	<b>48,971</b>
Plus (or minus) last year's carry forward total	l	21	35
<b>Sub-total</b>	n = (l + m)	<b>21</b>	<b>35</b>
<b>Total permissible income</b>	o = k + n	<b>48,322</b>	<b>49,006</b>
Less notional general income yield	p	48,285	48,974
<b>Catch-up or (excess) result</b>	q = o – p	<b>37</b>	<b>32</b>
Less unused catch-up <sup>4</sup>	s	(2)	–
<b>Carry forward to next year <sup>5</sup></b>	t = q + r + s	<b>35</b>	<b>32</b>

**Notes**

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable, the Crown land adjustment.
- (4) Unused catch-up amounts will be deducted if they are not caught up within 10 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (5) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



**INDEPENDENT AUDITOR'S REPORT**  
**Special Schedule – Permissible income for general rates**  
**Waverley Council**

To the Councillors of Waverley Council

### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Waverley Council (the Council) for the year ending 30 June 2023.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2021–22 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.



## Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2022'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Caroline Karakatsanis  
Delegate of the Auditor-General for New South Wales

31 October 2022  
SYDNEY

Waverley Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

## Waverley Council

## Report on infrastructure assets as at 30 June 2022

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring to the agreed level of service set by Council \$ '000	2021/22 Required maintenance <sup>a</sup> \$ '000	2021/22 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
<b>Buildings</b>	Council Offices/ Administration Centres	–	–	842	740	13,097	23,048	0.9%	11.2%	36.1%	51.8%	0.0%
	Council Works Depot	–	–	952	1,092	10,898	11,967	75.0%	24.7%	0.3%	0.0%	0.0%
	Council Public Halls	1,875	1,875	249	252	22,174	57,378	6.8%	13.6%	19.1%	0.2%	60.3%
	Libraries	–	–	631	568	25,112	35,470	12.7%	52.2%	12.5%	22.6%	0.0%
	Cultural Facilities	445	445	1,040	668	16,459	22,563	21.3%	57.3%	10.7%	2.0%	8.7%
	Other Buildings	720	720	1,428	1,467	77,031	90,670	13.2%	44.1%	32.1%	1.0%	9.6%
	Specialised Buildings	–	–	620	575	4,824	5,734	9.9%	60.8%	16.8%	9.6%	2.9%
	<b>Sub-total</b>	<b>3,040</b>	<b>3,040</b>	<b>5,762</b>	<b>5,362</b>	<b>169,594</b>	<b>246,830</b>	<b>14.2%</b>	<b>35.8%</b>	<b>22.8%</b>	<b>8.9%</b>	<b>18.4%</b>
<b>Other structures</b>	Other structures	1,852	59	143	366	23,837	35,540	63.0%	16.2%	8.9%	11.9%	0.0%
	<b>Sub-total</b>	<b>1,852</b>	<b>59</b>	<b>143</b>	<b>366</b>	<b>23,837</b>	<b>35,540</b>	<b>63.0%</b>	<b>16.2%</b>	<b>8.9%</b>	<b>11.9%</b>	<b>0.0%</b>
<b>Roads</b>	Roads	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sealed roads	922	–	1,116	1,095	71,853	138,978	28.1%	54.1%	16.7%	1.1%	0.0%
	Footpaths	990	–	5,158	4,404	41,386	72,787	18.4%	63.3%	15.3%	3.0%	0.0%
	Other road assets	198	–	2,086	2,558	15,660	30,291	39.4%	43.6%	14.0%	2.8%	0.2%
	Sealed roads structure	–	–	–	–	105,576	204,203	3.2%	0.1%	96.7%	0.0%	0.0%
	Kerb and Gutter	1,976	–	68	68	62,319	120,536	34.1%	48.1%	13.7%	4.0%	0.1%
	Other road assets (incl. bulk earth works)	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>4,086</b>	<b>–</b>	<b>8,428</b>	<b>8,125</b>	<b>296,794</b>	<b>566,795</b>	<b>19.8%</b>	<b>34.0%</b>	<b>44.6%</b>	<b>1.7%</b>	<b>0.0%</b>
<b>Stormwater drainage</b>	Stormwater drainage	696	–	355	499	20,944	32,770	29.3%	66.2%	4.5%	0.0%	0.0%
	Other	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Stormwater Conduits	2,083	–	–	–	62,700	108,939	13.5%	67.3%	18.0%	0.7%	0.5%
	<b>Sub-total</b>	<b>2,779</b>	<b>–</b>	<b>355</b>	<b>499</b>	<b>83,644</b>	<b>141,709</b>	<b>17.2%</b>	<b>67.0%</b>	<b>14.9%</b>	<b>0.5%</b>	<b>0.4%</b>
<b>Open space / recreational assets</b>	Open Space & Recreational Assets	322	–	5,509	5,308	95,534	176,842	39.1%	34.2%	21.3%	5.1%	0.3%
	<b>Sub-total</b>	<b>322</b>	<b>–</b>	<b>5,509</b>	<b>5,308</b>	<b>95,534</b>	<b>176,842</b>	<b>39.1%</b>	<b>34.2%</b>	<b>21.3%</b>	<b>5.1%</b>	<b>0.3%</b>
	<b>Total – all assets</b>	<b>12,079</b>	<b>3,099</b>	<b>20,197</b>	<b>19,660</b>	<b>669,403</b>	<b>1,167,716</b>	<b>22.5%</b>	<b>37.9%</b>	<b>31.7%</b>	<b>3.9%</b>	<b>4.0%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

continued on next page ...

Page 7 of 10

## Waverley Council

### Report on infrastructure assets as at 30 June 2022 (continued)

#### Infrastructure asset condition assessment 'key'

<b>1 Excellent/very good</b>	No work required (normal maintenance)	<b>4 Poor</b>	Renewal required
<b>2 Good</b>	Only minor maintenance work required	<b>5 Very poor</b>	Urgent renewal/upgrading required
<b>3 Satisfactory</b>	Maintenance work required		

#### Explanation of the two estimated costs:

##### Estimated Cost to Agreed Level of Service:

- This cost indicates bringing Council assets that have reached the intervention level agreed by the community to an agreed condition. This condition varies with each asset class and subclass.
- Council has a range of asset condition service levels that are agreed upon., e.g. road assets to be 80% in conditions 1 & 2 with the remainder across conditions 3, 4 & 5.
- This cost provides a meaningful snapshot of the proportion of outstanding renewal works compared to the total suite of assets that the Council has under its care and stewardship.
- Cost to Agreed Level of Service is different from Cost to Satisfactory as it is a measure that does not set a minimum condition standard of 3. Allowing assets to be more accurately represented through their asset lifecycles, whilst reporting on the cost to meet the "Agreed Levels of Service".

##### Estimated Cost to Satisfactory Standard

- The level of satisfactory condition is set at condition 3 for all asset classes. This requires all assets to be strictly maintained at a level of condition 3 and above.
- In determining the cost, Council estimates the amount required to be spent on existing infrastructure only. We take the replacement value of Condition 4 & 5 assets back to Condition 3 or "Satisfactory", e. the expected cost to bring the assets up to Condition 3.
- This cost does not take into account the cost to bring assets back to conditions 1 and 2. Utilising asset condition valuation percentages, we estimate the cost to match the minimum condition of 3.

## Waverley Council

## Report on infrastructure assets as at 30 June 2022

## Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2022	Indicator 2022	2021	Indicators 2020	2019	Benchmark
<b>Buildings and infrastructure renewals ratio</b>						
Asset renewals <sup>1</sup>	<b>57,692</b>					
Depreciation, amortisation and impairment	<b>19,884</b>	<b>290.14%</b>	268.81%	155.45%	82.56%	>= 100.00%
<b>Infrastructure backlog ratio</b>						
Estimated cost to bring assets to a satisfactory standard	<b>12,079</b>					
Net carrying amount of infrastructure assets	<b>749,829</b>	<b>1.61%</b>	1.09%	0.99%	1.00%	< 2.00%
<b>Asset maintenance ratio</b>						
Actual asset maintenance	<b>19,660</b>					
Required asset maintenance	<b>20,197</b>	<b>97.34%</b>	104.59%	108.19%	102.33%	> 100.00%
<b>Cost to bring assets to agreed service level</b>						
Estimated cost to bring assets to an agreed service level set by Council	<b>3,099</b>					
Gross replacement cost	<b>1,167,716</b>	<b>0.27%</b>	0.25%	0.56%	0.60%	

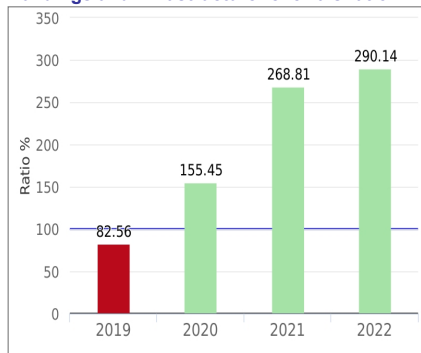
(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Waverley Council

Report on infrastructure assets as at 30 June 2022

**Buildings and infrastructure renewals ratio**



<p><b>Buildings and infrastructure renewals ratio</b></p> <p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.</p>	<p><b>Commentary on result</b></p>	
	<p>21/22 ratio</p>	<p>290.14%</p>
<p>Council's infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) to ensure the assets are keeping to the agreed community satisfactory level.</p>		

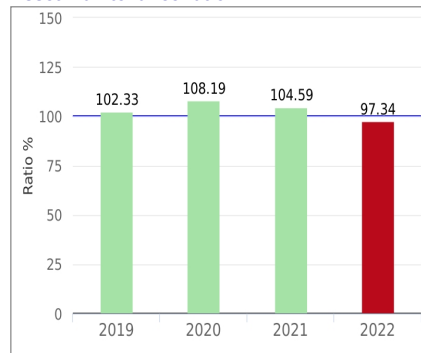
Benchmark: —  $\geq 100.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark

**Asset maintenance ratio**



<p><b>Asset maintenance ratio</b></p> <p>Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.</p>	<p><b>Commentary on result</b></p>	
	<p>21/22 ratio</p>	<p>97.34%</p>
<p>This ratio falls just short of the industry benchmark of 100%. It indicates Council's spending on asset maintenance is slightly insufficient to stop the infrastructure backlog from growing.</p>		

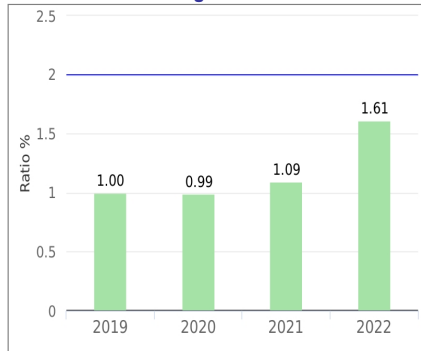
Benchmark: —  $> 100.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark

**Infrastructure backlog ratio**



<p><b>Infrastructure backlog ratio</b></p> <p>This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.</p>	<p><b>Commentary on result</b></p>	
	<p>21/22 ratio</p>	<p>1.61%</p>
<p>This ratio shows that Council has a small proportion of infrastructure backlog and it compares favorably with the industry benchmark of less than 2.00%.</p>		

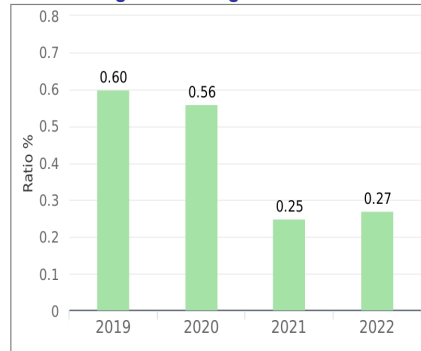
Benchmark: —  $< 2.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark

**Cost to bring assets to agreed service level**



<p><b>Cost to bring assets to agreed service level</b></p> <p>This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.</p>	<p><b>Commentary on result</b></p>	
	<p>21/22 ratio</p>	<p>0.27%</p>
<p>This ratio shows that Council has a small proportion of outstanding infrastructure upgrade/renewal works to bring assets at agreed service levels, as compared to the total value of its assets.</p>		



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