



WAVERLEY
COUNCIL



Annual Report 2013/14

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PART 2 FINANCIAL STATEMENTS



Our Community's Vision

We are united by a common passion for our beautiful home between the city and the sea.

Inspired by the magnificent landscape of Waverley and by the gifts we have inherited from those who have been here before us, we dream of a fulfilling life where...

We are safe

We are reconciled with and value our indigenous past

Connections within families and between generations can remain unbroken

We are inspired and able to renew our physical and spiritual wellbeing

Everyone is welcome to participate positively in community life

We can express our essential selves through our traditions, our arts, our cultures, and our lifestyles

We act together as a compassionate society

The beauty of our beaches, cliffs and coastal lands endures

The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts

Vital services are fully accessible

Scarce resources are conserved and fairly shared

Local economic prosperity provides opportunity for all

As a local community we have the courage to take a leading place in achieving the environmental aims of a global society

We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future

These are the aspirations of our hopeful generation.

We recognise the need to commit to this vision of our future with energy so that we can pass these gifts to our children and they to theirs

We are united by a common passion for our beautiful home between the city and the sea



Mission

Through its detailed Integrated Engagement Strategy, Waverley Council has taken note of the breadth and depth of community priorities and articulated these in a Vision for the Waverley community. Council's Mission is to take a leading role in partnership with other levels of government, businesses and community groups and individuals to make the community's vision a reality.

In doing this, we rely on our commitment to and cohesion as a professional, friendly and ethical Council that consults with and listens to the community.





Message from the Mayor



At the 2012 election we promised the community that we would return Waverley to a strong financial position and that we would work hard to make inroads into our infrastructure backlog. I am delighted to

tell you that we achieved both of these goals. This Annual Report is one of the key tools that Council uses to communicate with our community. It is how we report on the progress made over the last financial year in delivering our services and projects. Our annual report also includes information on the current condition of public assets, community services provided and Council's financial information.

More specifically, this report shows how we are tracking with our targets in the *Delivery Program 2013-17* and *Operational Plan 2013-14*. Achievement of these targets represents progress in helping the community move towards its long term vision for the future, as set out in the Community Strategic Plan, *Waverley Together 3*.

One aspect of the community's vision is that "we are inspired and able to renew our physical and spiritual wellbeing." Council has enabled the community to move closer to this vision element through projects such as an upgrading of some of our children's playgrounds, the expansion of the outdoor gym at North Bondi and improvements to the Waverley Park sporting fields.

The Waverley community also hopes that "the architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts." On 18 June 2013, Council dissolved its Development Control Committee (DCC) and implemented an independent panel to determine significant Development

Applications in Waverley. The panel is made up of community representatives and planning experts who are independent of Council and who have expertise in the areas of architecture, urban design, town planning and planning law, heritage, disability and access, and the environment. The Waverley Development Assessment Panel (WDAP) offers a more streamlined approach to development assessment in Waverley, allowing Councillors more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. It also represents an important step towards achieving this element of the community vision.

Furthermore, we have begun implementation of the Bondi Junction Complete Streets program to solve the problem of how we best integrate cars, buses, bikes and pedestrians on our roads and pathways. This is helping to improve the accessibility and amenity of Bondi Junction. Additionally, this year we are going to spend \$3million fixing the internal fences and walls in our beautiful Waverley Cemetery.

As shown in the audited financial reports in this document, Council is in a strong financial position.

We have achieved a lot over the last year and intend on continuing the improvement and efficiency of services into the future.



Message from the General Manager



This is the first Annual Report which I am pleased to present as General Manager of Waverley Council.

Prior to joining this organisation in February this year, I took a trip to London to visit one of my sons. I recall checking in to the hotel with my wife, and the young woman at the front desk commented on my Australian passport. She mentioned that she wanted to go to Australia to go to Bondi Beach. We got to talking, and I told her about my new role at Waverley Council. She was delighted when I mentioned Bondi Beach, and her happiness as she spoke about one day wanting to visit our backyard was truly infectious.

I often reflect on that moment, and I feel incredibly proud to be a part of an organisation that has such a prominent position in the world, an organisation with rich history and incredibly dedicated staff, both current and past.

There have been so many achievements, not only during my time here, but also in the past 12 months. Our staff work hard to continue to deliver on our commitments that are set out in the Delivery Program 2013-14 and Operational Plan 2013-14.

I have been truly impressed by Council's lively events, including our multicultural food festival, Global Table in Bondi Junction and Bondi Winter Magic, which encourages people from all over Sydney (and some international faces) to visit our famous beach in the cooler months.

Though it was before my time, I continue to hear wonderful things about the Tamarama kiosk and park upgrade. I often see this area buzzing with activity.

In Bondi Junction, our Complete Streets project has already started to transform the appearance of the streets and the interaction on our streets. Our pop up parks are full of people enjoying the sunshine and I am looking forward to see what happens next in this space.

We have high environmental targets and our award-winning environment team continue to impress me with the amazing work they do. This includes our Waverley Bike Plan, which aims to get people off our roads and using alternate means of transport, and our summer litter campaign, which was run in conjunction with our neighbours, Randwick Council. We have also reduced energy usage by 7.7 per cent in the last year, shaving \$110,000 off Council's electricity bills.

We also aim to make it easier for you to get in contact and do business with us. And, this year – we made huge steps towards achieving this goal – we launched a new user-focused system that has changed the way we manage your enquiries. We also completely revitalised our website to better improve access to information.

My promise to you, and to my staff, is to continue to deliver and improve on our commitments. I am certainly looking forward to the next 12 months.



Ward boundaries





Ward Councillors

Bondi Ward



Cr Joy Clayton (Liberal)

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MOBILE 0409 308 430

EMAIL joyc@waverley.nsw.gov.au



Cr Dominic Wy Kanak (Greens)

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WORK 9369 8027

EMAIL dominick@waverley.nsw.gov.au



Cr John Wakefield (Labor)

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Hunter Ward



Cr Sally Betts (Liberal)
Mayor

PHONE 9130 3250

MOBILE 0425 363 530

EMAIL sallyb@waverley.nsw.gov.au



Cr Leon Goltsman (Liberal)

PHONE 8006 2799

EMAIL leong@waverley.nsw.gov.au



Cr Miriam Guttman-Jones
(Independent)

PHONE 9371 1412

EMAIL miriamgj@waverley.nsw.gov.au

Lawson Ward



Cr Angela Burrill (Liberal)

PHONE 9114 8981

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Cr Andrew Cusack (Liberal)

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Cr Paula Masselos (Labor)

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Waverley Ward



Cr Tony Kay (Liberal)
Deputy Mayor

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Cr Bill Mouroukas (Liberal)

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Cr Ingrid Strewe (Labor)

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Council and Council's Committees

Council is made up of 12 councillors elected by the ratepayers and residents of Waverley for a four-year term. The last Local Government election was held on 8 September 2012 with the next one scheduled for September 2016.

Councillors are elected by Ward (a geographical area). Three of these Wards (Bondi, Waverley and Hunter) were established in 1860, with Lawson Ward being created in 1867.

The positions of Mayor and Deputy Mayor are decided annually by a vote of all councillors. Councillor Sally Betts was elected Mayor and Councillor Tony Kay was elected Deputy Mayor each September since the last Local Government elections in September 2012.

The Waverley Council area is located in the State Parliamentary seats of Coogee and Vaucluse and the Federal Parliamentary seat of Wentworth. The State Members for the area are Mr Bruce Notley-Smith, M.P. (Member for Coogee) and Ms Gabrielle Upton, M.P. (Member for Vaucluse). The Federal Member for Wentworth is Mr Malcolm Turnbull, M.P.

Waverley Council encourages the community to attend meetings of Council. All meetings are open to the public and take place on the third floor of the Council Chambers. Members of the public can address Council on any issue included on the agenda for the meeting, provided they notify Governance staff on 9369 8000 by 3pm on the day of the meeting.

Full Council meetings are usually held on the third Tuesday of each month. On 10 December 2013, Council resolved to dissolve the Finance, Ethics and Strategic Planning Committee (FESP) and the Community, Housing, Environmental Services and Public Works Committee (CHESPW). In place of these two committees, Council endorsed the establishment of an Operations Committee, which meets on the first Tuesday of each month.

In June 2013, Council dissolved its Development Control Committee (DCC) and replaced it with an independent assessment panel, the Waverley Development Assessment Panel (WDAP). This panel commenced operation on 1 July 2013 and generally

meets on the fourth Wednesday of each month at 11.00am at Council Chambers. The panel determines Development Applications within the Waverley local government area (LGA) and is currently operating as part of a two-year trial. The panel comprises of professional experts in architecture, urban design, town planning and planning law as well as community representatives and specialists in Aboriginal Archaeology and Heritage, Disability and Access, Coastal Risk and Water Management.

An outline of Waverley Council's Committee structure is set out below.

For more information regarding Council's committee structure and the Councillor membership of Committees, please visit www.waverley.nsw.gov.au/council.

WAVERLEY COUNCIL'S COMMITTEE STRUCTURE AS AT 30 JUNE 2014





How Council is organised

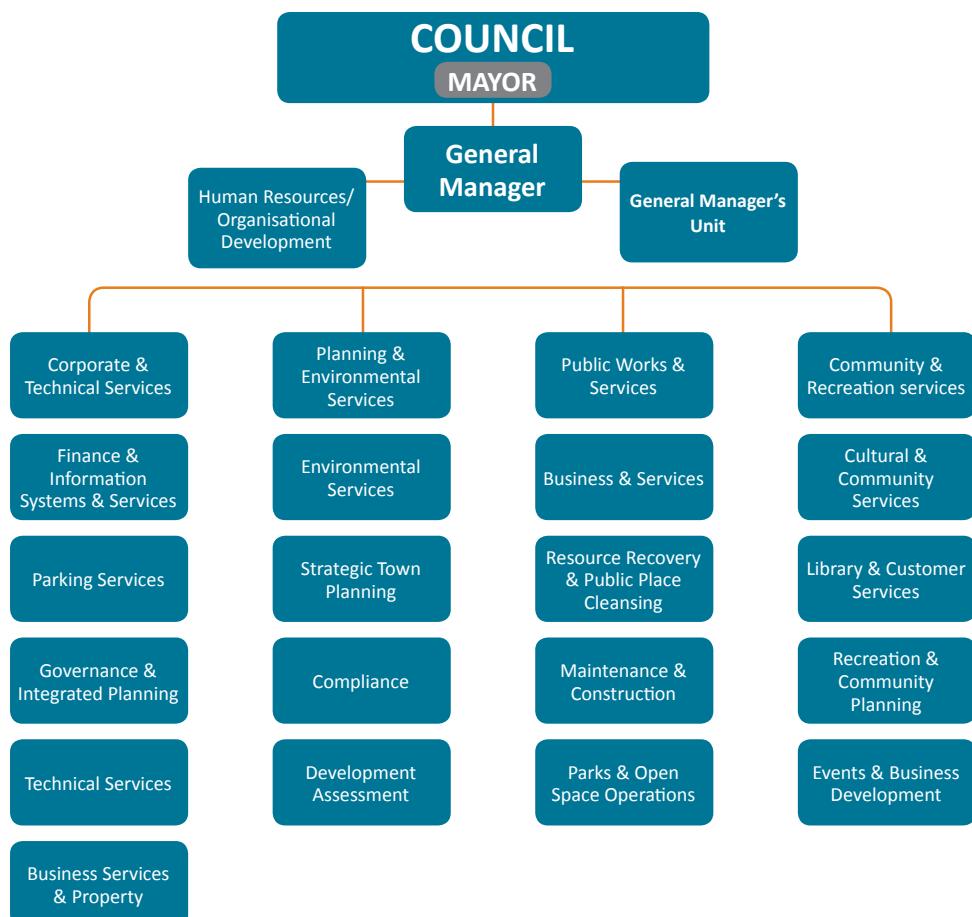
The role of the elected Council is to represent the community, decide on Council's strategic direction and policies, to allocate and monitor the use of Council resources through the budget process and to appoint a General Manager.

The General Manager is responsible for providing the elected Council with 'policy advice' and for implementing the decisions (policy) of Council.

Section 332 of the *Local Government Act* outlines that a Council must determine the organisation's structure, senior staff positions and the resources that will be allocated towards the employment of all staff. Once a Council has determined these matters, the General Manager is responsible for managing all staff. In June 2014, Council underwent a restructure,

which significantly changed the configuration of the organisation. As this report covers the period 1 July 2013 to 30 June 2014, this section will reflect how Council was organised for the majority of that period. The new reporting structure will be set out in next year's Annual Report and future Council documents. More information on Council's new organisational structure can be found on our website: www.waverley.nsw.gov.au/council/council_departments.

For most of 2013-14, Council was organised into a General Manager's Unit and four Departments. The Departments were divided into Divisions to deliver a range of functions.





Integrated Planning and Reporting

All Councils in NSW are required to conduct their business based around Integrated Planning and Reporting. This framework of plans and reports ensures long term planning for the future, sustainability and a commitment to the community having a more direct say in what happens in their area. Waverley Council has been a leader in this area since the legislation was introduced, having produced award-winning asset and financial management plans, and being one of the first Councils to produce the full suite of documents required under the Integrated Planning and Reporting legislation.

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.



The Community Strategic Plan (*Waverley Together 3*)

The Community Strategic Plan – called *Waverley Together 3* – is the highest level plan which identifies the community's main priorities and aspirations for the future and the broad strategies for achieving these. Importantly, the Community Strategic Plan is the community's plan for the future. While Waverley 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 Government and community groups may also be engaged in delivering the long-term community outcomes of this plan.

The Community Strategic Plan takes a long term outlook and covers a minimum of 10 years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters in an integrated manner.

Delivery Program and Resourcing Strategy

Sitting below the Community Strategic Plan is the Delivery Program. The Delivery Program is effectively the elected Council's answer to the community vision. It sets out what specific activities are to be undertaken during its term of office (normally four years) to implement the strategies outlined in the Community Strategic Plan.

To carry out these activities, the Resourcing Strategy sets out how time, money, assets and people will be allocated. It consists of:

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



SECTION 2 – COUNCIL OVERVIEW

Operational Plan

The Operational Plan sets out the programs and projects to be carried out each financial year to meet the commitments made by the Council in the Delivery Program. By setting specific targets, the Operational Plan identifies how Council will determine the effectiveness of the activities to be undertaken and is supported by a detailed budget.

The Annual Report

The Annual Report is the key point of accountability between Council and its community where it reports on the implementation of the Delivery Program and Operational Plan. This is supported by six monthly Progress Reports on the Delivery Program, which are usually produced every June and December.

How the Integrated Plans help Council achieve the Community Vision

There is a direct connection between the services delivered by Waverley Council, the community vision and the targets of *Waverley Together 3*. The diagram below sets out this relationship.





Measuring our progress (summary overview)

Waverley's Community Strategic Plan, *Waverley Together 3*, is built around four quadrants:



The Delivery Program and Operational Plan are also based on these quadrants.

Each quadrant has a set of directions which outline the specific directions we intend to head in. Sitting beneath these are the strategies we will implement to move in the direction set out in WT3, and Council's reporting tracks our progress in delivering these.

Below is a summary overview of our overall progress, as well as progress in each of the quadrants.

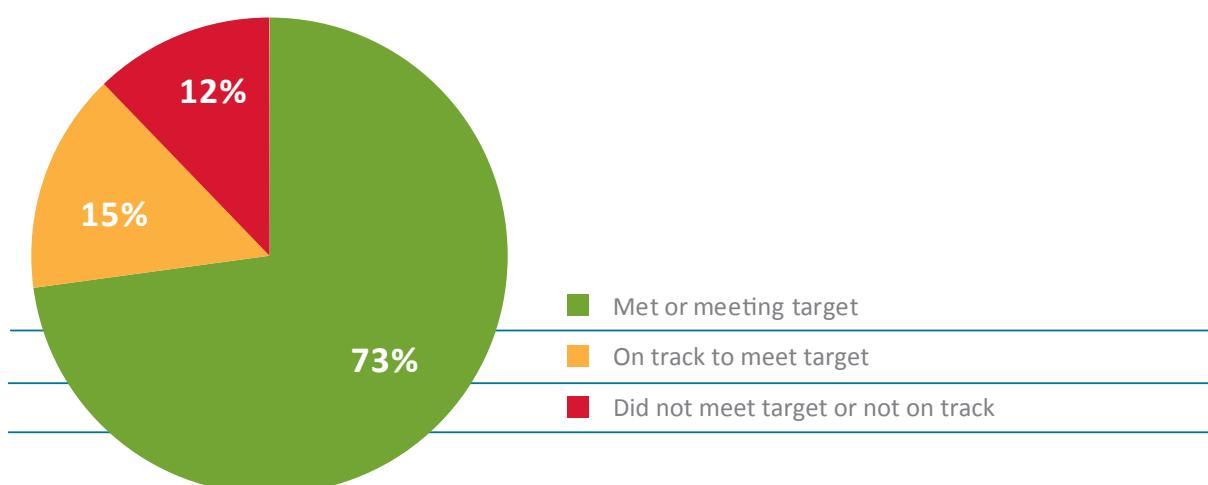
The following pages provide a specific analysis of our how we're tracking with implementation of the individual strategies. To assist readers in understanding the level of progress, we have used a 'traffic light' approach:

RED **We did not meet our target or are not on track to meet the target**

AMBER **We are on track to meet the target**

GREEN **We have met the target**

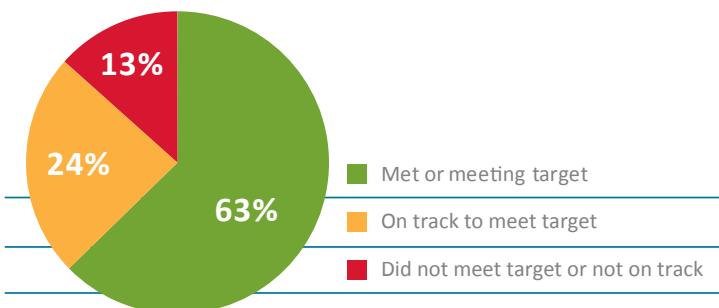
Waverley Council's Overall Performance for 2013-14 in meeting targets set out in the Delivery Program 2013-17 and the Operational Plan 2013-14





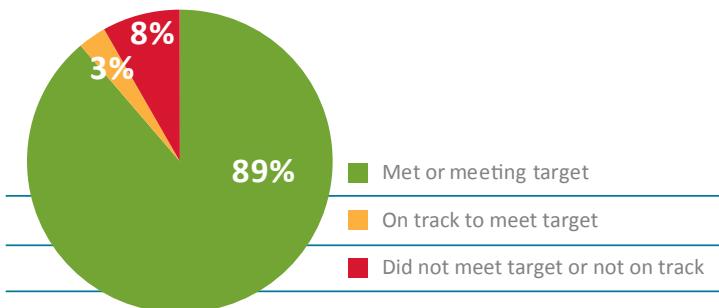
Waverley Council's Performance for 2013-14 by Quadrant

SUSTAINABLE COMMUNITY



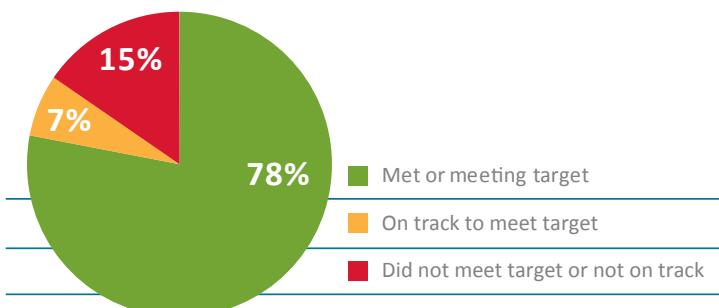
Overall, 87 per cent of the targets in Sustainable Community were met, are on track to meet target or are ongoing but meeting the target. Some reasons for targets not being met were due to overly ambitious targets compared to current resources, increases in library online resources not reflecting in a rise of memberships, rescheduling due to staffing gaps, new regulations and construction delays.

SUSTAINABLE LIVING



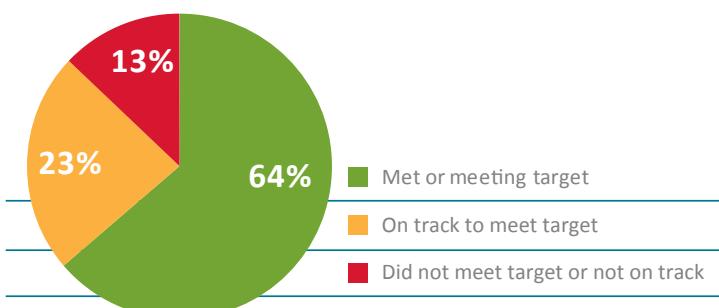
Up to 92 per cent of the deliverables in the Sustainable Living quadrant were completed, ongoing but meeting the target, or are on track to be completed. Some targets that were not met were due to staffing changes, some maintenance quotes being over budget and required sourcing, lack of additional funding, and some road works were delayed by Energy Australia works.

SUSTAINABLE ENVIRONMENT



In Sustainable Environment, 85 per cent of the targets were met, are on track to be met or are ongoing and meeting their target. Some reasons for 15 per cent of targets not met were lack of funding, negotiation delays, staff changes and changing priorities for some projects.

SUSTAINABLE GOVERNANCE



The Sustainable Governance quadrant saw 87 per cent of deliverables completed, on track to meet target or ongoing but meeting target. Some reasons for targets not being met included rescheduling and further research being needed for some projects.



Sustainable Community

This quadrant covers those plans, policies and initiatives that contribute to the development of our community capacity, including our cultural vitality and indigenous and post colonial heritage, our sense of community and connection, as well as a safe, healthy and harmonious living environment. It represents the ‘social’ component of the quadruple bottom line.



Directions

- C1** Waverley's cultural heritage and diversity is recognised, protected and respected.
- C2** The community is welcoming and inclusive and people feel that they are connected and belong.
- C3** Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley.
- C4** Community support services continue to be targeted to and accessible by those who need them most, including children and young people, older people and people with a disability.
- C5** People feel safe in all parts of Waverley.
- C6** Arts and cultural activities foster an involved community and a creative environment.
- C7** Health and quality of life are improved through a range of recreation and leisure opportunities.





SECTION 3 – MEASURING OUR PROGRESS

Strategy: C1a Support programs that celebrate and strengthen our multiculturalism and indigenous culture and cultivate a sense of community appreciation of our cultural heritage and diversity

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Planning for a diverse and tolerant community	Monitor and report on changes to data on languages other than English spoken by Waverley residents; percentage change in age groups in Waverley population; changes in household and family type and changes in proportion of home owners and renters in Waverley	Community Planning DM RCPP	Prepare community profiles from 2011 census data and publish to Council's website	June 2014		
	Implement recommendations of the Cultural Diversity Policy and report on progress	DM RCPP DM CCS	Access and equity report completed	September 2013		
A coordinated program of social, recreational and cultural events targeting diverse groups	Provide a program of events & activities at various locations in Waverley	Multicultural Services; Services for Indigenous People; Cultural Festivals and Events; Other Cultural Programs	Number of events & programs supporting multiculturalism and Indigenous culture provided annually	Six		
	Provide a program celebrating local history and heritage	DM CCS DM LCS	Number of events/programs supporting local heritage	Four		
	Provide events & promotions targeting culturally and linguistically diverse people and Aboriginal and Torres Strait Islander communities	DM CCS DM RCPP	Number of events & promotions supporting multiculturalism and Indigenous culture provided annually	Five		
Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley	Develop partnerships with internal and external stakeholders to facilitate inclusion of multicultural and Indigenous groups	Community Support and Grants DM RCPP	Number of maintenance agreements for allotments is steady or increasing	One		
Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage	Maintain Waverley and South Head Cemeteries	Waverley Cemetery; South Head Cemetery	Number of maintenance agreements for allotments is steady or increasing	> 11,000 (including perpetual care agreements)		Overly ambitious for current resources. Latest revision to Account numbers shows 8% not 20% of total area.
	Investigate fencing and security options for Waverley and South Head Cemeteries	DM BSP				
	Maintain allotments where maintenance agreements are in place					
	Market maintenance agreements for allotments					
	Provide information about the cemeteries					
	Facilitate searches of cemetery records		Number of instances of vandalism in cemeteries is steady or decreasing	< One instance per week		Recorded vandal attacks running 2 x target. Improved security fencing required.



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Affordable and accessible community facilities	Provide a community garden for use by residents and community organisations who lack access to a garden	Services for older People; Services for People with a Disability; Bondi Pavilion Programs; Arts Programs DM RCPP DM CCS	Percentage of community garden plots maintained to standards	90%	●	
A coordinated program of social, recreational and cultural events targeting diverse groups	Provide a coordinated program of events for identified target groups including children, youth, older people and people with disability. Program to include music, exhibitions, festivals, workshops and special events at Council venues. Provide a range of recreation programs for the community at Margaret Whitlam Recreation Centre Provide a Community and Seniors Centre	Cultural Services Planning; Arts Programs; Music rooms and Programs; Literary Programs; Cultural Festivals and Events; Bondi Pavilion Programs; Other Cultural Programs DM RCPP DM CCS	Number and type of programs/ events for different groups eg young people, older people provided annually % of bookings of sport court available hours Number of participants per year	Minimum 50 Council events, programs and activities 70% 17,500	● ● ●	
A range of venue hire places for and accessible to the local community and corporate sector	Provide a range of indoor venues for hire Undertake a review of hiring arrangements for Council indoor venues	Library Services; DM LCS	Establish a benchmark for level of usage for each site Review completed and report finalised	June 2014 June 2014	● ●	New venue management software activated 19 May and will now start gathering data
Accessible cemetery services for interments, memorials and associated ceremonial activities	Provide interments and associated services Investigate Cemetery pavilion construction (offset by loan to be repaid by entry to funeral business)	Waverley Cemetery; South Head Cemetery DM BSP Waverley Cemetery, South Head Cemetery, DM BSP	Number of interment services provided at our cemeteries annually is steady or increasing Community panel established	> 172 per year Panel to meet at least bi-monthly over 2013-14	● ●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C2b Encourage and foster community pride through community groups and volunteering initiatives such as the ‘Civic Pride’ program

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Programs which encourage volunteering including civic pride and bush care that enhance community cohesion	Develop a program to recruit volunteers for community organisations and to assist Council services in their volunteer recruitment drives	Community Planning; Volunteering Programs; Civic Pride Programs; Bush Care Programs DM RCPP DM CCS	Number of services assisted	Ten		
	Respond to volunteering inquiries and improve volunteering referral database		Percentage of inquiries actioned and (where relevant) referred	100%		
	Provide support and skills development to community gardeners		Number of workshops per year	Minimum of 3		
	Provide a program of Recognition & Awards		Number of recognition events	Two		
	Pocket Parks program and other civic pride initiatives continued		Number of sites initiated in partnership with volunteers	Two		
	Support bushcare program through skills and capacity development, promotion and recruitment		Regular / workshop / meetings to support bushcare program	Two meetings per year		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C2c Provide a socially inclusive, vital and welcoming library service that supports the educational, social and recreational needs of the community.

Deliverable	Actions	Sub service/ reporting Officer	Measure	Target	Progress	Comment
A vibrant and relevant Library space that meets user needs	Review and upgrade Library spaces	DM LCS	Revitalisation Plan produced and initial stages implemented	December 2013	●	
Programs, events and activities that meet community needs and interests	Implement annual schedule of events, public programs, exhibitions and activities	DM LCS	Annual activities program produced and delivered	January 2014	●	
Current and relevant Library collections and services	Provide collections which are relevant and responsive to community demands	DM LCS	Number of members	>28,000	●	Increase in use of online resources and programs attended is not reflected in membership numbers
			Number of loans per year	>500,000 p.a.	○	
			Number of visits in person to the library	>450,000 p.a.	○	
			Visits via Library website	>50,000 p.a.	○	
			Number of e-resources added and loaned	Number added > 2,000 Number loaned >3,500	○	
A range of relevant and reliable information and technology services	Enhance online access to library services, e-resources and information Establish optimum staff and public access to WiFi Continue digitisation of relevant collections	DM LCS	Percentage of enquiries to the Library successfully completed on same day Annual strategies for Library technology developed Service level established	Same day enquiry success rate >80% August 2013, with annual updates thereafter	● ●	Delay due to Local Studies staff gap
Stronger connections and partnerships with the community that encourage participation in the Library and its services and promote the Library as a community learning hub	Develop and implement a plan to identify needs and expectations of Library users and non-users	DM LCS	Establish annual priorities for digitisation Plan developed and strategies commenced	Dec 2013 August 2013, with annual updates thereafter	● ●	Delay due to Local Studies staff gap. Is now included in Library's Future Direction Plan
Market and promote Library services, facilities and resources, including e-resources	Scope marketing strategy Develop suite of promotional material	DM LCS	Marketing strategy scoped Promotional material produced	June 2014 June 2014 September 2014	● ●	Deferred to Q1/Q2 of 2014-2015



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C3a Promote a mix of housing types in new developments, including housing that is affordable and accessible

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Planning controls that support the provision of affordable housing through WLEP 2012 Cl 4.4(b) or monetary contributions generated by Voluntary Planning Agreements towards affordable housing.	Review development applications relating to the use of Cl4.4(b) in WLEP 2012, the use of VPAs or applications under the Affordable rental Housing SEPP	DM STP	Number of affordable housing units in Council ownership	Retain or increase		
	Implement planning controls that seek to retain existing affordable housing		Percentage of new affordable housing recommendations implemented	100%		

Strategy: C3b Ensure Council's own portfolio of housing is affordable and accessible

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Social housing for older people, people with a disability and families on low to middle incomes	Provide a range of social housing options	Social Housing Program DM RCPP DMBSP DMRCPP	Number of social housing units	54 units or more		
	Where possible acquire additional units of social housing		Ensure Program operations are efficient and effective	Report program performance annually		
	Develop and implement asset maintenance plan		Plan is implemented within the year	June 2014		
Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA	Provide a range of affordable housing options	Affordable Housing Program DM RCPP	Number of affordable housing units in Council ownership	22 units or more		
	Where possible acquire additional units of affordable housing		Report to Council	February 2014		
	Collect data on tenant profile for social and affordable housing		Ensure Program operations are efficient and effective	Report program performance annually		
	Report on Housing Need in Waverley		Report to Council	February 2014		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C3c Investigate and pursue housing initiatives through joint venture and other forms of partnership opportunities

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A working group to develop local and regional partnerships to address homelessness	Convene meetings of the Waverley Homeless Coalition to develop strategies to address homelessness	Community Planning DM RCPP	Number of partnerships that support needs of homeless people	At least three		

Strategy: C4a Continue to resource and diversify the funding sources of family support services, affordable childcare and programs for young people, older people and people with a disability

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
High quality affordable long day care and family day care for children aged birth to five years and holiday and recreational programs for preschool children	Provide long day care for children aged birth to five years	Waverley, Bronte, Gardiner and Mill Hill Early Education Centre Services Family Day Care Services DM CCS	% of long day care places utilised	97% per annum		
	Provide family day care for children aged birth to five years		Number of children in long day care per day	Minimum of 272		
	Benchmark fees and charges structure for family day care educators		Number of full time equivalent children in family day care per week	More than 275		
	Provide holiday and recreational programs for preschool children		Benchmark completed and fees reviewed	Dec 2013		
			Number of preschool children in holiday programs	At least 20 per program		
			Percentage of services maintaining National Quality Standards	100%		
			Satisfaction score from annual early education centre and family day care services user survey	At least 75%		
Support to families and their children aged from birth to five years including parenting programs and counselling	Provide specific support to families and their children aged from birth to five years	Family Support Services DM CCS	Number of families in parenting education & support programs annually	At least 80		
	Coordinate a program of parenting education and support programs		Number of places provided for children with additional needs annually	At least 25 places		
	Provide places in Council's Early Education Centres for children with additional needs		Number of families in case management and/ or counselling annually	At least 40 families		
	Provide family case management and counselling		Number of community participants at the 'Transition to School' forum	100 participants		
	Provide community information forums about children's services					



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
An increase in the number of child care places provided by Council	Increase number of places for children available in the Family Day Care program	Community Planning, Child Care Services DM RCPP DM CCS	Number of additional family day care places	20 places	●	New regulations have resulted in decreased numbers allowed in each Family Day Care Home causing decrease in numbers
Recreational, educational and social initiatives for young people	Ensure inclusion of recreation activities for young people in recreation and open space planning	Services for Young People Recreation Planning	Number of plans including recommendations relating to recreation needs of young people	At least one	●	
	Provide a coordinated school holiday program for school children of all ages	DM RCPP DM CCS DM LCS	Number of holiday programs delivered per annum	Four	●	
High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion	Maintain Home and Community Care (HACC) validation for Council HACC programs	Services for Older People; Library Services; Bondi Pavilion Programs	Percentage of services maintaining accreditation	100%	●	
	Provide a Meals on Wheels service	DM CCS DM LCS	Number of meals provided daily at home for older people	At least 80	●	
	Provide shopping service		Total number of shopping service users	At least 15 clients	●	
	Implement external review of best practice service models for Meals on Wheels		Recommendations implemented	June 2014	●	
	Provide a Waverley Home Library Service		Number of Home Library Service users and loans per annum	>140 >16,000 p.a.	●	
	Provide programs for older people at Bondi Pavilion		Satisfaction rating on regular client survey	>80%	●	
			Number of programs at Bondi Pavilion per month	Four per month	●	
Services for the over fifties including a seniors centre that offers recreational, physical, educational and social activities	Operate the Community & Seniors Centre	Services for Older People DM CCS	Average monthly attendance at Seniors Centre maintained or increased	1700	●	
	Provide a varied program of activities and events for older people		Number of programs/ activities provided per week at Seniors Centre for older people	At least 30	●	
	Investigate potential for shared service programs and activities with appropriate community and government organisations		Number of new activities established in collaboration with external organisations	2	●	
Services to adults with mild intellectual disability to promote independent living	Provide a program of classes and courses aimed at improving independent living skills for people with mild intellectual disability	Services for People with a Disability DM CCS	Number life skills courses held annually	12	●	



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Individual support and medium term accommodation places for people with mild intellectual disability	Provide subsidised rental accommodation places for people with intellectual disability	Services for People with a Disability DM CCS	Number of people with intellectual disability provided with subsidised rental accommodation places	9	●	
	Provide individual and group support and case management services for people with mild intellectual disability		Number of people with mild intellectual disability provided with support annually	20	●	
	Apply for government funding for services with people with disability including growth funding and Supported Living Fund program funds		Satisfaction rating on annual client survey	Minimum of 90%	●	
			Funding submissions submitted	2	●	

Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan, deliver and evaluate services to the community

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide subsidised accommodation for identified groups	Community Support and Grants DM RCPP	Percentage of subsidised accommodation provided to priority groups including Bondi Beach Cottage, Bridge Housing, Grace Child Care Centre, Junction House, Kindamindi, Bondi Toy Library, Playgroups, ECHO Neighbourhood Centre, EATS (Eastern Area Tenants Services), Computer Pals, Waverley Drug & Alcohol Centre, Randwick/Waverley Community Transport, WAYS Youth Service	100%	●	
	Develop a community tenancy policy to ensure fair, equitable and transparent access to Council's community assets		Adoption by Council	Dec 2013	●	Policy is complex. Careful investigation, internal/external consultation & several phases of reporting required longer timeframe for completion in April 2014.



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide support and resources to services/community groups and interagencies to improve planning and quality programs for specific target groups as per service agreements with the State Government Revise web content to improve communication through Council's web site	Community Support and Grants Child care Services Community Services DM RCPP	Activities including forums, training sessions and directories as agreed Percentage of community content revised by June 2014	Four 100%		
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide funding through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally	Community Support & Grants DM RCPP	Level of funding provided annually through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally delivering cultural, recreational and social outcomes	Family & Community: Bondi Beach Cottage (up to \$7,450) Community Transport (up to \$16,870) Norman Andrews House (up to \$35,000) Minefields (\$340) EATS (Up to \$15,600) The Lighthouse (\$10,100) Children: Bondi Toy Library (up to \$17,000) OSH Services (up to \$2,362) Francis St Playgroup (\$847) Youth: WAYS (up to \$68,800) Outreach Service (up to \$45,600) Older People and those with a Disability: ECHO (up to \$17,500) Junction House (up to \$36,400)1		
	Provide funding through the small grants program for community groups delivering cultural, recreational and social outcomes		Level of funding provided annually through the small grants program for community groups delivering cultural, recreational and social outcomes	Up to \$80,000		
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to priority groups	Monitor Community Grants Program recipients to ensure their funding and support provided meets Social Plan priorities	DM RCPP	Percentage of grant recipients who meet Social Plan priorities	100%		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C4c Collect and analyse and interpret emerging social trends, contemporary research and government initiatives to inform the services provided by Council and its partner agencies

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Up to date and accessible community profile and demographic information	Ensure Council's online profile is updated to reflect 2011 census data and supplemented with updates	Community Planning DM RCPP	Reviewed and updated annually	September 2013		
Documented research on key issues including safety, housing, children, ageing	Completed social planning research for identified priority issues including Volunteering in Waverley	Community Planning DM RCPP	Number of social planning research reports completed and published to Council's web site annually	Two		

Strategy: C5a Maintain safety in public areas such as streets, malls, parks and beaches; prioritise specific areas for safety and crime prevention programs; manage alcohol related ssues and support vulnerable groups.

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Implementation of Community Safety Plan	Safety audits of Bondi and Bondi Junction Place undertaken Issues from audits that require attention actioned Alcohol free zones signs audited and maintained as required	Place Management DM B&S	Number of safety audits of Bondi and Bondi Junction undertaken annual	At least two		
A summer strategy for Bondi to promote a safe and enjoyable environment at peak times	Safe Summer program implemented, including safety initiatives, crowd management, events and promotion.	Place Maintenance DM B&S	Condition and location of alcohol free zone signs audited	October and April annually		
Investigate closed circuit TV	Investigate options to develop closed circuit TV in key Waverley locations	DM RCPP DM DA	Report to Community Safety Advisory Committee	November 2013		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C5b Continue to strengthen community safety and crime prevention partnerships with police, licensees, businesses, youth organisations, schools, regulatory and emergency services, other agencies and community organisations

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Support for the operation of a Community Safety Committee	Initiate, contribute to and support community safety programs and activities with reference to Waverley's Community Safety Plans	Community Safety Advisory Committees and Forums	Implement at least one major project annually in association with external partners	At least one per annum		
	Provide administrative and other support to Community Safety Committee	DM RCPP	Composition of Community Safety Committee includes a broad range of groups that are representative of the community	Representation includes Police and at least three other community interest groups		
Provide emergency management including support for Waverley/ Woollahra SES	Provide accommodation and other support for Waverley/ Woollahra SES	Emergency Management Services	Disaster Management Plan (DISPLAN) reviewed and kept up to date	100%		
	Meet regularly with Waverley/ Woollahra SES Controller Maintain up to date Disaster Management Plans	Director PW&S				

Strategy: C5c Maintain a high level of beach safety at Bondi, Bronte and Tamarama

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A Lifeguard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches	Roster Lifeguards for year round operations at Council's beaches	Lifeguard Services DM B&S	Number of lives lost by drowning on Council's beaches annually	No Drownings		Sadly one drowning at Bondi Beach
	Undertake patrols of beaches to maintain surf safety		Number of serious injuries on Council's beaches annually	Less serious injuries than previous year		
	Undertake rescues and provide first aid and other assistance on Council's beaches		Number of rescues undertaken on Councils beaches annually compared to number of users	Less rescues per 10,000 users than previous year		
	Work with surf life saving clubs and volunteer lifesavers		Percentage attendance by volunteer surf life savers on weekend and public holiday	100%		
A program of Surf Awareness/Education Programs	Recruit and provide induction and training for casual Lifeguards for summer season					
	Develop Surf Awareness/Education Programs Present Surf Awareness/Education Programs Review the format, content and provision of Surf Awareness/Education Programs presented	Lifeguard Services DM B&S	Number of surf education programs including initiatives for targeted vulnerable groups presented each year	At least 10 programs including one for targeted vulnerable groups		



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Financial and other support to surf lifesaving clubs in the Waverley area for volunteer lifesaving programs	Provide support to surf lifesaving clubs in the Waverley	Support to Surf Life Saving Clubs DM B&S DM BSP DM M&C	Level of funding or other support provided annually to surf lifesaving clubs in the Waverley area	= or > previous year (2010-11 \$72,500)	●	
	Support refurbishment works at North Bondi Surf Club (Misc Buildings 05)		Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	●	

Strategy: C5d Assist in the maintenance of public health

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Health, food and hygiene inspections undertaken	Undertake inspections of registered food premises Undertake inspections of registered hair and beauty premises	Food Hygiene and Regulation	Percentage of inspections undertaken compared to number of premises that require inspection	> 80% subject to resource availability	●	

Strategy: C6a Enrich community's cultural life and support life long learning through a variety of cultural events and activities, balancing the needs of residents and visitors

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A diverse and exciting range of arts and cultural events across Waverley	Provide arts and cultural events across Waverley including events provided in collaboration with external organisations	Arts Programs; Other Cultural Programs; Cultural Events and Festivals DM CCS	Number and type of arts and cultural events held annually	At least 40	●	
	Provide support to community organisations delivering cultural community benefits that align with Council priorities		Number of collaborative arts and cultural events held annually supported by Waverley Council	20	●	
Financial and other support to arts and cultural programs in the Waverley area	Provide funding through the Community Grants Program to Waverley Band and Waverley Philharmonic Orchestra, Sculpture by the Sea and Kiteflyers Association for Festival of the Winds	Arts Programs; Other Cultural Programs; Community Support and Grants DM RCPP	Level of funding annually to arts and cultural programs in Waverley	Up to \$7,700 for Waverley Band and Waverley Philharmonic Orchestra Up to \$7,000 for Waverley Art Prize \$10,250 to Sculpture by the Sea \$5000 for Mayors Prize at Sculpture by the Sea Up to \$8000 to Kiteflyers Association	●	
	Fund Waverley Art Prize and Waverley Youth Art Award for annual competition at Waverley School of Arts				●	



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Implementation of Arts Plus Plan	Implement Arts Plus Implementation Plan Deliver the Artist in Residence Program Report on the delivery of key milestones for the Resident Theatre Program funding	Arts Programs DM RCPP DMLCS DMCCS	Number of arts, entertainment and cultural initiatives developed annually from Arts Plus	One	●	
			Number of artists involved in program	Up to 12	●	
			Level of funding provided annually to resident theatre company depending on agreement	Up to \$75,000	●	
Funding sought from other levels of government and business to develop and provide arts, entertainment and cultural events in Waverley	Develop and submit submissions for funding and awards to celebrate and support arts and cultural events Encourage arts and cultural sponsorships and partnerships with local businesses	Cultural Services Planning DM RCPP DM CCS	Number of successful grant and award proposals	2	●	
			Number of sponsorship proposals presented	At least ten	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C6b Encourage the arts in public places and public art in private developments

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Art in the public space	Support Public Art Committee	DM CCS	Percentage of actions within adopted plan that are implemented annually	100%	●	
	Maintain public art inventory and develop public art maintenance plan	Cultural Services Planning; Arts Programs	Public art inventory and maintenance plan complete	August 2013	●	
	Develop annual agreement with Sculpture by the Sea	DM RCPP DM EBD	Agreement on level of support for Sculpture by the Sea completed annually	June 2014	●	
	Encourage suitable art in the private domain	DM RCPP	Percentage of public art in private domain projects in identified developments	100%	●	
	Encourage public art in suitable locations in Waverley	DM RCPP	Relevant Public Art Committee work plan actions are implemented	100%	●	
A public art trail in Waverley	Develop promotional material to make existing public art accessible through a planned "trail"	Cultural Services Planning DM RCPP	Plan completed, promotional material finalised and available to the public	June 2014	●	Project plan larger than original scope & requires extensive research. Still on track for completion in 2014

Strategy: C6c Foster and create opportunities in the creative sector to retain local artists and cultural providers in Waverley

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Support, advice andordable and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities	Provide support and advice to assist artists and others to hold arts and cultural events and activities	Cultural Services Planning	Number of events supporting artists	12	●	
	Provide a range of affordable and accessible venues to assist artists and others to hold arts and cultural events and activities	DM LCS DM RCPP DM CCS	Percentage of available venue hire hours in Library exhibition areas, School of Arts and Bondi Pavilion used as a percentage of hours available	Library: >70% Bondi Pavilion & School of Arts: > 50%	●	
	Undertake annual audit of affordable and accessible venues in the LGA		Audit of number of residencies, work spaces and accessible venues conducted annually	March 2014	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C7a Retain, protect and Improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces	Plan of Management for Bondi Pavilion and Park completed	Parks, Reserves and Open Space Planning and Design; Recreation Planning	POM for Bondi Park and Pavilion completed	December 2013		Draft completed August 2013 and forwarded to State Government for review.
	Plan in place for review/ completion of all Plans of Management for parks, reserves and green spaces	DM RCPP	Plan in place	December 2013		
Sustainable, well maintained and well used recreation facilities	Provide management systems to implement licences and conditions for use of recreation facilities	Recreation Planning DM RCPP	Process documented and licenses for key fields completed	December 2013		
	Complete dog exercise area review		Website updated and new signage finalised	June 2014		
	Deliver Margaret Whitlam Recreation Centre plans and policies to ensure a facility of best practice		Report delivery against Margaret Whitlam Recreation Centre key performance indicators			
	Ensure the provision of outdoor fitness equipment which meets community needs		Project completed	June 2014		
2008 Recreation Needs Study implemented	Continue to implement priority actions in relation to recreation facilities in Waverley	Recreation Planning DM RCPP DM POSO	Percentage of priority actions for the Recreation Needs Study complete	100%		

Strategy: C7b Plan and prioritise future recreation and leisure facilities based on regional as well as local needs, using appropriate data and trends

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Recreation opportunities provided in response to community needs	Carry out activities which support local sport and recreation groups	Recreation Planning	Mayor's Bowls Cup delivered	September 2013		
	Develop new recreation opportunities that reflect community diversity at Waverley Pavilion	DM RCPP	Report a 2012-13 program against access and equity guidelines for Waverley Park Pavilion	June 2014		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of community members

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Active and passive recreation facilities provided on Council land or through joint ventures	Finalise investigation of potential for tennis court operations and tender in Waverley Park	Parks Infrastructure Works and Maintenance DM RCPP DM POSO DM M&C	Report to Council	December 2013	●	Rescheduled due to gap in staffing resources
Sporting fields and other active recreation facilities upgraded	Finalise schedule and plans for facilities in Waverley Park	Parks Infrastructure Works and Maintenance	Waverley	March 2013	●	
	Remove and reconstruct Bocce Court depending on funding	DM RCPP	Within schedule to allow other works	July 2013	●	Schedule altered due to delayed funding
	Investigate location of netball court at Waverley Park		Report to Council	August 2013	●	Schedule altered as above and due to gap in staffing resources
	Implement landscape improvements to south west corner of Waverley Park		Completed according to agreed timetable	Within 3 months	●	

Strategy: C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of community members

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Playgrounds upgraded	Minimum of two playgrounds (to be identified) to be upgraded	Parks Infrastructure Works and Maintenance DM POSO DM RCPP	Construction complete	June 2014	●	Bondi Fitness area construction scheduled to commence in June 2014, Expected completion is September 2014.
			Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	●	Clarke Reserve Playground, construction scheduled for late June 2014, completion due early August 2014. Both projects were delayed due to longer consultation period and negotiation of contract for works.
	Source additional funding for playground development in priority locations as identified		Proportion of funding programs sourced	100%	●	Design for Murrievie Rd and Dudley Page playgrounds completed
Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	Undertake works arising from Park Plans of Management (POM)	Parks Infrastructure Works and Maintenance	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	●	
	Commence Parks Template, detailing preferred palette of materials, finishes, planting, signage and wayfinding.	DM RCPP	Template completed within agreed timetable	Within 3 months of commencement	●	
	Detailed planning commenced for priority works in Bondi Park		Timeframe established	Within 3 months of completion of Bondi Plan of Management	●	



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	Detailed design and construction of amenity building, Waverley Park	Parks Infrastructure Works and Maintenance	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable completed		
	Tamarama Park landscape improvements implemented	DM RCPP DM M&C	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable completed		



Sustainable Living

This quadrant refers to those plans, policies and initiatives that support the liveability and economic vitality of the Waverley area. It covers everything from place management strategies to improve the look and feel of villages and town centres and promote economic development, through to planning for the best built form and better transport, parking and access. It represents the ‘economic’ component of the quadruple bottom line.



Directions

- L1** Waverley’s economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.
- L2** Visitors and tourists are welcomed and make a positive contribution to the community and economy.
- L3** Waverley’s public places and spaces look and feel good.
- L4** The unique physical qualities and strong sense of identity of Waverley’s villages is respected and celebrated.
- L5** Buildings are well designed, safe and accessible and the new is balanced with the old.
- L6** Streets are safe and vibrant places which facilitate movement and interaction.
- L7** People frequently walk and ride their bikes, particularly for local trips.
- L8** Improved quality, integration and increased frequency of public transport in Waverley.
- L9** Parking, both on-street and off-street, is equitably accessed and effectively managed.



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L1a Reinforce Bondi Junction's role as a regional centre and a focus for retail, hospitality, business, commercial and professional services and entertainment activities

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Initiatives implemented to encourage visitation and stimulate economic activity	<ul style="list-style-type: none"> Annual marketing and promotions plan developed and implemented to enliven public open spaces and encourage visitation to Bondi Junction Advise businesses of sponsorship and participation opportunities associated with activities and promotions Conduct Business Occupancy and Tenancy Mix Audits Conduct Pedestrian Count on Oxford Street Mall Manage outdoor markets licence and activities Produce seasonal banner displays in Oxford St Mall Manage Wayfinding signs contents (map and information posters) on Oxford Street Undertake lighting and risk audits at night on Oxford Street and Waverley Street Malls Encourage use of Oxford Street Mall for commercial and community promotional activities Manage and issue permits for activities Implement “Busking” policy to manage busking activites on Oxford Street Mall 	DM EBD	<ul style="list-style-type: none"> Number of initiatives implemented to encourage visitation Number of business who sponsor and participate in programs and activities Number of Business Occupancy and Tenancy Mix Audits conducted Number of pedestrian counts on Oxford Street Mall Frequency of meetings held with operator Number of banner changes Number of content changes Number of audits conducted Number of permits issued Busking Policy adopted and implemented 	<ul style="list-style-type: none"> At least 4 At least 4 2 annually (June and January) 1 Pedestrian Count Quarterly At least 4 At least 4 2 annually (November and May) At least 20 June 2014 	<ul style="list-style-type: none"> ● ● ● ● 	<p>Staff changes led to audits being delayed and due to commence in July.</p> <p>The need for a Busking Policy being reviewed.</p>
Improved communication with major Bondi Junction stakeholders	<ul style="list-style-type: none"> Support and attend meets of the Waverley Business Forum Meet with other Bondi Junction business stakeholders regularly 	DM EBD	Number of business forums, Chamber of Commerce, BEC and other business group attended annually	At least three business forum meetings and six other meetings with other business stakeholders per annum	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L1a Reinforce Bondi Junction's role as a regional centre and a focus for retail, hospitality, business, commercial and professional services and entertainment activities

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process	Development applications for works within the private and public domain in Bondi Junction commercial precinct assessed against relevant "Place Making Principles" and guidelines in Part F1 of Waverley DCP 2006	Development Assessment and Approvals DM DA	Percentage of development applications assessments for major private developments that applied 'Place Making' principles within Bondi Junction commercial precinct	100%		
Bondi Junction Complete Streets study adopted, recommendations implemented	Bondi Junction complete streets recommendations implemented	DM TS	Recommendations implemented as per schedule	100%		
Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved Enforcement of development approvals and building work compliance	Place Development Planning and Strategy; Place Regulation DM TS DM C	Change in complaints received in relation to of public domain works and private development works in Bondi Junction from base year 2009–10	< than base year		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L1b Encourage and support a diverse mix of shops and services in Waverley's commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Initiatives and programs implemented to increase visitation and economic activities	Annual marketing and promotions plan developed and implemented	DM EBD	Number of initiatives implemented to encourage visitation	At least 3	●	
	Advise businesses of sponsorship and participation opportunities associated with activities and promotions		Number of business who sponsor or participate in programs and activities	At least 4	●	
	Manage outdoor markets license and activity in Roscoe Street Mall		Number of meetings held with operator	1 meeting prior to Summer commencement	●	
	Manage mobile vending licences and activities at Bondi Beach		Licence compliance and requirements implemented	100%	●	
	Manage Wayfinding signs contents (map and information posters) in Bondi, Bondi Road and Rose Bay		Number of content changes	At least 4 seasonal content changes	●	
	Manage and issue permits for commercial and community activities including Bondi Beach, Bondi Park and Bondi Pavilion Forecourt		Number of permits issued	At least 20 permits	●	
	Undertake lighting and risk audit at night		Number of audits conducted	2 audits annually (June and January)	●	Staff changes led to audits being delayed and due to commence in July.
Well utilised, integrated and welcoming public and private domains in Bondi achieved through the development approval process	Assess and approve development applications for Bondi place making in line with Councils planning controls and policies	Development Assessment and Approvals DM DA	Percentage of development applications assessments for major private developments that applied 'Place Making' principles within Bondi's commercial precinct	100%	●	
Public domain works undertaken as part of overall Design Framework for Bondi Beach	Undertake Bondi Beach Design Framework public domain works	Place Maintenance and Upgrade DM TS	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	●	
	Performance against budget and delivery timeline monitored closely and variances reported	DM M&C				



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved	Place Development Planning and Strategy; Place Regulation	Change in complaints received in relation to of public domain works and private development works at Bondi Beach from base year 2009–10	Less than base year		
	Enforcement of development approvals and building work compliance	DM TS DM C	Percentage of complaints investigated to agreed service standards timetable	100%		
Sustained and diverse mix of commercial activity	Conduct Business Occupancy and Tenancy Mis Audits	DM EBD	Business Occupancy and Tenancy Mix Audits conducted	At least 2		
	Promote diverse range of business operating in commercial areas and villages		Number of promotions	At least 2		

Strategy: L1c Support the creation of jobs and business opportunities in Waverley commercial areas including its villages and neighbourhood centres

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Programs and initiatives implemented to sustain visitation levels and commercial viability	Develop and implement a program of activities to increase and/or sustain business activity in villages	DM EBD	Number of cooperative activities undertaken each year	At least two annually		
	Carry out regular Business Activity Audit and report results of these audits		Level of business activity in the commercial villages	Business Activity Audit show business activity stable or increasing		
	Meet with other business stakeholders regularly		Number of Chamber, BEC and precinct meetings attended annually	At least four meetings with business stakeholders per annum		
Up to date and accessible business start-up and development information on Council's business webpage	Work with Communications Unit in development of Council's website with new look and navigation capabilities to include Business page and information requirements	DM EBD	New look Business webpage implemented	100%		
	Business Page to provide relevant information and links to relevant Council areas and forms, rules and regulations to meet business needs		Business Page audited	Quarterly audits of information on business webpage		
	Update "Doing Business" page on Council's website regularly					



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L1d Create vibrant public places through the support and provision of a range of community and visitor related activities

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Programs, activities and events enliven public place	Initiatives and programs implemented to increase visitation, economic activity and employment opportunities	DM EBD	Range of public place activities implemented	At least 3	●	
	Undertake surveys to measure level of community and visitor participation		Community and visitor participation in programs and activities	At least 1	●	

Strategy: L2a Develop and implement tourism initiatives to benefit the local economy and community

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Visitor information promotes shopping, dining and recreational experiences.	Visitor information marketing and material to promote diversity of shopping areas, dining, cultural and recreational experiences available	DM EBD	Number of marketing material, guides and maps produced	At least two	●	
	Visitor information page on Council's website kept up-to-date and linked to Eating Out Guide, My Bondi Summer and Bondi Winter Magic Sites		Information on visitor information page is timely and relevant	100%	●	
Programs and events benefit both visitors and the local community.	Undertake tourism research to identify Bondi visitors numbers, country of origin, demographic, interests, spend, transport mode and length of stay. (Report to inform development of future tourism programs and initiatives).	DM EBD	Tourism research undertaken	1	●	Awaiting results of Economic Development strategy and required actions to ensure research is relevant.
	Deliver and manage a range of Council and Commercial events to suit a range of interests		Public place events addressed in accordance with Council's Events Policy.	At least 3	●	
	Develop and deliver a program to increase winter visitation levels in Bondi to sustain business activity		Number of winter programs implemented	At least 1	●	



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Regular communication with tourism providers and organisations	Attend meetings with tourism providers and organisations	DM EBD	Number of meetings attended	At least 4	●	
	Lobby tourism providers and organisations to include safety and alcohol messages in their marketing and promotions using Bondi Beach as a draw card		Number of marketing material containing safety and behaviour messages	At least 1	●	

Strategy: L2b Ensure visitor related activities contribute positively to the local community and economy

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Visitor management and safety program implemented.	Develop and implement summer safety and education program "My Bondi Summer"	Visitor Management Services	Summer visitor management and education program implemented	1	●	
	Manage Free Beach WiFi trial at Bondi Beach and landing page message	DM EBD	WiFi analytics (Baseline: 2012 – 500 average daily summer usage)	5% increase annually	●	
Safety and environmental messages are visible to and accessible to visitors and tourists at Waverley's beaches	Replace and/or upgrade signage in commercial areas as required by Place Management Audit	DM B&S	90% of signs replaced	June 2014	●	
	Distribute and maintain levels of brochures and safety information available to visitors at information centres and tourism associated businesses	DM EBD	Number of outlets where brochures available	At least 10	●	
An excessive noise compliance program	Receive noise complaints	Pollution Control Programs	Number of noise complaints received annually compared to base year 2009-10	Reduction in noise complaints that are sustained is = or < than base year	●	
	Investigate noise complaints	DM C	Commence investigation of complaints within 21 days of receipt	100%	●	
	Issue fines or take other enforcement action under the Protection of the Environment Operations Act 1997 when required to deal with noise pollution		Take enforcement action for non compliance	100%	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy:L3a Ensure that public places are clean and well maintained

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Improved coordination of public place services to commercial centres	Hold meetings between auditor and relevant managers to monitor provision of services for Commercial Centres and Villages with Public Works and Services and Compliance Divisions	DM B&S	Frequency of meetings	Monthly		
All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained	Planting and maintenance of high profile gardens undertaken Cleaning and maintenance of landscaped traffic calming devices undertaken Programmed cleaning of streets, village centres and non landscaped traffic calming devices undertaken in accordance with Public Place Cleansing Standards of Service Programmed mowing of nature strips undertaken in accordance with Public Place Cleansing Standards of Service Hazards or item requiring maintenance reported and rectified	Parks Cleaning and Maintenance; Place Cleaning Services; Nature Strip Mowing Services; DM POSO DM RR&PPC	Percentage compliance with SLA maintenance of parks and high profile gardens No of times annually: <ul style="list-style-type: none">• landscaped traffic calming devices are maintained;• streets, village centres and non landscaped traffic calming devices are cleaned• programmed maintenance of nature strips undertake	95% Minimum four times per year Minimum four times per year Minimum four times per year	 	
Programmed cleaning and maintenance of Council assets undertaken	Undertake programmed cleaning of council assets including street furniture, signage and litter bins in accordance with adopted Service Level Agreement	Place Cleaning Services DM RR&PPC	Percentage compliance with SLA for maintenance of Council assets	90%		



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Graffiti and posters removed in accordance with Council's Graffiti Management and Poster Removal Policy	<p>Remove graffiti in accordance with Council's Graffiti and Billposter Removal Policy</p> <p>Remove of billposters in accordance with Council's Graffiti and Billposter Removal Policy</p> <p>Respond to customer requests to remove graffiti and billposters with Service Desk (customer request system) service standards</p> <p>Increased graffiti removal (Service Plus Component 7 – Providing more cleaning and greening of all the spaces we share)</p>	Graffiti Removal Services DM RR&PPC	Percentage compliance with established graffiti and bill poster removal protocol	90%		
Community awareness of and engagement with strategies to prevent/ manage graffiti	Graffiti prevention/ management program implemented with reference to the Community Safety Plan	Community Safety; Civic Pride Programs DM RCPP	<p>Update website</p> <p>Number of civic pride sites maintained per year</p> <p>New sites added each year</p>	<p>June 2013</p> <p>Six sites</p> <p>One</p>	 	
Public place regulation and compliance programs undertaken	Undertake regular patrols of the area to ensure regulatory compliance in accordance with Service Level Agreements or in response to customer complaints or requests	Place Regulation DM C	Percentage of times public place regulation and compliance programs meet service standards	90%		
Abandoned cars removed	<p>Identify abandoned vehicles</p> <p>Arrange removal of abandon vehicles to Council depot and securely stored pending disposal</p> <p>Arrange return or disposal of abandon vehicles</p>	Abandon Car Control and Removal DM C DM M&C	Percentage of abandoned cars removed in accordance with Impounding Act	100%		



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Beach cleaning and beach pool cleaning program undertaken	Clean beach using both beach rake and cleaning staff in accordance with agreed program Seasonal beach pool cleaning program developed and posted on Council's webpage Clean beach pool in accordance with seasonal cleaning program	Beach Cleaning and Maintenance DM POSO DM M&C	Percentage of times beach cleaning program meets timeframe and standards set Percentage of times pool cleaning meets timeframe and standards set	95% 80%		
Parks and reserves cleaned and maintained regularly	Programmed cleaning and maintenance of major parks and coastal reserves undertaken Programmed cleaning and maintenance of other parks and reserves undertaken Emergency cleaning of parks and reserves undertaken Planting, landscaping or landscape maintenance in parks and reserves undertaken Check lists for parks completed Hazards in parks reported and rectified Hazards or item requiring maintenance reported and rectified	Parks Cleaning and Maintenance DM POSO	Percentage of times major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Bondi Park, Tamarama Park & Marks Park) cleaned daily Percentage of times other parks and reserves cleaned weekly Percentage of times emergency cleaning of Council reserves undertaken within 24 hours of customer request Percentage of times landscape maintenance is completed in Parks and Reserves	95% 95% 100% 95%	 	
All playgrounds inspected and maintained regularly	Check and inspect high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) daily and complete check list Check and inspect all other playgrounds monthly and complete check list	Parks Cleaning and Maintenance DM POSO	Percentage of times high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) inspected daily Percentage of times all other playgrounds inspected monthly	100% 100%	 	



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Trees in streets and reserves are maintained	Service Desk requests for maintenance of trees in streets or reserves assessed, locations inspected and works prioritised with regard to potential risk	Tree Maintenance Services	Percentage of customer requests for maintenance of trees in streets or reserves meet	90%	●	
	Work to maintain trees in streets or reserves undertaken	DM POSO	Percentage of healthy trees maintained 12 months after planting season	80%	●	
SAMP 4 park improvement works undertaken	Implement SAMP 3 park improvement works for 2013/14	DM POSO	Percentage of works completed on time and less than or equal to agreed budget	90%	●	Due to delays, start of program establishment of PCG 50% of program & funds will be completed by June 2014
Management of companion animals	Ensure compliance with Companion Animals Act including control of dangerous dogs and nuisance cats	Animal Control	Change in number of animals impounded annually from base year 2009-10	< than base year	●	
	Deal with complaints about companion animals	DM C	Investigate complaints within 7 days	90%	●	
	Provide companion animal reporting		Provide reporting as required by the legislation within the required time	95%	●	
	Deal with abandon companion animals		Investigate complaints regarding abandoned animals within 48 hours	90%	●	
Inspection and removal of dumped rubbish and where appropriate enforcement action	Dumped rubbish identified and reported for inspection	Dumped Rubbish and Litter Control	Dumped rubbish removed within five days of notification	100%	●	
			Number of reported dumped rubbish	< than base year	●	
	Dumped rubbish inspected for possible compliance action	DM RR&PPC	Number of compliance notices issued	< than base year	●	
	Remove dumped rubbish		Number of dumped rubbish collected	< than base year	●	
	Undertake legal action in relation to dumped rubbish where possible		Tonnes of dumped material collected	< than base year	●	
Adopt a Tree Program' continued	Program implemented in accordance with Street Tree Masterplan and planting schedule	Civic Pride Programs DM RCPP DM POSO	Percentage of adopt a tree requests actioned	90%	●	
Footpath garden program continued	Program implemented in accordance with new policy and guidelines	Civic Pride Programs DM RCPP	Percentage of applications approved following new policy and guidelines	90%	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L3b Develop E-Reporting process for illegal graffiti and billposters

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Application available for residents to report graffiti available and promoted on Council website	Development of a graffiti reporting form available on Council's website	DM RR&PPC	Creation of the online reporting form	June 2014	●	

Strategy: L4a Use planning and heritage policies and controls to protect and improve the unique built environment

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Approved developments maintain and enhance the identity of Waverley's villages	Assess and approve development applications in line with Council's planning controls and policies	Urban Planning DM DA	Percentage of development applications assessed in line with Council's planning controls and policies	100%	●	
All properties with heritage significance listed within LEP	Properties with heritage significance identified and reviewed Consultation undertaken, where required, into heritage listing Properties with heritage significance listed in LEP	Urban Planning DM STP	Properties and areas with heritage significance are identified within LEP Review DCP Heritage controls for areas outside Bondi Junction	100% June 2014	● ●	
Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review	Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)	DM STP	Review Heritage Inventory Sheets for Heritage Items and Conservation areas	June 2014	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L4b Maintain a distinct sense of identity for individual village centres, including Bondi, Bronte, Charing Cross, North Bondi and Rose Bay

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Looking Good – streetscape improvement works undertaken	Consultation with key stakeholders including Place Managers undertaken	Place Maintenance and Upgrade DM TS	Finished cost and time to complete compared to agreed budget and timetable	Cost is within + or -10% of agreed budget and completed within 6 months of agreed timetable	●	Rose Bay – quotations were over budget, additional funding now sourced and construction to commence shortly. Bondi Rd – following unsuccessful quotation process C&M will now call for tenders for the complete package.
Civic Pride Village Improvement Project initiated	Consultation on civic pride elements of Footpath Improvement Program with key stakeholders including Place Managers and community depending on funding 2012-13 Provide landscaping enhancement to Looking Good streetscape and other projects Liaise with key stakeholders to plan for inclusion of civic pride elements in Footpath Improvement Program Provide landscaping enhancement to Looking Good streetscape and other projects	Civic Pride Programs DM TS DM ES DM RCPP	Number of civic pride enhancements developed and implemented annually Percentage of priority projects actioned Number of civic pride enhancements proposed Percentage of priority projects actioned	Two 100% Two 100%	● ● ● ●	Action no longer part of Operational Plan



SECTION 3 – MEASURING OUR PROGRESS

Strategy: I5a Ensure planning and building controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Approved developments achieve high quality urban design outcomes	Assess and approve development applications in line with Council's planning controls and policies	Development Assessments and Approvals DM DA	Percentage of development applications assessed in line with Council's planning controls and policies	100%	●	
Comprehensive local environment plan (LEP) updated annually in line with Council's Land Use Strategy and the requirements of the NSW Department of Planning and Infrastructure	Review comprehensive LEP Comprehensive LEP to be publicly exhibited as required by DoPI. Arrange for LEP to be gazetted	Urban Planning DM STP	Amendments to comprehensive LEP adopted by Council. Once the LEP is gazetted by the Department of Planning post gazettal tasks completed.	Annually Within 1 month of gazettal	●	
Development Control Plan (DCP) updated annually	Undertake review of Waverley Development Control Plan in line with LEP Submit DCP to Council for adoption	Urban Planning DM STP	Amendments to comprehensive DCP adopted by Council	Annually	●	
Strategic Land Use policies and plans reviewed regularly	Ensure all key strategic land use policies and plans reviewed annually or as required Review and where necessary amend Council land use policies and plans in the light of new and amended state and federal government legislation and policies	Urban Planning DM STP	Specific Strategic Land Use policies and plans reviewed	100%	●	
Compliance with Council requests for new or amended planning policies and land use plans	Update existing or create new strategic land use policies when requested by Council	Urban Planning DM STP	Percentage of Land Use plans/policies requested by Council completed within timeframe required	100%	●	
Building regulation, inspection and compliance undertaken	Undertake building compliance inspections Respond to complaints about building compliance issues Undertake building fire safety inspections Issue building occupation certificates	Building and Fire Safety Regulation DM C	Number of complaints about building work received annually compared to base year 2009-10 Time to issue building certificates	= or < than base year 14 days	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L5b Protect and maintain heritage significant buildings while ensuring they are fit for use

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Expert heritage advice on development applications	Provide heritage advice to development applicants Provide heritage advice to Council officers to assist them in assessing development applications	Heritage Conservation DM STP	Heritage advice referrals completed within service standard	90%		
An ongoing public education campaign on heritage and good design including annual Heritage and Urban Design Awards	Provide information to the public on heritage and good design Conduct Heritage and Urban Design Awards	Heritage Conservation DM STP	Heritage and Urban Design Awards conducted annually	April 2014		

Strategy: L5c Consider the use of planning controls and agreements to provide improvements to built infrastructure

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)	Identify opportunities to deliver public infrastructure through Voluntary Planning Agreements	Urban Planning DM STP	Percentage change in number of Voluntary Planning Agreements (VPA) executed annually from 2009-10 base year	Increase from base year		
Develop new VPA policy	Develop Voluntary Planning Agreements Policy that deliver public infrastructure	Urban Planning DM STP	New VPA Policy adopted by Council	March 2014		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L5d Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and placemaking principles

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Conduct retail hierarchy Study in Bondi Junction	Lead DM to undertake training in Economic development	DM STP	Successful completion of training	June 2014		
Bondi Junction is safer and more vibrant at night	Complete Streets project adopted by Council and key recommendations implemented <i>Actions for these deliverables will be carried out in future years of this Delivery Program period (subject to available funding)</i>	DM STP	Increased pedestrian activity in Bondi Junction measured by a pedestrian survey every 5 years.	Number of pedestrians in Bondi Junction is steady or increasing		

Strategy: L6a Reduce vehicle and pedestrian crashes by improving road and traffic safety measures

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Construction of traffic islands in the Council area	Traffic islands designed and documented Construction delivery in accordance with program	Traffic Management Services; Road Works and Maintenance DM TS DM M&C	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable		Martins Ave now complete following Energy Australia's completion of their works.
Traffic & pedestrian crashes reviewed annually	Collect and collate traffic & pedestrian crash data Review traffic & pedestrian crash data Report and if required make recommendations on traffic & pedestrian accident data review	Road and Parking Safety Programs DM TS	In 2005 total of 287 crashes with: <ul style="list-style-type: none">• 2 fatal crashes• 160 injury• 125 non-casualty crashes (tow away) Included in these crashes were: <ul style="list-style-type: none">• 2 pedestrian fatalities• 24 pedestrian injuries• 0 cyclist fatalities• 25 cyclist injuries	Number of vehicle, pedestrian and cyclist crashes causing death or injury is equal to or less than 2005 base year		
Improve safety around schools	Undertake parking patrols around school zones Provide information to improve safety around schools Undertake enforcement action to ensure safety around schools	Road and Safety Parking Programs DM PS	Number of parking patrols a week conducted around schools	Minimum of five parking patrols a week		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L6b Stabilise or reduce private passenger vehicle numbers or trips

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Waverley Transport Plan review completed	Commence implementation of short term projects identified in the Waverley Transport Plan Review The Waverley Transport Plan	DM ES	Percentage of identified works completed as per schedule	100%	●	
Infrastructure, education and promotion programs to encourage car efficiency and active travel as an alternative to the private car	Coordinate local events, including Ride to Work Day and Walk to Schools Day, that promote sustainable transport Run community workshops, including bike proficiency and bike maintenance, that encourage cycling Prepare transport access guides for Council facilities	Alternative Transport Programs DM ES	Number of event, educational activities and other programs to encourage sustainable transport alternatives provided each year	Three events, 12 workshops, two guides	●	The review of the Waverley Transport Plan was integrated within the Complete Streets, Waverley Bike Plan and Light Rail Feasibility programs completed in December 2013
Improved quality and frequency of public transport in the LGA through working with state government and other agencies	Meet regularly with state government agencies to discuss possible improvements/ changes to increase in public transport capacity in LGA	Transport Planning DM ES DM STP DM TS	Meetings held with agencies	Twice per year	●	

Strategy: L6c Ensure access to major movement hubs is clear and direct

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Improved pedestrian and commuter connections to public transport	Implement the Complete Streets recommendations adopted by Council in Bondi Junction	DM STP DM TS DM ES	Compare public transport usage information from STA and SRA	Increase in commuters using public transport over 4 years from the base year 2013/14.	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L6d Create place based centres which prioritise the pedestrian experience

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Improved public domain infrastructure	Implement the Complete Streets recommendations adopted by Council in Bondi Junction	DM STP DM TS DM EBD	Conduct pedestrian survey in key commercial centres annually and compare pedestrian numbers over 4 years from the base year.	Increase in pedestrian numbers	●	

Strategy: L7a Create safe and accessible pedestrian and cycle links into, out of and within Waverley

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Availability of bicycle parking improved	<p>Identify locations that require new or additional bicycle parking or other bicycle related facilities</p> <p>Provide bicycle parking or other bicycle related facilities</p> <p>Consultation with key stakeholders including Place Managers undertaken</p>	Cyclist Mobility Programs DM ES DM TS	Annual increase in the number of bicycle parking spaces	20 per year	●	
Footpath amenity and accessibility improved	<p>Develop annual footpath program in consultation with Access Committee</p> <p>Undertake adopted annual footpath program</p> <p>10% increase in proportion of footpaths kept in top condition (Service Plus Component 4 – Providing more and safer access to public places)</p> <p>Consultation with key stakeholders including Place Managers undertaken</p>	Pedestrian Mobility Programs DM TS DM M&C	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	●	
		Pedestrian Mobility Programs DM TS DM M&C	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L8a Improve and augment public transport along main routes

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Support for public buses to directly connect neighbourhood centres	Bus operations reviewed annually with STA Report and if required make recommendations on traffic and pedestrian accident data review to assist with STA planning	Transport Planning DM TS	Meeting held with STA	December 2013	●	
Bus shelters maintained and replaced	Bus shelter replacement developed and adopted Bus shelters requiring maintenance identified Maintenance of bus shelters undertaken	Other Infrastructure Works and Maintenance DM TS	Number of bus shelters replaced annually Finished cost and time to complete compared to agreed budget and timetable	At least two Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	● ●	No funding in 2013/14.
Information on Bondi Junction and Bondi Beach promotes the use of public transport	Provide information on the use of public transport in marketing material for events and activities at Bondi Junction and Bondi Beach Ensure promoters for events at Bondi Junction and Bondi Beach where Council is an event partner promotes the use of public transport in marketing/promotional material	Place Marketing DM EBD	Percentage of marketing material that promotes the use of public transport	100%	●	
Parking patrol conducted along main roads during weekdays	Undertake parking patrols along main roads during weekdays Provide information to improve parking compliance along main roads Undertake enforcement action to ensure compliance along main roads	On Street Parking Services DM PS	Number of parking patrols conducted each day along main roads during weekdays	Two	●	
Parking patrol conducted along transport corridors during weekends	Undertake parking patrols along transport corridors during weekends Provide information to improve parking compliance along transport corridors Undertake enforcement action to ensure compliance along transport corridors	On Street Parking Services DM PS	Number of parking patrols conducted each day along transport corridors during weekends	Two	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: L8b Ensure all modes of public transport are accessible for all users

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Our infrastructure provides access to public transport which complies with Commonwealth Disability Standards for Accessible Public Transport 2002	Complying with Commonwealth Disability Standards for Accessible Public Transport	DM TS	Percentage compliance with Commonwealth disability standards for Accessible Public Transport 2002	100%		

Strategy: L8c Improve access to the Bondi Junction interchange

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
More efficient and safer access to the Bondi Junction Bus / Rail Interchange for commuters	Investigate options for improving the commuter access to the Bus / rail Interchange from the surrounding street system	Dir PES DM PS DM STP DM TS	Options presented to key stakeholders for consideration	June 2014		

Strategy: L8d Implement mass transit on the Bondi Junction to Bondi Beach corridor

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach eg. light rail	Attend meetings about light rail and improving transport efficiency within the Eastern Suburbs	Alternative Transport Programs	Number of meetings attended annually by Council staff about light rail within the Eastern Suburbs	One		

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
	Investigate the feasibility of light rail to service the key transport routes of the Waverley LGA	Director PES DM ES DM TS	Feasibility complete	June 2014		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: I9a Ensure fair access to parking services through regular review of parking demand, fee structures, enforcement and facilities

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Parking patrols conducted in accordance with adopted program in commercial and residential areas	Identify priority areas to be patrolled Undertake parking patrols in commercial and residential areas	On Street Parking Services	Patrol numbers in commercial areas	Commercial areas <ul style="list-style-type: none"> Bondi Beach – Minimum 2 per day Bondi Junction – Minimum 2 per day Bronte – Minimum 1 per day Local villages – Minimum 1 per week 		
	Undertake enforcement action to ensure compliance	DM PS	Patrol numbers in residential areas	Residential areas <ul style="list-style-type: none"> Bondi Beach – Minimum 2 per day (weekend) and 1 per day (weekday) Bondi Junction – Minimum 1 per day Bronte – Minimum 1 per day Local neighbourhoods – Minimum 1 per week 		
Accepted Residential Preferential Parking Scheme Recommendations implemented	Implementation of all recommendations of the RPPS Review as resolved by Council	On Street Parking Services DM PS	Finalisation of the implementation of all recommendations of the RPPS Review	80 % complete within one year of adoption of the recommendations		

Strategy: I9b Increase the community's knowledge and awareness of safe parking practices

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Rolling education program to promote safe parking carried out	Identify parking and road safety issues that would benefit from further community education	Road and Safety Parking Programs				
	Produce educational material for identified risk areas	DM PS	Number of articles on safe parking published annually	At least two		
	Provide talks on parking and road safety issues to school and community organisations		Number of talks on road safety provided to schools or other organisations	At least five		



Sustainable Environment

This quadrant refers to those plans, policies and initiatives that improve environmental sustainability. For example, strategies that seek to promote recycling and reuse in the community, actions that maintain and enhance wildlife corridors and those that encourage water and energy saving by the community. It represents the ‘environmental’ component of the quadruple bottom line.

Directions

- | | |
|----|---|
| E1 | Waverley's community contributes to the reduction of greenhouse gas emissions. |
| E2 | Waverley and its community is well prepared for the impacts of climate change. |
| E3 | Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles. |
| E4 | Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations. |
| E5 | The waterways and beaches are clean and free of pollutants. |
| E6 | A network of parks and coastal reserves, street trees and other plantings provides a habitat for a thriving local ecology. |
| E7 | Our coastal waters provide a habitat for a thriving marine ecology. |
| E8 | Waverley is an environmentally educated and committed community. |





SECTION 3 – MEASURING OUR PROGRESS

Strategy: E1a Improve energy efficiency of Council and non-Council owned public place lighting

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Identify and implement energy efficiency retrofit opportunities on Council assets	Undertake an energy efficiency retrofit of Council assets not already retrofitted	DM ES	Retrofit program complete	June 2014	●	
	Implement the Waverley Energy Efficiency Plan 2011 management actions		Identified actions implemented	June 2014	●	
	Implement integrated environmental data management system to ensure effective monitoring of electricity consumption from Council assets		System operational	April 2014	●	
Partner with Ausgrid to improve the energy efficiency of public place lighting	Report on the efficiency improvements available for Ausgrid street lighting infrastructure	DM ES	Report to Council	May 2014	●	Negotiations have been taking place between Ausgrid, Waverley Council and SSROC to implement a trial of LED lighting in Bondi Beach. Trial is scheduled for 2014.
	Continue to participate in the SSROC Street Lighting Improvement Program	DM TS	Meetings attended	Once per year	●	

Strategy: E1b Investigate and implement low carbon technologies

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Opportunities for low carbon and renewable technologies on Council assets are investigated and implemented	Develop strategy to ensure best practice (including consideration of trigeneration) redevelopment of Council sites in Bondi Junction	DM ES DM BSP	Strategy for Council sites developed	June 2014	●	
Partner with major greenhouse emitters in Waverley LGA to undertake low carbon technology investigations / retrofits	Investigate trigeneration ownership and operating models for Bondi Junction	DM ES	Report completed	May 2014	●	
	Develop and deliver an engagement program to reduce non-residential electricity use prioritising medium to high electricity using sites		Commence program delivery	February 2014	●	
	Engage with Westfield Bondi Junction to encourage the uptake of low carbon technologies in line with the Bondi Junction Greenhouse Gas Review 2011		Meet with Westfield to present opportunities for low carbon initiatives	December 2013	●	
Encourage uptake of low carbon technologies in the community	Continue to investigate and promote emerging low carbon technologies and efficiencies such as fuel cells, mini combined heat and power and energy management systems	DM ES	Investigation complete	March 2014	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E1c Improve energy efficiency of new and existing building stock

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Incentives developed to encourage sustainable retrofits of existing building stock	Survey large multi-unit developments to develop an energy and water efficiency program	Energy Management Programs DM ES	Survey complete	June 2014	●	
Incentives developed to encourage sustainable building design and construction beyond BASIX through the DA process	Encourage the uptake of low carbon technologies in Bondi Junction mixed development via incentive program	Energy Management Programs DM ES	Incentive program developed	Feb 2014	●	Incorporated into the Green Infrastructure project
Information and education for residents on energy efficient technologies and behaviors in building design and construction, renovations and general retrofits	Coordinate community workshops that assist residents improve energy efficiency and reduce energy consumption	Environmental Education Programs	Number of targeted workshops run annually	Four	●	
	Provide up to date information to residents in a range of formats on energy efficient technologies and rebates	DM ES	Update website monthly	100%	●	
Opportunities for improved energy efficiency and low carbon technologies in commercial and residential buildings identified and controls developed.	Identify opportunities for improved energy efficient and uptake of low carbon technologies and develop planning controls to encourage via the Waverley DCP	Energy Management Programs	Integrate controls into the Waverley DCP	Sep 2013	●	
	Ensure all new Council buildings have a high energy performance	DM ES DM STP	Ensure Environmental Services are represented on Project Control Groups for new builds	100%	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E1d Encourage and support the Waverley community to minimise electricity use and reliance on non-renewable energy

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Uptake of Green Power by residents and businesses increased through promotions and retailer partnerships	Advocate for the Australian Government to release Greenpower consumption data by LGA	Energy Management Programs DM ES	Correspondence sent	December 2013		
Partner with major residential and non-residential electricity consumers to reduce consumption and improve efficiency	Develop and deliver an engagement program to reduce non-residential electricity use prioritising medium to high electricity using sites	Energy Management Programs DM ES	Commence program delivery	February 2014		
	Develop and deliver an engagement program to increase residents awareness of the phase out of electric hot water systems and options for an efficient system		Program delivered	December 2013		

Strategy: E1e Increase the efficiency of car use through increased passengers, car pooling, car sharing, small cars, fuel efficiency and avoiding trips

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Increased use of car sharing vehicles to reduce private vehicle ownership, vehicle kilometres travelled (VKT) and parking demand	Identify locations for additional car share spaces Create additional car share spaces Publicise car share scheme and additional car share spaces	Alternative Transport Programs DM TS DM ES	Increase in car share spaces in 2012–2013	15% increase on previous year		
Improve environmental performance of Council's fleet	Implement identified actions in the Waverley Sustainable Fleet Policy	Alternative Transport Programs DM ES DM TS DM BS	Percentage of identified actions complete	100%		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E1f Increase trips by active travel including walking, cycling and public transport

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
An expanded bicycle network together with the provision of bike facilities throughout the LGA	Participate in the Inner Sydney Regional Bike Plan discussions/ workshops	Cyclist Mobility Programs	Attend workshops	Two per year	●	
	Improve the provision of bike parking facilities in the Waverley LGA	DM ES DM TS	Number of bike parking facilities provided	20 per year	●	
Pedestrian networks developed, which enable pedestrians to enjoy safe, convenient and coherent independent mobility particularly around transit corridors and facilities	Prepare application for a Local Area Traffic Zone in Bondi Junction Commercial Core	DM TS DM ES	Application submitted to the RTA	December 2013	●	BJ – no funding in 2013/14.
	Prepare application for a Local Area Traffic Zone on the Eastern Beaches Coast Walk from Notts Avenue to Bronte Beach		Application submitted to the RTA	June 2014	●	Coast walk – consultant to be engaged to undertake traffic and pedestrian counts in advance of submission to RMS.

Strategy: E2a Identify, plan and respond to future impacts of climate change

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Continue to assess and manage climate change impacts in the Waverley area including impacts on our natural assets, built infrastructure and the community's health	Implement the recommendations of the Waverley Coastal Risk and Hazards Vulnerability Study	Environmental Sustainability Planning DM ES DM TS	Percentage of identified actions implemented	100%	●	
Investigate and implement micro-climate management actions to reduce urban heat island effect	Seek grant funding to complete thermal imaging project across the Eastern Suburbs	Environmental Sustainability Planning DM ES DM POSO	Grant documentation prepared	May 2014	●	

Strategy: E2b Ensure Council and the Community are well prepared for inevitable climate change impacts

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Develop and implement climate change adaptation plan	No action in 2013/14					



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E3a Reduce waste generation and maximise recycling in CUOncil operations, homes, businesses, schools, development sites and public places

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A domestic waste and recycling service, together with a public place litter collection service	Collect domestic waste weekly Collect domestic recycling weekly Collect domestic garden waste fortnightly Provide a domestic waste clean up service Empty street litter bins	Domestic Waste Services; Recycling Services; Green Waste Services; Clean Up Services DM RR&PPC	Total tonnes domestic waste collected annually Total tonnes domestic recycling collected annually Total domestic tonnes garden waste collected annually Total tonnes domestic waste clean up collected annually Street litter bins less than 100% full Percentage of domestic waste services provided compared to services missed	Decrease in tonnes from previous year Increase in tonnes from previous year Increase in tonnes from previous year Equal to tonnes from previous year >95% >95%	● ● ● ● ● ●	Environmental Services developing a Multi Unit Dwelling Recycling Project Action Plan with the assistance from RR&PPC
Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates	Undertake trial program with residents in multi unit developments to improve recycling rates and reduce contamination and illegal dumping Develop and deliver an engagement program to maximise recycling Develop in collaboration with industry a residential engagement program to recover wastes of concern and other waste types	Waste Management Programs DM ES DM RR&PPC DM B&S DM M&C	Trial program commenced Recycling increased annually Program implemented Program developed	August 2013 Increased recycling rates compared to previous year September 2013 June 2014	● ● ● ●	MUDs trial has been completed. Roll out will commence in July 2014.
Residential food waste reduction program implemented	Continue to run the Compost Revolution food waste program in partnership with Woollahra and Randwick Council's	Waste Management Programs DM ES DM RR&PPC DM B&S	Number of compost bins distributed	200 each year	●	
A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement	Run an anti-litter education/enforcement program at Waverley beaches Investigate options for improved waste management within Bondi Park Waste and litter reduction management plan for Bondi Place Management Area reviewed, implemented and monitored	Waste Management Programs DM ES DM BJ DM BB DM C	Anti-litter program complete Review complete Reduction in amount of waste produced	Summer 2013 June 2014	● ●	



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Local events and initiatives that encourage recycling of other waste types eg, Clothes Swaps, Second Hand Market Days, Freecycle	Coordinate community workshops that encourage recycling and reuse of otherwise discarded items	Environmental Education Programs DM ES	Number of targeted waste workshops	10	●	
	Coordinate and promote collection services that encourage recycling of other waste types		Number of drop off electronic waste collections	2 per year	●	

Strategy: E3a Reduce waste generation and maximise recycling in Council operations, homes, businesses, schools, development sites and public places

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities	Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance	Waste Management Planning DM ES DM RR&PPC	Grant application complete	One per year	●	
Local collection options for the responsible disposal or recycling of non-putrescible wastes eg, batteries, paints, oil heaters investigated	Update Council's website to provide up to date information of collection program for other waste types	Waste Management Programs DM ES	Website maintained with current information	100%	●	

Strategy: E3b Reduce illegal dumping and littering

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Infrastructure, education and enforcement programs to reduce littering and illegal dumping are implemented	Continue to implement the Waverley Littering and Illegal Dumping Action Plan	Waste Management Planning DM RR&PPC DM ES	Percentage of identified actions implemented	100%	●	
	Develop and deliver a community engagement program to reduce littering and illegal dumping		Engagement program commenced	October 2014	●	
Partner with the NSW Government and regional Council's to deliver an integrated littering and illegal dumping program	Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance	Waste Management Planning DM ES DM RR&PPC	Grant application complete	One per year	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E3c Investigate and implement emerging waste technologies to maximise landfill diversion

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Continue to investigate and implement emerging waste technologies that will reduce waste to landfill and improve recycling	Review NSW Government Waste to Energy Policy Statement	Waste Management Planning	Report to ET on implications	December 2013	●	Review complete and implications identified. Not reported to ET as yet.
	Undertake a review of regional approaches to organic waste treatment	DM ES	Review complete	November 2013	●	

Strategy: E4a Improve water efficiency of new and existing building stock

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Work with Strata to promote water efficiency/ reuse in multi-unit dwellings	Advocate for individual meters to be installed as part of new strata buildings	Water Management Programs DM ES	Submission prepared	December 2013	●	
Reduction in potable water use in new Council assets	Ensure collaboration with Environmental Services in new asset building design	Water Management Programs DM ES DM RCCP	Environmental Services representation on Project Control Groups	100%	●	
Water efficiency and recycling technology at Council's highest water consuming sites investigated and implemented	Undertake a water efficiency building retrofit of assets not already retrofitted	Water Management Programs	Retrofit commenced	August 2013	●	
	Implement the Waverley Water Efficiency Plan 2011	DM ES DM BSP DM POSO	Percentage of identified actions complete	100%	●	
	Implement leak detection systems on all Council sites		Leak detection systems installed	February 2014	●	
Irrigation efficiency at Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water	Isolate mains top up and manage irrigation of Waverley Oval, sports fields and park with recycled water	Water Management Programs DM ES DM POSO	System upgraded	December 2013	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E4b Encourage and support the Waverley community to minimise water consumption and reliance on potable water supplies

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Water conservation workshops giving practical advice for sustainable building design, renovations and water efficient technologies focusing on residents and businesses	Continue to run targeted water efficiency workshops for residents	Water Management Programs DM ES	Workshops held	Four per year		
Communication and awareness activities on water efficient tips, rainwater harvesting and reuse, greywater reuse, blackwater systems, groundwater use and available rebates/ discounts rolled out	Provide up to date information to residents on improving water efficiency Promote other rebates and water savings programs offered by other government agencies	Water Management Programs DM ES	Information available on Council's website and in promotional materials	100%		
Continue to work with businesses to reduce potable water consumption	Develop and deliver an engagement program to reduce water use by medium to high users Run the Eastern Suburbs Sustainable Business Program within Woollahra and Randwick councils	Water Management Programs DM ES	Program delivered Twenty major water users audited	June 2014 December 2013	 	

Strategy: E4c Investigate and implement recycled water technologies

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Water harvesting and reuse opportunities at sites with reliable harvesting potential (ie, base flow or groundwater) and high demand for reuse water identified and projects designed and undertaken to harvest and reuse water	Investigate the feasibility of and implement recycled water systems at identified Council sites	Water Management Programs DM ES DM POSO DM TS	Feasibility assessment complete	June 2014		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E5a Minimise pollutants in stormwater discharged into waterways

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Pollution prevention devices installed and maintained throughout the LGA	Gross pollutant traps monitored and maintained across the LGA	Pollution Control Programs DM ES DM M&C	Reduction in amount of pollutants removed from gross pollution control devices each year compared to 2008-09 base year	5%	●	
Stormwater Harvesting Infrastructure maintained	Maintain existing stormwater and groundwater infrastructure Monitor re-use water quality and improve quality of stormwater discharge	Water Management Programs DM ES DM M&C	Maintenance reports and water quality data monitored bi-monthly	100%	●	
Water quality at key coastal sites is regularly monitored	Undertake water monitoring program	Water Management Programs DM ES	Dry weather monitoring program implemented	100%	●	
Targeted community environmental education and awareness program on stormwater pollution prevention undertaken	Run community education program on stormwater pollution in Waverley LGA	Environmental Education Programs DM ES	Program conducted	January 2014	●	
Inspections of LGA to ensure compliance with the Protection of the <i>Environment Operations Act 1997</i> undertaken	Regular inspection of LGA undertaken to ensure compliance with Protection of the <i>Environment Operations Act 1997</i> Follow up on reported pollution incidents Inspection of building sites to ensure compliance with Protection of the <i>Environment Operations Act 1997</i>	Pollution Control Programs DM C	Change in number of POEO Act inspections undertaken compared to base year 2009-10	= or > than base year	●	

Strategy: E5b Minimise the discharge of untreated wastewater and sewage overflows into receiving waterways

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Partnerships with external organisations to promote water quality improvement programs	Participation in OEH Beachwatch program Promote Sydney Water Sewer Fix monitoring program Complete monitoring of ocean pool quality in partnership with NSW Health	Water Management Programs DM ES	Number of program in which Council participates annually	At least three	●	
Integrated water quality management program implemented in Waverley	Develop and implement a integrated water quality improvement strategy to identify appropriate mitigation stragties	Water Management Programs DM ES	Strategy complete	June 2014	●	Deferred for integration within the Green Infrastructure Masterplan.



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E6a Ensure no further loss of remnant vegetation

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A Tree Management Plan to maximise tree canopy cover in Waverley implemented	Plant trees over the winter months Implement a watering and maintenance program over the summer months Update and maintain street tree data base Improve public access to tree planning information on Council's website Develop Tree Technical Manual	Tree Planting Services; Tree Maintenance Services; Tree Management Planning DM POSO DM RCPP	Number of tree planted per year by Council Percentage of trees planted that survive by Council Maximum time to update street tree data base after removal or new planting	200 trees planted by June 2014 80% Three months	● ● ●	
Significant tree register maintained and updated	Process to provide access to Significant Tree Register developed including consultation with the community Report on proposed process completed and adopted	Tree Management Planning DM RCPP	Significant Tree Register finalised	Register to be completed by July 2013 June 2014	● ●	Due to staff changes and changes to priority of works, data base has not been updated.
Local native seed propagation program for local plantings implemented	Collect seed from local bushland remnants. Program propagation to provide plants for projects	Biodiversity Management Programs DM RCCP	Seed collection undertaken Collected seed is propagated	Annually 5% of seed stock is propagated annually	● ●	
Outcomes from Waverley flora and fauna study integrated into Council plans and policies	Integrate remnant condition surveys from Waverley flora and fauna study into Council's Strategic Asset Management Plan	Biodiversity management Programs DM ES DM STEP	SAMP updated	December 2013	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E6b Improve the condition of existing areas of remnant vegetation

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Council strategy for the protection, restoration and enhancement of remnant vegetation and habitat	Develop a Biodiversity Action Plan	Biodiversity Management Programs DM ES	Plan developed	April 2014	●	Project due to be reported to Council in July 2014.
Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented	Undertake bush regeneration works to improve the quality of our existing remnants	Biodiversity Management Programs DM RCPP	Works completed	June 2014	●	
Waverley Street Tree Planting program implemented	Plant trees in priority areas	Tree Planting Services DM POSO	Number of priority areas planted per year by Council	Two	●	

Strategy: E6c Increase the quantity and quality of habitat cover on private and public properties

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Encourage native plantings on public / private property in identified habitat corridors	Develop community engagement program to increase plantings of native species and decrease weed species on private property prioritising sites in areas of remnant vegetation and habitat corridors	Biodiversity Management Programs DM ES	Program delivered	April 2014	●	

Strategy: E7a Protect local marine biodiversity through education and enforcement

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Work with Department of Environment and Climate Change and Water (DECCW) to protect local marine biodiversity	Work with Sydney Coastal Councils Group to better regulate and improve management of marine environment	Biodiversity Management Programs DM ES	Meetings attended	6 per year	●	
Enforcement of marine regulations including fishing bait collection rules throughout the LGA	Regular patrols carried out along LGA sea shore to ensure compliance with marine regulations Infringement notices issue for breaches of marine regulations	Biodiversity Management Programs DM C	Percentage of complaints investigated within agreed timetable	100%	●	
Partnering with the Marine Discovery Centre to educate the community about our local marine environment	Work with Marine Discovery Centre to improve awareness of human impacts on the marine environment	Biodiversity Management Programs DM ES	Program implemented	May 2014	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: E8a Encourage and support community involvement in our environmental program

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Communication and awareness activities on Council's sustainability program rolled out	Develop an internal sustainability program for Council staff to improve awareness of Environmental Action Plan	Environmental Education Programs DM ES	Program developed	February 2014		
Coordination and support to the Eastern Suburbs Schools Environment Network so local teachers, parents, and students have the opportunity share experiences and increase their skills and knowledge	Coordinate the Eastern Suburbs Schools Environment Network	Environmental Education Programs DM ES	Meetings with schools held quarterly	100%		
Work with local childcare centres to improve environmental skills and knowledge and deliver environmental outcomes	Implement the SSROC <i>Little Green Steps</i> Program at Waverley, Gardiner and Bronte Childcare Centres	Environmental Education Programs DM ES	Number of environmental initiatives implemented at each childcare centre	At least two		
A Waverley Council Sustainable Schools Program	Implement Council's Sustainable Schools Program	Environmental Education Programs	Percentage of schools in LGA participating	75%		
	Run Council's Sustainable Schools Grants program	DM ES DM RCCS	Bi-Annual grants program completed	February 2014 August 2014		

Strategy: E8b Conduct engagement programs that encourage positive environmental behaviour change

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A environmental workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours	Run community Greenwave workshop program to improve community behaviours	Environmental Education Programs DM ES	Number of residents participating	400		
A lecture and activity series developed so residents can continue to be informed and engaged in debates around current environmental issues	Run community Green Brains program to improve community behaviours	Environmental Education Programs DM ES	Annual Green Brains program held	October 2013		
A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment	Coordinate Council's Summer Activities Program	Environmental Education Programs DM ES	2011-12 program completed	February 2014		



Sustainable Governance

This quadrant refers to practices, policies and procedures that aid in the efficiency, transparency and accountability of Council operations. They ensure we're governed well – codes of conduct for staff and councillors, financial, asset and information management, risk and safety, organisational development, procurement policies, customer service charters and standards, community engagement and integrated planning. It represents the 'governance' component of the quadruple bottom line.

Directions

- | | |
|----|--|
| G1 | Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning. |
| G2 | Our community is actively engaged in well-informed decision processes. |
| G3 | Services are accessible provided in a professional, friendly and timely manner. |
| G4 | Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships . |
| G5 | Waverley is financially sustainable with the revenue and resources required to support implementation of the community's plans and to provide the infrastructure performance and services our community needs. |
| G6 | Waverley assets are well maintained for their current purpose and for future generations. |
| G7 | In service delivery sound safety and risk management practices are maintained to protect the community and service agency staff. |
| G8 | Community information assets are well secured and managed in an accessible way. |
| G9 | A committed and adaptable workforce governed by good leadership makes a strong contribution to achieving the community vision. |





SECTION 3 – MEASURING OUR PROGRESS

Strategy: G1a Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided	Assess need for new policies and develop as need identified Develop a policy review program for all governance policies Undertake policy reviews Regularly review policies available on Council's website to ensure currency	Governance DM G&IP DMG&IP	All identified governance policies reviewed at least every three years	Policies for review 2013-14 <ul style="list-style-type: none">Councillor's Expenses and Facilities - November 2013Code of Meeting Practice – August 2013Internal Reporting Policy & Investigation Process Policy – July 2013Petitions Policy – July 2013Records Management Policy – August 2013Statement of Business Ethics – April 2014	●	
			All significant Council policies available on Council's website	100%	●	Rescheduled for completion by June 2015
A suite of integrated corporate plans that meet legislative requirements developed and maintained	Ensure alignment of annual Operational Plan, business plans, budgets and other new plans with Directions and Strategies from the Community Strategic Plan Review Community Strategic Plan, Resourcing Strategy as required Develop a Delivery Program for each new Council Develop an annual Operational Plan for adoption by Council annually	Long Term Integrated Planning and Consultation Director C&TS DMG&IP	Community strategic plan revised every four years	June 2017	●	
			Strategic asset management plan, environmental action plan, workforce plan and long term financial plan revised regularly	LTFP annually SAMP June 2017 EAP June 2017 WFP June 2017	●	
			Delivery Program and Operational Plan adopted by Council	Operational Plan – annually Delivery Program – June 2017	●	
Regular reporting to Council on progress with implementation of integrated corporate plans	Prepare reports on progress with Delivery Program deliverables Report to Council on progress every six months Report to outgoing Council on quadruple bottom line outcomes	Long Term Integrated Planning and Consultation Director C&TS DMG&IP	Six monthly reports provided to Council on progress with Delivery Program Report to outgoing Council	100% Council report - June 2016 High standard document for community – September 2016	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G1b Promote and embed good governance and corruption prevention practices in operational activities

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Regular ethics and Code of Conduct training provided for Councillors and staff	Provide ethics and Code of Conduct training to Councillors	Governance	Number of ethics and Code of Conduct training events provided annually to Councillors	Two	●	
	Provide ethics and EEO training to all new employees	DM G&IP DM HR/OD	Percentage of new employees who undertake ethics and EEO training within three months of commencement	90%	●	
	Provide EEO refresher training to all existing employees		Percentage of staff who complete refresher training every three years	90%	●	
Internal audit function supported and operating effectively and efficiently	Implement internal audit program	Governance	Internal audit program adopted and implemented	Annually	●	
	Provide support to Audit Committee	GMU DM G&IP	Support provided	100%	●	
	Review internal audit program		Program reviewed and adopted	Annually	●	
	Audit Committee Report to Council		Report adopted by Council	Bi-annually	●	
	Audit Committee meetings are conducted regularly		Meetings held to adopted schedule	Five per year	●	

Strategy: G1c Our leaders advocate on our behalf to promote our area's interests and win resources

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Mayor's role in advocating the provision of resources for the Waverley local government area	Attendance at inter-government activities	MGMU	Number of inter-government activities attended per year	At least 2 per year	●	
	Regional collaboration/advocacy undertaken by the Mayoral Office		Regional collaboration/advocacy activities undertaken per year	At least 2 per year	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G2a Promote and require strategic directions that are inclusive and reflect the views of the community

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A Community Engagement Strategy that meets legislative requirements	Develop Community Engagement Strategy for Community Strategic Plan review	Long Term Integrated Planning and Consultation Director C&TS	Community Engagement Strategy (IP&R) reviewed and adopted by Council prior to consultation on Community Strategic Plan	Community Engagement Strategy (IP&R) reviewed – October 2016		
A Community Strategic Plan that is inclusive	Implement adopted Community Engagement Strategy for development of Waverley Together 4	Long Term Integrated Planning and Consultation Director C&TS	Results of 2016 Community Survey to inform development of Waverley Together 4 Completion of adopted Community Engagement Strategy	June 2016 June 2016	 	

Strategy: G2b Provide opportunities in a variety of forums for all stakeholders to contribute to community decision making

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Advisory committees, precinct committees and community forums supported and maintained	Manage the operations of the Precinct system and support the application of the new policy and operational guidelines Provide training for Precinct executive members Provide support to other peak committees and forums including Sustainability Committee; Independent Hearing & Assessment Panel; Access Committee; Multicultural Advisory Committee; Community Safety Advisory Committee; Public Arts Committee; Housing Advisory Committee; Eastern Region Local Government Aboriginal and Torres Strait Islander Forum	Precinct Committee Facilitation Services DM RCPP Advisory Committees and Forums DM RCPP DM EBD DM ES	Number and type of community committees and forums held annually Number of training events	Up to 60 meetings Two	 	



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A website that supports community comment and engagement and includes a 'Have a Say' portal	Place draft policy and plans on website for community comment during exhibition period	ALL	Percentage of draft policy and plans placed on website	100%	●	
	Promote consultation events through 'Have a Say' portal	MGMU	Percentage of consultation events posted on website	100%	●	
	Place Precinct agenda and minutes on website	Advisory committees and Forums DM RCPP	Percentage of minutes and agendas on website	100%	●	

Strategy: G2c Promote and advocate communications that are targeted, accessible and clearly branded

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A regular professionally produced and interesting community newsletter	Theme identified and material collected for quarterly community newsletter Newsletter produced and distributed	MGMU MGMU	Percentage increase in number of respondents that report receiving and reading Council's community newsletter	Benchmarking exercise to be undertaken	●	Benchmarking to be undertaken
Council's Communications Plan & Community Engagement Strategy developed and implemented	Development and implementation of the Communications Plan and Community Engagement Strategy	MGMU	Communications Plan and Community Engagement Strategy developed	June 2014	●	
Communication provided in different formats and community languages including provision of language aide scheme and access to Telephone Interpreter Service (TIS)	Provide a language aide service Support access to the Telephone Interpreter Service	Multicultural Services DM RCPP	Number of languages aides supported Number of promotions and feedback sessions with targeted staff	Seven Two	● ●	
Social media and other communications channels improved to maximise the effectiveness of two-way communications between Council and the community, and to enhance service satisfaction.	Development and monitoring of social media sites by Council	MGMU	Usage levels of Council social media sites in web reports	Quarterly	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G3a Promote and advocate systems and procedures that support good customer service

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Customer service training provided to staff	Provide customer service training to all new staff	Human Resources	Percentage of new staff trained in customer service within three months of joining Council	90%	●	
	Provide customer service refresher training to all existing staff	DM HR/OD	Percentage of existing staff that complete refresher training every three years	90%	●	
Training in systems and processes that support customer service provided to identified staff	Undertake a skills assessment of identified staff	Human Resources	Percentage of identified staff trained in customer service	100%	●	
	Develop training programs on customer service systems and processes	DM HR/OD	systems and processes compared to number that need to be trained			
	Deliver training programs on customer service systems and processes	DM LCS	System implemented as per agreed timeline	June 2014	●	
	Investigate & implement customer centric customer request management system that will allow monitoring of Council service standards and promote improved customer responsiveness					
	Business and Information Systems Plan developed	Dir C&TS	Percentage of activities in the Business and Information Systems Plan implemented annually	100%	●	
Business process and information systems enhanced in accordance with the Business and Information Systems Steering Committee plan						



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G3b Monitor and report regularly against the service standards set for customer service

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Regular customer surveys conducted	Monitor & report on customer satisfaction with customer service standards	Customer and Call Centre	Customer satisfaction score in survey program	At least 80%	●	
Performance against standards for customer requests and complaints recorded in Council's Customer Request Management System (CRMS) monitored and reported	Monitor customer requests and complaints recorded in Council's customer request management system and completed within and outside service standards	Customer and Call Centre DM LCS	Percentage of customer requests completed within service standard	At least 80%	●	
	Report regularly on the management of complaints and identify associated service improvements		Percentage of complaints resolved within service standards	At least 80%	●	
	Report on customer service performance against established benchmarks		Report to Executive & Council	Quarterly (Executive) Quarterly (Council)	●	

Strategy: G4a Promote and advocate the regular review of services to ensure they are efficient, effective and responsive to customer needs

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Undertake the Workforce Plan program of business and improvement reviews	Divisions undertake reviews identified in annual program Report half yearly on progress with program	SMT OD/L&D DM HR/OD	Number of reviews completed annually compared to adopted program	80%	●	Completed to July 2013
Implement workforce benchmarking program to compare like Councils	Establish benchmarking requirements and scope	Human Resources	Annual benchmarking program developed and commenced	100%	●	
	Pilot benchmarking process for sample Division		Pilot benchmarking process for sample Division completed	June 2014	●	No longer a measure
Percentage of activities in the Business and Information Systems plan implemented annually	Expansion of on-line services on Council's website	MGMU	Measurement of on-line services through regular web reports	Quarterly	●	
A program of continuous improvement in customer service	Implement scheduled customer service strategy actions	Customer and Call Centre DM LCS	Number of actions implemented	As per agreed timeframes of customer service strategy (At least 2 per year)	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G4b Provide a range of efficient and effective corporate support services

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Professional and timely support and assistance to Councillors and meetings of Council and Council committees	Provide agenda and minutes for meetings of Council and Council's standing committees	Councillor Support Governance	Percentage of minutes and agenda for Council and Council committees meet service standards set	95%	●	
	Provide staff for meetings of Council and Council's standing committees				●	
	Provide support to Councillors to enable them to effectively carry out their official duties	DM G&IP	Percentage of requests from Councillors completed within 7 days of receipt	95%	●	
	Provide assistance and advice to Councillors on governance matters				●	
Council's vehicle fleet and plant maintained	Manage Council's vehicle fleet and equipment including fleet and equipment replacement and disposal	Fleet Management	Percentage of Council's vehicle fleet and plant available for use daily	90%	●	
	Provide repairs and servicing for Council's vehicle fleet and equipment	DM B&S	Fleet whole of life costs, downtime costs, maintenance records and repair times	Equal to Industry Standards	●	
Computer and communications network availability ensured	Provide a computer network that supports the work of Council	IT and Telecommunications	Computer network availability (excluding planned downtime)	95%	●	
	Maintain Council's computer network				●	
	Provide a communications network that supports the work of Council	DM FISS	Phone system availability (excluding planned downtime)	95%	●	
	Maintain Council's communications network				●	
An efficient and effective payroll service	Produce weekly payroll and pay staff	Human Resources	Staff paid on time	100%	●	
	Process information including timesheets and leave forms	DM HR/OD	Staff paid accurately	98%	●	
Efficient and effective corporate procurement services	Coordinate tendering across Council	Purchasing DM FISS	Number of audits of purchasing conducted annually	At least 12	●	
	Provide advice on purchasing				●	
	Undertake audits of compliance with Council's purchasing policy				●	



SECTION 3 – MEASURING OUR PROGRESS

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Store operations that are efficient, effective and delivered in a timely manner	Identify items required regularly by Council Order items required regularly by Council Undertake stocktakes of items in store	Depot and Stores DM B&S DMFISS	Number of stocktakes of items in store undertaken annually	Two	●	
More services are provided online	Identify areas where Council services can be provided online Establish fully automated process to provide 149 certificates issued online Expansion of E-Certificate System Provide online planning policies	IT and Telecommunications DM STP	Percentage 149 certificates issued online compared to total issued in base year 2011-2012 Research expansion of E-Certificates to include rating and outstanding Notices and Orders Finalise and Implement the Electronic Housing Code Project	Percentage Increase on base year June 2014 June 2014	●	

Strategy: G4c Pursue and participate in regional resource sharing and partnership initiatives which provide community benefits

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Participation in partnerships and projects through SSROC	Participation in SSROC projects	DM LCS MGMU	Number of SSROC projects in which Council participates annually	Four	●	
Participation in partnerships and projects with other councils and organisations	Participation in Inter Library Loans Cooperative and Eastern Suburbs HSC Cooperative	DM LCS GMU	Number of library partnerships	Two	●	
Participation in partnerships and projects with other councils and organisations	Develop Human Resources & Organisational Development shared services project plan in partnership with Councils in the Eastern suburbs	OD&L&D DM HR/OD	Project plan agreed and implemented on completion	June 2014	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G4d Actively engage in industry continuous improvement and reform with government and private sector partners to seek long term community benefit

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Development of Strategic Service Management Planning	Trial the development of case study Strategic Service Management Plans on a progressive basis	Dir C&TS	Number of Strategic Service Management Plans developed per year	At least 1 per year		

Strategy: G5a Promote and advocate the provision of financial reporting systems in an accurate, timely, transparent and honest manner to ensure sustainability of public assets and resources

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Financial advice and coordination to ensure Council meets overall budget performance targets provided	Manage Council's financial performance to achieve targets set	Financial Management	Annual budget targets met or exceeded	100%		
	Conduct and report on quarterly reviews of budget performance	DM FISS	Number of green lights on Local Government Finance Health Check Indicators	At least seven		
	Ensure year end accounts are completed		Annual financial audit completed and reported on time	October annually		
	Issue rates notices quarterly and collect rates levied		Rate notices issued in accordance with legislative timetable	100%		
	Achieve a return on Council's cash investments		Rates outstanding as a percentage of rates collected	Less than 3.5%		
			Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index	100%		



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G5b Undertake long term financial and economic planning

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Four-year forecast prepared annually	Develop four-year forecast Report to Council annually on forecast	Financial Management DM FISS	Four-year forecast completed and reported to Council each year	April annually	●	
Ten year financial plan (LTFP) reviewed annually	Review LTFP each year based on four year forecast Report to Council annually on results of review	Financial Management DM FISS	10 year financial plan review completed and reported to Council each year	April annually	●	
Council's expenditure is funded sustainably	Ensure expenditure requirements have identified funding sources	Financial Management DM FISS	Surplus or balanced budget achieved annually	100%	●	
Council's expenditure satisfies the needs of the community	Monitor expenditure to ensure it is in accordance with the expressed wishes of the community as articulated in the Community strategic plan Provide advice to Council to assist its decision making on changes to expenditure that are outside the adopted Delivery Program	DMFISS Director C&TS	Quarterly budget review reports to Council Service Efficiency & Reporting Committee of Council meets	Quarterly At least 3 times a year	● ●	
A revised Investment Strategy that is being implemented	Review Investment Strategy progress to date	Dir C&TS	Quarterly progress reporting on Investment Strategy projects	100%	●	
A revised Investment Strategy building on progress of earlier strategies and financial modeling and multi-criteria analysis	Development of Investment Strategy 3 documentation	Dir C&TS	Development and revision of Investment Strategy Stage 3 documentation	June 2014	●	The Investment Strategy 3 Working Group has temporarily suspended its meetings to gather further technical and financial information.
Development of Waverley Economic Development Plan / Strategy	DM STP to undertake Economic Planning Learning and Development Economic Development Officer Appointed Develop Retail Hierarchy Study	DM STP	Successful completion of training Officer Appointed(Subject to funding) Quarterly progress reporting subject to availability of funding	November 2013 April 2014 June 2014	● ● ●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G5c Promote the establishment and maintenance of commercial business operations that contribute to Waverley's financial sustainability

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Budgeted financial performance for all commercial leases met or exceeded	Manage the leasing Council's commercial property portfolio	Property Management Senior Facilities Manager	Performance of Council's business activities against budget targets	=/>budgeted financial performance for all commercial leases	●	
Budgeted financial performance for Cemetery business operations met or exceeded	Manage Council's cemetery business unit	Waverley and South Head Cemetery Services Cemetery Manager	Performance of Council's business activities against budget targets	=/>budgeted financial performance for cemetery business operations	●	
Budgeted financial performance for Council car park business operations met or exceeded	Manage Council's car parks	Off Street Parking Services Parking Business Manager	Performance of Council's business activities against budget targets	=/>budgeted financial performance for Council car parks operations	●	
Budgeted financial performance for commercial waste collection and recycling service met or exceeded	Manage Council's commercial waste and recycling service	Commercial Waste Services DM B&S	Performance of Council's business activities against budget targets	=/>budgeted financial performance for commercial waste operations	●	

Strategy: G6a Regularly revise Council's Strategic Asset Management Plans and integrate with financial planning processes

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements	Updated assessment of assets incorporated into preparation of SAMP4	Asset Management Services DM TS	Report on assets during term of Council	April 2016	●	
Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans	Incorporate asset management funding assessments into 4 year Delivery Program and 10 year financial plan (LTFP) Report to Council at least annually on asset management funding	Financial Management; Asset Management Services DM FISS DM TS	Asset maintenance and renewal estimates are shown in Long Term Financial Plans and reported to Council each year	April annually	●	



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G6b Implement adopted Asset Management Plans

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
A program of capital works developed and implemented	Capital works program developed Adopted and funded capital works program implemented Progress with capital works program reported to Council quarterly	Capital Works Program Planning DM TS DM BSP	Capitol works program adopted by Council Percentage of adopted projects delivered within approved budget as amended by Council in quarterly reviews Percentage of adopted projects delivered on time	June 2014 100% 80%	● ● ●	
An annual asset maintenance program	Annual asset maintenance program developed Adopted and funded asset maintenance program implemented Delivery of annual maintenance program Progress with annual asset maintenance program reported to Council quarterly Kerb and Gutter Construction Grant (Urban Local Roads) Kerb and Gutter Construction Roads Construction & Upgrades Stormwater drainage construction & upgrades	Asset Management Planning; Asset Design Services DM TS DM BSP	Finished cost and time to complete compared to agreed program, budget and timetable The proportion of assets in Condition Ratings 1, 2 and 3	80% of program cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding)	● ●	
An annual asset maintenance program	Cemetery infrastructure backlog renewals Public toilets upgrade	Asset Management Planning; Asset Design Services DM TS DM M&C DM BSP	The proportion of assets in Condition Ratings 1, 2 and 3 Finished cost and time to complete compared to agreed program, budget and timetable	Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding) Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	● ●	Deferred pending outcomes from Waverley Cemetery Vision Working Group.



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G6c Implement the adopted Asset Management Continuous Improvement Plan

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
On-track delivery of 80% of scheduled activities in the adopted Asset Management Continuous Improvement Plan each year	Progress with scheduled activities monitored quarterly Progress against benchmarks for asset management assessed annually	Asset Management Program Planning DM TS	Ongoing improvement in self-assessed scores on meeting agreed Business Excellence Framework (BEF) benchmarks for asset management	Steady increase compared to SAMP3 (self assessed score between 150–199, indicating Competence in Asset Management)		

Strategy: G7a Provide a safer environment by implementing specific risk management practices

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Operational risk processes and strategies developed	Development of Risk Registers to manage individual risks as per the Risk Management Framework	Risk and Insurance Management Risk and Safety Manager	Number of Registers developed per year	At least 1 register per year		
	Establishing baseline key measures for public liability and insurance claims		Developing baseline key measures for public liability and insurance claims	June 2014		
	Review of Contractor Management processes across the Departments		Review and gap analysis complete	June 2014		
Developing and implementing a Disaster Recovery Plan	Working groups held with significant operational sites across Council	Risk and Safety Manager	Number of workshops held per annum	At least 5		Project held over to 2014 – 2015 due to IT and other systems' review as well as to be captured within the Organisational Risk Management Project commencing April 2014
	Business Continuity Committee meets on a regular basis to review and update draft Business Continuity Plans		Number of meetings per annum	At least 3		

Strategy: G7b Maintain safe workplaces

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment	
Number of lost time injuries and incidents reduced	Review and revise Claims and Rehabilitation Procedures and tools	Risk and Insurance Management Risk and Safety Manager	Revision of the rehabilitation procedures and tools completed	December 2013			
	Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions		Percentage reduction in lost time injuries	5%			
			Percentage reduction in incidents	5%			
			Percentage of corrective actions raised that are closed	60%			



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G8a Promote and advocate the improved management of, and access to, information across Council

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Records management and information access services provided	Maintain Council's records management system Provide records management services Provide advice and training in the use of Council's records management system Audit and report on compliance with the use of Council's records management system	Records and Public Information Services DM G&IP	Percentage of staff who comply with Council's Records Management Policy	90%		
Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts	Develop and implement program for compliance with Government Information (Public Access) Act Provide access to information under Government Information (Public Access) Act (the GIPA Act) Manage requests and privacy complaints under Privacy and Personal Information Protection Act (the PPIP Act)	Records and Public Information Services DM G&IP	Percentage of applications under GIPA and PPIP Acts processed annually in accordance with legislative timeframe	100%		
Effectiveness of web site monitored	Maintain Council's web site Monitor and report on use of web site	IT & MGMU DM FISS	Percentage increase in number of visits to web site each year	10%		
Geographic information system (GIS) across Council maintained	Maintain and update Council's geographic information (GIS) system Provide a publicly accessible digital mapping system	GIS Team DM STP	Software and mapping database updates completed annually Increase in number of users accessing the mapping website from base year 2010-11	100% Increases annually	 	Other projects have taken priority



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G8b Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
All reports required by legislation or requested by Government departments and agencies provided	Complete Operational Plan as required by legislation Complete and submit Annual Report by due date Submit annual audited financial accounts to DLG by due date Provide Companion Animal reporting as required	Governance MGMU DM G&IP DM FISS DM C	Percentage of reports required by legislation provided on time and in required format	100%		
Annual reports on key council's plans and policies completed	Report on access and equity policies in Council's Annual Report	DMG&IP DM RCPP	Information for Annual Report provided	September 2013		

Strategy: G9a Attract and retain highly skilled employees who take pride in delivering exceptional service to achieve the community's vision

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Council's Workforce Plan implemented	Undertake the activities scheduled in Council's Workforce Plan	Human Resources DM HR/OD	Percentage of activities from Workforce Plan completed annually	80%		
Recruitment process managed to limit the length of time to fill vacant positions	Undertake recruitment in accordance with guidelines Monitor recruitment process to identify issues or delays that may increase time to fill vacant positions Respond to any issues or delays identified	Human Resources DM HR/OD	Recruitment cycle time	6 weeks or less		
Work towards achieving employer of choice status	Scope requirements and undertake gap analysis to achieve employer of choice status Prioritise key employer of choice projects in working towards the development of long-term employer of choice strategy	DM HR/OD	Achievement of milestones along the path towards employer of choice status	80%		Explored by HR/OD and put on hold by previous DM due to two changes in the Executive layer – not timely.



SECTION 3 – MEASURING OUR PROGRESS

Strategy: G9b Create a positive performance culture that builds skills in alignment with Council's Mission and Values

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment
Learning and Development (Training) Plan programs delivered	Implementation of Learning & Development Plan	Human Resources DM HR/OD	Percentage of scheduled components of Training Plan delivered annually	80%	●	
	Implement Learning & Development Plan				●	
	Seek feedback on Plan to assist in development of next Plan		Participants satisfaction score on training evaluation	85%	●	
Program of internal customer service surveys continued	Implement annual program	Human Resources	Score achieved on internal customer service surveys compared to previous rating and overall rating before or by the 3rd re-take	Each survey has 5% improvement on previous rating	●	
	Develop and implement improvement plans	DM HR/OD				
	Monitor progress with improvement plans			Overall target 75% + before or by the 3rd re-take	●	Computer services section did not complete surveys.
Business Excellence survey program with staff continued	Undertake survey	Human Resources	Score achieved on each retake of Business Excellence survey and pulse surveys	Each survey or area of focus has 5% improvement on previous rating	●	New leadership introducing a new survey tool
	Report results	DM HR/OD		Complete pulse survey March 2014	●	
	Identify possible areas of improvement					
Leadership Development	Senior Management Team participate in development program	OD/L&D DM HR/OD	Improve rating in Business Excellence pulse survey for those areas who did not achieve the previous target	March 2014	●	New leadership introducing a new survey tool
	Participation in the LGMA Mentoring Programme		Uptake in Mentees from last year	5% increase	●	
	Participation in the LGMA Management Challenge		Waverley team established and complete the challenge	July 2014	●	



State of the Environment Report

Waverley Council developed an *Environmental Action Plan* (EAP2) in 2009, which forms part of Council's Resourcing Strategy. This Resourcing Strategy informs *Waverley Together 3* and Council's Delivery Program.



Condition of Public Works

Our Strategic Asset Management Plans (SAMP) provides a more accurate approach to assessing the cost of asset management and setting priorities for expenditure. Assets in Waverley are now rated in the SAMPs according to the following condition hierarchy:

Condition 1: Good condition

Condition 2: Minor deterioration

Condition 3: Medium deterioration

Condition 4: Major deterioration

Condition 5: Unserviceable

The methodology used to develop accurate estimates of costs to bring assets to a satisfactory standard, and keep them there, has been progressively developed since SAMP1 was released in 2006. In 2010, in recognition of this work and methodology, Waverley Council won the Federal Government's National Award for Local Government in Asset and Financial Management.

A complete description of this method is provided in SAMPs 1-4 at www.waverley.nsw.gov.au/council/plans,_policies_and_reports

In summary, the method involves:

- Gradually building up an accurate picture of the current condition of assets and developing estimates for restoring different proportions of them to top condition in defined cycles; and then
- Checking with the community – using simple pictures – about what proportion of each asset category they really want to see in top condition at any one time.

The process assumes it is not necessary to have all assets in top condition all at the same time, and there are acceptable intervals for asset renewal which will deliver both asset and financial sustainability.

The process has resulted in substantially lower assessed costs for backlog and future infrastructure renewal programs and increased community satisfaction about the levels of service they can expect and when. Because this process sets a base for the minimum investment necessary, it also allows customer choice without increasing risk that may arise from continued asset degradation.

Annual Reports since 2005/2006 have included detailed explanations of the development of the methodology and the derivation of the financial results. Prior to implementing the new method Waverley Council was reporting cost estimates of \$93.2 million to bring the five biggest categories of assets to a satisfactory standard and another \$8.7 million per annum to keep them there. By implementing and refining the new method progressively over five years, we are now able to report substantial drops in those estimates (demonstrated on the next page).



SECTION 4 – MEETING OUR STATUTORY REQUIREMENTS

Asset maintenance costs reported June 2004

Asset Group	Cost to bring to a satisfactory condition	Cost to maintain at a satisfactory standard
Roads	\$31,950,000	\$2,555,000
Footpaths	\$12,950,000	\$1,850,000
Kerbs & Gutters	\$5,900,000	\$1,180,000
Stormwater Assets	\$37,200,000	\$1,800,000
Buildings	\$5,235,000	\$1,353,000
Total	\$93,235,000	\$8,738,000

Asset maintenance costs reported June 2014

Asset Group	Cost to bring to a satisfactory condition	Cost to maintain at a satisfactory standard
Roads	\$1,852,000	\$1,720,000
Footpaths	\$8,455,000	\$1,519,000
Kerbs & Gutters	\$0	\$1,519,000
Stormwater Assets	\$0	\$300,000
Buildings	\$4,476,000	\$7,298,000
Total	\$14,783,000	\$12,356,000

As shown in the above tables, much progress has been made to fill the backlog of infrastructure work required. For more information on Council asset conditions, please see the most recent Strategic Asset Management Plan (SAMP4) which can be found at www.waverley.nsw.gov.au/council/plans_policies_and_reports.



Legal proceedings taken or against Council

In the period July 2013 to June 2014, Council spent a total of \$613,816.88 on legal expenses (legal representation plus consultants) relating to planning matters under the provisions of the *Environmental Planning and Assessment Act 1979*. During the year, 20 new appeals were commenced in the Land and Environment Court with four appeals being discontinued. The result of the matters determined is set out below:

Land and Environment Court:

Appeals upheld with conditions **12**

S34 Agreements **4**

Appeals dismissed **2**

Legal proceedings for debt recovery of rates and charges

In 2013-14, Council spent \$41,575.80 on legal and professional costs associated with debt recovery of rates and charges.

Land and Environment Court

Class 1 Appeals to the Land and Environment Court 2013-14

Property	Issue	Comment
58 Queens Park Road Queens Park	Class 1 – Deemed refusal- Amended plans for ground floor extension, replace existing rear double garage, first floor addition, swimming pool and cabana	Appeal upheld with conditions
4 Bon Accord Avenue Bondi Junction	Class 1 – s96- Hardstand parking space, internal alterations & rear bi-fold doors to dwelling Delete 2(g): The hardstand car space to Bon Accord Avenue and all associated works are not approved and are to be deleted DBU: Approval with hardstand carspace DCC: Deleted carspace	s34 Agreement between the parties
Beach Road Hotel 99 – 111 Glenayr Avenue Bondi Beach	Class 1 – Council’s refusal to issue a Building Certificate for alterations including timber terracing to the courtyard, timber panelling to existing fence and removal of a masonry wall	Appeal upheld
135 Newland Street Queens Park	Class 1 – Refusal- Conversion of rear lane garage and attic into secondary dwelling DBU: Approval DCC: Refused	Appeal upheld with conditions



SECTION 4 – MEETING OUR STATUTORY REQUIREMENTS

Property	Issue	Comment
4 Lola Road Dover Heights	Class 1 – s96- Deemed Refusal - Modification to delete condition 2(a) & 2(c) regarding roof & walls	Discontinued
570 – 588 Oxford Street Bondi Junction	Class 1 – Deemed Refusal- Demolition of existing buildings, construction of a 19 storey residential tower (133 apartments), ground level retail and basement level parking included	Discontinued
2 Alfred Street Bronte	Class 1 – Deemed Refusal- First floor addition, internal alterations to dwelling, garage, swimming pool & landscaping	s34 Agreement
413 Bronte Road Bronte	Class 1 – s96- Refusal- Modification to include additional level, roof terrace and internal alterations DBU: Refusal WDAP: Refused	Appeal upheld with conditions
Units 3, 5 & 7 52 Roscoe Street Bondi	Class 4- Carried development for the purpose of “tourist and visitor accommodation” or alternatively “hotel or motel accommodation”	Respondents will not carry out development for the purposes of “tourist and visitor accommodation” or “hotel or motel accommodation.”
243A Old South Head Road Bondi	Class 1- s96 – Appeal against actual refusal of application to modify a development consent re deletion VPA	s34 Agreement
78 Campbell Parade Bondi Beach	Class 4- Development for the purpose of a restaurant and bar in contravention of development consent	Discontinued on the undertaking of the Respondent that he will not carry out development contrary to conditions of consent
47 St James Road Bondi Junction	Class 1 – Deemed Refusal- First floor addition and alterations to semi-detached dwelling	Discontinued
4 Lola Road Dover Heights	Class 1 – Refused- Alterations to height of privacy screen and inclusion of shade structure to dwelling DBU: Approval WDAP: Refused	Appeal upheld with conditions
649 – 651 Old South Head Road, Rose Bay	Class 1 – Deemed refusal- Demolition of existing dwellings, construction of a residential flat building with basement parking	Appeal upheld with conditions



SECTION 4 – MEETING OUR STATUTORY REQUIREMENTS

Property	Issue	Comment
22 Boundary Street Bronte	Class 1 – Deemed Refusal- Modification to include a partial second floor, swimming pool, window reconfiguration and alterations to approved dwelling	s34(3)(b) Agreement
253 – 255 Oxford Street Bondi Junction	Class 1 – Deemed Refusal - Demolition of building, construction of a 20 storey mixed use building with affordable housing component, basement carpark and ground floor retail	Appeal upheld with conditions
22 – 26 Bronte Road Bondi Junction (AKA 6A Gray Street)	Class 1 – Refusal- Modification to approved trading hours of brothel to allow a change of closure from 12midnight to 2am, seven days a week (<i>10/12/13: one year trial to 1am 7 days</i>)	s34 Agreement
15 Thompson Street Tamarama	Class 1 – Deemed Refusal- Demolition of dwelling, construction of a 2 storey dwelling with double garage and swimming pool	LEC Part heard



Mayoral and Councillor Fees and Charges

Council's policy on expenses and the provision of facilities for use by Councillors was revised in October 2013 and came into effect in November 2013. Under the provisions of this policy, Council provides the following reimbursements and facilities to Councillors:

- Maximum reimbursement of \$344 per month for communication and multimedia devices, including a \$111 per month provision for data management for tablet devices and app subscriptions
- Reimbursement for registration, travel and accommodation costs to attend conferences, seminars or for other official council business
- Reimbursement of reasonable costs incurred for the care of their children, elderly, disabled or sick
- Insurance cover for personal injury, professional indemnity and public liability
- Legal indemnity to cover reasonable legal expenses in relation to proceedings arising out of their role/responsibilities as a councillor
- Reimbursement for the purchase of computer/telecommunications hardware and/or home office equipment up to a maximum retail value of \$8,206 (inc. GST) per electoral term.

Councillors also receive the benefit of the following:

- Use of official stationery and access to Council's photocopiers and fax machines to discharge their Council functions
- Word processing of official correspondence, subject to the prior approval of the General Manager
- Postage of official correspondence
- Meals on evenings of Council and Committee meetings
- Access to a shared workstation with phone and a printer at Council Chambers.

In addition to the facilities provided to Councillors, the Mayor is entitled to receive the benefit of:

- Use of a Council vehicle
- Secretarial and administrative assistance relating to the discharge of his/her civic functions
- A mobile phone.

In 2013-14, Mayoral and Councillor fees and expenses were as follows:

Councillor Fees (including Deputy Mayor)	\$209,880.00
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Mayoral Fees	\$38,160.00
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Councillor Expenses and Facilities Costs	\$113,307.09
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Councillor expenses and facilities costs included the following:

Office equipment

Rental	\$0.00
Minor equipment	\$0.00
Councillor equipment	\$12,377.28
Landline/Internet Access	\$15,905.09
Computer Leases and Purchase	\$0.00
Maintenance	\$4,788.95
Total	\$33,071.32

Telephone calls

Mobile	\$9,302.25
Landline	\$4,191.71
Total	\$13,493.96

Other costs

Conferences and Seminars	\$12,446.91
Training Expenses	\$3,500.00
Interstate Visits	\$0.00
Overseas Visits	\$4,444.24
Spouse Expenses	\$0.00
Child Care	\$0.00
Travel Costs/taxi fares (including vehicle running)	\$9,653.89
Legal costs	\$21,483
Total	\$51,528.04



Employment of senior staff and the General Manager

During the period July 2013 to June 2014, Council had five senior staff, as identified under the *Local Government Act*, consisting of the General Manager and four Directors. The value of senior staff total remuneration as at 30 June 2014 was **\$1,366,533.85** consisting of:

Salary	\$1,233,067.53
Superannuation	\$80,718.28
Non-Cash Benefits	\$26,911.56
Fringe benefits tax	\$25,836.48.

In February 2014, a new General Manager was recruited and the total remuneration package for this position as at 30 June 2014 was **\$320,000.00**.

This includes:

- Total value of the salary component of the package
- Total amount payable by Council by way of employer's contribution or salary sacrifice to any superannuation scheme to which the member may be a contributor
- Total value of any non-cash benefits (note personal non cash benefits for motor vehicles are valued for this purpose by a formula used for calculating fringe benefits tax)
- Total amount payable by Council by way of fringe benefits tax for any non-cash benefits including items such as car parking.

Major contracts awarded by Council

Council awarded seven contracts in excess of \$150,000 during the 2013-14 financial year. The table below sets out the details of these contracts.

Contractor	Contract detail & purpose	Contract Value
Visy	Disposal of recycled materials	\$600,000.00
APARC	Supply of Parking Meters	\$3,000,000.00
Hill Rogers Spencer Steer	External Audit Services	\$336,000.00
Downer EDI Works Pty Ltd	Supply and Lay Asphalt to various locations	\$827,266.00
ECS International Security	Security services to multiple sites	\$450,000.00
Enviropacific Services Pty Ltd	Remediation Works - 97 Portman St, Zetland	\$232,000.00 approx
Merit Technology Pty Ltd	Customer Relationship Management System	\$136,000.00 approx (Initial 2 Years)

Bush fire reduction activities

The Waverley Council LGA is one of the most densely populated and urbanised areas of Australia and has few, if any, areas likely to be the subject of bush fire activity. No bush fire reduction activities were carried out by Council during 2013-14.



Access and equity for multicultural communities – updates and highlights

Waverley LGA A snapshot of our culturally diverse community



In 2011, the most common countries of birth after Australia (51% of our population) were England (7.8%), South Africa (4.3%), New Zealand 3%, Ireland (2.2%), USA (1.2%) and Israel (1.1%).

Since 2006, the proportion of our overseas born residents increased from 34.2% to 37.4% (24,000 residents), a higher increase than experienced by Greater Sydney.

The largest proportion of overseas born residents lived in Rose Bay (45.2%). Bondi Beach was home to the largest number (4,160) of overseas born residents.

Of the 5,050 migrants who have settled in Waverley since 2008, 65.3% were skilled migrants, 34.3% came as family members and 0.4% were humanitarian entrants.

70.5% of us speak English at home while 29.2% speak a language other than English. Russian is spoken by 1,630 people or 2.6% of our residents, compared to 0.4% in Greater Sydney. 1.6% speak Hebrew, 1.4% Italian, 1.3% French and 1.3% Spanish.



The three areas with the highest concentration of Russian speakers were Rose Bay (4.4%), Bondi (4.0%) and Vaucluse (3.6%).

Arriving between 2006 and 2011, 27.6% or 6,630 of our overseas born population had been living here for only a short while. This is nearly double the percentage of migrants who arrived in the previous 5-year period.

Waverley's Jewish community of 10,880 residents makes up 17.1% of our total population - nearly double the proportion of Jewish people in the Eastern suburbs (9.5%) and significantly larger compared to Greater Sydney's 0.9%.

4.3% of our residents were born in South Africa compared to 0.8% in Greater Sydney. The suburb with the highest proportion of South African born residents was Dover Heights (14.2%).

Between 2006-11, the number of non religious persons experienced the greatest change (+4,492). 24.2% of Waverley residents said they were not religious compared to 17.6% in Greater Sydney.

We value and support our culturally diverse community by...

Demonstrating leadership and commitment through our Cultural Diversity Policy	Employing a Multicultural Community Worker	Working in partnership with the community on programs and events	Achieving active representation through our Multicultural Advisory Committee	Providing a language support program in seven languages by trained Council staff	Translating key information	Producing a service directory	Maintaining extensive community language collections in the library
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Engaging with our community – Council's Multicultural Advisory Committee (MAC)

Community members, service providers, staff and Councillors meet quarterly to give feedback and advice on multicultural affairs. They discuss how the strategies in Council's Cultural Diversity Policy and Action Plan can be actioned.

This year, the MAC provided input into Council's Global Table event; discussed the Library's 2014 Jewish Storytelling Project; supported ideas of documenting post war settlement experiences by interviewing some of our seniors' group members and talked about the possibility of starting a non English book club.

The MAC was inspired by contributions from our guest speakers Simon Chan, local resident and recipient of the NSW Premier's Multicultural Award and Ernie Friedlander, who spoke about his involvement in and support of B'Nai B'Rith and Harmony Walk.

Actioning Waverley's Cultural Diversity Policy 2010-2014

A review of our plan has shown that we are performing well on most of our targets and have progressed strategies addressing the following key objectives:

- Leadership
- Community Harmony
- Planning and Engagement
- Access and Equity
- Economic and Cultural Opportunities

We will be updating our policy in the coming year to reflect and better respond to organisational and community changes.



Supporting Organisational Diversity

Staff Profile

Waverley Council has a diverse workforce. 15 per cent of staff speak a language other than English as their first language.

The Equal Employment Opportunity Management Plan 2012-16

Following the development of Council's Equal Employment Opportunity Management Plan 2012-16 (*EEO Plan*) in 2012, various actions addressing multicultural engagement and diversity across Council's workforce will be implemented over the next three years.

EEO and Professional Development

As part of our corporate induction program, staff members participated in training on EEO, harassment and bullying prevention during 2013-14.

Managers and supervisors were given the opportunity to update their knowledge and skills of EEO and merit based selection as part of recruitment training.

Cultural awareness training

Council has developed a comprehensive package of information and resources to equip new staff members with the knowledge and skills they need to show professionalism and care in their interactions with socially and culturally diverse customers. Employees participated in Council's *Working with Difference* workshop which includes a two hour training component on cultural awareness.

The *Working with Difference* handbook was updated with information on Waverley's demographic profile and diverse Jewish community. A calendar of multicultural days of significance was also produced to assist Council staff when planning events, programs and activities.

Communications

At regular intervals during the year, the Mayor's column was translated and placed in the Horizon (Russian) Community Newspaper. Media releases were also shared with Russian and Jewish newspapers. Key points from Waverley's community newsletter *Waverley in Focus* were translated into Hungarian, Chinese, Spanish, Greek and Russian.

We continue to maintain a pool of seven accredited language aides across six languages, to improve communications with our non-English speaking customers. Our language aides can assist Waverley residents who wish to communicate in Cantonese, Mandarin, Japanese, Russian, Portuguese and Spanish.

The Community Relations Commission is currently reviewing the Community Language Allowance Scheme (CLAS) and we will await the Commission's advice about the future of this scheme which enables Council's staff members to be accredited as Language Aides.

The Translating and Interpreting Service (TIS) was again used by Council and requests for assistance were made for Italian, Japanese, Polish and Russian.

Waverley Housing for Older People (WHOP) Program

Council's WHOP program assists eligible older residents in our community by providing secure affordable housing in various locations. Our tenants in the program come from diverse backgrounds with 31 per cent of tenants being Russian, 10 per cent Ukrainian, and 23 per cent being of another non-English speaking background.



Public Programs

School Holiday Programs

Council's School Holiday program runs four times a year and attracts over 400 participants to each program. Diverse, culturally rich programs are provided for children aged 3-14 years of age including African Drumming, Brazilian Dance, South American Music and Tie-dying with Indigenous artist Helena Grieger.

External Events hire

Some of the cultural groups and events Bondi Pavilion staff have supported or facilitated this year include:

- Brazilian International Capoeira grading The Sydney Tango Salon Festival
- Tibetan Monks workshops, talks, seminars and healings.
- Jewish festival 'Shir Madness'
- Nepalese group meditation and healing ceremony 'Sing Bowl'

Over 40 Bar and Bat Mitzvahs were also held at The Pavilion.

Waverley Library

Waverley Library has continued to offer a varied and interesting program of activities and cultural events that appeal to all age groups.

The Library holds an impressive collection of non English resources and offers a total of 7122 'all language' items, which include adult and junior books, CDs and DVDs. These cover a range of languages including French, Chinese, Russian, Japanese, Hungarian, Italian and Polish. In response to customer requests, the Library now subscribes to the Chinese newspaper Sing Tao.

Events

Global Table

In May 2014, Council re-launched Global Table. Held in Oxford St Mall, Bondi Junction, the event attracted a huge crowd and the day was filled with multicultural food, entertainment and music from around the globe.

Harmony Week

21 March marks the annual United Nations Day for the elimination of racism. This year we celebrated Harmony Day by inviting the community to enjoy *Colourfest* – a short film festival held at the theatrette.

Council also promoted the message *Everybody Belongs* in various ways and staff at the Mill Hill Centre enjoyed a Harmony Day luncheon in support of the Day's theme.

Russian Victory Day

Each year on 9 May, Waverley Council and guests gather in Waverley Park at the cenotaph to mark the anniversary of the Russian victory against Nazi Germany in World War Two. It is a significant day for the Russian community in Sydney.

Chanukah

A Chanukah ceremony was held in December 2013. The Mayor invited local community leaders and members of the Jewish community to celebrate this important day with us.

Festival of the Winds

The skies came alive in September 2013 with hundreds of kites of all shapes and sizes from local and international kite-makers and flyers. This event attracted over 40,000 people and was complimented by a dynamic multicultural entertainment program in the Bondi Pavilion Courtyard Amphitheatre, including groups from Mongolia, Greece, Indonesia, Sri Lanka, Africa and Indigenous Australia. As well as music and dance, multicultural foods were on offer from Turkey, Mexico, Germany, Portugal, China, Malaysia and France.



Harmony Day COLOURFEST

Multicultural Short Film Festival

Waverley Council's Multicultural Advisory Committee presents six short films

FREE community event

Waverley Library Theaterette

Friday 21 March | 6pm

Harmony Day is about celebrating diversity, reflecting on Australian society, sharing stories and welcoming new faces. Waverley Council will be showing six short captivating films focusing on migrant stories of social inclusion and identity.

Book your free tickets now at eventbrite.com.au or call 9386 7777.

Waverley Library - more than just books!
32-48 Denison Street Bondi Junction NSW 2022 | Telephone 9386 7777
Email library_events@waverley.nsw.gov.au | www.waverley.nsw.gov.au/library

Colourfest Short Film Festival



Chanukah



Russian Victory Day



Access and Equity Report for Aboriginal and Torres Strait Islander Communities - Updates and Highlights

Waverley LGA A snapshot of our Indigenous community



Numbering about 250 people (self identified in the 2011 census), Waverley's Aboriginal and Torres Strait Islander (ATSI) population is very small. This snapshot brings into focus the key characteristics of our local ATSI residents and how they differ compared to Waverley's general population and Greater Sydney's ATSI population overall.

In 2011, 245 ATSI people (0.3% of the total population) lived in the Waverley LGA. 2.2% of Council's workforce identified as ATSI.

The median age of ATSI people in Waverley was 27, older than Greater Sydney's (22) but much younger than our non-ATSI population (35).

The median weekly household income of our ATSI residents was \$1,542 – significantly higher than that of Greater Sydney's ATSI population (\$1,148) but lower compared to Waverley's household income overall (\$1,914).

Only 9.1% of our ATSI residents owned their home and 21.7% had a mortgage. Nearly 70% of Waverley's ATSI population (69.2%) rented, compared to 42.5% for Waverley overall. In Greater Sydney 12.8% of the Indigenous population owned their home outright, 27.2% had a mortgage and 56.1% rented.

In 2011, the median mortgage payment per month was \$3,678 for our ATSI population which was higher than that for Waverley overall (\$3,000).

The median weekly rent (\$495) of Waverley's ATSI residents was similar to the population overall (\$500), but much higher than Greater Sydney's ATSI population (\$265).

As a 'young' community, the labour force participation (LFP) of our ATSI residents was 77.4% - significantly higher than Greater Sydney's (56.1%) and higher compared to Waverley's LFP overall (73.8%).

8.3% of our ATSI population was unemployed. This was higher than Waverley's unemployment rate of 4% but much lower than that of Greater Sydney's ATSI population 13.2%.

Compared with Greater Sydney (30.6%), more than double the proportion of ATSI residents in Waverley (68%) had completed year 12 or equivalent. This is lower than for Waverley overall (79.7%).

Of the total ATSI population over the age of 15 in Waverley, 47.1% had completed a qualification after school, compared to Greater Sydney's 29.5% and 72.1% for Waverley overall.

A larger proportion of our ATSI residents lived in multiple family households (4.1%) and group households (17.8%), compared to Waverley overall (0.7% and 11.1% respectively).

At \$844 per week, the median individual income of our ATSI residents was lower compared to Waverley's overall (\$973) but nearly double that of Greater Sydney's ATSI population (\$433).



Waverley Council has been working towards reconciliation for Aboriginal and Torres Strait Islander (ATSI) people for many years. Council supports regional efforts through its strong partnership with the Eastern Region Local Government Aboriginal and Torres Strait Islander (ERLGATSI) Forum. As an active member, Council employs a part time community worker to support community activities, contribute to the Pauline McLeod primary school art awards during reconciliation week, develop networks and raise awareness of cultural heritage issues and protocols.

NAIDOC Week

Council continued to support Koori Kids program through purchasing promotional materials and distributing to local OOSH services and promoted NAIDOC on Council's website and social media.

The travelling Reconciliation Week Primary School travelling art exhibition was displayed at the Waverley Library.

Staff Profile

At June 2014, about two per cent of Council's staff members identified as being from Aboriginal or Torres Strait Islander background. Some Council employees used their NAIDOC entitlement as a public holiday in 2013-14.

Reconciliation Week

Council worked in partnership with the Eastern Region Local Government Aboriginal and Torres Strait Islander (ERLGATSI) forum to deliver the Pauline McLeod Awards for Reconciliation and the Primary School Art Competition. We promoted Reconciliation Week on Council's website and social media.

Reconciliation Action Plan (RAP)

The draft RAP was put on display for public exhibition during NAIDOC week. It will become the overarching plan for Council's work with and for Aboriginal and Torres Strait Islander people.

Council officers attended two workshops attended by business, community and government representatives to share ideas and resources for supporting the development of RAPs. The workshops were organised by Reconciliation Australia.



Works carried out on private land

Council undertook the following work on Private land during 2013-14:

- Cleaning 296 sewer chokes as a result of Council owned trees
- Removing 1375.5 square metres of graffiti from fences, gates, garage doors and walls. 375 reports were acted upon.

Contributions and Donations

The following contributions and donations were made by Council during 2013-14.

Community Grants	
Anglesea Street Communal Garden	\$2,200.00
ATSI Forum	\$2,500.00
Australian Kite Flyers Society	\$8,000.00
Banksia Foundation	\$572.73
Bondi Beach Cottage	\$7,450.00
Bondi Beach Public School	\$3,000.00
Bondi Community Street Project	\$45,600.00
Bondi Food Collective	\$1,000.00
Bondi Golf and Diggers Club	\$3,000.00
Bondi Outreach Project	\$2,740.00
Bondi Sings Inc	\$2,600.00
Bondi Toy Library	\$23,000.00
Bondi Writers Group	\$1,000.00
Bronte Public School – Ramp Up Cycling	\$1,101.00
Caretakers Cottage	\$625.00
Chapel By the Sea	\$2,750.00
Cosmic Wheel	\$3,000.00
Eastern Area Tenants Services	\$15,600.00
Eastern Suburbs Cricket Club	\$5,000.00
Flickerfest Pty Ltd	\$3,000.00
Good Start Early Learning – Little Environmentalists	\$2,995.20
Junction House	\$36,400.00
Life Education NSW	\$1,500.00
Mindfields	\$340.00
Norman Andrews House	\$35,000.00
NSW Friendship Circle	\$3,000.00



SECTION 4 – MEETING OUR STATUTORY REQUIREMENTS

NSW State Emergency Service	\$20,105.32
Randwick / Waverley Community Transport	\$16,870.00
Responsible Runners	\$400.00
Sculpture by the Sea	\$15,250.00
Sculpture by the Sea – Mayoral Prize	\$5,000.00
Tamarama Rock Surfers	\$37,500.00
The Junction Neighbourhood Centre	\$17,108.00
Transition Bondi – Blue Starfish Workshop	\$2,350.00
Waterford Pre-School	\$2,000.00
Waverley / Randwick Philharmonic Society	\$3,700.00
Waverley Action for Youths Services (WAYS)	\$68,000.00
Waverley Art Prize – various recipients	\$6,500.00
Waverley Bondi Beach Band	\$4,000.00
Waverley Historical Society	\$750.00
Waverley OOSH	\$2,362.00
Waverley Woollahra Arts Centre	\$3,000.00
Waverley Youth	\$3,000.00
Waverley Youth Art Award (various recipients)	\$3,450.00
WAYS – Youth Week Program	\$3,000.00
Wee Care Kindergarten	\$1,400.00
Yeshiva Synagogue	\$3,000.00
Total Community Grants	\$425,225.75

Surf Club Grants

Bondi Surf Club	\$15,000.00
Bronte Surf Club	\$15,000.00
North Bondi Surf Club	\$15,000.00
Tamarama Surf Club	\$27,500.00
Total Surf Club Grants	\$72,500.00



Human Resources Report

The Equal Employment Opportunity Management Plan 2012-16

During 2011-12 the Equal Employment Opportunity Management Plan 2012-16 (EEO) was adopted by Council following an extensive consultation process. The plan is required under legislation and contains initiatives to be implemented over the next three years.

In line with the integrated planning framework, the initiatives identified in the EEO Management Plan for 2012-16 will be adapted and incorporated into the *Workforce Plan 2014 - 2024*.

Components of the EEO Management Plan 2012-2016

(a) Enhancing understanding of EEO and Discrimination Issues, and

(b) Supporting implementation of EEO in the Workplace

In 2013-2014 the following actions were undertaken to support implementation of EEO in the workplace and to ensure that managers, supervisors and employees understood the importance of EEO:

STRATEGY	PROGRESS
To ensure that all new employees attend EEO Awareness Training where applicable to their role	At the end of June 2014, 27 employees at Council had completed the <i>Working with Difference</i> course which incorporates a two hour session on Cultural Diversity training.
Provide mandatory refresher training for all existing employees in EEO/Harassment and Bullying Prevention	At the end of June 2014, 57 employees at Council had completed refresher training in <i>EEO/Harassment and Bullying Prevention</i> .
To provide Council induction programs on a regular basis for all new employees, providing information on employment conditions, EEO and other important issues	Council's induction program covering discrimination, diversity and access issues was held on the following dates: <ul style="list-style-type: none">• 10 October 2013• 5 March 2014
Recruitment and Selection training incorporating EEO awareness	Recruitment and Selection training session held on 10 occasions incorporating EEO and discrimination awareness for Managers and Supervisors.

**(c) EEO reporting and access to Employment Conditions**

To effectively monitor EEO implementation we need to ensure that access to conditions of employment across Council is equitable:

STRATEGY	PROGRESS
All EEO data for employees to be recorded in CHRIS, when provided through the application process	Ongoing
EEO Management Plan is to report on employment status, age and income profile for all employees, as a comparison of males and females	Data indicates: Females comprise 43 per cent of all employees at Council. 55 per cent of these female employees are in the 30-50 age group The greatest proportion of female employees (12 per cent) of all employees are aged 30-40 years
EEO Management Plan is to report on proportion of employees who identify as being from Aboriginal and Torres Strait Islander descent and access to cultural leave	At June 2014, just under 1.9 per cent (13 employees) of Council's workforce of 681 people identified themselves as being from Aboriginal or Torres Strait Islander background. 4 Council employees used their NAIDOC entitlement as a public holiday in the 12 months to 30 June 2014.
Literacy support to be provided whenever necessary for employees from non-English speaking backgrounds	Literacy support provided for employees from culturally and linguistically diverse backgrounds via accredited language aides and interpreters when required.
Provision of a minimum of eight child care places for children (aged zero-- three years) of Waverley Council employees	Ongoing
Where practicable, Council premises and facilities are accessible to employees with Disabilities	Ongoing
Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace whether based on Disability or Carers or Family Responsibilities	Ongoing
All position descriptions and selection criteria to be reviewed prior to advertising to ensure they comply with EEO principles and are non-discriminatory	Ongoing
Council to provide multiple options for accessing information about positions advertised	Ongoing
Where job applicant indicates that they have a specific need prior to interview, HR Representative to facilitate reasonable adjustments to accommodate	Ongoing
Pre-employment assessments monitored to ensure appropriate assessment of reasonable adjustments considered in the application process	Ongoing



STRATEGY	PROGRESS
To provide accurate information to employees about access to leave for parental purposes, and their rights before, during and after pregnancy. To provide accurate information to employees about access to leave for carer responsibilities	Ongoing
The position of Garden Labourer in Waverley Park is identified as a designated Disability position.	Employee in place

(d) Number of employees at management levels split by gender as at 30 June 2014

Salary Group	Management Level	Male 2014	Female 2014
M to P	Middle Managers	63	63
Q to U	Senior Manager	19	13
Executive Team	Executive Team	3	2

Human Resources activities undertaken by Council during 2013-2014

Key human resources activities and achievements completed this reporting period include:

- implementation of the first stage of Waverley Performance policy implementation,
- a new program to develop a collaborative platform with the Unions,
- the first stage of Waverley Performance branding exercise,
- preparation and implementation of the first stages of Waverley Council's New Directions Program
- implementation of programs to manage the relocation of employees from Zetland Depot to the new Alexandria Depot
- Waverley Performance created a Draft Workforce Plan for 2014 – 2017 which will be consulted on and finalised in early 2014 – 2015.

Statutory human resources activities including policy review and recruitment were delivered consistent with the workforce plan, associated legislation and best practice principles.

Safety & Risk Management Activities 2013 - 2014

Direction: G7 - In service delivery of sound safety and risk management practices are maintained to protect the community and service agency staff

G7a Provide a safer environment by implementing specific risk management practices

G7b Maintain safe workplaces

Safety Management System

During 2012 – 2013, the Risk & Safety Team improved accessibility of Council's Safety Management System by developing an online document controlled system within TRIM. This was created to meet the requirements of AS/NZS 4801 for Safety Management Systems and the National Audit Tool for Self Insurance. The seven Key Elements incorporating streamlined policies, procedures, tools and forms replaced an outdated paper system. This was implemented and utilised from 1 July 2013.

To ensure accessibility of the system for the various sites and workforces which had no access to TRIM, the Risk & Safety Team also created an intranet space and made the endorsed WHS policies, procedures, tools and forms available.

Nearly 400 staff participated in workshops or toolbox talks for the consultation of key policies and procedures contained within the new Safety Management System. The Executive Leadership Team endorsed the following:

- WHS Policy
- Injury Management Policy
- Leadership and Accountability Procedure
- Consultation and Communication Procedure
- Health and Safety Representative and Workplace Safety Officer Procedure



Work Health and Safety Inductions

Along with improving the WHS component of the corporate induction, new employee pack documentation was created to support a more thorough site safety induction process, which includes a tailored approach by the relevant Supervisor for each new starter, with documents as follows:

- Employee WHS Guide
- Site Safety Induction Checklist
- Ergonomic Self Assessment
- Pause and Break Exercises
- Employee Safety Working Outdoors

Risk & Safety Training

The Risk & Safety Team worked with teams across Council in organising and/or delivering **100 training programs and initiatives to over 850 staff**, including:

- Introduction to Risk Management
- First Aid & Fire Warden training and evacuation
- Working near overhead powerlines
- Construction Induction – White Card
- Blue, Yellow Red and Orange Cards for Traffic Management
- Handling Dangerous Dogs
- Mental Health in the Workplace
- Safe Work Method Statement on the job training
- Chemical Use
- Asbestos Awareness
- Safety Management System Implementation workshops

Risk Management Activities

2013-2014 saw the commencement of the organisation wide project of developing and implementing an Enterprise Risk Management Framework, System and Policy which will be known as WERMS (Waverley Enterprise Risk Management System).

Though the project will be finalised in 2014-2015 the following activities were undertaken as progress:

1. Draft Risk Management Framework and Policy created for consultation
2. Two ½ day Introduction to Risk Management training courses conducted and undertaken by 42 key stakeholders

3. TRIM records managed system created for WERMS files and archiving of all risk data.

In addition to WERMS, draft Disaster Recovery and Business Continuity Plans were collated from across the various sites. Completion of these plans is dependent on the IT Recovery Plan and the project as a whole will be consulted on and finalised in 2014 – 2015.

Injury Management

The most impressive results which confirm improvement in the organisation's safety culture can be demonstrated by the considerable reduction in the Workers' Compensation Premium. This has decreased by \$1.2 million dollars since the 2011-2012 financial year.

In comparison to the 2012-2013 financial year, 2013-2014 has produced additional positive results as follows:

- number of claims have decreased by 60 per cent
- number of days lost as a whole have decreased by 73 per cent
- costs of claims have continued to decrease year on year with an additional reduction of \$50k achieved this year

The total number of incidents reported increased by 135 per cent, which reflects the newly introduced Hazard and Incident Notification process, and improvement in the overall safety culture across Council.

Health & Wellbeing Program

As part of Council's commitment to health and well being each month a new initiative was introduced and delivered with highlights as follows:

- 125 staff underwent blood pressure and pulse checks for Heart Health Month in August
- 23 Movember participants promoted awareness of mens' health raising over \$1,500 for Beyond Blue and the Prostate Cancer Foundation of Australia.
- 150 staff received Skin Checks for Sun Safety month in December
- 145 staff took up our annual Flu Vaccination Clinics in April
- The Risk and Safety Team and Mayoral Mavericks raised \$2900 in support of Cancer Council for the Relay for Life in May.
- Since February 2014 over 120 staff took part in the 10 Week Challenge and ongoing fitness activities which included outdoor Personal Training, Yoga, Pilates, Tabata and beach fitness.



External Bodies exercising Council Functions

At its meeting of 18 June 2013, Council formally adopted the new Waverley Development Assessment Panel and dissolved the former Development Control Committee (DCC) and the Independent Hearing & Assessment Panel (IHAP). The Panel replaces the former DCC and the IHAP, which will help streamline the planning process.

The Waverley Development Assessment Panel determines significant DAs in the Waverley LGA. This includes DAs where there are numerous objections, a conflict of interest or the development has a construction cost of \$3 million or more.

The Panel is made up of a pool of planning experts, independent of Council, who meet monthly. It also means that Councillors will no longer be involved in the decision-making process for determining those DAs, allowing them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions.

The Waverley Development Assessment Panel is delegated by Council to exercise these functions.

Controlling Interests in Companies

NIL

Partnerships, Cooperatives and Joint Ventures

- Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC) and the Sydney Coastal Councils. SSROC is an association of 11 local councils in the southern area of Sydney. SSROC provides a forum for the councils to deal with issues they have in common, particularly those that cross boundaries. Key issues under consideration include planning, environment, transport, community development, sustainability, and local government management.
- Waverley Library is in a collaborative partnership with five SSROC libraries for the purchase of materials

- The Sydney Coastal Councils includes councils located on Sydney's coastline and aims to promote co-ordination on issues relating to the urban coastal environment and waterways
- Waverley Council in conjunction with Woollahra and Randwick Councils run the Regional Ecofootprint Project which aims to deliver environmental projects within the region
- Council's Library Services shares a document delivery van with all Libraries in the Sydney metropolitan area
- Council hosts the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of 6 Councils, the City of Botany Bay, City of Sydney, Leichhardt, Randwick, Waverley and Woollahra
- Council has a partnership with the Uniting Church which provides a building, Norman Andrews House, through which the Church delivers services for homeless and disadvantaged people
- Waverley and Woollahra Council are in partnership to provide the State Emergency Service to the local community
- The Waverley Community Living Program (WCLP) provides independent living skills training and 'transition' support for adults with a mild intellectual disability. The project is funded by Waverley Council and the Department of Human Services (ADHC).

Other Regulatory Information

Overseas visits by Staff

In 2013-14 a total of \$9,150.91 was spent on overseas travel for the Mayor and one Divisional Manager. On this occasion, it was to attend the World Cities Summit Mayors Forum in Singapore to give technical advice on environmental sustainability and to present on Council's Green Infrastructure Project.



Government Information (Public Access) applications

The Government Information (Public Access) Act 2009 requires councils to prepare an annual report on their obligations under the Act. Set out on the following pages is a summary of Waverley Council's access to information applications for 2013-14.

Details of the review carried out by the agency under Section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Our agency's program for the proactive release of information involves ongoing liaison with Council departments encouraging proactive release of information.

During the reporting period, we reviewed this program by an annual cross organisational communication seeking all departments to identify and release information proactively.

We released the following information proactively by regularly updating Council's website to inform and keep the community abreast of issues that potentially may have a significant impact in the local government area as follows:

- West Oxford Street Precinct Plan, including collection of community comment
- Bondi Complete Streets Project, including collection of community comment
- Boot Factory
- Parking Meter Upgrades, including collection of community comment
- Waverley Cemetery Fence consultation, including collection of community comment
- Street Gardening Policy and guidelines, including collection of community comment
- Wellington Street Planning Proposal
- Bondi Park Fitness Station
- Tamarama Park Upgrade, including collection of community comment

- Bondi Plan of Management
- Amenities Building, Waverley Park
- South Bondi Toilet Block
- Waverley Development Control Plan Amendment 2, including collection of community comment.
- Waverley Development Control Plan Amendment 3, including collection of community comment.
- Waverley Economic Development Strategy
- Waverley Council's Community Tenancy Policy, including collection of community comment.
- Watkins Street Conservation Area Heritage Study
- Yenda Avenue Conservation Area Heritage Study
- Waverley Light Rail Study
- Waverley Bike Plan
- Proposed Car Share Locations
- Residential Parking Scheme, including collection of community comment.

The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Council received a total of 30 formal access applications (including withdrawn applications but not an invalid application) during the reporting year. Council also received 32 informal requests for information where applicants were automatically provided with the information requested.

The total number of refused applications for Schedule 1 information.

During the reporting period, our agency refused a total of 18 formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, 1 was refused in full, and 17 were refused in part.



SECTION 4 – MEETING OUR STATUTORY REQUIREMENTS

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	1	1	0	0	0	0	0
Private sector business	0	2	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	4	6	0	1	0	1	0	0
Members of the public (other)	7	8	0	0	0	0	0	0

*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	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	11	17	1	1	0	1	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

*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). The total number of decisions in Table B should be the same as Table A.

**Table C: Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Amounts of Rates and Charges written off during the year

An amount of \$781,592 was written off as rates and charges during 2013-14. This included mandatory rebates of \$692,449.15 (Section 575) and general rates and charges abandonment of \$2,262.61 (Section 595).

Our debt recovery policy includes issuing Rate and Instalment Notices in accordance with the requirements of the Local Government Act. A reminder notice will be directed on any account with an unpaid balance after the final day for payment of the quarterly rate instalment. If the account, other than one held by an eligible pensioner, is still not finalised after the issue of the Reminder Notice a Notice of Overdue Account is sent.

Accounts with an unpaid balance, where no mutually agreed arrangement has been negotiated, are referred to the Council's debt recovery agency. The debt recovery agency issues a Notice of Legal Action and if the account remains unpaid a Statement of Liquidated Claim is sought. For the 2013-14 financial year, Council spent \$41,575.80 on legal and professional costs associated with debt recovery of rates and charges.

Compliance with and effect of Planning Agreements in force as at 30 June 2014

There were no Voluntary Planning Agreements in force during 2013-14.

Activities during the year relating to enforcing and ensuring compliance with the Companion Animals Act and Regulations

During 2013-14 Waverley Council undertook the following activities in relation to enforcing the Companion Animal Act and Regulations.

Complaints Received:

Barking Dogs	121
Animal attacks	42
Unleashed animals	48
Animals in a prohibited place	15

Infringements Issued:

396 companion animal infringements were issued

Notices/Orders Issued:

Nil

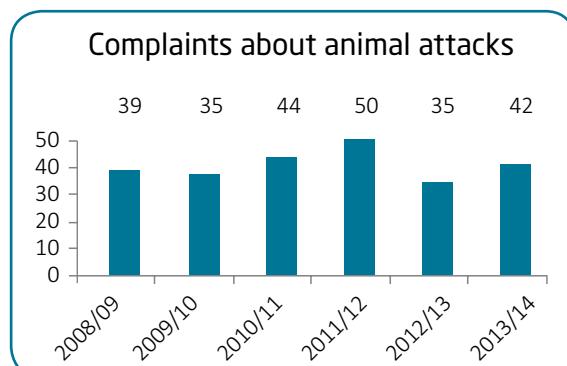
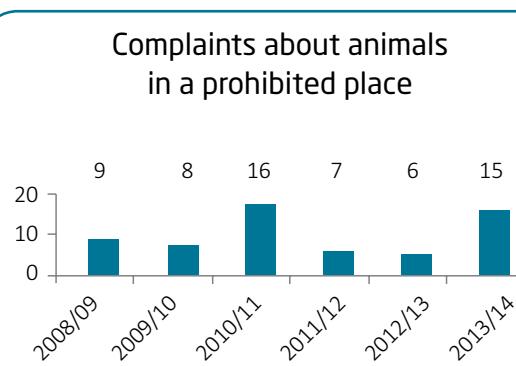
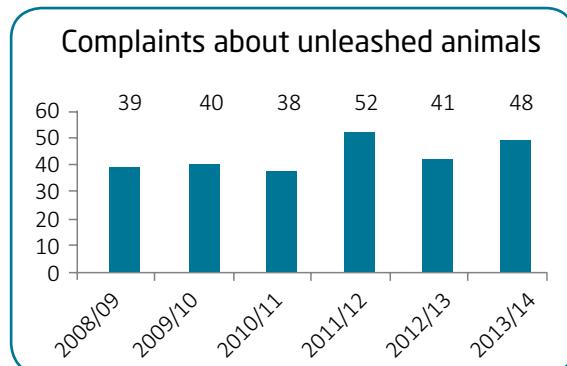
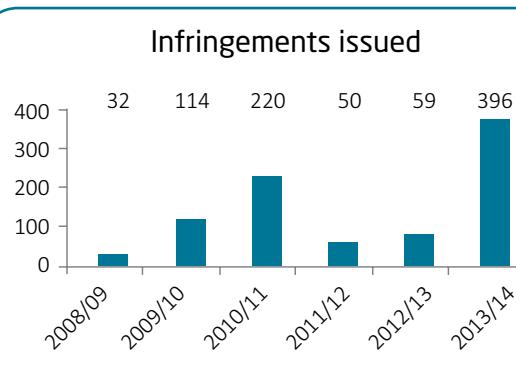
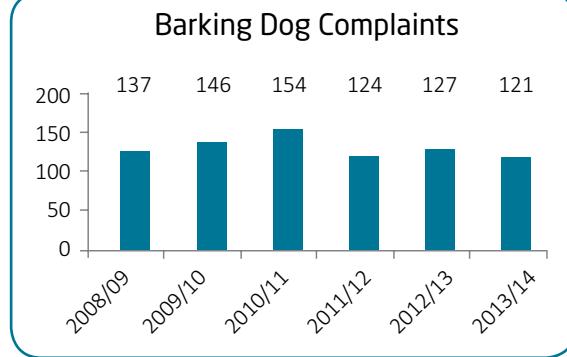
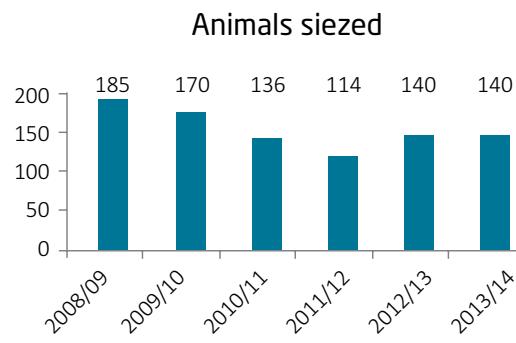
Seized Animals

140 animals were seized

Trends in Companion Animal compliance are set out overleaf.



Companion Animals Graphs





Protected Disclosures

There were no public interest disclosures received by Waverley Council in 2013-14.

Council has a public interest disclosures policy in place, called the Internal Reporting Policy, which was revised in November 2013.

Council has taken the following action to ensure staff awareness responsibilities under section 6E(1)(b) of the Act:

- a revised policy was adopted to ensure compliance with all aspects of the Act
- the revised policy has been placed on Council's intranet and internet
- briefings are provided to all new staff as part of the induction process
- work groups within the council have been briefed on the new provisions as part of staff training
- a public interest disclosures brochure is available.

Privacy and Personal Information management

Council adopted a revised Privacy Management Plan in June 2013 and is available on Council's website. Three privacy management complaints were received in 2013-14.

Gift Registers Information

Both the number and value of gifts recorded in 2013-14 decreased compared to 2012-13. In 2013-14 188 gifts were recorded with an assessed value of \$3620 compared to 269 gifts with an assessed value of \$4205.65 which were recorded in 2012-13.

Department	Number of Gifts	Nominal Value
General Managers Unit	11	\$445.00
Corporate & Technical Services	2	\$65.00
Community & Recreation Services	131	\$1,244.00
Planning & Environmental Services	0	\$-
Public Works & Services	2	\$45.00
Councillors	42	\$1,821.00
TOTAL	188	\$3,620.00



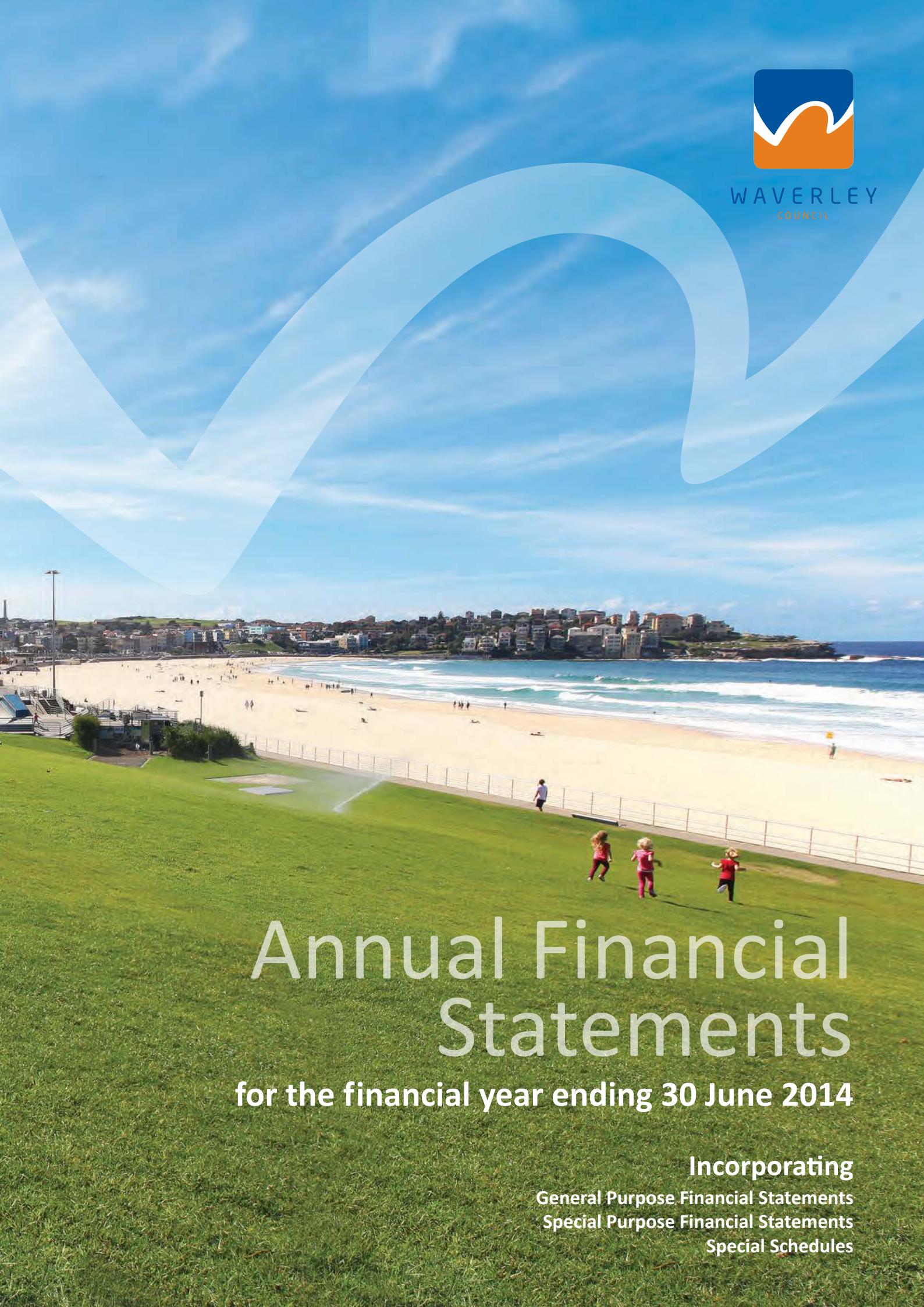
Sponsorship

Waverley Council received sponsorship for the following activities in 2013-14:

Sponsor	Project	Amount
Commonwealth Bank	Brightest & Best Business Awards	\$20,000
Wentworth Courier	Brightest & Best Business Awards	Contra Sponsorship
Kwik Kopy Bondi Junction (all printing)	Brightest & Best Business Awards	Contra Sponsorship
Jimac Trophies (all trophies)	Brightest & Best Business Awards	Contra Sponsorship
Quest Apartments (one night accommodation prize)	Brightest & Best Business Awards	Contra Sponsorship
Sweetheart Florists	Christmas in the Mall	Contra Sponsorship
Eastgate Shopping Centre	Global Tables	\$5,000
Bondi Icebergs	The Nib Waverley Library Award for Literature (2013)	Contra Sponsorship
Wentworth Courier	The Nib Waverley Library Award for Literature (2013)	Contra Sponsorship
Gertrude and Alice	The Nib Waverley Library Award for Literature (2013)	Contra Sponsorship
Friends of the Waverley Library	The Nib Waverley Library Award for Literature (2013)	\$6,000
Bondi Icebergs	The Nib Waverley Library Award for Literature (2014)	Contra Sponsorship



WAVERLEY
COUNCIL



Annual Financial Statements

for the financial year ending 30 June 2014

Incorporating
General Purpose Financial Statements
Special Purpose Financial Statements
Special Schedules

Waverley Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2014

*"We are united by a common passion for our
beautiful home between the city and the sea."*



Waverley Council

General Purpose Financial Statements for the financial year ended 30 June 2014

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- Statement of Financial Position	6
- Statement of Changes in Equity	7
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- On the Conduct of the Audit (Sect 417 [3])	82

Overview

(i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for Waverley Council.

(ii) Waverley Council is a body politic of NSW, Australia - being constituted as a Local Government area by proclamation and is duly empowered by the Local Government Act (LGA) 1993 of NSW.

Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council;

- the ability to provide goods, services & facilities, and to carry out activities appropriate to the current & future needs of the local community and of the wider public,
- the responsibility for administering regulatory requirements under the LGA and
- a role in the management, improvement and development of the resources in the area.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

(iii) All figures presented in these financial statements are presented in Australian Currency.

(iv) These financial statements were authorised for issue by the Council on 28 October 2014.
Council has the power to amend and reissue these financial statements.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their Council & Community.

What you will find in the Statements

The financial statements set out the financial performance, financial position & cash flows of Council for the financial year ended 30 June 2014.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting & 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 & ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income & 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 values of Council's Infrastructure, Property, Plant & 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 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by external accountants (that generally specialize in Local Government).

In NSW, the Auditor provides 2 audit reports:

1. An opinion on whether the financial statements present fairly the Council's financial performance & position, &
2. Their observations on the conduct of the Audit including commentary on the Council's financial performance & financial position.

Who uses the Financial Statements ?

The financial statements are publicly available documents & must be presented at a Council meeting between 7 days & 5 weeks after the date of the Audit Report.

Submissions from the public can be made to Council up to 7 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.

More information...

A review of Council's financial performance and position for the 13/14 financial year can be found at Note 28 of the financial statements.

Waverley Council

General Purpose Financial Statements for the financial year ended 30 June 2014

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

The attached General Purpose Financial Statements have been prepared in accordance with:

- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Financial Statements:

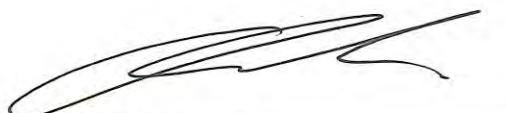
- present fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

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

Signed in accordance with a resolution of Council made on 14 October 2014.



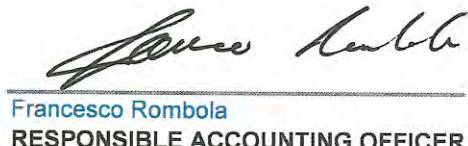
Sally Betts
MAYOR



Andrew Cusack
COUNCILLOR



Athanasios (Arthur) Kyron
GENERAL MANAGER



Francesco Rombola
RESPONSIBLE ACCOUNTING OFFICER

Waverley Council

Income Statement for the financial year ended 30 June 2014

Budget ¹ 2014	\$ '000	Notes	Actual 2014	Actual 2013
Income from Continuing Operations				
<i>Revenue:</i>				
52,595	Rates & Annual Charges	3a	52,867	47,283
31,114	User Charges & Fees	3b	31,977	28,222
2,270	Interest & Investment Revenue	3c	2,637	2,647
17,897	Other Revenues	3d	18,946	23,211
6,166	Grants & Contributions provided for Operating Purposes	3e,f	6,786 ²	7,108
2,000	Grants & Contributions provided for Capital Purposes	3e,f	9,865	6,802
<i>Other Income:</i>				
45,447	Net gains from the disposal of assets	5	-	189
	Net Share of interests in Joint Ventures & Associated Entities using the equity method	19	-	-
157,489	Total Income from Continuing Operations		123,078	115,462
Expenses from Continuing Operations				
54,498	Employee Benefits & On-Costs	4a	54,229	50,682
210	Borrowing Costs	4b	189	194
19,253	Materials & Contracts	4c	17,974	17,301
16,311	Depreciation & Amortisation	4d	17,898	15,715
-	Impairment	4d	-	-
21,689	Other Expenses	4e	21,175	21,230
-	Net Losses from the Disposal of Assets	5	1,561	-
111,961	Total Expenses from Continuing Operations		113,026	105,122
45,528	Operating Result from Continuing Operations		10,052	10,340
Discontinued Operations				
-	Net Profit/(Loss) from Discontinued Operations	24	-	-
45,528	Net Operating Result for the Year		10,052	10,340
45,528	Net Operating Result attributable to Council		10,052	10,340
-	Net Operating Result attributable to Non-controlling Interests		-	-
43,528	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		187	3,538

¹ Original Budget as approved by Council - refer Note 16

² Financial Assistance Grants for 13/14 are lower, reflecting a timing difference due to a change in how the grant is paid - refer Note 3 (e)

Waverley Council

Statement of Comprehensive Income for the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
Net Operating Result for the year (as per Income statement)		10,052	10,340
Other Comprehensive Income:			
Amounts which will not be reclassified subsequently to the Operating Result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	-	50,303
Total Items which will not be reclassified subsequently to the Operating Result		-	50,303
Amounts which will be reclassified subsequently to the Operating Result when specific conditions are met			
Nil			
Total Other Comprehensive Income for the year		-	50,303
Total Comprehensive Income for the Year		10,052	60,643
Total Comprehensive Income attributable to Council		10,052	60,643
Total Comprehensive Income attributable to Non-controlling Interests		-	-

Waverley Council

Statement of Financial Position as at 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	18,573	9,362
Investments	6b	33,640	35,226
Receivables	7	7,809	7,950
Inventories	8	221	255
Other	8	672	567
Non-current assets classified as "held for sale"	22	34,685	34,685
Total Current Assets		95,600	88,045
Non-Current Assets			
Investments	6b	4,800	7,000
Receivables	7	1,732	2,825
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	705,178	695,625
Investments accounted for using the equity method	19	-	-
Investment Property	14	124,200	122,880
Intangible Assets	25	-	-
Total Non-Current Assets		835,910	828,330
TOTAL ASSETS		931,510	916,375
LIABILITIES			
Current Liabilities			
Payables	10	21,076	13,504
Borrowings	10	1,117	1,252
Provisions	10	17,667	18,958
Total Current Liabilities		39,860	33,714
Non-Current Liabilities			
Payables	10	-	-
Borrowings	10	1,918	3,035
Provisions	10	542	488
Total Non-Current Liabilities		2,460	3,523
TOTAL LIABILITIES		42,320	37,237
Net Assets		889,190	879,138
EQUITY			
Retained Earnings	20	596,004	585,069
Revaluation Reserves	20	293,186	294,069
Council Equity Interest		889,190	879,138
Non-controlling Interests		-	-
Total Equity		889,190	879,138

Waverley Council

Statement of Changes in Equity

for the financial year ended 30 June 2014

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non- controlling Interest	Total Equity
2014						
Opening Balance (as per Last Year's Audited Accounts)		585,069	294,069	879,138	-	879,138
a. Correction of Prior Period Errors	20 (c)	-	-	-	-	-
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/13)		585,069	294,069	879,138	-	879,138
c. Net Operating Result for the Year		10,052	-	10,052	-	10,052
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	-	-	-	-
- Revaluations: Other Reserves	20b (ii)	-	-	-	-	-
- Transfers to Income Statement	20b (ii)	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	20b (ii)	-	-	-	-	-
Other Comprehensive Income		-	-	-	-	-
Total Comprehensive Income (c&d)		10,052	-	10,052	-	10,052
e. Distributions to/(Contributions from) Non-controlling Interests		-	-	-	-	-
f. Transfers between Equity		883	(883)	-	-	-
Equity - Balance at end of the reporting period		596,004	293,186	889,190	-	889,190
2013						
Opening Balance (as per Last Year's Audited Accounts)		572,875	245,709	818,584	-	818,584
a. Correction of Prior Period Errors	20 (c)	-	(89)	(89)	-	(89)
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/12)		572,875	245,620	818,495	-	818,495
c. Net Operating Result for the Year		10,340	-	10,340	-	10,340
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	50,303	50,303	-	50,303
- Revaluations: Other Reserves	20b (ii)	-	-	-	-	-
- Transfers to Income Statement	20b (ii)	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	20b (ii)	-	-	-	-	-
Other Comprehensive Income		-	50,303	50,303	-	50,303
Total Comprehensive Income (c&d)		10,340	50,303	60,643	-	60,643
e. Distributions to/(Contributions from) Non-controlling Interests		-	-	-	-	-
f. Transfers between Equity		1,854	(1,854)	-	-	-
Equity - Balance at end of the reporting period		585,069	294,069	879,138	-	879,138

Waverley Council

Statement of Cash Flows for the financial year ended 30 June 2014

Budget 2014	\$ '000	Notes	Actual 2014	Actual 2013
Cash Flows from Operating Activities				
Receipts:				
52,525	Rates & Annual Charges		52,900	47,019
31,098	User Charges & Fees		34,409	30,082
2,262	Investment & Interest Revenue Received		2,391	2,640
8,315	Grants & Contributions		11,174	13,952
-	Bonds, Deposits & Retention amounts received		8,234	228
17,776	Other		18,751	21,207
Payments:				
(53,255)	Employee Benefits & On-Costs		(55,576)	(51,944)
(22,210)	Materials & Contracts		(19,998)	(19,389)
(227)	Borrowing Costs		(214)	(213)
-	Bonds, Deposits & Retention amounts refunded		(248)	(186)
(21,273)	Other		(21,573)	(23,868)
15,011	Net Cash provided (or used in) Operating Activities	11b	30,250	19,528
Cash Flows from Investing Activities				
Receipts:				
-	Sale of Investment Securities		66,150	10,136
45,000	Sale of Real Estate Assets		-	-
447	Sale of Infrastructure, Property, Plant & Equipment		167	10,315
-	Deferred Debtors Receipts		23	28
Payments:				
(27,495)	Purchase of Investment Securities		(62,034)	(29,750)
(37,091)	Purchase of Infrastructure, Property, Plant & Equipment		(24,093)	(22,819)
(19,139)	Net Cash provided (or used in) Investing Activities		(19,787)	(32,090)
Cash Flows from Financing Activities				
Receipts:				
4,710	Proceeds from Borrowings & Advances		-	2,500
Payments:				
(1,252)	Repayment of Borrowings & Advances		(1,252)	(1,400)
3,458	Net Cash Flow provided (used in) Financing Activities		(1,252)	1,100
(670)	Net Increase/(Decrease) in Cash & Cash Equivalents		9,211	(11,462)
63,992	plus: Cash & Cash Equivalents - beginning of year	11a	9,362	20,824
63,322	Cash & Cash Equivalents - end of the year	11a	18,573	9,362
Additional Information:				
plus: Investments on hand - end of year				
		6b	38,440	42,226
Total Cash, Cash Equivalents & Investments				
			57,013	51,588

Please refer to Note 11 for additional cash flow information

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

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n/a - not applicable		

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Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below in order to assist in its general understanding.

Under Australian Accounting Standards (AASBs), accounting policies are defined as those specific principles, bases, conventions, rules and practices applied by a reporting entity (in this case Council) in preparing and presenting its financial statements.

(a) Basis of preparation

(i) Background

These financial statements are general purpose financial statements which have been prepared in accordance with;

- Australian Accounting Standards and Australian Accounting Interpretations issued by the Australian Accounting Standards Board,
- the Local Government Act (1993) & Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

For the purpose of preparing these financial statements, Council has been deemed to be a not-for-profit entity.

(ii) Compliance with International Financial Reporting Standards (IFRSs)

Because AASBs are sector neutral, some standards either:

- (a) have local Australian content and prescription that is specific to the Not-For-Profit sector (including Local Government) which are not in compliance with IFRS's, or
- (b) specifically exclude application by Not for Profit entities.

Accordingly in preparing these financial statements and accompanying notes, Council has been unable to comply fully with International Accounting Standards, but has complied fully with Australian Accounting Standards.

Under the Local Government Act (LGA), Regulations and Local Government Code of Accounting Practice & Financial Reporting, it should be noted that Councils in NSW only have a requirement to comply with AASBs.

(iii) New and amended standards adopted by Council

During the current year, the following relevant standards became mandatory for Council and have been adopted:

- AASB 13 Fair Value Measurement
- AASB 119 Employee Benefits

AASB 13 Fair Value Measurement has not affected the assets or liabilities which are to be measured at fair value, however it provides detailed guidance on how to measure fair value in accordance with the accounting standards.

It introduces the concept of highest and best use for non-financial assets and has caused the Council to review their valuation methodology.

The level of disclosures regarding fair value have increased significantly and have been included in the financial statements at Note 27.

AASB 119 Employee Benefits introduced revised definitions for short-term employee benefits.

Whilst the Council has reviewed the annual leave liability to determine the level of annual leave which is expected to be paid more than 12 months after the end of the reporting period, there has been no effect on the amounts disclosed as leave liabilities since Council's existing valuation policy was to discount annual leave payable more than 12 months after the end of the reporting period to present values.

(iv) Early adoption of Accounting Standards

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2013.

Refer further to paragraph (ab) relating to a summary of the effects of Standards with future operative dates.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

(v) Basis of Accounting

These financial statements have been prepared under the **historical cost convention** except for:

- (i) certain financial assets and liabilities at fair value through profit or loss and available-for-sale financial assets which are all valued at fair value,
- (ii) the write down of any Asset on the basis of Impairment (if warranted) and
- (iii) certain classes of non current assets (eg. Infrastructure, Property, Plant & Equipment and Investment Property) that are accounted for at fair valuation.

The accrual basis of accounting has also been applied in their preparation.

(vi) Changes in Accounting Policies

Council's accounting policies have been consistently applied to all the years presented, unless otherwise stated.

There have also been no changes in accounting policies when compared with previous financial statements unless otherwise stated.

(vii) Critical Accounting Estimates

The preparation of financial statements requires the use of certain critical accounting estimates (in conformity with AASBs).

Accordingly this 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 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 are set out below:

- (i) Estimated fair values of investment properties
- (ii) Estimated fair values of infrastructure, property, plant and equipment.
- (iii) Estimated remediation provisions.

Critical judgements in applying Council's accounting policies

- (i) Impairment of Receivables - Council has made a significant judgement about the impairment of a number of its receivables in Note 7.
- (ii) Projected Section 94 Commitments - Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

(b) Revenue recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to it and specific criteria have been met for each of the Council's activities as described below.

Council bases any estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable.

Revenue is measured on major income categories as follows:

Rates, Annual Charges, Grants and Contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

rateable property or, where earlier, upon receipt of the rates.

A provision for the impairment on rates receivables has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue from Contributions is recognised when the Council either obtains control of the contribution or the right to receive it, (i) it is probable that the economic benefits comprising the contribution will flow to the Council and (ii) the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(g).

Note 3(g) also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of S94 of the EPA Act 1979.

Whilst Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon their physical 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.

A detailed Note relating to developer contributions can be found at Note 17.

User Charges, Fees and Other Income

User charges, fees and other income (including parking 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 first occurs.

A provision for the impairment of these receivables is recognised when collection in full is no longer probable.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided as at balance date.

Sale of Infrastructure, Property, Plant and Equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest and Rents

Rental income is accounted for on a straight-line basis over the lease term.

Interest Income from Cash & Investments is accounted for using the effective interest rate at the date that interest is earned.

Other Income

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

(c) Principles of Consolidation

These financial statements incorporate (i) the assets and liabilities of Council and any entities (or operations) that it **controls** (as at 30 June 2014) and (ii) all the related operating results (for the financial year ended the 30th June 2014).

The financial statements also include Council's share of the assets, liabilities, income and expenses of any **Jointly Controlled Operations** under the appropriate headings.

In the process of reporting on Council's activities as a single unit, all inter-entity year end balances and

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

reporting period transactions have been eliminated in full between Council and its controlled entities.

(i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the LGA 1993, 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.

The Consolidated Fund and other entities through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this report.

The following entities have been included as part of the Consolidated Fund:

- General Purpose Operations

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (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 statements.

Trust monies and property held by Council but not subject to the control of Council, have been excluded from these statements.

(iii) Joint Ventures

Council has no interest in any Joint Venture Entities, Assets or Operations.

(iv) Associated Entities

Where Council has the power to participate in the financial and operating decisions (of another entity), ie. where Council is deemed to have "significant influence" over the other entities operations but neither controls nor jointly controls the entity, then Council accounts for such interests using the equity method of accounting – in a similar fashion to Joint Venture Entities & Partnerships.

Such entities are usually termed Associates.

(v) County Councils

Council is not a member of any County Councils.

(vi) Additional Information

Note 19 provides more information in relation to Joint Venture Entities, Associated Entities and Joint Venture Operations where applicable.

(d) Leases

All Leases entered into by Council are reviewed and classified on inception date as either a Finance Lease or an Operating Lease.

Finance Leases

Leases of property, plant and equipment where the Council has substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments.

The corresponding rental obligations, net of finance charges, are included in borrowings.

Each lease payment is allocated between the liability outstanding and the recognition of a finance charge.

The interest element of the finance charge is costed to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Property, plant and equipment acquired under finance leases is depreciated over the shorter of each leased asset's useful life and the lease term.

Operating Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

Payments made under operating leases (net of any incentives received from the lessor) are charged to

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

(e) Cash and Cash Equivalents

For Statement of Cash Flows (and Statement of Financial Position) presentation purposes, cash and cash equivalents includes;

- **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 balance sheet but are incorporated into Cash & Cash Equivalents for presentation of the Cash Flow Statement.

(f) Investments and Other Financial Assets

Council (in accordance with AASB 139) classifies each of its investments into one of the following categories for measurement purposes:

- **financial assets at fair value through profit or loss,**
- **loans and receivables,**
- **held-to-maturity investments,** and
- **available-for-sale financial assets.**

Each classification depends on the purpose/intention for which the investment was acquired & at the time it was acquired.

Management determines each Investment classification at the time of initial recognition and re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets that are "held for trading".

A financial asset is classified in the "held for trading" category if it is acquired principally for the purpose of selling in the short term.

Derivatives are classified as held for trading unless they are designated as hedges.

Assets in this category are primarily classified as current assets as they are primarily held for trading &/or are expected to be realised within 12 months of the balance sheet date.

(ii) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market.

They arise when the Council provides money, goods or services directly to a debtor with no intention (or in some cases ability) of selling the resulting receivable.

They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity.

In contrast to the "Loans & Receivables" classification, these investments are generally quoted in an active market.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.

Investments must be designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Accordingly, this classification principally comprises marketable equity securities, but can include all types of financial assets that could otherwise be classified in one of the other investment categories.

They are generally included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date or the term to maturity from the reporting date is less than 12 months.

Financial Assets – Reclassification

Council may choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near term.

Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near term.

Council may also choose to reclassify financial assets that would meet the definition of loans and receivables out of the held-for-trading or available-for-sale categories if it has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made.

Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

General Accounting & Measurement of Financial Instruments:

(i) Initial Recognition

Investments are initially recognised (and measured) at fair value, plus in the case of investments not at "fair value through profit or loss", directly attributable transactions costs

Purchases and sales of investments are recognised on trade-date - the date on which the Council commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

(ii) Subsequent Measurement

Available-for-sale financial assets and **financial assets at fair value through profit and loss** are subsequently carried at fair value.

Loans and receivables and **held-to-maturity** investments are carried at amortised cost using the effective interest method.

Realised and unrealised gains and losses arising from changes in the fair value of the financial assets classified as "**fair value through profit or loss**" category are included in the income statement in the period in which they arise.

Unrealised gains and losses arising from changes in the fair value of non monetary securities classified as "**available-for-sale**" are recognised in equity in the available-for-sale investments revaluation reserve.

When securities classified as "**available-for-sale**" are sold or impaired, the accumulated fair value adjustments are included in the income statement as gains and losses from investment securities.

Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired.

If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and loss - is removed from equity and recognised in the income statement.

Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

If there is evidence of impairment for any of Council's financial assets carried at amortised cost (eg. 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. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

As a practical expedient, the group may measure impairment on the basis of an instrument's fair value using an observable market price.

(iii) Types of Investments

Council has an approved Investment Policy in order to undertake its investment of money in accordance with (and to comply with) Section 625 of the Local Government Act and S212 of the LG (General) Regulation 2005.

Investments are placed and managed in accordance with the Policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order.

Council maintains its investment Policy in compliance with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order arising from the Cole Inquiry recommendations. Certain investments that Council holds are no longer prescribed (eg. managed funds, CDOs, and equity linked notes), however they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

(g) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held.

If the market for a financial asset is not active (and for unlisted securities), the Council establishes fair value by using valuation techniques.

These include reference to the fair values of recent arm's length transactions, involving the same instruments or other instruments that are substantially the same, discounted cash flow analysis, and option pricing models refined to reflect the issuer's specific circumstances.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(h) Receivables

Receivables are initially recognised at fair value and subsequently measured at amortised cost, less any provision for impairment.

Receivables (excluding Rates & Annual Charges) are generally due for settlement no more than 30 days from the date of recognition.

The collectibility of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off in accordance with Council's policy.

A provision for impairment (ie. an allowance account) relating to receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of each receivable.

The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

Impairment losses are recognised in the Income Statement within other expenses.

When a receivable for which an impairment allowance had been recognised becomes uncollectible 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.

(i) Inventories

Raw Materials and Stores, Work in Progress and Finished Goods

Raw materials and stores, work in progress and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity.

Costs are assigned to individual items of inventory on the basis of weighted average costs.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories held in respect of non-business undertakings have been valued at cost subject to adjustment for loss of service potential.

Land Held for Resale/Capitalisation of Borrowing Costs

Land held for resale is stated at the lower of cost and net realisable value.

Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development.

When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made.

Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

(j) Infrastructure, Property, Plant and Equipment (I,PP&E)

Acquisition of assets

Council's non current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Office of Local Government.

At balance date, the following classes of I,PP&E were stated at their Fair Value;

- **Investment Properties** – refer Note 1(p),
- **Water and Sewerage Networks**
(Internal Valuation)
- **Operational Land** (External Valuation)
- **Buildings – Specialised/Non Specialised**
(External Valuation)
- **Plant and Equipment**
(as approximated by depreciated historical cost)
- **Roads Assets incl. roads, bridges & footpaths**
(Internal Valuation)
- **Drainage Assets** (Internal Valuation)
- **Bulk Earthworks** (Internal Valuation)
- **Community Land** (Internal Valuation)
- **Land Improvements**
(as approximated by depreciated historical cost)
- **Other Structures**
(as approximated by depreciated historical cost)
- **Other Assets**
(as approximated by depreciated historical cost)

Initial Recognition

On initial recognition, an assets cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition.

Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition (ie. date of exchange) of the asset to arrive at fair value.

The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date - being the amount that the asset could have been exchanged between knowledgeable willing parties in an arm's length transaction.

Subsequent costs

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.

Asset Revaluations (including Indexation)

In accounting for Asset Revaluations relating to Infrastructure, Property, Plant & Equipment:

- Increases in the combined carrying amounts of asset classes arising on revaluation are credited to the asset revaluation reserve.
- To the extent that a net asset class increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss.
- Net decreases that reverse previous increases of the same asset class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset, with all other decreases charged to the Income statement.

Water and sewerage network assets are indexed annually between full revaluations in accordance with the latest indices provided in the NSW Office of Water - Rates Reference Manual.

For all other assets, Council assesses at each reporting date whether there is any indication that a

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date.

If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount.

Full revaluations are undertaken for all assets on a 5 year cycle.

Capitalisation Thresholds

Items of infrastructure, property, plant and equipment are not capitalised unless their cost of acquisition exceeds the following;

Land

- council land	100% Capitalised
- open space	100% Capitalised
- land under roads (purchases after 30/6/08)	100% Capitalised

Plant & Equipment

Office Furniture	> \$2,000
Office Equipment	> \$2,000
Other Plant & Equipment	> \$2,000

Buildings & Land Improvements

Park Furniture & Equipment	> \$20,000
Building	
- construction/extensions	100% Capitalised
- renovations	> \$50,000
Other Structures	> \$20,000

Stormwater Assets

Drains & Culverts	> \$20,000
Other	> \$20,000

Transport Assets

Road construction & reconstruction	> \$20,000
Reseal/Re-sheet & major repairs:	> \$20,000
Bridge construction & reconstruction	> \$20,000

Depreciation

Depreciation on Council's infrastructure, property, plant and equipment assets is calculated using the straight line method in order to allocate an assets cost (net of residual values) over its estimated useful life.

Land is not depreciated.

Estimated useful lives for Council's I,PP&E include:

Plant & Equipment

- Office Equipment	5 to 10 years
- Office furniture	10 to 20 years
- Computer Equipment	4 years
- Vehicles & /Road Making equip.	5 to 8 years
- Other plant and equipment	5 to 15 years

Other Equipment

- Playground equipment	5 to 15 years
- Benches, seats etc	10 to 20 years

Buildings

- Buildings : Masonry	50 to 100 years
- Buildings : Other	20 to 40 years

Stormwater Drainage

- Drains	80 to 100 years
- Culverts	50 to 80 years

Transportation Assets

- Sealed Roads : Surface	20 years
- Sealed Roads : Structure	50 years
- Unsealed roads	20 years
- Bridge : Concrete	100 years
- Bridge : Other	20 to 75 years
- Road Pavements	60 years
- Kerb, Gutter & Paths	40 years

Other Infrastructure Assets

- Bulk earthworks	Infinite
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All asset residual values and useful lives are reviewed and adjusted (if appropriate), at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount – refer Note 1(s) on Asset Impairment.

Disposal and De-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

(k) Land

Land (other than Land under Roads) is in accordance with Part 2 of Chapter 6 of the Local Government Act (1993) classified as either Operational or Community.

This classification of Land is disclosed in Note 9(a).

(l) 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 acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

(m) Intangible Assets

IT Development and Software

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems.

Costs capitalised include external direct costs of materials and service, direct payroll and payroll related costs of employees' time spent on the project.

Amortisation is calculated on a straight line bases over periods generally ranging from 3 to 5 years.

IT development costs include only those costs directly attributable to the development phase and are only recognised following completion of technical feasibility and where Council has an intention and ability to use the asset.

(n) 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 the reserves are recognised within Council's Income Statement.

Representations are currently being sought across State and Local Government to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

(o) Rural Fire Service assets

Under section 119 of the Rural Fires Act 1997, "*all fire fighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the fire fighting equipment has been purchased or constructed*".

At present, the accounting for such fire fighting equipment is not treated in a consistent manner across all Councils.

Until such time as discussions on this matter have concluded and the legislation changed, Council will continue to account for these assets as it has been doing in previous years, which is to incorporate the assets, their values and depreciation charges within these financial statements.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

(p) Investment property

Investment property comprises land &/or buildings that are principally held for long-term rental yields, capital gains or both that is not occupied by Council.

Investment property is carried at fair value, representing an open-market value determined annually by external valuers.

Annual changes in the fair value of Investment Properties are recorded in the Income Statement as part of "Other Income".

Full revaluations are carried out every three years with an appropriate index utilised each year in between the full revaluations.

The last full revaluation for Council's Investment Properties was dated 30/06/2013.

(q) Provisions for close down, restoration and for environmental clean up costs – including Tips and Quarries

Close down, Restoration and Remediation costs include the dismantling and demolition of infrastructure, the removal of residual materials and the remediation of disturbed areas.

Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close down and restoration costs do not include any additional obligations which are expected to arise from future disturbance.

Costs are estimated on the basis of a closure plan.

The cost estimates are calculated annually during the life of the operation to reflect known developments, eg updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Close down, Restoration and Remediation costs are a normal consequence of tip and quarry operations, and the majority of close down and restoration

expenditure is incurred at the end of the life of the operations.

Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

The amortisation or 'unwinding' of the discount applied in establishing the net present value of provisions is charged to the income statement in each accounting period.

This amortisation of the discount is disclosed as a borrowing cost in Note 4(b).

Other movements in the provisions for Close down, Restoration and Remediation costs including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations and revisions to discount rates are capitalised within property, plant and equipment.

These costs are then depreciated over the lives of the assets to which they relate.

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each balance sheet date and the cost is charged to the income statement.

Provision is made for the estimated present value of the costs of environmental clean up obligations outstanding at the balance sheet date. These costs are charged to the income statement.

Movements in the environmental clean up provisions are presented as an operating cost, except for the unwind of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors including changes to the relevant legal requirements, the emergence of new

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

restoration techniques or experience at other locations.

The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates.

As a result there could be significant adjustments to the provision for close down and restoration and environmental clean up, which would affect future financial results.

Specific Information relating to Council's provisions relating to Close down, Restoration and Remediation costs can be found at Note 26.

(r) Non-Current Assets (or Disposal Groups) “Held for Sale” & Discontinued Operations

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either (i) their carrying amount and (ii) fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles which are turned over on a regular basis. Plant and motor vehicles are retained in Non Current Assets under the classification of Infrastructure, Property, Plant and Equipment - unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June.

For any assets or disposal groups classified as Non-Current Assets “held for sale”, an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell.

Non-current assets “held for sale” are not depreciated or amortised while they are classified as “held for sale”.

Non-current assets classified as “held for sale” are presented separately from the other assets in the balance sheet.

A Discontinued Operation is a component of Council that has been disposed of or is classified as “held for sale” and that represents a separate major line of

business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are presented separately on the face of the income statement.

(s) Impairment of assets

All Council's I,PP&E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed 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.

Where an asset is not held principally for cash generating purposes (for example Infrastructure Assets) and would be replaced if the Council was deprived of it then depreciated replacement cost is used as value in use, otherwise value in use is estimated by using a discounted cash flow model.

Non-financial assets (other than goodwill) that suffered a prior period impairment are reviewed for possible reversal of the impairment at each reporting date.

Goodwill & other Intangible Assets that have an indefinite useful life and are not subject to amortisation are tested annually for impairment.

(t) Payables

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year which are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

(u) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are subsequently measured at amortised cost.

Amortisation results in any difference between the proceeds (net of transaction costs) and the redemption amount being recognised in the Income Statement over the period of the borrowings using the effective interest method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

(v) Borrowing costs

Borrowing costs are expensed.

(w) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events;
- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense.

(x) Employee benefits

(i) Short Term Obligations

Short term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be wholly settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

All other short-term employee benefit obligations are presented as payables.

Liabilities for non vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no Liability has been recognised in these reports.

Wages & salaries, annual leave and vesting sick leave are all classified as Current Liabilities.

(ii) Other Long Term Obligations

The liability for all long service and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be wholly settled within the 12 months after the reporting

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made 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 then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how Long Service Leave can be taken, all Long Service Leave for employees with 4 or more years of service has been classified as Current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it is not anticipated that all employees with more than 4 years service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

(iii) 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.

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels,

experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans – i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the “Local Government Superannuation Scheme – Pool B”

This Scheme has been deemed to be a “multi employer fund” for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 20th February 2013 and covers the period ended 30 June 2018.

However the position is monitored annually and the Actuary has estimated that as at 30 June 2014 the prior period deficit still exists.

Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a) for the year ending 30 June 2014 was \$ 620,156.

The amount of additional contributions included in the total employer contribution advised above is \$2,480,624.

The share of this deficit that can be broadly attributed to Council is estimated to be in the order of \$1,271,530 as at 30 June 2014.

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.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Defined Contribution 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.

(iv) Employee Benefit On-Costs

Council has recognised at year end the aggregate on-cost liabilities arising from employee benefits, and in particular those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include Superannuation and Workers Compensation expenses which will be payable upon the future payment of certain Leave Liabilities accrued as at 30/6/14.

(y) Self insurance

Council does not self insure.

(z) Allocation between current and non-current assets & liabilities

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the

liability is classified as current even if not expected to be settled within the next 12 months.

In the case of inventories that are "held for trading", these are also classified as current even if not expected to be realised in the next 12 months.

(aa) Taxes

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

Goods & Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the revenue / expense.

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

Operating cash flows within the Cash Flow Statement are on a gross basis, ie. they are inclusive of GST where applicable.

Investing and Financing cash flows are treated on a net basis (where recoverable from the ATO), ie. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows which are recoverable from or payable to the ATO are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from (or payable to) the ATO.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

(ab) New accounting standards and interpretations

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2014.

Council has not adopted any of these standards early.

Council's assessment of the impact of these new standards and interpretations is set out below.

Applicable to Local Government with implications:

AASB 9 Financial Instruments, associated standards, AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2012-6 Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and transitional disclosures and AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments (effective from 1 January 2017)

AASB 9 Financial Instruments addresses the classification, measurement and de-recognition of financial assets and financial liabilities.

The standard is not applicable until 1 January 2015 but is available for early adoption.

When adopted, the standard will affect in particular Council's accounting for its available-for-sale financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading.

Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss although there is currently a proposal by the IASB to introduce a Fair value through Other Comprehensive Income category for debt instruments.

There will be no impact on Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and Council does not have any such liabilities.

The de-recognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed.

The Council has not yet fully assessed the impact on the reporting financial position and performance on adoption of AASB 9.

Applicable to Local Government but no implications for Council;

AASB 2013-3 Amendments to AASB 136 Recoverable Amount Disclosures for Non-Financial Assets (effective for 30 June 2015 Financial Statements)

There are no changes to reported financial position or performance from AASB 2013 – 3, however additional disclosures may be required.

Applicable to Local Government but not relevant to Council at this stage;

AASB 10 Consolidated Financial Statements, AASB 11 Joint Arrangements, AASB 12 Disclosure of Interests in Other Entities, revised AASB 127 Separate Financial Statements and AASB 128 Investments in Associates and Joint Ventures and AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (effective for 30 June 2015 Financial Statements for not-for-profit entities)

This suite of five new and amended standards address the accounting for joint arrangements, consolidated financial statements and associated disclosures.

AASB 10 replaces all of the guidance on control and consolidation in AASB 127 Consolidated and Separate Financial Statements, and Interpretation 12 Consolidation – Special Purpose Entities.

The core principle that a consolidated entity presents a parent and its subsidiaries as if they are a single economic entity remains unchanged, as do the mechanics of consolidation. However, the standard introduces a single definition of control that applies to all entities.

It focuses on the need to have both power and rights or exposure to variable returns.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 1. Summary of Significant Accounting Policies

Power is the current ability to direct the activities that significantly influence returns. Returns must vary and can be positive, negative or both.

Control exists when the investor can use its power to affect the amount of its returns.

There is also new guidance on participating and protective rights and on agent/principal relationships. Council does not expect the new standard to have a significant impact on its composition.

AASB 11 introduces a principles based approach to accounting for joint arrangements.

The focus is no longer on the legal structure of joint arrangements, but rather on how rights and obligations are shared by the parties to the joint arrangement.

Based on the assessment of rights and obligations, a joint arrangement will be classified as either a joint operation or a joint venture.

Joint ventures are accounted for using the equity method, and the choice to proportionately consolidate will no longer be permitted.

Parties to a joint operation will account their share of revenues, expenses, assets and liabilities in much the same way as under the previous standard.

AASB 11 also provides guidance for parties that participate in joint arrangements but do not share joint control.

Council's investment in the joint venture partnership will be classified as a joint venture under the new rules.

As Council already applies the equity method in accounting for this investment, AASB 11 will not have any impact on the amounts recognised in its financial statements.

AASB 12 sets out the required disclosures for entities reporting under the two new standards, AASB 10 and AASB 11, and replaces the disclosure requirements currently found in AASB 127 and AASB 128.

Application of this standard by Council will not affect any of the amounts recognised in the financial

statements, but will impact the type of information disclosed in relation to Council's investments.

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not remeasure its retained interest as part of ownership changes where a joint venture becomes an associate, and vice versa.

The amendments also introduce a "partial disposal" concept.

Council is still assessing the impact of these amendments.

Council does not expect to adopt the new standards before their operative date.

They would therefore be first applied in the financial statements for the annual reporting period ending 30 June 2015.

Not applicable to Local Government per se;

None

There are no other standards that are "not yet effective" and expected to have a material impact on Council in the current or future reporting periods and on foreseeable future transactions.

(ac) Rounding of amounts

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

(ad) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(ae) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 2(a). Council Functions / Activities - Financial Information

Functions/Activities	\$ '000												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2014	Actual 2014	Actual 2013	Original Budget 2014	Actual 2014	Actual 2013	Original Budget 2014	Actual 2014	Actual 2013	Actual 2014	Actual 2013	Actual 2014	Actual 2013
Asset Management Services	51,267	12,365	12,489	25,836	22,607	19,464	25,431	(10,242)	(6,975)	759	1,169	652,603	623,870
Beach Services, Maintenance & Safety	720	694	641	3,416	3,594	3,449	(2,696)	(2,900)	(2,808)	-	3	60	83
Cemetery Services	1,185	1,350	1,331	1,082	1,249	1,152	103	101	179	-	-	31,218	31,531
Child Care Services	6,283	6,800	5,558	5,987	6,400	5,728	296	400	(170)	3,117	2,553	6,875	6,908
Community Services	842	1,052	863	2,116	2,175	1,944	(1,274)	(1,123)	(1,081)	622	683	41,455	38,269
Corporate Support Services	44,950	44,806	40,777	12,030	9,605	8,355	32,920	35,201	32,422	930	1,909	20,026	27,709
Cultural Services	384	441	375	1,702	3,346	2,960	(1,318)	(2,905)	(2,585)	-	-	-	7
Customer Services & Communication	15	11	11	1,076	1,257	1,111	(1,061)	(1,246)	(1,100)	-	-	8	3
Development, Building & Health Services	4,284	6,972	8,435	8,346	9,249	8,688	(4,062)	(2,277)	(253)	10	138	-	6,573
Emergency Management Services	35	29	111	126	132	140	(91)	(103)	(29)	-	-	-	-
Environmental Services	371	658	154	1,424	1,589	1,320	(1,053)	(931)	(1,166)	354	69	-	438
Governance, Integrated Planning & Community Engagement	66	2	89	4,514	4,609	4,915	(4,448)	(4,607)	(4,826)	93	-	-	15
Library Services	226	336	262	4,125	4,089	4,168	(3,899)	(3,753)	(3,906)	175	178	29,984	31,404
Parking Services	26,813	26,749	24,573	11,581	10,589	10,650	15,232	16,160	13,923	2	-	13,317	10,928
Parks Services & Maintenance	176	341	166	4,938	6,534	6,155	(4,762)	(6,193)	(5,989)	20	-	103,773	106,547
Place Management	842	801	947	763	549	687	79	252	260	-	-	-	118
Recreation Services	60	33	47	465	725	807	(405)	(692)	(760)	-	-	-	130
Regulatory Services	1,572	1,928	1,587	1,276	1,566	1,632	296	362	(45)	-	-	-	3
Social & Affordable Housing	865	900	828	515	1,087	960	350	(187)	(132)	-	-	24,679	22,002
Traffic & Transport Services	-	-	156	363	5	244	(363)	(5)	(88)	-	156	-	79
Urban Open Space Maintenance & Accessibility	184	278	260	3,993	4,129	3,772	(3,809)	(3,851)	(3,512)	-	-	-	10
Waste Services	16,349	16,532	15,802	16,287	17,941	16,821	62	(1,409)	(1,019)	110	114	7,512	9,748
Total Functions & Activities	157,489	123,078	115,462	111,961	113,026	105,122	45,528	10,052	10,340	6,192	6,972	931,510	916,375

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 2(b). Council Functions / Activities - Component Descriptions

Details relating to the Council's functions / activities as reported in Note 2(a) 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.

Childcare 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.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 2(b). Council Functions / Activities - Component Descriptions (continued)

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

Emergency Management Services

Waverley and Woollahra have a joint relationship in funding and supporting the local SES unit and 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 sub-services are specifically geared to meet the requirements of our Environmental Action Plan 2 (EAP2) adopted in February 2010. EAP2 is a key element of Waverley's resourcing strategy for Waverley Together 2.

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.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 2(b). Council Functions / Activities - Component Descriptions (continued)

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

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.

Waste Services

This service provides waste and recycling collection services to 28,500 residential properties as well as a commercial collection to businesses within Waverley Council.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 3. Income from Continuing Operations

\$ '000	Notes	Actual 2014	Actual 2013
(a) Rates & Annual Charges			
Ordinary Rates			
Residential		28,295	25,039
Business		11,022	9,699
Total Ordinary Rates		39,317	34,738
Special Rates			
Nil			
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic Waste Management Services		13,504	12,503
Section 611 Charges		46	42
Total Annual Charges		13,550	12,545
TOTAL RATES & ANNUAL CHARGES		52,867	47,283
Council has used 2012 year valuations provided by the NSW Valuer General in calculating its rates.			
(b) User Charges & Fees			
Specific User Charges (per s.502 - Specific "actual use" charges)			
Waste Management Services (non-domestic)		2,423	2,235
Total User Charges		2,423	2,235
Other User Charges & Fees			
(i) Fees & Charges - Statutory & Regulatory Functions (per s.608)			
Hoarding/Crane Permits		1,295	842
Planning & Building Regulation		2,016	1,880
Section 149 Certificates (EPA Act)		257	233
Section 603 Certificates		135	107
Total Fees & Charges - Statutory/Regulatory		3,703	3,062
(ii) Fees & Charges - Other (incl. General User Charges) (per s.608)			
Admission & Service Fees		142	139
Bus Shelter Fees		1,271	1,232
Car Parking Fees		7,071	5,765
Car Parking Meter Income		8,939	7,307
Cemeteries		1,280	1,232
Child Care		3,679	2,998
Leaseback Fees - Council Vehicles		142	141
Park Rents		869	974
Restoration Charges		963	1,166
Road Opening Permits		46	109
Temporary Truck Zone Permit		590	979
Other		859	883
Total Fees & Charges - Other		25,851	22,925
TOTAL USER CHARGES & FEES		31,977	28,222

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2014	Actual 2013
(c) Interest & Investment Revenue (incl. losses)			
Interest & Dividends			
- Interest on Overdue Rates & Annual Charges (incl. Special Purpose Rates)		112	108
- Interest earned on Investments (interest & coupon payment income)		2,195	2,271
Fair Value Adjustments			
- Fair Valuation movements in Investments (at FV or Held for Trading)		330	268
TOTAL INTEREST & INVESTMENT REVENUE		2,637	2,647
 Interest Revenue is attributable to:			
Unrestricted Investments/Financial Assets:			
Overdue Rates & Annual Charges (General Fund)		112	108
General Council Cash & Investments		2,314	2,062
Restricted Investments/Funds - External:			
Development Contributions			
- Section 94		65	203
Domestic Waste Management operations		146	274
Total Interest & Investment Revenue Recognised		2,637	2,647
 (d) Other Revenues			
Fair Value Adjustments - Investment Properties	14	1,320	5,057
Rental Income - Investment Properties	14	2,199	2,210
Rental Income - Other Council Properties		3,780	3,716
Ex Gratia Rates		21	23
Fines		115	103
Fines - Parking		10,738	11,173
Legal Fees Recovery - Rates & Charges (Extra Charges)		42	35
Legal Fees Recovery - Other		25	69
Insurance Claim Recoveries		1	56
Recycling Income (non domestic)		348	247
Sale of Abandoned Vehicles		1	4
Sales - General		15	11
Other		341	507
TOTAL OTHER REVENUE		18,946	23,211

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 3. Income from Continuing Operations (continued)

	2014 \$ '000	2014 Operating	2013 Operating	2014 Capital	2013 Capital
(e) Grants					
General Purpose (Untied)					
Financial Assistance - General Component	1	721	1,486	-	-
Financial Assistance - Local Roads Component	1	206	405	-	-
Pensioners' Rates Subsidies - General Component		208	207	-	-
Total General Purpose		1,135	2,098	-	-
¹ The Financial Assistance Grant for 13/14 reflects a one off reduction due to the fact that this grant is no longer being paid in advance by up to 50% as has occurred in previous years - it does not represent a loss of income but is instead a timing difference.					
Specific Purpose					
Pensioners' Rates Subsidies:					
- Domestic Waste Management		110	114	-	-
Aged Care		-	40	-	-
Child Care		3,117	2,552	-	-
Community Care		622	643	-	-
Employment & Training Programs		2	6	-	-
Environmental Protection		354	69	-	-
Library		47	48	-	-
Library - per capita		128	130	-	-
Recreation & Culture		-	-	20	165
Street Lighting		172	172	-	-
Transport (Roads to Recovery)		212	-	-	203
Transport (Other Roads & Bridges Funding)		-	40	170	554
Other		103	138	-	-
Total Specific Purpose		4,867	3,952	190	922
Total Grants		6,002	6,050	190	922
Grant Revenue is attributable to:					
- Commonwealth Funding		2,700	2,947	-	521
- State Funding		2,973	2,816	190	401
- Other Funding		329	287	-	-
		6,002	6,050	190	922

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 3. Income from Continuing Operations (continued)

	2014 \$ '000	2014 Operating	2013 Operating	2014 Capital	2013 Capital
(f) Contributions					
Developer Contributions:					
(s93 & s94 - EP&A Act, s64 of the LGA):					
S 93F - Contributions using Planning Agreements		-	-	1,154	4,347
S 94A - Fixed Development Consent Levies		-	-	3,483	1,533
Total Developer Contributions	17	-	-	4,637	5,880
Other Contributions:					
Car Parking		12	228	-	-
Community Services		288	43	-	-
Dedications (other than by S94)		-	-	4,943	-
Drainage		-	7	-	-
Kerb & Gutter		-	10	-	-
Other Councils - Joint Works/Services		322	116	-	-
Paving		2	1	-	-
Recreation & Culture		76	6	95	-
Roads & Bridges		2	95	-	-
Other		82	552	-	-
Total Other Contributions		784	1,058	5,038	-
Total Contributions		784	1,058	9,675	5,880
TOTAL GRANTS & CONTRIBUTIONS		6,786	7,108	9,865	6,802

		Actual 2014	Actual 2013
\$ '000			
(g) Restrictions relating to Grants and Contributions			
Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:			
Unexpended at the Close of the Previous Reporting Period		7,446	2,964
add: Grants & contributions recognised in the current period but not yet spent:		3,616	4,708
less: Grants & contributions recognised in a previous reporting period now spent:		(774)	(226)
Net Increase (Decrease) in Restricted Assets during the Period		2,842	4,482
Unexpended and held as Restricted Assets		10,288	7,446

Comprising:

- Specific Purpose Unexpended Grants	445	470
- Developer Contributions	9,427	6,550
- Other Contributions	416	426
	10,288	7,446

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 4. Expenses from Continuing Operations

\$ '000	Notes	Actual 2014	Actual 2013
(a) Employee Benefits & On-Costs			
Salaries and Wages		40,586	37,905
Travelling		157	126
Employee Leave Entitlements (ELE)		5,609	4,923
Superannuation		4,857	4,739
Workers' Compensation Insurance		2,635	2,591
Fringe Benefit Tax (FBT)		230	183
Training Costs (other than Salaries & Wages)		295	251
Other		160	161
Total Employee Costs		54,529	50,879
less: Capitalised Costs		(300)	(197)
TOTAL EMPLOYEE COSTS EXPENSED		54,229	50,682
Number of "Equivalent Full Time" Employees at year end		601	582
(b) Borrowing Costs			
(i) Interest Bearing Liability Costs			
Interest on Overdraft		-	2
Interest on Loans		186	188
Interest on Building Deposits		3	4
Total Interest Bearing Liability Costs Expensed		189	194
(ii) Other Borrowing Costs			
Nil			
TOTAL BORROWING COSTS EXPENSED		189	194
(c) Materials & Contracts			
Raw Materials & Consumables		8,774	19,097
Contractor & Consultancy Costs		25,237	14,501
Contractor & Consultancy Costs (Temporary Staff)		1,772	1,490
Auditors Remuneration ⁽¹⁾		56	51
Infringement Notice Contract Costs (SEINS)		1,509	1,681
Legal Expenses:			
- Legal Expenses: Planning & Development		386	480
- Legal Expenses: Other		1,322	992
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payments ⁽²⁾		1,031	1,171
Other (Fuel & Gas)		689	649
Total Materials & Contracts		40,776	40,112
less: Capitalised Costs		(22,802)	(22,811)
TOTAL MATERIALS & CONTRACTS		17,974	17,301

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2014	Actual 2013
(c) Materials & Contracts (continued)			
1. Auditor Remuneration			
- Audit & review of financial statements: Council's Auditor		56	51
Remuneration for audit and other assurance services		56	51
Total Auditor Remuneration		56	51

2. Operating Lease Payments are attributable to:

Buildings		330	348
Computers		279	283
Motor Vehicles		422	540
		1,031	1,171

\$ '000	Notes	Actual 2014	Actual 2013	Impairment Costs	Depreciation/Amortisation

(d) Depreciation, Amortisation & Impairment

Plant and Equipment		-	-	1,713	1,191
Office Equipment		-	-	315	367
Buildings - Non Specialised		-	-	3,092	2,217
Buildings - Specialised		-	-	3,578	3,167
Other Structures		-	-	186	173
Infrastructure:					
- Roads		-	-	4,681	4,243
- Footpaths		-	-	1,191	1,254
- Stormwater Drainage		-	-	1,119	1,117
- Other Open Space/Recreational Assets		-	-	1,647	1,673
Other Assets					
- Library Books		-	-	229	210
- Other		-	-	147	103
TOTAL DEPRECIATION & IMPAIRMENT COSTS EXPENDED		-	-	17,898	15,715

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2014	Actual 2013
(e) Other Expenses			
Other Expenses for the year include the following:			
Advertising		691	567
Abandonment of Fines by Office of State Debt Recovery		1,187	1,295
Bad & Doubtful Debts		2	166
Bank Charges		492	359
Car Park Levy		117	116
Cleaning		680	635
Computer Software Charges		886	982
Contributions/Levies to Other Levels of Government		253	464
- Department of Planning Levy		384	393
- Emergency Services Levy (includes FRNSW, SES, and RFS Levies)		94	87
- NSW Fire Brigade Levy		1,584	1,535
Councillor Expenses - Mayoral Fee		38	37
Councillor Expenses - Councillors' Fees		210	200
Councillors' Expenses (incl. Mayor) - Other (excluding fees above)		106	97
Donations, Contributions & Assistance to other organisations (Section 356)		588	646
Electricity & Heating		1,000	1,086
Family Day Care Subsidy		1,002	852
Insurance		1,328	1,176
Land Tax - Crown Land		430	460
Office Expenses (including computer expenses)		128	371
Postage		193	194
Printing & Stationery		695	832
Street Lighting		1,117	1,118
Subscriptions & Publications		290	232
Telephone & Communications		217	192
Waste Disposal Charges		6,194	5,956
Water Rates & Charges		332	325
Other		1,014	931
Total Other Expenses		21,252	21,304
less: Capitalised Costs		(77)	(74)
TOTAL OTHER EXPENSES		21,175	21,230

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 5. Gains or Losses from the Disposal of Assets

\$ '000	Notes	Actual 2014	Actual 2013
Plant & Equipment			
Proceeds from Disposal - Plant & Equipment		57	545
less: Carrying Amount of P&E Assets Sold / Written Off		(85)	(57)
Net Gain/(Loss) on Disposal		(28)	488
Infrastructure			
Proceeds from Disposal - Infrastructure		110	-
less: Carrying Amount of Infrastructure Assets Sold / Written Off		(1,643)	(299)
Net Gain/(Loss) on Disposal		(1,533)	(299)
Financial Assets*			
Proceeds from Disposal / Redemptions / Maturities - Financial Assets		66,150	10,136
less: Carrying Amount of Financial Assets Sold / Redeemed / Matured		(66,150)	(10,136)
Net Gain/(Loss) on Disposal		-	-
Non Current Assets Classified as "Held for Sale"			
Proceeds from Disposal - Non Current Assets "Held for Sale"		-	10,270
less: Carrying Amount of 'Held for Sale' Assets Sold / Written Off		-	(10,270)
Net Gain/(Loss) on Disposal		-	-
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(1,561)	189

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 6a. - Cash Assets and Note 6b. - Investments

\$ '000	Notes	2014	2014	2013	2013
		Actual Current	Actual Non Current	Actual Current	Actual Non Current
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		874	-	158	-
Cash-Equivalent Assets ¹					
- Deposits at Call		6,510	-	950	-
- Managed Funds		7,189	-	5,854	-
- Short Term Deposits		4,000	-	2,400	-
Total Cash & Cash Equivalents		18,573	-	9,362	-
Investments (Note 6b)					
- Long Term Deposits		23,000	4,800	31,750	7,000
- NCD's, FRN's (with Maturities > 3 months)		8,715	-	1,616	-
- Growth Securities		1,925	-	1,860	-
Total Investments		33,640	4,800	35,226	7,000
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS					
		52,213	4,800	44,588	7,000

¹ Those Investments where time to maturity (from date of purchase) is < 3 mths.

Cash, Cash Equivalents & Investments were classified at year end in accordance with AASB 139 as follows:

Cash & Cash Equivalents

a. "At Fair Value through the Profit & Loss"

18,573	-	9,362	-
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Investments

a. "At Fair Value through the Profit & Loss"

- "Held for Trading"	6(b-i)	10,640	-	3,476	-
b. "Held to Maturity"	6(b-ii)	23,000	4,800	31,750	7,000
c. "Loans & Receivables"	6(b-iii)	-	-	-	-
d. "Available for Sale"	6(b-iv)	-	-	-	-
Investments		33,640	4,800	35,226	7,000

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of investments held.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 6b. Investments (continued)

	2014 Actual Current	2014 Actual Non Current	2013 Actual Current	2013 Actual Non Current
\$ '000				
Note 6(b-i)				
Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	3,476	-	7,344	-
Revaluations (through the Income Statement)	330	-	268	-
Additions	6,834	-	-	-
Disposals (sales & redemptions)	-	-	(4,136)	-
Balance at End of Year	10,640	-	3,476	-
Comprising:				
- NCD's, FRN's (with Maturities > 3 months)	8,715	-	1,616	-
- Growth Securities	1,925	-	1,860	-
Total	10,640	-	3,476	-
Note 6(b-ii)				
Reconciliation of Investments classified as "Held to Maturity"				
Balance at the Beginning of the Year	31,750	7,000	12,000	3,000
Additions	53,400	1,800	22,750	7,000
Disposals (sales & redemptions)	(66,150)	-	(6,000)	-
Transfers between Current/Non Current	4,000	(4,000)	3,000	(3,000)
Balance at End of Year	23,000	4,800	31,750	7,000
Comprising:				
- Long Term Deposits	23,000	4,800	31,750	7,000
Total	23,000	4,800	31,750	7,000

Note 6(b-iii)

Reconciliation of Investments classified as "Loans & Receivables"

Nil

Note 6(b-iv)

Reconciliation of Investments classified as "Available for Sale"

Nil

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details

\$ '000	2014	2014	2013	2013
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Total Cash, Cash Equivalents and Investments	52,213	4,800	44,588	7,000
attributable to:				
External Restrictions (refer below)	8,600	4,800	3,577	7,000
Internal Restrictions (refer below)	41,536	-	34,584	-
Unrestricted	2,077	-	6,427	-
	52,213	4,800	44,588	7,000

2014 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Details of Restrictions				
External Restrictions - Included in Liabilities				
Nil				
External Restrictions - Other				
Developer Contributions - General (D)	6,550	3,856	(979)	9,427
Specific Purpose Unexpended Grants (F)	470	-	(25)	445
Domestic Waste Management (G)	3,131	1,563	(1,582)	3,112
Other	426	-	(10)	416
External Restrictions - Other	10,577	5,419	(2,596)	13,400
Total External Restrictions	10,577	5,419	(2,596)	13,400

- D Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).
- F Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1)
- G Water, Sewerage, Domestic Waste Management (DWM) & other Special Rates/Levies/Charges are externally restricted assets and must be applied for the purposes for which they were raised.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details (continued)

2014 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Internal Restrictions				
Plant & Vehicle Replacement	1,727	1,027	(784)	1,970
Infrastructure Replacement	474	2,637	(1)	3,110
Employees Leave Entitlement	3,891	905	-	4,796
Carry Over Works	1,625	3,035	(215)	4,445
Deposits, Retentions & Bonds	6,988	8,646	-	15,634
IT Equipment & Upgrade	855	533	(197)	1,191
Insurance Claims	200	-	-	200
Parking Meters	4,092	750	(3,770)	1,072
Parking - Off-Street	566	175	(134)	607
Street Tree (Sewer) Aerial Building	252	-	-	252
Affordable Housing	1,141	130	-	1,271
Social Housing	249	81	-	330
Future Capital Works	5,117	900	(2,098)	3,919
Unexpended Loans	2,357	-	(2,076)	281
Cemetery Funds	1,704	165	(46)	1,823
Investment Strategy	1,459	6,886	(8,345)	-
Looking Good	468	-	(217)	251
Election	59	75	-	134
Other	1,360	-	(1,110)	250
Total Internal Restrictions	34,584	25,945	(18,993)	41,536
TOTAL RESTRICTIONS	45,161	31,364	(21,589)	54,936

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 7. Receivables

\$ '000	Notes	2014		2013	
		Current	Non Current	Current	Non Current
Purpose					
Rates & Annual Charges		852	229	824	290
Interest & Extra Charges		127	67	149	52
User Charges & Fees		974	-	1,977	-
Capital Debtors (being sale of assets)					
- Sale of Land		500	-	-	500
Accrued Revenues					
- Interest on Investments		324	-	401	-
- Other Income Accruals		211	-	311	-
Government Grants & Subsidies		231	-	490	-
Deferred Debtors		32	-	32	23
Net GST Receivable		1,286	-	800	-
Parking Fines		3,339	3,620	3,054	4,144
Total		7,876	3,916	8,038	5,009
less: Provision for Impairment					
User Charges & Fees		(67)	-	(88)	-
Parking Fines		-	(2,184)	-	(2,184)
Total Provision for Impairment - Receivables		(67)	(2,184)	(88)	(2,184)
TOTAL NET RECEIVABLES		7,809	1,732	7,950	2,825
Externally Restricted Receivables					
Domestic Waste Management		595	113	536	153
Total External Restrictions		595	113	536	153
Internally Restricted Receivables					
Nil					
Unrestricted Receivables		7,214	1,619	7,414	2,672
TOTAL NET RECEIVABLES		7,809	1,732	7,950	2,825

Notes on Debtors above:

- (i) Rates & Annual Charges Outstanding are secured against the property.
- (ii) Doubtful Rates Debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates & charges at 9.00% (2013 10.00%).
Generally all other receivables are non interest bearing.
- (iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 8. Inventories & Other Assets

\$ '000	Notes	2014		2013	
		Current	Non Current	Current	Non Current
Inventories					
Stores & Materials		221	-	255	-
Total Inventories		221	-	255	-
Other Assets					
Prepayments		672	-	567	-
Total Other Assets		672	-	567	-
TOTAL INVENTORIES / OTHER ASSETS		893	-	822	-

Externally Restricted Assets

There are no restrictions applicable to the above assets.

(i) Other Disclosures

(a) Inventory Write Downs

There were no amounts recognised as an expense relating to the write down of Inventory balances held during the year.

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of other assets held.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 9a. Infrastructure, Property, Plant & Equipment

\$ '000	as at 30/6/2013					Asset Movements during the Reporting Period					as at 30/6/2014				
	At Cost	At Fair Value	Accumulated		Carrying Value	Asset Additions	WDV of Asset Disposals	Depreciation Expense	WIP Transfers	Adjustments & Transfers	At Cost	At Fair Value	Accumulated		Carrying Value
			Dep'n	Impairment									Dep'n	Impairment	
Capital Work in Progress	3,707	-	-	-	3,707	11,063	-	(118)	(2,153)	-	12,499	-	-	-	12,499
Plant & Equipment	-	16,630	8,229	-	8,401	1,168	(85)	(1,713)	-	1	-	17,302	9,530	-	7,772
Office Equipment	-	8,844	7,596	-	1,248	165	-	(315)	-	23	-	9,025	7,904	-	1,121
Land:															
- Operational Land	-	69,893	-	-	69,893	-	(329)	-	-	-	-	69,564	-	-	69,564
- Community Land	-	145,835	-	-	145,835	-	-	-	-	-	-	145,835	-	-	145,835
Buildings - Non Specialised	-	104,573	33,907	-	70,666	1,158	-	(3,092)	-	-	-	105,733	37,001	-	68,732
Buildings - Specialised	-	105,587	48,747	-	56,840	6,796	(1,334)	(3,578)	1,182	-	-	109,193	49,287	-	59,906
Other Structures	-	11,399	5,920	-	5,479	101	-	(186)	65	-	-	18,305	12,846	-	5,459
Infrastructure:															
- Roads	-	310,076	133,752	-	176,324	6,100	-	(4,563)	22	-	-	342,770	164,887	-	177,883
- Footpaths	-	42,612	14,277	-	28,335	1,451	-	(1,191)	89	-	-	44,151	15,467	-	28,684
- Stormwater Drainage	-	111,518	38,287	-	73,231	256	-	(1,119)	129	-	-	111,903	39,406	-	72,497
- Other Open Space/Recreational Assets	-	84,604	33,313	-	51,291	200	-	(1,647)	16	-	-	51,507	1,647	-	49,860
Other Assets:															
- Library Books	-	7,381	6,197	-	1,184	211	-	(229)	-	(14)	-	2,887	1,735	-	1,152
- Other	-	4,849	1,658	-	3,191	530	-	(147)	650	(10)	-	6,022	1,808	-	4,214
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIP.	3,707	1,023,801	331,883	-	695,625	29,199	(1,748)	(17,898)	-	-	12,499	1,034,197	341,518	-	705,178

Additions to Buildings & Infrastructure Assets are made up of Asset Renewals (\$9,711) and New Assets (\$11,772).

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

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of other Infrastructure, Property, Plant & Equipment.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 9b. Externally Restricted Infrastructure, Property, Plant & Equipment

\$ '000	Actual 2014				Actual 2013			
	At Cost	At Fair Value	A/Dep & Impairm't	Carrying Value	At Cost	At Fair Value	A/Dep & Impairm't	Carrying Value
Domestic Waste Management								
Plant & Equipment	-	8,772	5,383	3,389	-	8,772	4,577	4,195
Total DWM	-	8,772	5,383	3,389	-	8,772	4,577	4,195
TOTAL RESTRICTED I,PP&E	-	8,772	5,383	3,389	-	8,772	4,577	4,195

Note 9c. Infrastructure, Property, Plant & Equipment - Current Year Impairments

Council has recognised no impairment losses during the reporting period nor reversed any prior period losses.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 10a. Payables, Borrowings & Provisions

\$ '000	Notes	2014		2013	
		Current	Non Current	Current	Non Current
Payables					
Goods & Services - operating expenditure		2,816	-	3,097	-
Goods & Services - capital expenditure		741	-	1,424	-
Payments Received In Advance		313	-	1,002	-
Accrued Expenses:					
- Borrowings		-	-	25	-
- Salaries & Wages		215	-	-	-
- Other Expenditure Accruals		1,320	-	929	-
Security Bonds, Deposits & Retentions		8,995	-	1,009	-
Builders Deposits		6,639	-	5,979	-
Other		37	-	39	-
Total Payables		21,076	-	13,504	-
Borrowings					
Loans - Secured ¹		1,117	1,918	1,252	3,035
Total Borrowings		1,117	1,918	1,252	3,035
Provisions					
Employee Benefits;					
Annual Leave		4,921	-	4,939	-
Sick Leave		2,704	-	2,939	-
Long Service Leave		8,413	542	8,540	488
Gratuities		1,341	-	2,257	-
Time Off in Lieu		288	-	283	-
Total Provisions		17,667	542	18,958	488
Total Payables, Borrowings & Provisions		39,860	2,460	33,714	3,523

(i) Liabilities relating to Restricted Assets

	2014		2013	
	Current	Non Current	Current	Non Current
Externally Restricted Assets				
Domestic Waste Management	895	755	210	129
Liabilities relating to externally restricted assets	895	755	210	129
Internally Restricted Assets				
Nil				
Total Liabilities relating to restricted assets	895	755	210	129
Total Liabilities relating to Unrestricted Assets	38,965	1,705	33,504	3,394
TOTAL PAYABLES, BORROWINGS & PROVISIONS	39,860	2,460	33,714	3,523

¹. Loans are secured over the General Rating Income of Council

Disclosures on Liability Interest Rate Risk Exposures, Fair Value Disclosures & Security can be found in Note 15.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 10a. Payables, Borrowings & Provisions (continued)

	Actual 2014	Actual 2013
\$ '000		
(ii) Current Liabilities not anticipated to be settled within the next 12 months		
The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employees Benefits	10,766	12,749
Payables - Security Bonds, Deposits & Retentions	<u>7,431</u>	<u>4,539</u>
	<u>18,197</u>	<u>17,288</u>

Note 10b. Description of and movements in Provisions

Class of Provision	Opening Balance as at 1/7/13	2013			2014		Closing Balance as at 30/6/14
		Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting	Unused amounts reversed		
Annual Leave	4,939	2,471	(2,489)	-	-		4,921
Sick Leave	2,939	1,125	(1,360)	-	-		2,704
Long Service Leave	9,028	416	(489)	-	-		8,955
Other Leave (enter deta	283	365	(360)	-	-		288
Gratuities	2,257	(5)	(911)	-	-		1,341
TOTAL	19,446	4,372	(5,609)	-	-		18,209

- a. Employees Leave Entitlements & On-Costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 11. Statement of Cash Flows - Additional Information

\$ '000	Notes	Actual 2014	Actual 2013
(a) Reconciliation of Cash Assets			
Total Cash & Cash Equivalent Assets	6a	18,573	9,362
Less Bank Overdraft	10	-	-
BALANCE as per the STATEMENT of CASH FLOWS		18,573	9,362
 (b) Reconciliation of Net Operating Result to Cash provided from Operating Activities			
Net Operating Result from Income Statement		10,052	10,340
Adjust for non cash items:			
Depreciation & Amortisation		17,898	15,715
Net Losses/(Gains) on Disposal of Assets		1,561	(189)
Non Cash Capital Grants and Contributions		(5,789)	-
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:			
- Investments classified as "At Fair Value" or "Held for Trading"		(330)	(268)
- Investment Properties		(1,320)	(5,057)
- Other (non cash donation)		20	-
 +/- Movement in Operating Assets and Liabilities & Other Cash Items:			
Decrease/(Increase) in Receivables		1,232	(1,214)
Increase/(Decrease) in Provision for Doubtful Debts		(21)	120
Decrease/(Increase) in Inventories		34	(137)
Decrease/(Increase) in Other Assets		(105)	(49)
Increase/(Decrease) in Payables		(281)	(221)
Increase/(Decrease) in accrued Interest Payable		(25)	(19)
Increase/(Decrease) in other accrued Expenses Payable		606	499
Increase/(Decrease) in Other Liabilities		7,955	973
Increase/(Decrease) in Employee Leave Entitlements		(1,237)	(965)
NET CASH PROVIDED FROM/(USED IN) OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS		30,250	19,528

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 11. Statement of Cash Flows - Additional Information (continued)

\$ '000	Notes	Actual 2014	Actual 2013
(c) Non-Cash Investing & Financing Activities			
S94 Contributions "in kind"		846	-
Other Dedications		4,943	-
Total Non-Cash Investing & Financing Activities		5,789	-
(d) Financing Arrangements			
(i) Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdraft Facilities ⁽¹⁾		250	250
Credit Cards / Purchase Cards		25	25
Total Financing Arrangements		275	275

1. The Bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Interest rates on overdrafts are Interest Rates on Loans & Other Payables are disclosed in Note 15.

(ii) Secured Loan Liabilities

Loans are secured by a mortgage over future years Rate Revenue only.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 12. Commitments for Expenditure

\$ '000	Notes	Actual 2014	Actual 2013
(a) Capital Commitments (exclusive of GST)			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Property, Plant & Equipment			
Buildings		8,337	12,563
Plant & Equipment		1,714	181
Infrastructure		1,062	520
Total Commitments		11,113	13,264
These expenditures are payable as follows:			
Within the next year		11,113	13,264
Total Payable		11,113	13,264
Sources for Funding of Capital Commitments:			
Unrestricted General Funds		-	24
Future Grants & Contributions		91	-
Sect 64 & 94 Funds/Reserves		350	105
Unexpended Grants		109	-
Externally Restricted Reserves		1,396	-
Internally Restricted Reserves		8,977	13,135
Unexpended Loans		190	-
Total Sources of Funding		11,113	13,264
(b) Finance Lease Commitments			
Nil			
(c) Operating Lease Commitments (Non Cancellable)			
a. Commitments under Non Cancellable Operating Leases at the Reporting date, but not recognised as Liabilities are payable:			
Within the next year		269	474
Later than one year and not later than 5 years		249	332
Later than 5 years		-	10
Total Non Cancellable Operating Lease Commitments		518	816
b. Non Cancellable Operating Leases include the following assets:			
Motor Vehicles - \$682k, and IT equipment - \$134k.			
Contingent Rentals may be payable depending on the condition of items or usage during the term of the leases, average 4 years			

Conditions relating to Operating Leases:

- All Operating Lease Agreements are secured only against the Leased Asset.
- No Lease Agreements impose any financial restrictions on Council regarding future debt etc.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 13a(i). Statement of Performance Measurement - Indicators (Consolidated)

	Amounts \$ '000	Indicator 2014	Prior Periods	
	2014		2013	2012
Local Government Industry Indicators - Consolidated				
1. Operating Performance Ratio				
Total continuing operating revenue ⁽¹⁾				
(excl. Capital Grants & Contributions) - Operating Expenses	<u>98</u>	0.09%	-1.92%	-8.38%
Total continuing operating revenue ⁽¹⁾	<u>111,563</u>			
(excl. Capital Grants & Contributions)				
2. Own Source Operating Revenue Ratio				
Total continuing operating revenue ⁽¹⁾				
(less ALL Grants & Contributions)	<u>104,777</u>	86.29%	87.35%	88.13%
Total continuing operating revenue ⁽¹⁾	<u>121,428</u>			
3. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽²⁾	<u>86,405</u>	4.16 : 1	5.18	4.35
Current Liabilities less Specific Purpose Liabilities ^(3, 4)	<u>20,768</u>			
4. Debt Service Cover Ratio				
Operating Result ⁽¹⁾ before capital excluding interest and depreciation / impairment / amortisation (EBITDA)	<u>18,185</u>	12.62	8.74	6.39
Principal Repayments (from the Statement of Cash Flows)	<u>1,441</u>			
+ Borrowing Interest Costs (from the Income Statement)				
5. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual and Extra Charges Outstanding	<u>1,275</u>	2.35%	2.71%	2.43%
Rates, Annual and Extra Charges Collectible	<u>54,336</u>			
6. Cash Expense Cover Ratio				
Current Year's Cash and Cash Equivalents				
including All Term Deposits	<u>x12</u>	46,373	5.63	5.95
Payments from cash flow of operating and financing activities	<u>8,238</u>			

Notes

⁽¹⁾ Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and net share of interests in joint ventures.

⁽²⁾ Refer Notes 6-8 inclusive.

Also excludes any Real Estate & Land for resale not expected to be sold in the next 12 months

⁽³⁾ Refer to Note 10(a).

⁽⁴⁾ Refer to Note 10(a)(ii) - excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 13a(ii). Local Government Industry Indicators - Graphs (Consolidated)

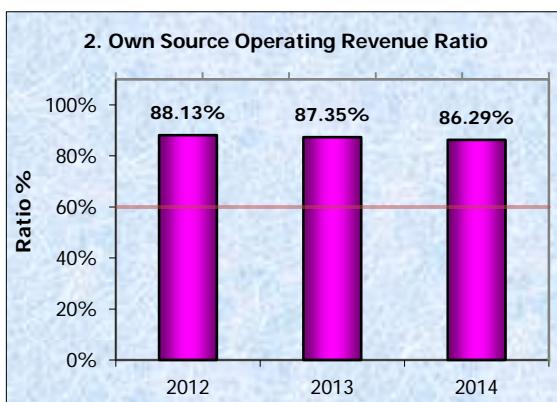


Purpose of Operating Performance Ratio
This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2013/14 Result
2013/14 Ratio 0.09% This ratio compares favourably with the 2012/13 NSW Group 2 Councils average of -1.7%, and compares well with Tcorp benchmark of greater than >-4%, and compares well with OLG benchmark of greater than 0%

— Minimum -4.00%

Source for Benchmark: Code of Accounting Practice and Financial Reporting

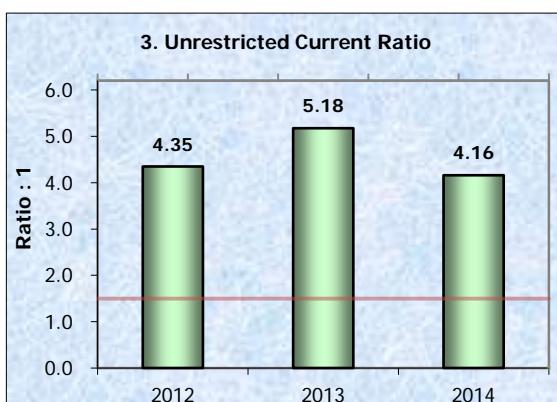


Purpose of Own Source Operating Revenue Ratio
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

Commentary on 2013/14 Result
2013/14 Ratio 86.29% This measure shows that Waverley Council is less reliant on external funding sources, and compares well against the 2012/13 NSW Group 2 Councils average of 73% and favourably with Tcorp benchmark of greater than 60%.

— Minimum 60.00%

Source for Benchmark: Code of Accounting Practice and Financial Reporting



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 2013/14 Result
2013/14 Ratio 4.16 : 1 This ratio indicates that Waverley Council has sufficient liquid assets on hand to meet short term obligations as they fall due and compares favourably with the 2012/13 NSW Group 2 Councils average of 3.1 : 1

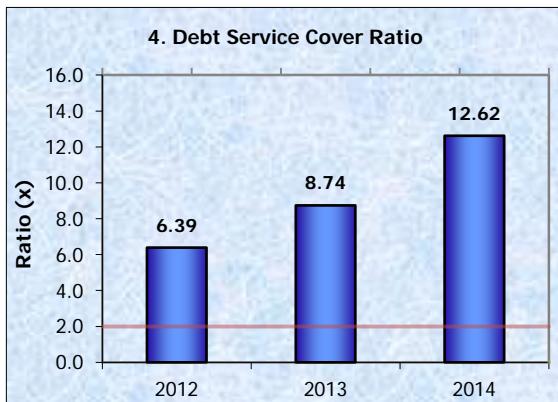
— Minimum 1.50

Source for Benchmark: Code of Accounting Practice and Financial Reporting

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 13a(ii). Local Government Industry Indicators - Graphs (Consolidated)



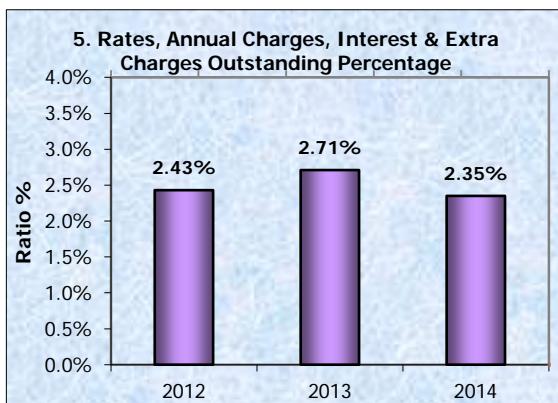
Purpose of Debt Service Cover Ratio
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2013/14 Result	
2013/14 Ratio	12.62

This ratio shows that Waverley Council has strong capacity to repay additional debt and provides a favourable comparison with the Tcorp benchmark of greater than 2.0.

— Minimum 2.00

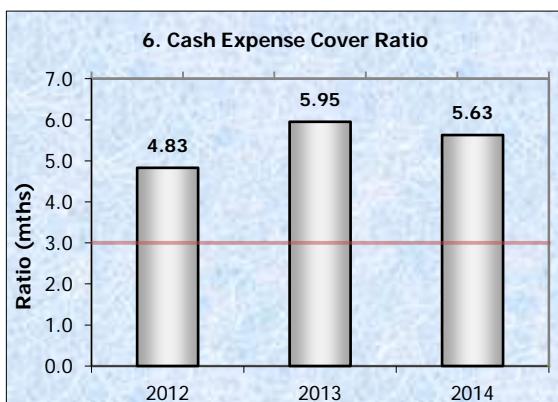
Source for Benchmark: NSW Treasury Corporation



Purpose of Rates & Annual Charges Outstanding Ratio
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2013/14 Result	
2013/14 Ratio	2.35%

This measure reflects continued strong and effective control over rates based debt.



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 Result	
2013/14 Ratio	5.63

This ratio compares favourably with the 2012/13 NSW Group 2 Councils average of 3.6 and compares well against the Tcorp benchmark of greater than 3 months

— Minimum 3.00

Source for Benchmark: Code of Accounting Practice and Financial Reporting

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 14. Investment Properties

\$ '000	Notes	Actual 2014	Actual 2013
(a) Investment Properties at Fair value			
<u>Investment Properties on Hand</u>		<u>124,200</u>	<u>122,880</u>
Reconciliation of Annual Movement:			
Opening Balance		122,880	117,823
- Net Gain/(Loss) from Fair Value Adjustments		1,320	5,057
CLOSING BALANCE - INVESTMENT PROPERTIES		124,200	122,880
(b) Valuation Basis			
The basis of valuation of Investment Properties is Fair Value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.			
The 2014 revaluations were based on Independent Assessments made by: Scott Fullarton Valuations Pty Ltd (ACN 003 683 878), Registered Valuer No. VAL2144.			
(c) Leasing Arrangements			
Details of leased Investment Properties are as follows;			
Future Minimum Lease Payments receivable under non-cancellable Investment Property Operating Leases not recognised in the Financial Statements are receivable as follows:			
Within 1 year		1,543	2,036
Later than 1 year but less than 5 years		1,009	2,338
Total Minimum Lease Payments Receivable		2,552	4,374
(d) Investment Property Income & Expenditure - summary			
Rental Income from Investment Properties:			
- Minimum Lease Payments		2,199	2,210
- Other Income		3,289	2,844
Direct Operating Expenses on Investment Properties:			
- that generated rental income		(1,972)	(1,625)
- that did not generate rental income		(243)	(225)
Net Revenue Contribution from Investment Properties		3,273	3,204
plus:			
Fair Value Movement for year		1,320	5,057
Total Income attributable to Investment Properties		4,593	8,261

Refer to Note 27- Fair Value Measurement for information regarding the fair value of investment properties held.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 15. Financial Risk Management

\$ '000

Risk Management

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.

A comparison by category of the carrying amounts and fair values of Council's Financial Assets & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2014	2013	2014	2013
Financial Assets				
Cash and Cash Equivalents	18,573	9,362	18,573	9,362
Investments				
- "Held for Trading"	10,640	3,476	10,640	3,476
- "Held to Maturity"	27,800	38,750	27,800	38,750
Receivables	9,541	10,775	9,541	10,775
Total Financial Assets	66,554	62,363	66,554	62,363
Financial Liabilities				
Payables	20,763	12,502	20,763	12,502
Loans / Advances	3,035	4,287	3,035	4,287
Total Financial Liabilities	23,798	16,789	23,798	16,789

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates mkt value.
- **Borrowings & Held to Maturity Investments** - are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified (i) "**at fair value through profit & loss**" or (ii) **Available for Sale** - are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of financial assets & liabilities

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 15. Financial Risk Management (continued)

\$ '000

(a) Cash & Cash Equivalents, Financial assets 'at fair value through the profit & Loss' "Available-for-sale" financial assets & "Held-to-maturity" Investments

Council's objective is to maximise its return on cash & investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's Finance area manages the Cash & Investments portfolio with the assistance of independent advisors.

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and it's staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The risks associated with the investments held are:

- **Price Risk** - the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these 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.
- **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 & Investments.

The following represents a summary of the sensitivity of Council's Income Statement and Accumulated Surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	Increase of Values/Rates		Decrease of Values/Rates	
	Profit	Equity	Profit	Equity
2014				
Possible impact of a 10% movement in Market Values	1,064	1,064	(1,064)	(1,064)
Possible impact of a 1% movement in Interest Rates	464	464	(464)	(464)
2013				
Possible impact of a 10% movement in Market Values	347	347	(347)	(347)
Possible impact of a 1% movement in Interest Rates	488	488	(488)	(488)

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 15. Financial Risk Management (continued)

\$ '000

(b) Receivables

Council's major receivables comprise (i) Rates & Annual charges and (ii) User Charges & Fees.

The major risk associated with these receivables is credit risk - the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts - that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates & annual charges at higher than market rates which further encourages the payment of debt.

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.

A profile of Council's receivables credit risk at balance date follows:

	2014	2014	2013	2013
	Rates &		Rates &	
	Annual	Other	Annual	Other
	Charges	Receivables	Charges	Receivables
(i) Ageing of Receivables - %				
Current (not yet overdue)	88%	56%	88%	64%
Overdue	12%	44%	12%	36%
	100%	100%	100%	100%

(ii) Ageing of Receivables - value

Current (not yet overdue)	962	5,476	975	7,587
Past due by up to 30 days	-	197	-	-
Past due between 31 and 60 days	-	304	-	-
Past due between 61 and 90 days	-	300	-	-
Past due by more than 90 days	119	4,434	139	4,346
	1,081	10,711	1,114	11,933

(iii) Movement in Provision for Impairment of Receivables

Balance at the beginning of the year	2,272	2,152
+ new provisions recognised during the year	2	163
- amounts already provided for & written off this year	(23)	(43)
Balance at the end of the year	2,251	2,272

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 15. Financial Risk Management (continued)

\$ '000

(c) Payables & Borrowings

Payables & Borrowings are both subject to liquidity risk - 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 maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended & overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the maturity table below:

\$ '000	Subject to no maturity	payable in:						Total Cash Outflows	Actual Carrying Values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2014									
Trade/Other Payables	15,634	5,129	-	-	-	-	-	20,763	20,763
Loans & Advances	-	1,117	837	667	414	-	-	3,035	3,035
Total Financial Liabilities	15,634	6,246	837	667	414	-	-	23,798	23,798
2013									
Trade/Other Payables	6,988	5,514	-	-	-	-	-	12,502	12,502
Loans & Advances	-	1,252	1,117	837	667	414	-	4,287	4,287
Total Financial Liabilities	6,988	6,766	1,117	837	667	414	-	16,789	16,789

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs & debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities & interest rate structures.

The following interest rates were applicable
to Council's Borrowings at balance date:

	2014		2013	
	Carrying Value	Average Interest Rate	Carrying Value	Average Interest Rate
Trade/Other Payables	20,763	0.0%	12,502	0.0%
Loans & Advances - Fixed Interest Rate	3,035	6.0%	4,287	6.0%
	23,798		16,789	

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 16. Material Budget Variations

\$ '000

Council's Original Financial Budget for 13/14 was adopted by the Council on 18 June 2013.

While the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its Financial Budget on a Quarterly Basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This Note sets out the details of MATERIAL VARIATIONS between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

Note that for Variations* of Budget to Actual :

Material Variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable Budget Variation, **U** = Unfavourable Budget Variation

\$ '000	2014 Budget	2014 Actual	----- Variance* -----		
REVENUES					
Rates & Annual Charges	52,595	52,867	272	1%	F
User Charges & Fees	31,114	31,977	863	3%	F
Interest & Investment Revenue	2,270	2,637	367	16%	F
More funds available to invest than originally estimated					
Other Revenues	17,897	18,946	1,049	6%	F
Operating Grants & Contributions	6,166	6,786	620	10%	F
Additional new grants/contributions that was not anticipated when we prepared the 2013/14 budget.					
Capital Grants & Contributions	2,000	9,865	7,865	393%	F
S94A contributions was \$2.23 million better than expected. A property unit dedication received from the developer, valued at \$840k. The rebuilding of the North Bondi Surf Club building was largely funded by external party, the contribution from the external party is valued at \$4.95m.					
Net Gains from Disposal of Assets	45,447	-	(45,447)	(100%)	U
This line item was not achieved due to Zetland depot sale settlement deferred to the 2014/15 financial year.					

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 16. Material Budget Variations (continued)

\$ '000	2014 Budget	2014 Actual	-----	2014 Variance*	
EXPENSES					
Employee Benefits & On-Costs	54,498	54,229	269	0%	F
Borrowing Costs	210	189	21	10%	F
Materials & Contracts	19,253	17,974	1,279	7%	F
Depreciation & Amortisation	16,311	17,898	(1,587)	(10%)	U
Other Expenses	21,689	21,175	514	2%	F
Net Losses from Disposal of Assets	-	1,561	(1,561)	0%	U
The primary cause was the writing off of the North Bondi Surf Club building to make way for a new building. The written down value of building demolished are not included in the budget.					

Budget Variations relating to Council's Cash Flow Statement include:

Cash Flows from Operating Activities	15,011	30,250	15,239	101.5%	F
The cash received from Fees & Charge and Grants & Contributions were better than anticipated by \$6.19 million. Bonds & Deposit received was \$8 million higher than expected.					
Cash Flows from Investing Activities	(19,139)	(19,787)	(648)	3.4%	U
Cash Flows from Financing Activities	3,458	(1,252)	(4,710)	(136.2%)	U
The Original budget included a new borrowing for a Cemetery project, however, this project was deferred. No additional borrowings were incurred in the 2013/14 financial year.					

Waverley Council

Notes to the Financial Statements

for the financial year ended 30 June 2014

Note 17. Statement of Developer Contributions

\$ '000

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
S94A Levies - under a Plan	467	3,483	-	65	(791)	-	3,224	25,326	28,550	-	-
Total S94 Revenue Under Plans	467	3,483	-	65	(791)	-	3,224	25,326	28,550	-	-
S93F Planning Agreements	6,083	308	846	-	(188)	-	6,203	18,744	24,947	-	-
Total Contributions	6,550	3,791	846	65	(979)	-	9,427	-	-	-	-

S94A LEVIES - UNDER A PLAN

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	467	3,483	-	65	(791)	-	3,224	-	-	-	-
Total	467	3,483	-	65	(791)	-	3,224				

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 18. Contingencies & Other Assets/Liabilities Not Recognised

\$ '000

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge & disclosure is considered relevant to the users of Council's Financial Report.

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) Defined Benefit Superannuation Contribution Plans

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees.

Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The Schemes most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Schemes Defined Benefit member category with member Councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from it's Defined Benefit Scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable - similar to the accounting for Defined Contributions Plans.

(ii) 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.

(iii) Other Guarantees

Council has provided no other Guarantees other than those listed above.

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.

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 18. Contingencies & Other Assets/Liabilities Not Recognised (continued)

\$ '000

LIABILITIES NOT RECOGNISED (continued):

2. Other Liabilities (continued)

accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Council's intention to spend funds in the manner and timing set out in those Plans.

(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 (& subsequent land asset) from such potential acquisitions has not been possible.

(iii) Legal Expenses

Court's normal practice that parties bear their own under the Environmental Planning & Assessment Act (as amended). Pursuant to that act, certain persons aggrieved by a planning decision of the Council may appeal to the Land & Environment Court. It is the Court's normal practice that parties bear their own legal costs.

At reporting date, all known costs have been

recognised, but the amount of further costs cannot be known until the appeals are determined.

3. Remediation costs associated with the sale of the Waverley Portman Depot

The sale of the land is contingent on Council carrying out remediation works to the site prior to contract completion. The remediation work will be at council's expense and includes the removal and clearance of the improvements, fixtures, rubble and debris. The costs of such work can not be reliably measured at the time completing these financial statements.

ASSETS NOT RECOGNISED:

(i) Affordable Housing

Under Council's Development Consent Policy 1 (DCP1) developers can if they wish for gain increased floor space ratio.

To offset the increased floor space ratio the developer makes available to council Affordable Housing for low to moderate income persons.

Council and the applicant enter into a Deed of Agreement to offer council a unit or units in either perpetuity or fixed periods of time.

These units are managed by a Community Organisation identified by Council. Affordable Housing units offered to council in perpetuity are recognised as an asset while those fixed for periods of time are not recognised in council's accounts.

(ii) 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 & including 30/6/08.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 19. Controlled Entities, Associated Entities & Interests in Joint Ventures

\$ '000

Council has no interest in any Controlled Entities, Associated Entities or Joint Ventures.

Note 20. Equity - Retained Earnings and Revaluation Reserves

\$ '000	Notes	Actual 2014	Actual 2013
(a) Retained Earnings			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year (from previous years audited accounts)		585,069	572,875
a. Net Operating Result for the Year		10,052	10,340
b. Transfers between Equity		883	1,854
Balance at End of the Reporting Period		596,004	585,069

(b) Reserves

(i) Reserves are represented by:

- Infrastructure, Property, Plant & Equipment Revaluation Reserve	293,186	294,069
Total	293,186	294,069

(ii) Reconciliation of movements in Reserves:

Infrastructure, Property, Plant & Equipment Revaluation Reserve		
- Opening Balance	294,069	245,709
- Revaluations for the year	9(a) -	50,303
- Transfer to Retained Earnings for Asset disposals	(883)	(1,854)
- Correction of Prior Period Errors	20(c) -	(89)
- Balance at End of Year	293,186	294,069
TOTAL VALUE OF RESERVES	293,186	294,069

(iii) Nature & Purpose of Reserves

Infrastructure, Property, Plant & Equipment Revaluation Reserve

- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 20. Equity - Retained Earnings and Revaluation Reserves (continued)

\$ '000	Notes	Actual 2014	Actual 2013
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(c) Correction of Error/s relating to a Previous Reporting Period

Correction of errors as disclosed in last year's financial statements:

As part of the revaluation of the Building and Operation Land asset class, Council identified one residential unit building (91-93 O'Brien Street) had been incorrectly recognised as being co-owned by Council.

This resulted in the carrying value for the Non-Specialised Building Asset Class being over stated. To correct this error the opening balance for the Infrastructure, Property, Plant & Equipment (IPP&E) asset class was decreased. This adjustment resulted in a decrease to the opening 1 July 2011 Retained Earnings Balance.

(89)

In accordance with AASB 108 - Accounting Policies, Changes in Accounting Estimates and Errors, the above Prior Period Errors have been recognised retrospectively.

These amounted to the following Equity Adjustments:

- Adjustments to Opening Equity - 1/7/12 (relating to adjustments for the 30/6/12 reporting year end and prior periods)	-	-
- Adjustments to Closing Equity - 30/6/13 (relating to adjustments for the 30/6/13 year end)	-	(89)
Total Prior Period Adjustments - Prior Period Errors	-	(89)

(d) Voluntary Changes in Accounting Policies

Council made no voluntary changes in any accounting policies during the year.

Note 21. Financial Result & Financial Position by Fund

Council utilises only a General Fund for its operations.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 22. "Held for Sale" Non Current Assets & Disposal Groups

\$ '000	2014		2013	
	Current	Non Current	Current	Non Current
(i) Non Current Assets & Disposal Group Assets				
Non Current Assets "Held for Sale"				
Land	34,685	-	34,685	-
Total Non Current Assets "Held for Sale"	34,685	-	34,685	-
Disposal Group Assets "Held for Sale"				
None				
TOTAL NON CURRENT ASSETS CLASSIFIED AS "HELD FOR SALE"	34,685	-	34,685	-

(ii) Details of Assets & Disposal Groups

Proceeds from above asset sale will be internally restricted to capital works projects including new/replacement Council Depot.

\$ '000	Assets "Held for Sale"	
	2014	2013
(iii) Reconciliation of Non Current Assets "Held for Sale" & Disposal Groups - i.e. Discontinued Operations		
Opening Balance		
less: Carrying Value of Assets/Operations Sold	34,685	44,955
Balance still unsold after 12 months:	-	(10,270)
Closing Balance of "Held for Sale"	34,685	34,685
Non Current Assets & Operations	34,685	34,685

Refer to Note 27 - Fair Value Measurement for fair value measurement information.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 23. Events occurring after the Reporting Date

\$ '000

Events that occur between the end of the reporting period (ending 30 June 2014) and the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 28/10/14.

Events that occur after the Reporting Period represent one of two types:

(i) Events that provide evidence of conditions that existed at the Reporting Period

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2014.

(ii) Events that provide evidence of conditions that arose after the Reporting Period

Note 22 reflects non-current assets (Waverley Portman Depot) held for sale with a carrying amount of \$34.685 million. On 3 September 2013 a conditional contract for sale of the Waverley Portman Depot was executed for \$82 million (ex GST) with settlement due in December 2014.

Council is unaware of any material or significant "non-adjusting events" that should be disclosed.

Note 24. Discontinued Operations

Council has not classified any of its Operations as "Discontinued".

Note 25. Intangible Assets

Intangible Assets represent identifiable non-monetary assets without physical substance.

Council is unaware of any control over Intangible Assets that warrant recognition in the Financial Statements, including either internally generated and developed assets or purchased assets.

Note 26. Reinstatement, Rehabilitation & Restoration Liabilities

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 27. Fair Value Measurement

\$ '000

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

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.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) The following table presents all assets and liabilities that have been measured & recognised at fair values:

2014		Date of latest Valuation	Fair Value Measurement Hierarchy			Total
			Level 1	Level 2	Level 3	
	Recurring Fair Value Measurements					
	Financial Assets					
	Investments					
	- "Held for Trading"	30/6/14				
	Total Financial Assets					
			Quoted prices in active mkts	Significant observable inputs	Significant unobservable inputs	
	Investment Properties					
	Investment Properties	30/6/14				
	Total Investment Properties					
	Infrastructure, Property, Plant & Equipment					
	Buildings - Non specialised	30/6/14	-	-	68,732	68,732
	Buildings Special	30/6/14	-	-	59,906	59,906
	Community Land	30/6/14	-	-	145,835	145,835
	Operational Land	30/6/14	-	-	69,564	69,564
	Footpaths	30/6/14	-	-	28,684	28,684
	Roads	30/6/14	-	-	177,883	177,883
	Stormwater Drainage	30/6/14	-	-	72,497	72,497
	Office Equipment & Furniture	30/6/14	-	-	1,121	1,121
	Plant & Equipment	30/6/14	-	-	7,772	7,772
	Open Space & Recreation	30/6/14	-	-	49,860	49,860
	Library Books and Resources	30/6/14	-	-	1,152	1,152
	Other Structure	30/6/14	-	-	5,459	5,459
	Other Assets	30/6/14	-	-	4,214	4,214
	Total Infrastructure, Property, Plant & Equipment					

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 27. Fair Value Measurement (continued)

(2) Transfers between Level 1 & Level 2 Fair Value Hierarchies

During the year, there were no transfers between Level 1 and Level 2 Fair Value hierarchies for recurring fair value measurements.

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values

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 Properties

The valuation of Council's investment properties was undertaken at June 2014 by Scott Fullarton Valuations Pty Ltd, FAPI, Certified Practising Valuer, Registration No. VAL2144.

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 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. There has been no change to the valuation process during the reporting period.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 27. Fair Value Measurement (continued)

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 2013 and was performed by Scott Fullarton Valuations Pty Ltd, FAPI, Certified Practising Valuer, Registration No. VAL2144.

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

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 were valued utilising the cost approach by Scott Fullarton Valuations Pty Ltd in June 2013. 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 Council's schedule of rates tender. Other inputs (such as estimates pattern of consumption, residual value, 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,

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 27. Fair Value Measurement (continued)

specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period.

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 Council's schedule of rates tender. Other inputs (such as estimates pattern of consumption, residual value, 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.

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, residual value, 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.

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.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 27. Fair Value Measurement (continued)

Other Open Space / Recreational Assets

Assets within this class comprise Soft Fall Surfaces, BBQs, Regional Sporting Facilities and Playgrounds. 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, residual value, 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. There has been no change to the valuation process during the reporting period.

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 there 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.

Other Assets

This asset class comprises trees and 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 there 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.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 27. Fair Value Measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3)

a. The following tables present the changes in Level 3 Fair Value Asset Classes.

	Investment Properties	Buildings	Land	Total
Adoption of AASB 13	89,920	127,506	215,728	433,154
Purchases (GBV)	-	9,137	-	9,137
Disposals (WDV)	-	(1,334)	(329)	(1,663)
Depreciation & Impairment	-	(6,670)	-	(6,670)
FV Gains - Other Comprehensive Income	3,930	-	-	3,930
Closing Balance - 30/6/14	93,850	128,639	215,399	437,888

	Plant & Equipment	Infrastructure	Other Assets	Total
Adoption of AASB 13	12,840	334,660	1,185	348,685
Transfers from/(to) another asset class	7	7	(14)	-
Purchases (GBV)	2,514	8,427	211	11,152
Disposals (WDV)	(85)	-	-	(85)
Depreciation & Impairment	(2,174)	(8,707)	(229)	(11,110)
Closing Balance - 30/6/14	13,102	334,387	1,153	348,642

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 27. Fair Value Measurement (continued)

4). Fair value measurements using significant unobservable inputs (Level 3)

b. 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.

Financial Assets

Class	Fair Value (30/6/14) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Investments – At fair value through profit or loss	10,640	Cost	<ul style="list-style-type: none"> • Unit Price 	<ul style="list-style-type: none"> • \$0.70 to \$1.00 	Significant changes in the estimated unit price would result in significant changes to fair value measurement.

Investment Properties

Class	Fair Value (30/6/14) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Commercial Office, Retail and Carpark	93,850	Cost	<ul style="list-style-type: none"> • Estimated rental Value (rate per square metre) • Rental Yield 	<ul style="list-style-type: none"> • 5% 	Significant changes in the estimated rental value or yield would result in significant changes to fair value measurement

I,PP&E

Class	Fair Value (30/6/14) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Buildings	128,638	Cost	<ul style="list-style-type: none"> • Gross replacement cost • Asset Condition • Remaining useful life 	<ul style="list-style-type: none"> • Varies • Very Poor to Excellent • 20 – 60 years 	Significant changes in gross replacement value, asset condition or remaining useful life would result in significant changes to fair value measurement.
Community Land	145,835	Cost	<ul style="list-style-type: none"> • Price Per square metre 	<ul style="list-style-type: none"> • \$2 – \$2000 per square metre 	Significant changes in price per square metre would result in significant changes to fair value measurement
Operational Land	69,564	Cost	<ul style="list-style-type: none"> • Price Per square metre 	<ul style="list-style-type: none"> • \$ 600- \$5,000 per square metre 	Significant changes in price per square metre would result in significant changes to fair value measurement

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 27. Fair Value Measurement (continued)

Class	Fair Value (30/6/14) \$'000	Valuation Techniques	Unobservable Inputs	Range of Inputs (incl probable)	Relationship of unobservable inputs to Fair Value
Footpaths	28,684	Cost	<ul style="list-style-type: none"> Gross replacement cost Asset Condition Remaining useful life 	<ul style="list-style-type: none"> Varies Very Poor to Excellent 25 – 100 years 	Significant changes in gross replacement value, asset condition or remaining useful life would result in significant changes to fair value measurement.
Roads	177,883	Cost	<ul style="list-style-type: none"> Gross replacement cost Asset Condition Remaining useful life 	<ul style="list-style-type: none"> Varies Very Poor to Excellent 25 – 100 years 	Significant changes in gross replacement value, asset condition or remaining useful life would result in significant changes to fair value measurement.
Stormwater Drainage	72,497	Cost	<ul style="list-style-type: none"> Gross replacement cost Asset Condition Remaining useful life 	<ul style="list-style-type: none"> Varies Very Poor to Excellent 25 – 100 years 	Significant changes in gross replacement value, asset condition or remaining useful life would result in significant changes to fair value measurement.
Plant & Equipment	7,772	Cost	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life 	<ul style="list-style-type: none"> Varies 2 - 20 years 	Significant changes in gross replacement value or remaining useful life would result in significant changes to fair value measurement.
Open Space & Recreation	49,860	Cost	<ul style="list-style-type: none"> Gross replacement cost Asset Condition Remaining useful life 	<ul style="list-style-type: none"> Varies Very Poor to Excellent 10 – 100 years 	Significant changes in gross replacement value, asset condition or remaining useful life would result in significant changes to fair value measurement.
Library Books and Resource	1,152	Cost	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life 	<ul style="list-style-type: none"> Varies 5 years 	Significant changes in gross replacement value or remaining useful life would result in significant changes to fair value measurement.
Other Structures	5,459	Cost	<ul style="list-style-type: none"> Gross replacement cost Asset Condition Remaining useful life 	<ul style="list-style-type: none"> Varies Very Poor to Excellent 10 – 100 years 	Significant changes in gross replacement value, asset condition or remaining useful life would result in significant changes to fair value measurement.
Other Assets	4,214	Cost	<ul style="list-style-type: none"> Gross replacement cost Remaining useful life 	<ul style="list-style-type: none"> Varies 2 - 20 years 	Significant changes in gross replacement value or remaining useful life would result in significant changes to fair value measurement.

(5). Highest and best use

All assets valued at fair value in this note are being used for their highest and best use.

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 28. Financial Review

\$ '000

Key Financial Figures of Council over the past 5 years (consolidated)

Financial Performance Figures	2014	2013	2012	2011	2010
Inflows:					
Rates & Annual Charges Revenue	52,867	47,283	41,608	38,673	36,737
User Charges Revenue	31,977	28,222	25,483	24,610	23,657
Interest & Investment Revenue (Losses)	2,637	2,647	3,054	3,016	2,274
Grants Income - Operating & Capital	6,192	6,972	8,597	7,238	6,238
Total Income from Continuing Operations	123,078	115,462	100,702	93,857	92,437
Sale Proceeds from I,PP&E	167	10,315	53	94	1,783
New Loan Borrowings & Advances	-	2,500	-	-	-
Outflows:					
Employee Benefits & On-cost Expenses	54,229	50,682	48,500	47,966	46,949
Borrowing Costs	189	194	246	327	401
Materials & Contracts Expenses	17,974	17,301	15,762	16,232	19,188
Total Expenses from Continuing Operations	113,026	105,122	100,376	98,631	91,542
Total Cash purchases of I,PP&E	24,093	22,819	15,855	13,904	10,529
Total Loan Repayments (incl. Finance Leases)	1,252	1,400	1,185	1,345	1,377
Operating Surplus/(Deficit) (excl. Capital Income)	187	3,538	(4,588)	(9,697)	(3,101)
Financial Position Figures	2014	2013	2012	2011	2010
Current Assets	95,600	88,045	66,129	41,563	42,615
Current Liabilities	39,860	33,714	32,254	32,411	30,113
Net Current Assets	55,740	54,331	33,875	9,152	12,502
Available Working Capital (Unrestricted Net Current Assets)	31,295	42,001	26,638	5,503	4,174
Cash & Investments - Unrestricted	2,077	6,427	6,227	3,041	1,045
Cash & Investments - Internal Restrictions	41,536	34,584	27,491	32,981	36,245
Cash & Investments - Total	57,013	51,588	43,168	45,356	48,220
Total Borrowings Outstanding (Loans, Advances & Finance Leases)	3,035	4,287	3,187	4,372	5,717
Total Value of I,PP&E (excl. Land & Earthworks)	831,297	811,780	756,362	742,996	722,347
Total Accumulated Depreciation	341,518	331,883	313,736	297,513	279,719
Indicative Remaining Useful Life (as a % of GBV)	59%	59%	59%	60%	61%

Source: Published audited financial statements of Council (current year & prior year)

Waverley Council

Notes to the Financial Statements for the financial year ended 30 June 2014

Note 29. Council Information & Contact Details

Principal Place of Business:

Cnr. Paul St and Bondi Rd
Bondi Junction NSW 2022

Contact Details

Mailing Address:

PO Box 9
Bondi Junction NSW 1355

Opening Hours:

Customer Service Centre
55 Spring Street, Bondi Junction
Monday to Friday 8:30am to 5:00pm

Telephone: 02 9369 8000

Internet: www.waverley.nsw.gov.au

Facsimile: 02 9387 1820

Email: info@waverley.nsw.gov.au

Officers

GENERAL MANAGER

Athanasios (Arthur) Kyron

RESPONSIBLE ACCOUNTING OFFICER

Francesco Rombola

PUBLIC OFFICER

Robert Russo

AUDITORS

Hill Rogers Spencer Steer, Chartered Accountants
Level 5, 1 Chifley Square, Sydney

Elected Members

MAYOR

Sally Betts

COUNCILLORS

Clr Andrew Cusack
Clr Angela Burrill
Clr Bill Mouroukas
Clr Dominic Wy Kanak
Clr Ingrid Strewe
Clr John Wakefield
Clr Joy Clayton
Clr Leon Goltsman
Clr Miriam Guttman-Jones
Clr Paula Masselos
Clr Tony Kay

Other Information

ABN: 12 502 583 608

WAVERLEY COUNCIL
GENERAL PURPOSE FINANCIAL STATEMENTS
INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying general purpose financial statements of Waverley Council, which comprises the Statement of Financial Position as at 30 June 2014, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

Assurance Partners

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Sydney NSW 2000 Australia

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Sydney NSW 2001

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Practising as Hill Rogers Spencer
Steer Assurance Partners

ABN 56 435 338 966

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements. Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion,

- (a) 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; and
- (b) the financial statements:
 - (i) have been presented in accordance with the requirements of this Division;
 - (ii) are consistent with the Council's accounting records;
 - (iii) present fairly the Council's financial position, the results of its operations and its cash flows; and
 - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial statements that we have become aware of during the course of the audit.

HILL ROGERS SPENCER STEER



BRETT HANGER

Partner

Dated at Sydney this 28th day of October 2014



28 October 2014

The Mayor
Waverley Council
PO Box 9
BONDI JUNCTION NSW 2022

Mayor,

Audit Report - Year Ended 30 June 2014

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2014 and that all information required by us was readily available. We have signed our reports as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Statements.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Statements of the Council. We have ensured that the financial statements have been prepared in accordance with Australian Accounting Standards, Australian Accounting Interpretations and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

I. RESULTS FOR THE YEAR

I.I Operating Result

The operating result for the year was a surplus of \$10.052 million as compared with \$10.340 million in the previous year.

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The following table sets out the results for the year and the extent (%) that each category of revenue and expenses contributed to the total.

	2014 \$000	% of Total	2013 \$000	% of Total	Increase (Decrease) \$000
Revenues before capital items					
Rates & annual charges	52,867	47%	47,283	44%	5,584
User charges, fees & other revenues	50,923	45%	51,622	48%	(699)
Grants & contributions provided for operating purposes	6,786	6%	7,108	7%	(322)
Interest & investment revenue	2,637	2%	2,647	2%	(10)
	113,213	100%	108,660	100%	4,553
Expenses					
Employee benefits & costs	54,229	48%	50,682	48%	3,547
Materials, contracts & other expenses	40,710	36%	38,531	37%	2,179
Depreciation, amortisation & impairment	17,898	16%	15,715	15%	2,183
Borrowing costs	189	0%	194	0%	(5)
	113,026	100%	105,122	100%	7,904
Surplus (Deficit) before capital items	187		3,538		(3,351)
Grants & contributions provided for capital purposes	9,865		6,802		3,063
Net Surplus (Deficit) for the year	10,052		10,340		(288)
Performance Measures					
Operating Performance		2014		2013	
Own Source Operating Revenue		0.09%		-1.92%	
		86.29%		87.35%	

The above table shows an overall decrease of \$288,000 from the previous year. Rates and annual charges increased by \$5.584 million, or 12%, from the previous year. Capital grants and contributions increased by \$3.063 million; mainly due to the receipt of the non-cash dedication of the North Bondi Surf Clubhouse; valued at \$4.943 million. These increases in revenue were offset by an overall increase in operating expenses of \$7.904 million.

Operating Performance measures the ability to contain operating expenditure within operating revenue excluding capital amounts. For 2014, this indicator was 0.09% and exceeded the benchmark of 0%.

Own Source Operating Revenue measures the degree of reliance on external funding sources such as grants and contributions. For 2014, this indicator was 86.29% and exceeded the benchmark of 60%.

1.2 Funding Result

As the operating result only accounts for operating income and expenditure, in reviewing the overall financial performance of Council, it is useful to consider the total source of revenues and how they were applied during the year which is illustrated in the table below.

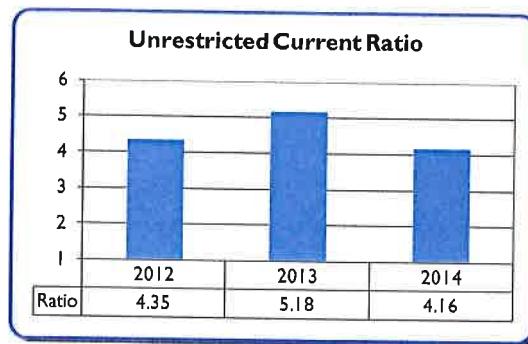
	2014 \$000	2013 \$000
Funds were provided by:-		
Operating Result (as above)	10,052	10,340
Add back non funding items:-		
- Depreciation, amortisation & impairment	17,898	15,715
- Book value of non-current assets sold	1,728	356
- Non-cash contributions of assets acquired	(5,789)	0
- (Gain)/Loss of fair value to investment properties	(1,320)	(5,057)
	<u>22,569</u>	<u>21,354</u>
Decrease/Redemption of non-current investments	2,200	0
New loan borrowings	0	2,500
Transfers from externally restricted assets (net)	0	2,697
Repayments from deferred debtors	23	28
Net Changes in current/non-current assets & liabilities	<u>8,499</u>	<u>25,372</u>
	<u>33,291</u>	<u>51,951</u>
Funds were applied to:-		
Purchase and construction of assets	(23,410)	(24,053)
Increase/Purchase in non-current investments	0	(4,000)
Principal repaid on loans	(1,252)	(1,400)
Transfers to externally restricted assets (net)	(4,397)	0
Transfers to internal reserves (net)	(6,952)	(23,538)
	<u>(36,011)</u>	<u>(52,991)</u>
Increase/(Decrease) in Available Working Capital	(2,720)	(1,040)

2. FINANCIAL POSITION

2.1 Unrestricted Current Ratio

The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council's ability to meet its debts and obligations as they fall due.

After eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$65.637 million representing a factor of 4.16 to 1.



2.2 Available Working Capital – (Working Funds)

At the close of the year the Available Working Capital of Council stood at \$5.605 million as detailed below;

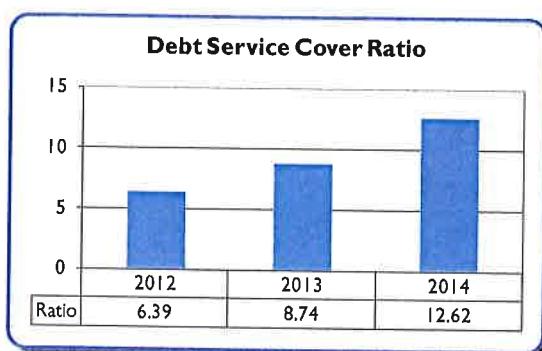
	2014 \$000	2013 \$000	Change \$000
Net Current Assets (Working Capital) as per Accounts	55,740	54,331	1,409
Add: Payables & provisions not expected to be realised in the next 12 months included above	18,197	17,288	909
Adjusted Net Current Assets	73,937	71,619	2,318
Add: Budgeted & expected to pay in the next 12 months			
- Borrowings	1,117	1,252	(135)
- Employees leave entitlements	6,901	6,209	692
- Deposits & retention moneys	8,203	2,449	5,754
- Deferred debtors	(32)	(32)	0
Less: Externally restricted assets	(8,300)	(3,903)	(4,397)
Less: Internally restricted assets	(76,221)	(69,269)	(6,952)
Available Working Capital as at 30 June	5,605	8,325	(2,720)

The balance of Available Working Capital should be at a level to manage Council's day to day operations including the financing of hard core debtors, stores and to provide a buffer against unforeseen and unbudgeted expenditures. Taking into consideration the nature and level of the internally restricted assets (Reserves) set aside to fund future works and services and liabilities, Council's Available Working Capital at year end was sound.

2.3 Debt

After repaying principal and interest of \$1.438 million, total debt as at 30 June 2014 stood at \$3.035 million (2013 - \$4.287 million).

The debt service cover ratio measures the availability of operating cash to service debt repayments. For 2014, the ratio indicated that operating results before capital, interest and depreciation covered payments required to service debt by a factor of 12.62 to 1.



2.4 Summary

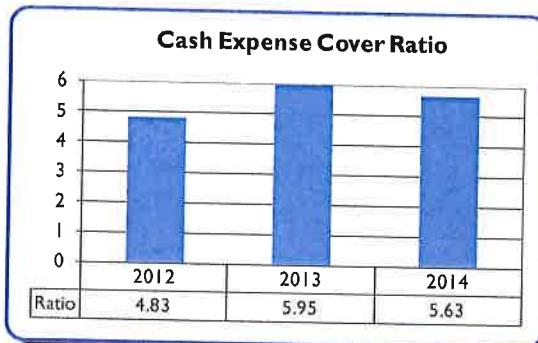
Council's overall financial position, when taking into account the above financial indicators was, in our opinion, sound.

3. CASH ASSETS

3.1 Cash Expense Cover Ratio

This liquidity ratio indicates the number of months of expenditure requirements that can be met with available cash and term deposit balances without the need for additional cash inflow.

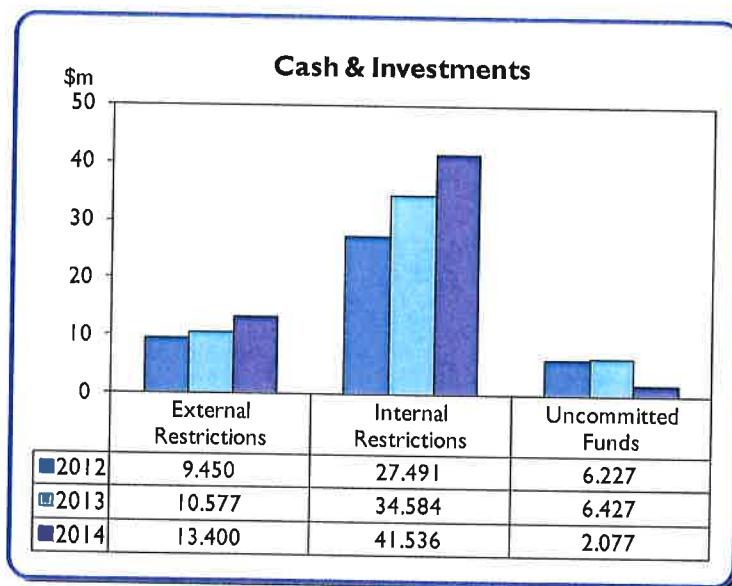
For 2014, this ratio stood at 5.63 months compared to the benchmark of 3.



3.2 Cash & Investment Securities

Cash and investments amounted \$57.013 million at 30 June 2014 as compared with \$51.588 million in 2013 and \$43.168 million in 2012.

The chart alongside summarises the purposes for which cash and investments securities were held.



Externally restricted cash and investments are restricted in their use by externally imposed requirements and consisted of unexpended development contributions under Section 94 of \$9.427 million, domestic waste management charges of \$3.112 million and other specific purpose grants and contributions of \$861,000.

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans, identified programs of works, and are, in fact, Council's "**Reserves**". These Reserves totalled \$41.536 million and their purposes are more fully disclosed in Notes 6 of the financial statements.

Unrestricted cash and investments amounted to \$2.077 million, which is available to provide liquidity for day to day operations.

3.3 Cash Flows

The Statement of Cash Flows illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that cash increased by \$9.211 million to \$18.573 million at the close of the year.

In addition to operating activities which contributed net cash of \$30.25 million were the proceeds from the sale of investment securities (\$66.15 million), sale of assets (\$167,000) and receipts from deferred debtors (\$23,000). Cash outflows other than operating activities were used to purchase investment securities (\$62.034 million), repay loans (\$1.252 million) and to purchase and construct assets (\$24.093 million).

4. RECEIVABLES

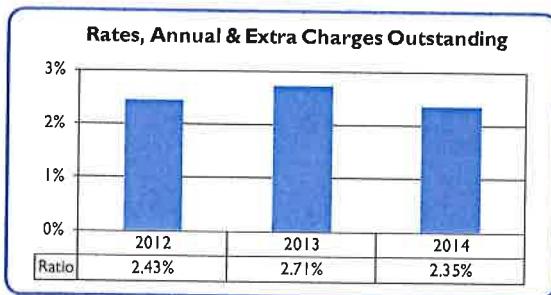
4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$52.867 million and represented 43% of Council's total revenues.

Including arrears, the total rates and annual charges collectible was \$53.981 million of which \$52.9 million (98%) was collected.

4.2 Rates, Annual & Extra Charges

Arrears of rates, annual and extra charges stood at \$1.275 million at the end of the year and represented 2.35% of those receivables.



4.3 Other Receivables

Receivables (other than rates & annual charges) totalled \$10.517 million and included parking fines of \$6.959 million. Those considered to be uncertain of collection have been provided for as doubtful debts amounting to \$2.251 million of which unpaid parking fines accounted for \$2.184 million.

5. PAYABLES

5.1 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$18.209 million. Internally restricted cash and investments of \$4.796 million was held representing 26% of this liability and was, in our opinion, sufficient to meet unbudgeted and unanticipated retirements.

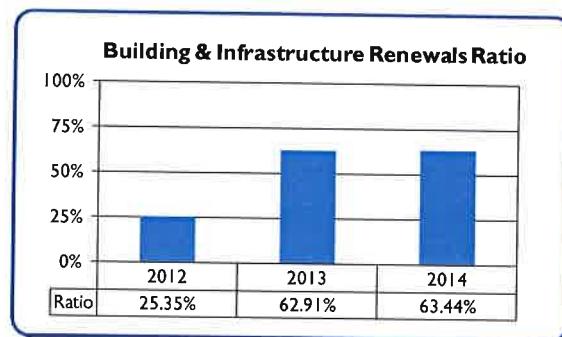
5.2 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$15.634 million and included a deposit of \$8.2 million in respect to the Waverley Portman Depot. These liabilities were fully funded by internally restricted cash and investments.

6. BUILDING AND INFRASTRUCTURE RENEWALS

The Building and Infrastructure Renewals ratio measures the rate at which these assets are renewed against the rate at which they are depreciating.

Special Schedule No. 7 discloses that asset renewals for 2014 represented 63% of the depreciation charges for these assets. An industry benchmark is considered to be 100%, measured annually over the long term.



7. MANAGEMENT LETTER

An audit management letter addressing the findings from our interim audit was issued on 11 April 2014 and included our recommendations on possible ways to strengthen and/or improve procedures.

8. CONCLUSION

We wish to record our appreciation to your General Manager and his staff for their ready co-operation and the courtesies extended to us during the conduct of the audit.

Yours faithfully,

HILL ROGERS SPENCER STEER

BRETT HANGER

Partner

Waverley Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2014

*"We are united by a common passion for our
beautiful home between the city and the sea."*



Waverley Council

Special Purpose Financial Statements for the financial year ended 30 June 2014

Contents	Page
1. Statement by Councillors & Management	2
2. Special Purpose Financial Statements:	
Income Statement - Water Supply Business Activity	n/a
Income Statement - Sewerage Business Activity	n/a
Income Statement - Other Business Activities	3
Statement of Financial Position - Water Supply Business Activity	n/a
Statement of Financial Position - Sewerage Business Activity	n/a
Statement of Financial Position - Other Business Activities	5
3. Notes to the Special Purpose Financial Statements	7
4. Auditor's Report	11

Background

- (i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Division 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 & 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 over \$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 & debt guarantee fees (where the business benefits from councils borrowing position by comparison with commercial rates).

Waverley Council

Special Purpose Financial Statements for the financial year ended 30 June 2014

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 & Costing for Council Businesses - A Guide to Competitive Neutrality".
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines - "Best Practice Management of Water and Sewerage".

To the best of our knowledge and belief, these Financial Statements:

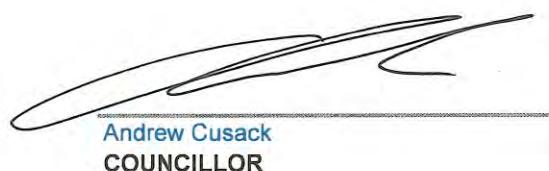
- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.

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 14 October 2014.



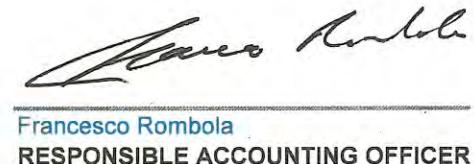
Sally Betts
MAYOR



Andrew Cusack
COUNCILLOR



Athanasios (Arthur) Kyron
GENERAL MANAGER



Francesco Rombola
RESPONSIBLE ACCOUNTING OFFICER

Waverley Council

Income Statement of Council's Other Business Activities for the financial year ended 30 June 2014

	Property		Commercial Waste	
	Category 1		Category 1	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
\$ '000				
Income from continuing operations				
Access charges	-	-	-	-
User charges	7,022	6,113	2,766	2,577
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Other income	1,320	4,879	32	-
Total income from continuing operations	8,342	10,992	2,798	2,577
Expenses from continuing operations				
Employee benefits and on-costs	492	591	957	923
Borrowing costs	-	-	-	-
Materials and contracts	955	1,008	36	40
Depreciation and impairment	150	49	37	3
Loss on sale of assets	-	-	-	-
Calculated taxation equivalents	-	-	-	-
Debt guarantee fee (if applicable)	-	-	-	-
Other expenses	760	770	1,563	1,554
Total expenses from continuing operations	2,357	2,418	2,593	2,520
Surplus (deficit) from Continuing Operations before capital amounts	5,985	8,574	205	57
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	5,985	8,574	205	57
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	5,985	8,574	205	57
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(1,796)	(2,572)	(62)	(17)
SURPLUS (DEFICIT) AFTER TAX	4,190	6,002	144	40
plus Opening Retained Profits	117,899	113,190	114	77
plus/less: Prior Period Adjustments	-	-	-	-
plus Adjustments for amounts unpaid:				
- Taxation equivalent payments	-	-	-	-
- Debt guarantee fees	-	-	-	-
- Corporate taxation equivalent	1,796	2,572	62	17
add:				
- Subsidy Paid/Contribution To Operations	374	-	-	-
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	-	(3,865)	(197)	(20)
Closing Retained Profits	124,258	117,899	122	114
Return on Capital %	n/a	n/a	585.7%	80.3%
Subsidy from Council	-	-	-	-

Waverley Council

Income Statement of Council's Other Business Activities for the financial year ended 30 June 2014

	Cemetery	Category 2
\$ '000	Actual 2014	Actual 2013
Income from continuing operations		
Access charges	-	-
User charges	1,280	1,232
Fees	-	-
Interest	69	74
Grants and contributions provided for non capital purposes	-	-
Profit from the sale of assets	-	-
Other income	2	25
Total income from continuing operations	1,351	1,331
Expenses from continuing operations		
Employee benefits and on-costs	640	614
Borrowing costs	-	-
Materials and contracts	448	377
Depreciation and impairment	61	45
Loss on sale of assets	-	-
Calculated taxation equivalents	-	-
Debt guarantee fee (if applicable)	-	-
Other expenses	98	115
Total expenses from continuing operations	1,247	1,151
Surplus (deficit) from Continuing Operations before capital amounts	104	180
Grants and contributions provided for capital purposes	-	-
Surplus (deficit) from Continuing Operations after capital amounts	104	180
Surplus (deficit) from discontinued operations	-	-
Surplus (deficit) from ALL Operations before tax	104	180
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(31)	(54)
SURPLUS (DEFICIT) AFTER TAX	73	126
plus Opening Retained Profits	18,551	18,783
plus/less: Prior Period Adjustments	-	-
plus Adjustments for amounts unpaid:		
- Taxation equivalent payments	-	-
- Debt guarantee fees	-	-
- Corporate taxation equivalent	31	54
add:		
- Subsidy Paid/Contribution To Operations	-	-
less:		
- TER dividend paid	-	-
- Dividend paid	(363)	(412)
Closing Retained Profits	18,292	18,551
Return on Capital %	0.4%	0.6%
Subsidy from Council	942	944

Waverley Council

Statement of Financial Position - Council's Other Business Activities as at 30 June 2014

	Property		Commercial Waste	
	Category 1		Category 1	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
\$ '000				
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	245	50	151	147
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	245	50	151	147
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	-	-	35	71
Investments accounted for using equity method	-	-	-	-
Investment property	124,200	118,170	-	-
Other	-	-	-	-
Total Non-Current Assets	124,200	118,170	35	71
TOTAL ASSETS	124,445	118,220	186	218
LIABILITIES				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	-	179	-	47
Interest bearing liabilities	-	-	-	-
Provisions	110	65	64	57
Total Current Liabilities	110	244	64	104
Non-Current Liabilities				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Other Liabilities	-	-	-	-
Total Non-Current Liabilities	-	-	-	-
TOTAL LIABILITIES	110	244	64	104
NET ASSETS	124,335	117,976	122	114
EQUITY				
Retained earnings	124,258	117,899	122	114
Revaluation reserves	77	77	-	-
Council equity interest	124,335	117,976	122	114
Non-controlling equity interest	-	-	-	-
TOTAL EQUITY	124,335	117,976	122	114

Waverley Council

Statement of Financial Position - Council's Other Business Activities as at 30 June 2014

	Cemetery	Category 2	
\$ '000	Actual 2014	Actual 2013	
ASSETS			
Current Assets			
Cash and cash equivalents	1,823	1,704	
Investments	-	-	
Receivables	11	6	
Inventories	-	-	
Other	-	-	
Non-current assets classified as held for sale	-	-	
Total Current Assets	1,834	1,710	
Non-Current Assets			
Investments	-	-	
Receivables	-	-	
Inventories	-	-	
Infrastructure, property, plant and equipment	29,395	29,823	
Investments accounted for using equity method	-	-	
Investment property	-	-	
Other	-	-	
Total Non-Current Assets	29,395	29,823	
TOTAL ASSETS	31,229	31,533	
LIABILITIES			
Current Liabilities			
Bank Overdraft	-	-	
Payables	-	-	
Interest bearing liabilities	-	-	
Provisions	154	199	
Total Current Liabilities	154	199	
Non-Current Liabilities			
Payables	-	-	
Interest bearing liabilities	-	-	
Provisions	-	-	
Other Liabilities	-	-	
Total Non-Current Liabilities	-	-	
TOTAL LIABILITIES	154	199	
NET ASSETS	31,075	31,334	
EQUITY			
Retained earnings	18,292	18,551	
Revaluation reserves	12,783	12,783	
Council equity interest	31,075	31,334	
Non-controlling equity interest	-	-	
TOTAL EQUITY	31,075	31,334	

Waverley Council

Special Purpose Financial Statements for the financial year ended 30 June 2014

Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Summary of Significant Accounting Policies	8
2	Water Supply Business Best Practice Management disclosure requirements	n/a
3	Sewerage Business Best Practice Management disclosure requirements	n/a

Waverley Council

Notes to the Special Purpose Financial Statements for the financial year ended 30 June 2014

Note 1. Significant Accounting Policies

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by Council and the Office of Local Government.

For the purposes of these statements, the Council is not a reporting not-for-profit entity.

The figures presented in these special purpose financial statements, unless otherwise stated, 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) &
- Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with:

- the Local Government Act and Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis, based on historic costs and do not take into account changing money values nor current values of non-current assets (except where specifically stated).

Certain taxes and other costs (appropriately described) have been imputed for the purposes of the National Competition Policy.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' to 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 Government Policy statement on the "Application of National Competition Policy to Local Government".

The "Pricing & 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 & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; council subsidies; return on investments (rate of return); and dividends paid.

Declared Business Activities

In accordance with *Pricing & 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.

Monetary Amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest one thousand dollars

Waverley Council

Notes to the Special Purpose Financial Statements for the financial year ended 30 June 2014

Note 1. Significant Accounting Policies

(i) Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties in undertaking its business activities. Where this is the case, they are disclosed in these statements as a cost of operations just like all other costs.

However, where Council is exempt from paying taxes which are generally paid by private sector businesses (such as income tax), equivalent tax payments have been applied to all Council nominated business activities and are reflected in these financial statements.

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 – 30%

Land Tax – The first **\$412,000** of combined land values attracts **0%**. From \$412,001 to \$2,519,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$2,519,000, a premium marginal rate of **2.0%** applies.

Payroll Tax – **5.45%** on the value of taxable salaries and wages in excess of \$750,000.

Income Tax

An income tax equivalent has been applied on the profits of each reported Business Activity.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account of 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 30%.

Income Tax is only applied where a positive gain/(loss) from ordinary activities before capital amounts has been achieved.

Since this taxation equivalent is notional - that is, it is payable to the "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 Council's General Purpose Financial Statements.

The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

Local Government Rates & Charges

A calculation of the equivalent rates and charges payable on all Category 1 businesses has been applied to all land assets owned or exclusively used by the Business Activity.

Loan & 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 the council's borrowing rate for its business activities.

(ii) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed.

Subsidies occur where 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 the council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported Business Activity.

Waverley Council

Notes to the Special Purpose Financial Statements for the financial year ended 30 June 2014

Note 1. Significant Accounting Policies

(iii) Return on Investments (Rate of Return)

The 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".

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The Rate of Return on Capital is calculated as follows:

Operating Result before Capital Income + Interest Expense

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 3.56% at 30/6/14.

The actual rate of return achieved by each Business Activity is disclosed at the foot of each respective Income Statement.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

WAVERLEY COUNCIL
SPECIAL PURPOSE FINANCIAL STATEMENTS
INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying special purpose financial statements of Waverley Council, which comprises the Statement of Financial Position as at 30 June 2014, Income Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with the Local Government Act 1993 and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial statements, are appropriate to meet the financial reporting requirements of the Division of Local Government. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

Assurance Partners

Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion, the special purpose financial statements of the Council are presented fairly in accordance with the requirements of those applicable Accounting Standards detailed in Note I and the Local Government Code of Accounting Practice and Financial Reporting.

Basis of Accounting

Without modifying our opinion, we draw attention to Note I to the financial statements, which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the financial reporting requirements of the Division of Local Government. As a result, the financial statements may not be suitable for another purpose.

HILL ROGERS SPENCER STEER



BRETT HANGER

Partner

Dated at Sydney this 28th day of October 2014

Waverley Council

SPECIAL SCHEDULES
for the year ended 30 June 2014

*"We are united by a common passion for our
beautiful home between the city and the sea."*



Waverley Council

Special Schedules for the financial year ended 30 June 2014

Contents

	Page	
Special Schedules¹		
- Special Schedule No. 1	Net Cost of Services	2
- Special Schedule No. 2(a)	Statement of Long Term Debt (all purposes)	4
- Special Schedule No. 2(b)	Statement of Internal Loans (Sect. 410(3) LGA 1993)	5
- Special Schedule No. 3	Water Supply Operations - incl. Income Statement	n/a
- Special Schedule No. 4	Water Supply - Statement of Financial Position	n/a
- Special Schedule No. 5	Sewerage Service Operations - incl. Income Statement	n/a
- Special Schedule No. 6	Sewerage Service - Statement of Financial Position	n/a
- Notes to Special Schedules No. 3 & 5		n/a
- Special Schedule No. 7	Report on Infrastructure Assets (as at 30 June 2014)	6
- Special Schedule No. 8	Financial Projections	10
- Special Schedule No. 9	Permissible Income Calculation	11

¹ Special Schedules are not audited (with the exception of Special Schedule 9).

Background

(i) These Special Schedules have been designed to meet the requirements of special purpose users such as;

- the NSW Grants Commission
- the Australian Bureau of Statistics (ABS),
- the NSW Office of Water (NOW), and
- the Office of Local Government (OLG).

(ii) The financial data is collected for various uses including;

- the allocation of Financial Assistance Grants,
- the incorporation of Local Government financial figures in national statistics,
- the monitoring of loan approvals,
- the allocation of borrowing rights, and
- the monitoring of the financial activities of specific services.

Waverley Council

Special Schedule No. 1 - Net Cost of Services for the financial year ended 30 June 2014

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Governance	-	-	-	-
Administration	10,045	2,890	4,943	(2,212)
Public Order and Safety				
Fire Service Levy, Fire Protection, Emergency Services	1,943	137	-	(1,806)
Beach Control	3,432	694	-	(2,738)
Enforcement of Local Govt. Regulations	1,520	1,885	-	365
Animal Control	48	43	-	(5)
Other	-	-	-	-
Total Public Order & Safety	6,943	2,759	-	(4,184)
Health	972	293	-	(679)
Environment				
Noxious Plants and Insect/Vermi Control	6	-	-	(6)
Other Environmental Protection	1,565	209	-	(1,356)
Solid Waste Management	16,273	16,903	-	630
Street Cleaning	3,543	1	-	(3,542)
Drainage	1,714	-	-	(1,714)
Stormwater Management	268	-	-	(268)
Total Environment	23,369	17,113	-	(6,256)
Community Services and Education				
Administration & Education	1,630	1	-	(1,629)
Social Protection (Welfare)	77	-	-	(77)
Aged Persons and Disabled	1,979	1,325	-	(654)
Children's Services	6,818	6,900	-	82
Total Community Services & Education	10,504	8,226	-	(2,278)
Housing and Community Amenities				
Public Cemeteries	1,264	1,350	-	86
Public Conveniences	134	-	-	(134)
Street Lighting	1,137	172	-	(965)
Town Planning	7,293	4,573	4,637	1,917
Other Community Amenities	169	16	-	(153)
Total Housing and Community Amenities	9,997	6,111	4,637	751

Waverley Council

Special Schedule No. 1 - Net Cost of Services (continued)

for the financial year ended 30 June 2014

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Recreation and Culture				
Public Libraries	5,852	346	-	(5,506)
Museums	-	-	-	-
Art Galleries	20	-	-	(20)
Community Centres and Halls	331	-	-	(331)
Performing Arts Venues	-	-	-	-
Other Performing Arts	-	-	-	-
Other Cultural Services	4,098	607	-	(3,491)
Sporting Grounds and Venues	1,550	272	-	(1,278)
Swimming Pools	162	-	-	(162)
Parks & Gardens (Lakes)	9,299	343	80	(8,876)
Other Sport and Recreation	457	53	-	(404)
Total Recreation and Culture	21,769	1,621	80	(20,068)
Mining, Manufacturing and Construction				
Building Control	920	197	-	(723)
Other Mining, Manufacturing & Construction	18	-	-	(18)
Total Mining, Manufacturing and Const.	938	197	-	(741)
Transport and Communication				
Urban Roads (UR) - Local	9,443	1,235	203	(8,005)
Urban Roads - Regional	-	-	-	-
Sealed Rural Roads (SRR) - Local	-	-	-	-
Sealed Rural Roads (SRR) - Regional	-	-	-	-
Unsealed Rural Roads (URR) - Local	-	-	-	-
Unsealed Rural Roads (URR) - Regional	-	-	-	-
Bridges on UR - Local	-	-	-	-
Bridges on SRR - Local	-	-	-	-
Bridges on URR - Local	-	-	-	-
Bridges on Regional Roads	-	-	-	-
Parking Areas	14,428	26,816	2	12,390
Footpaths	3,560	2	-	(3,558)
Aerodromes	-	-	-	-
Other Transport & Communication	7	1,271	-	1,264
Total Transport and Communication	27,438	29,324	205	2,091
Economic Affairs				
Camping Areas & Caravan Parks	-	-	-	-
Other Economic Affairs	1,051	1,780	-	729
Total Economic Affairs	1,051	1,780	-	729
Totals – Functions	113,026	70,314	9,865	(32,847)
General Purpose Revenues ⁽²⁾				
Share of interests - joint ventures & associates using the equity method	-	42,899	-	42,899
NET OPERATING RESULT ⁽¹⁾	113,026	113,213	9,865	10,052

(1) As reported in the Income Statement

(2) Includes: Rates & Annual Charges (incl. Ex Gratia, excl. Water & Sewer), Non Capital General Purpose Grants, Interest on Investments (excl. Ext. Restricted Assets) & Interest on overdue Rates & Annual Charges

Waverley Council

Special Schedule No. 2(a) - Statement of Long Term Debt (all purpose)

for the financial year ended 30 June 2014

Classification of Debt	Principal outstanding at beginning of the year			New Loans raised during the year	Debt redemption during the year		Transfers to Sinking Funds	Interest applicable for Year	Principal outstanding at the end of the year		
	Current	Non Current	Total		From Revenue	Sinking Funds			Current	Non Current	Total
Loans (by Source)											
Commonwealth Government	-	-	-	-	-	-	-	-	-	-	-
Treasury Corporation	-	-	-	-	-	-	-	-	-	-	-
Other State Government	-	-	-	-	-	-	-	-	-	-	-
Public Subscription	-	-	-	-	-	-	-	-	-	-	-
Financial Institutions	1,252	3,017	4,269	-	1,252	-	-	186	1,117	1,900	3,017
Other	-	18	18	-	-	-	-	-	-	18	18
Total Loans	1,252	3,035	4,287	-	1,252	-	-	186	1,117	1,918	3,035
Other Long Term Debt											
Ratepayers Advances	-	-	-	-	-	-	-	-	-	-	-
Government Advances	-	-	-	-	-	-	-	-	-	-	-
Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Deferred Payments	-	-	-	-	-	-	-	-	-	-	-
Total Long Term Debt	-	-	-	-	-	-	-	-	-	-	-
Total Debt	1,252	3,035	4,287	-	1,252	-	-	186	1,117	1,918	3,035

Notes: Excludes (i) Internal Loans & (ii) Principal Inflows/Outflows relating to Loan Re-Financing.

This Schedule is prepared using the **face value** of debt obligations, rather than **fair value** (which are reported in the GPFS).

Waverley Council

Special Schedule No. 2(b) - Statement of Internal Loans [Section 410(3) LGA 1993]

for the financial year ended 30 June 2014

\$'000

Summary of Internal Loans

Borrower (by purpose)	Amount originally raised	Total repaid during the year (Principal & Interest)	Principal Outstanding at end of year
General	2,815	336	2,129
Water			
Sewer			
Domestic Waste Management			
Gas			
Other			
Totals	2,815	336	2,129

Note: The summary of Internal Loans (above) represents the total of Council's Internal Loans categorised according to the borrower.

Details of Individual Internal Loans

Borrower (by purpose)	Lender (by purpose)	Date of Minister's Approval	Date Raised	Term (years)	Dates of Maturity	Rate of Interest	Amount Originally raised	Total repaid during year (Princ. & Int.)	Principal Outstanding at end of year
General	Domestic	12/01/11	30/11/10	10	30/06/20	4.83%	817	103	476
	Waste	12/01/11	30/11/11	10	30/06/21	4.88%	677	82	507
	Management	12/01/11	30/11/12	10	30/06/22	3.22%	666	76	549
		12/01/11	30/11/13	10	30/06/23	2.94%	655	75	597
Totals							2,815	336	2,129

Waverley Council

Special Schedule No. 7 - Report on Infrastructure Assets

as at 30 June 2014

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard ⁽¹⁾	Required ⁽²⁾ Annual Maintenance	Actual ⁽³⁾ Maintenance 2013/14	Written Down Value (WDV) ⁽⁴⁾	Assets in Condition as a % of WDV ^{(4), (5)}				
						1	2	3	4	5
Buildings	Council Offices / Administration Centres	-	649	1,059	11,174		100%			0%
	Council Works Depot	-	176	287	200		100%			0%
	Council Public Halls	-	857	1,398	42,684		94%	6%		0%
	Libraries	-	675	1,101	28,658		100%			0%
	Other Buildings	-	1,932	3,151	38,288		87%	13%		0%
	Specialised Buildings	-	186	303	7,634		84%	16%		0%
	sub total	-	4,475	7,299	128,638	0.0%	93.2%	6.8%	0.0%	0.0%
Other Structures	Other Structures	1,817	288	188	5,459	43%	19%	8%	30%	0%
	sub total	1,817	288	188	5,459	43.0%	19.0%	8.0%	30.0%	0.0%
Roads	Sealed Roads Surface	1,852	1,436	1,719	47,435	32%	60%	6%	2%	0%
	Sealed Roads Structure	-	-	-	65,507		100%			0%
	Footpaths	8,455	1,519	1,255	28,728	52%	35%	12%	1%	0%
	Kerb and Gutter	-	1,519	812	53,795	49%	35%	13%	3%	0%
	Other Road Assets	-	284	15	11,109	46%	41%	10%	1%	2%
	sub total	10,307	4,758	3,801	206,567	29.8%	61.7%	7.0%	1.4%	0.1%

Waverley Council

Special Schedule No. 7 - Report on Infrastructure Assets (continued) as at 30 June 2014

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard ⁽¹⁾	Required ⁽²⁾ Annual Maintenance	Actual ⁽³⁾ Maintenance 2013/14	Written Down Value (WDV) ⁽⁴⁾	Assets in Condition as a % of WDV ^{(4), (5)}				
						1	2	3	4	5
Stormwater Drainage	Stormwater Conduits	-	217	355	59,768	13%	75%	12%	0%	0%
	Inlet and Junction Pits	-	83	137	12,729	24%	73%	3%	0%	0%
	sub total	-	300	492	72,497	14.9%	74.6%	10.4%	0.0%	0.0%
Open Space / Recreational Assets	Other Open Space/Recreation Assets	-	571	429	49,859	30%	44%	23%	3%	0%
	sub total	-	571	429	49,859	30.0%	44.0%	23.0%	3.0%	0.0%
	TOTAL - ALL ASSETS	12,124	10,392	12,209	463,020	19.4%	70.1%	9.2%	1.3%	0.0%

Notes:

- (1). Satisfactory is defined as "satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate".
The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset to ensure that it is in a satisfactory standard.
This estimated cost should not include any planned enhancements (ie.to heighten, intensify or improve the facilities).
- (2). Required Annual Maintenance is "what should be spent to maintain assets in a satisfactory standard".
- (3). Actual Maintenance is what has been spent in the current year to maintain the assets.
Actual Maintenance may be higher or lower than the required annual maintenance due to the timing of when the maintenance actually occurs.
- (4). Written Down Value is in accordance with Note 9 of Council's General Purpose Financial Statements
- (5). **Infrastructure Asset Condition Assessment "Key"**

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

Waverley Council

Special Schedule No. 7 - Report on Infrastructure Assets (continued) for the financial year ended 30 June 2014

	Amounts 2014	Indicator 2014	Prior Periods	
\$ '000			2013	2012
Infrastructure Asset Performance Indicators				
Consolidated				
1. Building and Infrastructure Renewals Ratio				
Asset Renewals (Building and Infrastructure) ⁽¹⁾	9,711	63.44%	60.35%	25.00%
Depreciation, Amortisation & Impairment	15,308			
2. Infrastructure Backlog Ratio				
Estimated Cost to bring Assets to a Satisfactory Condition	12,124	0.03	0.02	0.07
Total value ⁽²⁾ of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets	463,021			
3. Asset Maintenance Ratio				
Actual Asset Maintenance	12,209	1.17	1.03	0.83
Required Asset Maintenance	10,392			
4. Capital Expenditure Ratio				
Annual Capital Expenditure	27,451	1.53	1.51	0.98
Annual Depreciation	17,898			

Notes

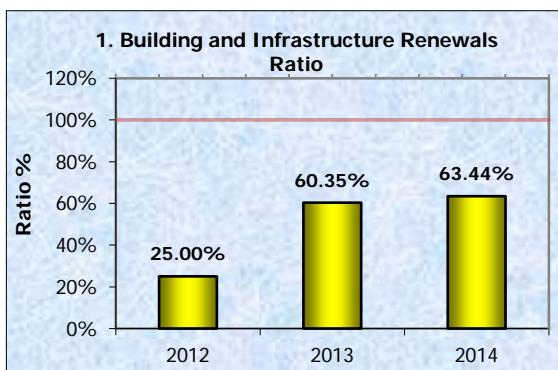
⁽¹⁾ Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Asset Renewals include building and infrastructure assets only.

⁽²⁾ Written down value

Waverley Council

Special Schedule No. 7 - Report on Infrastructure Assets (continued)

for the financial year ended 30 June 2014



Purpose of Asset Renewals Ratio

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

Commentary on 2013/14 Result

2013/14 Ratio **63.44%**

this measure reflects an improvement in asset renewal expenditure over recent years though lower than TCorp benchmark of 100%



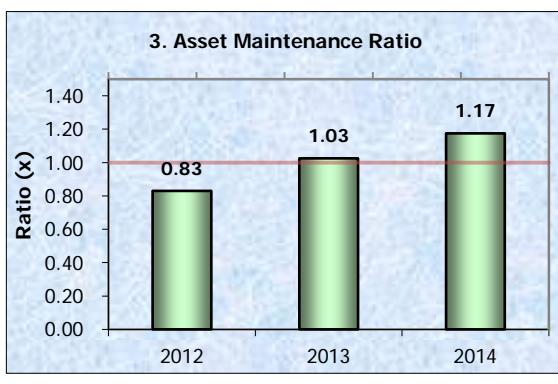
Purpose of Infrastructure Backlog Ratio

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

Commentary on 2013/14 Result

2013/14 Ratio **0.03 x**

This ratio shows that Waverley Council has a small proportion of infrastructure backlog.



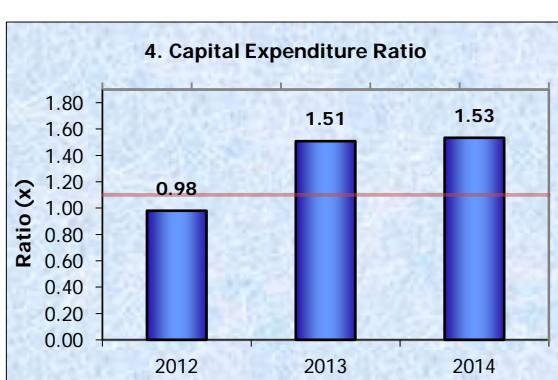
Purpose of Asset Maintenance Ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the Infrastructure Backlog growing.

Commentary on 2013/14 Result

2013/14 Ratio **1.17 x**

This ratio indicates Waverley Council's spending on Asset Maintenance is sufficient to stop the infrastructure backlog from growing and exceeds the Tcorp benchmark of greater than 1.0x.



Purpose of Capital Expenditure Ratio

To assess the extent to which a Council is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets.

Commentary on 2013/14 Result

2013/14 Ratio **1.53 x**

This ratio indicates that Waverley Council's spend on both new, replacement and renewal of existing assets, compares favourably with the Tcorp benchmark of greater than 1.10x

— Minimum 1.10

Source for Benchmark: TCorp Sustainability Review of NSW Local Govt. (2013)

Waverley Council

Special Schedule No. 8 - Financial Projections

as at 30 June 2014

\$'000	Actual ⁽¹⁾	Forecast ⁽³⁾									
	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
(i) OPERATING BUDGET											
Income from continuing operations	123,078	216,511	132,131	136,028	138,860	139,849	143,863	148,606	154,563	157,511	161,223
Expenses from continuing operations	113,026	117,080	119,785	124,935	128,111	132,275	136,762	141,552	145,346	149,704	153,174
Operating Result from Continuing Operations	10,052	99,431	12,346	11,093	10,749	7,574	7,101	7,054	9,217	7,807	8,049
(ii) CAPITAL BUDGET											
New Capital Works ⁽²⁾	-	10,645	7,050	20,400	12,150	12,050	13,900	12,050	100	1,950	100
Replacement/Refurbishment of Existing Assets	-	33,978	29,463	30,808	27,822	23,948	26,727	23,131	23,078	22,790	14,987
Total Capital Budget	-	44,623	36,513	51,208	39,972	35,998	40,627	35,181	23,178	24,740	15,087
Funded by:											
– Loans	-	3,088	4,500	13,110	1,000	1,000	1,000	-	-	-	-
– Asset sales	-	7,248	500	-	-	-	-	-	-	-	-
– Reserves	-	17,558	13,848	17,716	21,918	14,840	19,157	8,947	4,209	3,129	2,135
– Grants/Contributions	-	7,003	6,299	8,953	4,998	4,635	5,394	4,832	4,126	4,444	3,289
– Recurrent revenue	-	9,726	11,366	11,429	12,056	15,523	15,076	21,402	14,843	17,167	9,663
– Other	-	-	-	-	-	-	-	-	-	-	-
	-	44,623	36,513	51,208	39,972	35,998	40,627	35,181	23,178	24,740	15,087

Notes:

- (1) From 13/14 Income Statement.
- (2) New Capital Works are major non-recurrent projects, eg new Leisure Centre, new Library, new Swimming pool etc.
- (3) Financial projections should be in accordance with Council's Integrated Planning and Reporting framework.

Waverley Council

Special Schedule No. 9 - Permissible Income Calculation for the financial year ended 30 June 2015

\$'000		Calculation 2013/14	Calculation 2014/15
Notional General Income Calculation ⁽¹⁾			
Last Year Notional General Income Yield	a	35,667	40,186
Plus or minus Adjustments ⁽²⁾	b	78	220
Notional General Income	c	35,745	40,406
Permissible Income Calculation			
Special variation percentage ⁽³⁾	d	12.40%	0.00%
or Rate peg percentage	e	0.00%	2.30%
or Crown land adjustment incl. rate peg percentage	f	0.00%	0.00%
less expiring Special variation amount	g	-	-
plus Special variation amount	h = c x d	4,432.38	-
or plus Rate peg amount	i = c x e	-	929
or plus Crown land adjustment and rate peg amount	j = c x f	-	-
sub-total	k = (c+g+h+i+j)	40,177	41,335
plus (or minus) last year's Carry Forward Total	l	20	11
less Valuation Objections claimed in the previous year	m	-	-
sub-total	n = (l + m)	20	11
Total Permissible income	o = k + n	40,197	41,347
less Notional General Income Yield	p	40,186	41,354
Catch-up or (excess) result	q = o - p	11	(7)
plus Income lost due to valuation objections claimed ⁽⁴⁾	r	-	-
less Unused catch-up ⁽⁵⁾	s	-	-
Carry forward to next year	t = q + r - s	11	(7)

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.
- ³ The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- ⁴ Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- ⁵ Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.

WAVERLEY COUNCIL

SPECIAL SCHEDULE NO. 9

INDEPENDENT AUDITORS' REPORT

REPORT ON SPECIAL SCHEDULE NO. 9

We have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 9) of Waverley Council for the year ending 30 June 2015.

Responsibility of Council for Special Schedule No. 9

The Council is responsible for the preparation and fair presentation of Special Schedule No. 9 in accordance with the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) Update No. 22. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of Special Schedule No. 9 that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on Special Schedule No. 9 based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether Special Schedule No. 9 is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in Special Schedule No. 9. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of Special Schedule No. 9, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of Special Schedule No. 9.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards.

Assurance Partners

In making our risk assessments, we consider internal controls relevant to the entity's preparation of Special Schedule No. 9 in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Audit Opinion

In our opinion, Special Schedule No. 9 of Waverley Council for 2014/15 is properly drawn up in accordance with the requirements of the Office of Local Government and in accordance with the books and records of the Council.

Basis of Accounting

Without modifying our opinion, we advise that this schedule has been prepared for distribution to the Office of Local Government for the purposes of confirming that Council's reconciliation of Council's total permissible general income is presented fairly. As a result, the schedule may not be suitable for another purpose.

HILL ROGERS SPENCER STEER



BRETT HANGER

Partner

Dated at Sydney this 28th day of October 2014

Waverley Council

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