

# Waverley Council

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10 April 2013

A meeting of **COUNCIL** will be held at Waverley Council Chambers, Bondi Road, Bondi Junction at:

**7.00PM, TUESDAY, 16 APRIL 2013**

**QUORUM:** Seven Councillors

**APOLOGIES:** E-mail the General Manager of Governance Manager

Late notice by telephone or through a Councillor attending the meeting

A handwritten signature in black ink that reads "Anthony Reed".

Tony Reed  
**GENERAL MANAGER**

## **MEETING DATES FOR MAY**

Council Inspection Meeting	04/05/2013
Finance, Ethics & Strategic Planning Committee	07/05/2013
Community, Housing, Environmental Services & Public Works Committee	07/05/2013
Council	21/05/2013
Development Control Committee	28/05/2013

# AGENDA

## 1304.1 OPENING PRAYER & ACKNOWLEDGMENT OF INDIGENOUS HERITAGE

The Mayor will read the following Opening Prayer and Acknowledgment of Indigenous Heritage.

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

*Waverley Council respectfully acknowledges our indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms our Local Government area.”*

## 1304.2 LEAVES OF ABSENCE AND APOLOGIES

Cr Clayton was previously granted a leave of absence by Council for this meeting.

## 1304.3 DECLARATIONS OF INTEREST

1. \_\_\_\_\_
2. \_\_\_\_\_

## 1304.4 CONFIRMATION OF MINUTES

### 1304.4.1 Council Meeting – 12 March 2013

PAGE 16

**Recommendation:** That the Minutes of the Council meeting of 12 March 2013 be received and noted, and that such Minutes be confirmed as a true record of the proceedings of that meeting.

## 1304.5 ADDRESSES TO COUNCIL BY MEMBERS OF THE PUBLIC

1. \_\_\_\_\_

**1304.6**      **MAYORAL MINUTE**

**1304.7**      **OBITUARIES (A02/0017)**

*The Mayor will ask Councillors for the submission of any Obituary Notices.*

**Recommendation (if required):** That a letter of sympathy be forwarded to the families of the deceased expressing the condolences of the Mayor, Councillors and staff in the bereavement they have experienced.

*Council will rise for a minute's silence for the souls of people generally who have died in our Local Government area.*

**1304.8**      **QUESTIONS BY COUNCILLORS WITH NOTICE**

**1304.8.1**  
**Weed killer sprayed in Bronte Park**

The following question was submitted by Cr Strewe:

One afternoon in the week of 4 to 10 March, just before school came out at about 2:30pm, a Council worker walked through the top of Bronte Park spraying weed killer. Contrary to Council's position, she was not wearing any protective clothing and there were no signs out to warn parents, children or dog walkers, and it rained that evening. What measures are being undertaken to ensure that all Council staff understand Council rules in regard to this poison?

**1304.8.2**  
**Bronte Ocean Pool**

The following question was submitted by Cr Strewe:

Do the Lifeguards keep a log of when (dates and times) the gates to the Bronte Ocean Pool must be locked for safety because of high tides and dangerous surf, and how often in the year the beaches must be closed to swimmers?

**1304.8.3**  
**Stormwater Reuse Systems in Bronte and Bondi**

The following question was submitted by Cr Strewe:

There are several motions that have been passed by Council asking for a report on the functioning of the stormwater reuse systems in Bronte and Bondi. When can this report be expected?

**1304.8.4  
Bronte Stream**

The following question was submitted by Cr Strewé:

Bronte stream has been polluted every day for two weeks (approximately 4 to 17 March so far), and Saturday 16 and Sunday 17 March it was putrid and stank. Has this shown up on the stormwater reuse monitoring equipment, and what are we doing about the pollution?

**1304.8.5  
Status of Archaeological Report**

The following question was submitted by Cr Kanak:

Can the Director, Planning & Environmental Services advise Council of the status of the archaeological report required as a consent condition to be prepared by the developer of 362 Birrell Street, Tamarama on the potential archaeological evidence of Aboriginal occupation of a cave overlooking Tamarama gully near land at 364 Birrell Street, Tamarama and Council's recently purchased block at the top of Tamarama Waterfall?

**1304.9      QUESTIONS BY COUNCILLORS TO THE MAYOR WITHOUT NOTICE**

***Note from the General Manager: In accordance with Council's adopted procedures, each Councillor may ask the Mayor one question without notice. Councillors are requested to submit their question in writing to the Mayor at the time the question is asked.***

1. \_\_\_\_\_

**1304.10      PUBLICATIONS RECEIVED**

**Recommendation:** That Council receive and note the following publication received from public bodies:

1. NSW State Emergency Service – Waverley / Woollahra SES Annual Report 2012.
2. Public Works Professional – March – April 2013.
3. Partyline – Magazine of the National Rural Health Alliance – Number 46, March 2013.
4. Club Life: March 2013, Volume 30, No.2.
5. Windgap Foundation Limited – 2011/2012 Annual Report.
6. Hotelnews – March 2013, Volume 27, No.2.
7. The Australian Lions Drug Awareness Foundation Newsletter – Number 66, March 2013.

## 1304.11 NOTICE OF MOTIONS SUBMITTED BY COUNCILLORS

***Note from the General Manager: Council should note that for the purposes of budgetary control and planning, any Notices of Motion received and endorsed by Council, will be assessed for budgetary implications.***

***If they cannot be achieved within existing allocations they will be referred to the Finance, Ethics & Strategic Planning committee for its consideration of budget implications, in conjunction with the budget estimates or at a quarterly review of the budget.***

***The report to Council about progress in achieving Council's Motions will also highlight whether budget issues are involved.***

### 1304.11.1 Resource Recovery

The following Notice of Motion was submitted by Cr Kanak:

“That:

1. Council investigates the Resource Recovery and Recycling initiatives by Shore Regional Organisation of Councils (SHOROC), a partnership of four north shore Councils – Mosman, Manly, Warringah and Pittwater.
2. The investigation includes a site visit and information session by the Chief Executive Officer and Chairman of the Board of the Kimbriki Resource Recovery Centre located at Terrey Hills.
3. The Mayor and interested Councillors, General Manager, Directors and appropriate Council officers are invited to attend a Kimbriki site inspection.
4. Within the next six months, a report be submitted to Council on the initiatives of SHOROC and any implications and / or advantages of a similar project being developed by eastern suburbs Councils or Southern Sydney Regional Organisation of Councils (SSROC) to expand resource recovery.

#### BACKGROUND

Landfill sites are rising steeply, largely due to increasing disposal taxes and regulations and because landfill sites are filling up. The approach taken by SHOROC is to shift from waste disposal towards maximising resource recovery on a regional scale.

In 2009, a new company, Kimbriki Environmental Enterprises Pty Ltd (KEE), was created to own and operate the Kimbriki site with Warringah, Manly, Mosman and Pittwater Councils as shareholders. The business is directed by an independent non-executive Board of Directors and management team appointed by member Councils.

Materials recovered and available for purchase include recycled building waste (timber, sandstone, crushed terracotta and glass, etc) and compost, mulch, gravel and sand. Further information about the recycling facility and its strategic objectives can be seen on Kimbriki's website at <http://www.kimbriki.com.au/content/about-us/about-kee#strategic-overview> ”

### **1304.11.2 Beach Cleaning**

The following Notice of Motion was submitted by Cr Kanak:

"That:

1. Waverley Council investigates varying its beach rake schedule through the summer peak and on weekends and public holidays in the swimming seasons to include late evening or night cleaning as an addition, or alternative to, early morning cleaning, particularly at Bondi Beach.
2. A report is submitted to Council prior to the commencement of the 2013 swimming season identifying potential for a revised schedule reflecting this request and its associated costs and benefits.

#### **BACKGROUND**

Rubbish and plastic left behind on days when many people enjoy the sun and surf at Waverley's beaches is not picked up by the beach rake until the following morning. In the meanwhile, the tide will generally have been in and out, taking with it much of the lightweight plastic bottles and other waste easily washed into the surf by the waves. Much of this waste could be kept out of the marine environment by better alignment of cleaning with the waste generation.

Introduction of evening cleaning through the peak season has improved Council's visibility and cleanliness at the beach parks. Raking the beaches late in the day, or after dark, could further improve Council's environmental performance."

### **1304.11.3 Save Bronte Village Presentation**

The following Notice of Motion was submitted by Cr Kanak:

"That Council invite Save Bronte Village representatives to make a presentation to all interested Councillors and Council officers at the beginning of the next Legal Review Panel meeting to be held on 23 April 2013, or another suitable occasion.

#### **BACKGROUND**

Representatives of Save Bronte Village made an excellent presentation to residents at a meeting held on 27 March 2013 at the Clovelly School Hall. Unfortunately, Councillors and Council Officers were unable to attend this meeting, so I think it is important that Councillors and Council Officers are given the opportunity to see this presentation."

## 1304.12 ADDITIONAL MATTERS FOR CONSIDERATION

### 1304.12.1 PAGE 39 **Payment of Expenses and Provision of Facilities for Councillors (A04/0371-02)**

Report dated 14 March 2013 from the Director, Corporate and Technical Services about the review of the Councillor Expenses and Facilities Policy and the need to place the draft policy on public exhibition.

**Recommendation:** That Council:

1. Receive and note this report.
2. Agree to place the Draft Councillor Expenses and Facilities Policy on exhibition to receive public comment on its proposed provisions with submissions closing on Friday, 24 May 2013.

### 1304.12.2 PAGE 78 **Environmental Action Plan 3 (A08/1210)**

Report dated 3 April 2013 from the Director, Planning & Environmental Services about the preparation of the draft Environmental Action Plan 3 in accordance with the Waverley Together 3 reporting requirements, and to seek Council endorsement for the public exhibition of the draft plan.

**Recommendation:** That Council:

1. Endorse the draft Environmental Action Plan 3.
2. Exhibit the draft Environmental Action Plan 3 in line with the Waverley Together 3 reporting program.

### 1304.12.3 PAGE 116 **United States Studies Centre – Delivering a Sustainable Future City program (A13/0135)**

Report dated 8 April 2013 from the Director, Planning and Environmental Services seeking Council approval for the Mayor and the Divisional Manager, Environmental Services to participate in the next stage of the United States Studies Centre *Delivering a Sustainable Future City* program.

**Recommendation:** That Council approves the participation of the Mayor and the Divisional Manager, Environmental Services in the United States Studies Centre *Delivering a Future Sustainable City* Study Tour in June 2013.

**Draft Waverley Together 3 2013-25, Draft Delivery Program 2013-17, Draft Operational Plan 2013-2014, and Draft Pricing Policy, Fees & Charges 2013-2014 (A12/0728, A12/0729, A12/730 and A12/0731)**

Report dated 8 April 2013 from the Director, Corporate and Technical Services about the draft Community Strategic Plan (Waverley Together 3), the draft Delivery Program, draft Operational Plan and draft Pricing Policy, Fees & Charges, which need to be placed on public exhibition seeking community comment prior to adoption and implementation.

**Recommendation:** That Council agree to place the draft Waverley Together 3, the draft Delivery Program 2013-2017, draft Operational Plan 2013 – 2014 and draft Pricing Policy, Fees & Charges 2013-2014 on public exhibition with submissions closing on Friday, 17 May 2013.

**Draft Strategic Asset Management Plan 4 (A03/2112)**

Report dated 8 April 2013 from the Director, Corporate & Technical Services about Council's fourth Strategic Asset Management Plan (SAMP4).

**Recommendation:** That Council note the findings of Strategic Asset Management Plan 4, in particular:

1. The Asset Condition Ratings compared to the Asset Condition Targets for each asset type as shown in Table 1 of the report.
2. That the Asset Condition Targets shown in Table 2 of the report are agreed by Councillors as a whole and the community as being capable of delivering acceptable levels of service from our assets.
3. The cost to meet the Asset Condition Targets over the period 2013/14 to 2023/24 as shown in Table 3 of the report.

**Waverley Business Forum (A06/1431)**

Report dated 19 March 2013 from the Director, Recreation, Customer and Community Services about establishing a new Waverley Business Forum.

**Recommendation:** That Council approves the Terms of Reference attached to this report for the Waverley Business Forum.



**Review of the Independent Hearing and Assessment Panel – IHAP (A08/0556)**

Report dated 9 April 2013 from the Director, Planning & Environmental Services providing details on the operation of Council's IHAP due for commencement in July 2013.

**Recommendation:** That:

1. Council adopts the draft Charter, draft Code of Conduct, draft Operational Guidelines and draft Memorandum of Understanding for the purposes of public consultation.
2. The public consultation and recruitment period commences on 24 April 2013 for a period of 4 weeks.
3. Following the public consultation and recruitment process, a report is provided to the June 2013 meeting of Council which details:
  - (a). Submissions from the consultation process.
  - (b). The Recruitment Selection outcomes.
  - (c). Any changes proposed to the draft Charter, Code of Conduct, Operational Guidelines and Memorandum of Understanding that are proposed in response to these process or further investigations.
  - (d). The Membership Pool.
  - (e). The Members of the first Panel meeting, including the Chairperson.
  - (f). The forecast budget for the Panel.
  - (g). The name of the Panel.
4. Council continue to recognise the commencement date for the new Panel is forecast for 1 July 2013.

**Small Grants Program 2012-2013 – Round 2 (A13/0063-01, A13/0063-02 and A13/0063-03)**

Report dated 5 April 2013 from the Director, Recreation Customer and Community Services about the Small Grants Program (Round 2) 2012-2013.

**Recommendation:** That Council approve the Small Grants Program (Round 2) 2012-2013 grants to the groups and activities as set out in the report.

**Draft Estimates of Income and Expenditure for the Financial Year 2013/14, Proposed Estimates for 2014/15, 2015/16 and 2016/17, Capital Works Expenditure Estimates and Long Term Financial Plan 4 (A03/2236)**

Report dated 9 April 2013 from the Director, Corporate & Technical Services proposing adoption of the draft budget estimates for 2013/14, 2014/15, 2015/16 and 2016/17 for the purposes of public display.

**Recommendation:** That Council:

1. Receive and note the report.
2. Adopt, for purposes of public display, the draft estimates of income and expenditure, including capital expenditure, for the financial year 2013/14 for inclusion in the Draft Operational Plan, for community consultation.
3. Adopt, for purposes of public display, the draft estimates of income and expenditure, including capital expenditure, for the financial years 2013/14, 2014/15, 2015/16 and 2016/17 for inclusion in the Draft Delivery Program, for community consultation.
4. Note the Draft Long Term Financial Plan (LTFP4) for an 11 year period from 2013/14 – 2023/24 including Income Statement, Balance Sheet, Statement of Cash Flows, Reserves Balances, Assumptions and Sensitivity Analysis.
5. Include the proposed 2013/14 Revenue Policy in the Draft Operational Plan for community consultation.

**Boot Factory (A08/1326)**

Report dated 9 April 2013 from the Director, Corporate and Technical Services about the Boot Factory building at 27 Spring Street, Bondi Junction.

**Recommendation:** That Council approves commencement of the process for urgent demolition of the Boot Factory building located at 27-29 Spring Street, Bondi Junction.

**1304.13 ADOPTION OF COMMITTEE MINUTES****Development Control Committee Meeting – 19 March 2013**

**Recommendation:** That the Minutes of the Development Control Committee Meeting of 19 March 2013 be received and noted and that such Minutes be confirmed as a true record of the proceedings of that Meeting.

**Recommendation:** That Part 1 of the Minutes of the Waverley Traffic Committee Meeting of 28 March 2013 be received and noted, and that the recommendations contained in Clauses WTC-1303.C1 to WTC-1303.C5, WTC-1303.V1 to WTC-1303.V3, and WTC-1303.Z1 be adopted.

Save and except the following:

1. \_\_\_\_\_

*The attachment to Item WTC-1303.C3 and the late report considered at Item WTC-1303.L1 by the Committee are attached to the end of the Minutes for Council's consideration.*

## **1304.14      GENERAL MANAGER'S REPORT**

### **1304.14.1** **Location of State Emergency Services Headquarters (A02/0171)**

Report dated 26 March 2013 from the General Manager regarding the possible relocation of the Waverley / Woollahra SES Unit to under Syd Einfield Drive.

**Recommendation:** That Council:

1. Receive and note the report of the General Manager on the possible relocation of the Waverley Woollahra State Emergency Services Unit Headquarters to under Syd Einfield Drive, Bondi Junction.
2. Confirm with Roads & Maritime Services Council's interest in entering into a lease to occupy the site under Syd Einfield Drive for the purpose of construction and operation of the Waverley Woollahra State Emergency Services Unit Headquarters.
3. Authorise the General Manager or his representative to negotiate the conditions of the lease in principle, and prepare a further report seeking approval of the draft lease conditions.
4. Receive a further report detailing options for construction of the Headquarters and possible funding strategies.
5. Seek the support of the Minister for Transport, The Hon. Gladys Berejiklian, MP, and the Minister for Police & Emergency Services, The Hon. Michael Gallacher, MLC, in reducing the quantum of the lease fee given the occupation of the land by an emergency services volunteer association.

## 1304.15 PETITIONS

### 1304.15.1

#### **11 Gould Street, North Bondi – Objection to proposed boarding house and associated building works (DA 38/2013 and A13/0100)**

Petition containing 81 signatures, the majority of which are from residents of Gould Street, Murrivierie Road and Midelton Avenue, North Bondi, objecting to the development application for a proposed boarding house with associated building works at 11 Gould Street, North Bondi.

**Recommendation:** That the petition be received and noted and forwarded to the Director, Planning and Environmental Services.

### 1304.15.2

#### **Alexander Street and Gaerloch Avenue, Tamarama – Request that Residential Preferential Parking Scheme Area 11 include Alexander Street and Gaerloch Avenue, Tamarama (A03/2581 and A13/0100)**

Petition containing 11 signatures, all of which are from residents of Alexander Street, Tamarama, requesting that consideration be given to changing the boundaries of Residential Preferential Parking Scheme Area 11 to include the western side of Alexander Street and Gaerloch Avenue, Tamarama.

**Recommendation:** That the petition be received and noted and forwarded to the Director, Corporate and Technical Services.

### 1304.15.3

#### **164 Bronte Road, Waverley – Request for removal of the bus zone (A02/0225-02 and A13/0100)**

Petition containing 348 signatures, the majority of which are from Waverley residents, requesting removal of the bus zone across the driveway of the property 164 Bronte Road, Waverley.

**Recommendation:** That the petition be received and noted and forwarded to the Director, Corporate and Technical Services.

### 1304.15.4

#### **Ethel Street, Vaucluse – Request for Council to act on a complaint relating to the Companion Animals Act (A02/0287-05 and A13/0100)**

Petition containing 13 signatures, the majority of which are from residents of Kimberley Street, Vaucluse, requesting that Council act on a complaint made under the Companion Animals Act 1998.

**Recommendation:** That the petition be received and noted and forwarded to the Director, Planning and Environmental Services.

**1304.15.5**

**Raleigh Reserve, Dover Heights – Request for Council to maintain the Reserve’s status as an all day off leash park (A11/0440-02 and A13/0100)**

Petition containing 78 signatures, the majority of which are from residents of Dover Heights, requesting that Council maintain the status of Raleigh Reserve, Dover Heights as a park that permits off leash dog exercising / walking all day.

**Recommendation:** That the petition be received and noted and forwarded to the Director, Recreation, Customer and Community Services.

**1304.15.6**

**Bronte Gully – Request for Bronte Gully to be an off leash area for dogs (A13/0100)**

Petition containing approximately 900 signatures, the majority of which are from residents of Bronte and Bondi, requesting that Bronte Gully be officially designated an off leash dog walking area.

**Recommendation:** That the petition be received and noted and forwarded to the Director, Recreation, Customer and Community Services.

**1304.16      QUESTIONS BY COUNCILLORS FOR NEXT COUNCIL MEETING**

1. \_\_\_\_\_

**1304.17      URGENT BUSINESS**

**1304.18      MATTERS TO BE DEALT WITH IN CLOSED SESSION**

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

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

- (a) personnel matters concerning particular individuals.
- (b) personal hardship of any resident or ratepayer.

- (c) information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
- (d) commercial information of a confidential nature that would, if disclosed:
  - i prejudice the commercial position of a person who supplied it: or
  - ii confer a commercial advantage on a competitor of Council;
  - iii reveal a trade secret.
- (e) information that would, if disclosed, prejudice the maintenance of law.
- (f) matters affecting the security of Council, Councillors, Council staff and Council property.
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.

Pursuant to section 10A(4) of the Act and clause 252 of the Regulation, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.

The following matter is proposed to be dealt with in Closed Session:

**1304.18.1** **ISSUED SEPARATELY**  
**CONFIDENTIAL REPORT – Eastgate Carpark, Level 3 – Proposed Licence of Kmart Foyer (A02/0366-02)**

Confidential report dated 25 March 2013 from the Director, Corporate & Technical Services about a new Licence for Kmart Australia Ltd.

This matter is classified as confidential under the provisions of Section 10A (2)(c) of the Local Government Act 1993.

**1304.RMP**  
**Resolutions from closed session made public**

In accordance with Clause 253 of the Local Government (general) Regulation 2005, when the meeting resumes in open session the Chair will announce the resolutions made by Council, including the names of the movers and seconders, while the meeting was closed to members of the public and the media.

1304.19      **SUBMISSION OF RESCISSION MOTIONS**

***Note from the General Manager: Rescission motions must be submitted to the General Manager, or in the absence of the General Manager a member of Council's Governance Unit, and announced before the close of the meeting. The date and time of receipt will be noted on all rescission motions.***

***Rescission motions received before 10am on the next working day following the meeting will stay action to implement Council's decision until the rescission motion has been determined. This is in line with Section 372 of the Local Government Act and Council's Code of Meeting Practice.***

***Rescission motions received after 10am on the next working day following the meeting may not stay action on implementing Council's decision.***

***Rescission motions will generally be dealt with at the next Council meeting.***

The Chair will call for the submission of any rescission motions.

MINUTES OF THE WAVERLEY  
COUNCIL MEETING HELD AT THE  
WAVERLEY COUNCIL CHAMBERS  
ON TUESDAY, 12 MARCH 2013

**PRESENT**

Councillor Betts (Mayor) (Chair)  
Councillors Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay,  
Masselos, Mouroukas, Strewe and Wakefield.

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At the commencement of proceedings at 7.03pm, those present were as listed above with the exception of Cr Wakefield who arrived at 7.14pm.

**1303.1 OPENING PRAYER & ACKNOWLEDGMENT OF INDIGENOUS HERITAGE**

The Mayor read the following Opening Prayer and Acknowledgment of Indigenous Heritage.

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

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

**1303.2 LEAVES OF ABSENCE AND APOLOGIES**

Cr Clayton was granted a leave of absence by Council for this meeting.

**1303.3 DECLARATIONS OF INTEREST**

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

1. Cr Betts declared a significant non pecuniary interest in Item 1303.14.3 – Relay for Life (A11/0361), and informed the meeting that she is Chair of the Eastern Suburbs Relay for Life Organising Committee and Council is hosting the Eastern Suburbs Relay for Life this year. Cr Betts also informed the meeting that she will be vacating the Chamber during the consideration and vote on this item.
2. Cr Kanak declared a less than significant non pecuniary interest in Item 1303.13.4 – Waverley Traffic Committee Meeting – 28 February 2013 – Clause WTC-1302.C3 – Glen Lane, Bondi – Parking Opposite Driveways (A02/0637), and informed the meeting that he knows a resident who could possibly be affected by the proposed installation of a ‘No Parking’ zone in Glen Lane, Bondi.

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This is page 1 of the Minutes of the Council Meeting held on Tuesday, 12 March 2013



3. Cr Kay declared a pecuniary interest in Item 1303.13.1 – Development Control Committee Meeting – 26 February 2013 – Clause D-1302.1 – 180-186 Campbell Parade, Bondi – Known as the Swiss Grand Hotel – Establish use of a 24 hour supermarket with liquor store and associated fitout (DA 433/2012), and informed the meeting that his parents in law own property in close proximity to the subject site. Cr Kay informed the meeting that he only became aware of this pecuniary interest on 16 February 2013 and, therefore, was not taken to have a pecuniary interest in matters relating to the Swiss Grand Hotel prior to that date. Cr Kay informed the meeting that he will be vacating the Chamber during the consideration and vote on this item.

Cr Kay also made the following statement in regard to this item: “In accordance with Clause 8.2(2)(a) of the Councillor Code of Meeting Practice, I was not taken to having a pecuniary interest in matters relating to the Swiss Grand Hotel prior to 16 February 2013 and in accordance with Clause 8.3(1) of the Councillor Code of Meeting Practice I must declare the pecuniary interest as soon as practicable, which I did after I became aware of the interest.”

4. Cr Kay declared a significant non pecuniary interest in Item 1303.13.4 – Waverley Traffic Committee Meeting – 28 February 2013 – Clause WTC-1302.L1 – Ramsgate Avenue, North Bondi – Construction Zone (A03/2514), and informed the meeting that his parents in law own property in close proximity to the subject site and that he will be vacating the Chamber during the consideration and vote on this item.

#### **1303.4 CONFIRMATION OF MINUTES**

##### **1303.4.1**

##### **Council Meeting – 19 February 2013**

*Cr Wakefield was not present in the Chamber during the discussion and vote on this item.*

##### **MOTION / UNANIMOUS DECISION (Burrill / Goltsman)**

That the Minutes of the Council meeting of 19 February 2013 be received and noted and that such Minutes be confirmed as a true record of the proceedings of that meeting.

#### **1303.5 ADDRESSES TO COUNCIL BY MEMBERS OF THE PUBLIC**

1. S. McDonald (Supporting the Recommendation) – Item 1303.13.2 – Finance, Ethics & Strategic Planning Committee Meeting – 5 March 2013 – Clause F-1303.5 – Bondi Junction Urban Design Review (A12/0038-02).
2. D. Ecuyer (Objecting to the Recommendation) – Item 1303.13.2 – Finance, Ethics & Strategic Planning Committee Meeting – 5 March 2013 – Clause F-1303.5 – Bondi Junction Urban Design Review (A12/0038-02).
3. E. Namir (relating to the dumping of waste) – Item 1303.13.2 – Finance, Ethics & Strategic Planning Committee Meeting 5 March 2013 – Clause F-1303.4 – March 2013 Information Bulletin.

### **1303.6      MAYORAL MINUTE**

There was no Mayoral Minute.

### **1303.7      OBITUARIES (A02/0017)**

*Cr Wakefield was not present in the Chamber during the discussion and vote on this item.*

The Mayor asked Councillors for the submission of obituaries and the following was received:

George Iknors

#### **MOTION / UNANIMOUS DECISION (Strewe / Kay)**

That a letter of sympathy be forwarded to the family of the deceased named above expressing the condolences of the Mayor, Councillors and staff in the bereavement they have experienced.

*Council rose for a minute's silence for the souls of people generally who have died in our Local Government area.*

### **1303.8      QUESTIONS BY COUNCILLORS WITH NOTICE**

#### **1303.8.1**

#### **Recent blocking of emails to elected Waverley Councillors (DA 433/2012)**

The following question was submitted by Cr Kanak:

Does the General Manager consider that the recent blocking of emails from residents or resident groups to elected Waverley Councillors was unfortunate and has damaged Waverley Council's reputation for open governance, and what steps does the General Manager intend to take to prevent a recurrence of this event?

The Director, Corporate & Technical Services replied:

If a proper record of what happened in this instance is understood, I don't see how it should result in damage to our well earned nationally recognised award winning reputation for open governance and consultation. On the contrary, I think it should reassure the community that our IT systems will be able to function to receive and respond to their emails. As with any organisation, our IT unit monitors unusual email activity.

The reason action was taken in this instance to block some of the thousands of identical emails generated in less than a day from the Rescue Bondi website was because it presented as a suspected spam incident due to the significant spike in received emails for Councillors, the email subject lines and their content being identical, the fact that they were going to Councillors from a single source within 24 hours, and the number of invalid email addresses which were identified when Councillors tried to respond to the emails but received 'bounce back' notifications.

Despite some of these emails not appearing in Councillors' inboxes, the emails were recorded and when it was established by IT that they were not spam, the Councillors were made aware of the emails.

Given the high number of emails being received, in particular into the Mayor's inbox, the Mayor was forced to divert them to a separate folder to protect the integrity of her mail system and so that she could receive emails from other members of the community on other issues, which she couldn't at the time. Again, those diverted emails were still recorded and the issues noted in the lead up to the Development Control Committee meeting on 26 February.

The Council email management system has been operated during the Swiss Grand process with the same standards, openness, transparency and security that we always uphold. No steps are proposed to change these systems as they are considered to be the best available for maintaining openness and security simultaneously. We will continue to monitor instances of unusual activity, and we advise that emailing from an individual email account rather than through standard email forms will help ensure in future that those emails are delivered successfully and provide Councillors with an easy way of responding directly to the community concerned.

The following question was then submitted by Cr Burrill:

You mentioned in your wording that the emails were blocked and then they were available later on. Could you just clarify? I think that may mean quarantining.

The Director, Corporate & Technical Services replied:

Some emails were deleted, that is the procedure because they were absolutely identical and there were thousands of them. I think we actually received, on one day, 2,838 emails, 2,004 of those were blocked, and the next day we received another 1,128 emails and several kept coming in after that. Once it was clear that they were legitimate rather than crashing people's systems, Councillors were notified of the emails. Several Councillors did try to respond to many of the emails, but they kept bouncing back because of the way that they did come in to us. That is why at the end we are advising the community that if they email from an individual email account rather than from a big block account then it will be much easier for Councillors to respond to those with the respect due to community members when they email us.

### **1303.9            QUESTIONS BY COUNCILLORS TO THE MAYOR WITHOUT NOTICE**

***Note from the General Manager: In accordance with Council's adopted procedures, each Councillor may ask the Mayor one question without notice. Councillors are requested to submit their question in writing to the Mayor at the time the question is asked.***

#### **1303.9.1**

**180-186 Campbell Parade, Bondi – known as the Swiss Grand Hotel – Establish use of a 24 hour supermarket with liquor store and associated fitout (DA 433/2012)**

The following question was submitted by Cr Wakefield:

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This is page 4 of the Minutes of the Council Meeting held on Tuesday, 12 March 2013

Can you confirm that you sent this email to a resident in regard to the Swiss Grand Development? "There is only one answer. I have used technology to protect myself and to ensure that I can continue doing a good job. Every email now referring to the Swiss Grand is automatically being deleted from my email so that I can continue to operate." Can you confirm that you wrote that to a resident?

The Mayor, Cr Betts, replied:

I did. They were deleted from my hotmail because I divert my emails from the Council email to my own email, and my computer crashed and then my mobile phone crashed because of that, so I did delete them from my hotmail account. Correct.

The following subsidiary question was submitted by Cr Wakefield:

In the same email, Madam Mayor, you have said this: "You have made it impossible for Councillors to read your objections." Does that mean, Madam Mayor, that in fact you did not give proper consideration to the objections from residents in regard to the Swiss Grand?

The Mayor, Cr Betts, replied:

Many residents sent emails to me directly. I answered every one of those. I answered every phone call and, in fact, when I was sent physical copies of them I looked at them, and when I came back to Council I read all the emails that were sitting on the Council system on 'sallyb'. So I did read them all, and I did take them into consideration.

### **1303.9.2**

#### **Bondi Junction Urban Design Review (A12/0038-02)**

The following question was submitted by Cr Masselos:

In relation to the Bondi Junction Urban Design review, other than the Town Planning consultants, have there been any other third parties in discussions with Council prior to tonight and if yes, with whom and what was the nature of the discussions?

The Mayor, Cr Betts, replied:

My understanding is that Councillor Wakefield told us last week that he had been approached by somebody, a developer, to buy the library site. I don't believe that any other Councillor knew about that.

Cr Wakefield interjected:

Madam Mayor, if you are going to verbal me incorrectly, perhaps you will give me a right...

The Mayor, Cr Betts, replied:

That is what you said.

Cr Wakefield replied:

You know that is not what I said, and you knew that was not what I said on the night because I corrected you on the night, Madam Mayor.

Cr Wakefield then asked:

So I now ask that you withdraw that comment because you have already been corrected on it. On the night I corrected you on it. Nobody else heard me say that because I didn't, in fact, say it. What I said was that a developer had come to Council under your Mayoralty and as soon as I became the Mayor, I gave instructions to the General Manager to cease discussions with them. You know that's the fact.

The Mayor, Cr Betts, replied:

Councillor Wakefield, that is 100% incorrect and you didn't say that on the night.

Cr Wakefield replied:

Oh, is it? Are you accusing me of lying? Are you accusing me of lying? Are you accusing me of lying?

The Mayor, Cr Betts, replied:

I am accusing you of not telling the truth.

My comments to Cr Masselos were about the Library site. I have never known until the other night when Cr Wakefield mentioned that somebody had offered to develop or buy the library site, I have never heard that. I mentioned that night that I was completely shocked to know that somebody had offered to buy the library site and that the Councillors had not been told about that. That is what I said the other night, and I still believe that.

Other developers some years ago, certainly if we can mention their name, Leighton's, spoke to the General Manager about some Ebley Street sites, absolutely. I was not involved in those discussions. A workshop was held when Cr Wakefield became Mayor. At that workshop, the developers were not available or were not there. The General Manager conducted the workshop. Councillors then asked if we could have a further briefing with the developer so that we could ask questions. Cr Wakefield then asked the General Manager to cease dealing, I think, with Leighton's and that is as far as I know what happened.

At the meeting the other day when the presentation was made, it was two presentations from Leighton's. I asked the General Manager to put in writing to me how the second presentation came about, considering that Cr Wakefield had told us that he had asked the General Manager to cease dealing with Leighton's. The General Manager has furnished me with an email, which I don't have on me but I am happy to send it to everybody, that came from the Divisional Manager – Strategic Planning, Mr Bramis, confirming a meeting which the then Mayor attended at which a decision was made that Leighton's should do another option and that Council should then assess those two options. I had nothing whatsoever to do with them. This is hearsay from the General Manager who has put it in writing to me. So when we got the presentation the other day, I was surprised, but that is the General Manager's discussions with me and that's all I know.

**1303.10      PUBLICATIONS RECEIVED**

**MOTION / UNANIMOUS DECISION (Kay / Kanak)**

That Council receive and note the following publications received from public bodies:

1. City of Sydney – Transport Strategies / Actions – Technical Report.
2. City of Sydney – Transport Strategies / Actions – Summary Report.

**1303.11      NOTICE OF MOTIONS SUBMITTED BY COUNCILLORS**

*Note from the General Manager: Council should note that for the purposes of budgetary control and planning, any Notices of Motion received and endorsed by Council, will be assessed for budgetary implications.*

*If they cannot be achieved within existing allocations they will be referred to the Finance, Ethics & Strategic Planning committee for its consideration of budget implications, in conjunction with the budget estimates or at a quarterly review of the budget.*

*The report to Council about progress in achieving Council's Motions will also highlight whether budget issues are involved.*

**1303.11.1**

**The Urban Taskforce Australia – Local Government Reforms (A03/2631)**

The following is a revised version of the Notice of Motion submitted by Cr Kanak:

**MOTION / UNANIMOUS DECISION (Kanak / Strewé)**

That Council:

1. Notes that the Urban Taskforce Australia is inviting councils to join as associate members, and further, that it held a forum on Local Government Reform and Council amalgamations at its 27 February 2013 Industry Breakfast at which Mayor Betts represented Waverley Council.
2. Notes with concern, the potential for conflicts of interest to arise from any Council membership of the Urban Taskforce – a pro-development lobby group.
3. Notes it has never been an intention of Council to be part of the Urban Taskforce Australia.
4. In order to maintain its real and perceived independence, formally resolves not to become a member of the Urban Taskforce.
5. Requests that the Mayor table the presentation she made at the above Industry Breakfast.

## BACKGROUND

The Urban Taskforce is a body representing private sector design, development and construction companies, and for Councils such as Waverley to form formal or informal affiliations with it would represent at least a perceived conflict of interest with Council's role as a consent authority. Lobbyist groups such as the Urban Taskforce should not have a role in any public planning process beyond that of making submissions to any publicly advertised planning inquiries.

The Mayor's attendance at the Urban Taskforce forums may be seen as tacit endorsement of Council's intent to associate itself with that body. Her speech at the Urban Taskforce's forum in relation to proposed amalgamations of councils was reported in the Daily Telegraph and Sydney Morning Herald on Thursday, 28 February 2013.

The Urban Taskforce is a strong supporter of council amalgamation. In one report of the forum, the Mayor was quoted as stating that "merging three eastern beaches councils [...] may tick all the boxes", a position that is favourably inclined to amalgamations, and in another she expressed opposition to forced amalgamations. The public interest would be served by the tabling of her speech for access by Councillors and the public.

### **1303.11.2**

#### **Commercial Fitness & Personal Training Policy – Enforcement of Existing Policy Provisions (A04/0382)**

The following Notice of Motion was submitted by Cr Masselos:

#### **MOTION / UNANIMOUS DECISION (Masselos / Kanak)**

That Council investigate opportunities to improve compliance with the Commercial Fitness & Personal Trainers Policy exclusion zones through education, issuing of warnings, enforcement or other means.

## BACKGROUND

Waverley Council's Commercial Fitness & Personal Trainers Policy is quite explicit on where their activities can be undertaken in our parks. The exclusion zones listed in the Policy include all beach areas. At Bronte in particular, I have witnessed activities on the beach that appear to be outside of the provisions of the Policy, and which also have serious impacts on the quiet enjoyment of residents and visitors to the beach.

The purpose of this motion is to have Council officers investigate the opportunities for improving compliance with the Policy.

### **1303.12      ADDITIONAL MATTERS FOR CONSIDERATION**

#### **1303.12.1**

#### **Review of the Independent Hearing and Assessment Panel (IHAP)**

Report dated 28 February 2013 from the Director, Planning & Environmental Services reviewing the operation of Council's Independent Hearing and Assessment Panel.

## **MOTION / DECISION (Betts / Goltsman)**

That:

1. Council commence a process towards an Independent Assessment Panel with delegation to determine development applications. This process to include:
  - (a). Development of a Charter, Code of Conduct, Operational Guidelines and Delegations, and a period of public consultation.
  - (b). Recruitment of members.
  - (c). Budgetary adjustments.
2. A further report be submitted to the May Council meeting to consider the above matters.
3. The commencement date for the new Panel be targeted for 1 July 2013.
4. The pool of members to be appointed to the Panel include at least one Heritage Planner / Architect, a disability sector advocate, and an Aboriginal Heritage Planner.

### **1303.12.2**

#### **Australian Boardriders Battle Event Application (A02/1927-29)**

*Cr Strewe was not present in the Chamber during the consideration and vote on this item.*

Report dated 1 March 2013 from the Director, Recreation, Customer and Community Services about a proposal from Surfing Australia to host the 'Australian Boardriders Battle', a national professional surfing event at Bondi Beach in March 2014.

## **MOTION / UNANIMOUS DECISION (Betts / Burrill)**

That Council:

1. Approve the application for the Australian Boardriders Battle event to be held at Bondi Beach on 15-16 March 2014.
2. Note the event fee will be set as per Council's Pricing Policy, Fees and Charges to be adopted for 2013-14.

### **1303.12.3**

#### **Request to call selective tenders for environmental data management system and automated lighting and irrigation controls (A12/0717)**

*Cr Strewe was not present in the Chamber during the consideration and vote on this item.*

Report dated 26 February 2013 from the Director, Planning and Environmental Services to outline the findings of the Expressions of Interest and seeking to proceed to selective tender for the provision of integrated web-based platforms and automated control systems to



manage environmental data and selected assets to measure progress against environmental targets, inform strategic planning, improve asset performance, and allow for user charging and remote management of selected assets.

**MOTION / UNANIMOUS DECISION (Betts / Goltsman)**

That Council:

1. Approves the calling of selective tenders from Centra Tech Systems and Water Group for the provision of web based control systems, leak detection and electricity monitoring to manage selected assets.
2. Approves the calling of selective tenders from Acresta, Carbon Systems, Kinesis and Centra Tech Systems / East River Software for the provision of a web based operational (corporate) environmental data management system.
3. Approves the calling of selective tenders from Acresta, Kinesis and Centra Tech Systems / East River Software for the provision of a web based LGA (community) environmental data management system.

**1303.12.4**

**Request for the calling of tenders for the provision of marquees (A12/0670)**

*Cr Strewe was not present in the Chamber during the consideration and vote on this item.*

Report dated 4 March 2013 from the Director, Recreation, Customer & Community Services seeking Council's approval to proceed to tender for Provision of Marquees on Bondi Beach for the City to Surf Event.

**MOTION / UNANIMOUS DECISION (Betts / Kanak)**

That Council approve commencing the tender process for the provision of marquees for the Sun Herald 'City to Surf' fun run event for a three year term and two year option.

**1303.12.5**

**The Nib Literary Award update (A09/0407)**

*Cr Wakefield was not present in the Chamber during the consideration and vote on this item.*

Report dated 4 March 2013 from the Director, Recreation, Customer and Community Services about the future of The Nib Waverley Library Award for Literature.

**MOTION / DECISION (Masselos / Betts)**

That Council:

1. Note the benefits of The Nib Literary Award and its contribution to local and Australian literature, research and reading.
2. Proceed with the 2013 Nib Literary Award.

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This is page 10 of the Minutes of the Council Meeting held on Tuesday, 12 March 2013

3. Receive a further report on the establishment of suitable philanthropy or other fundraising measures for the funding of The Nib Literary Award from 2014 onwards.

### **1303.13      ADOPTION OF COMMITTEE MINUTES**

#### **1303.13.1**

#### **Development Control Committee Meeting – 26 February 2013**

*Cr Kay declared a pecuniary interest in this item in relation to Clause D-1302.1 – 180-186 Campbell Parade, Bondi – Known as the Swiss Grand Hotel – Establish use of a 24 hour supermarket with liquor store and associated fitout (DA 433/2012), and informed the meeting that his parents in law own property in close proximity to the subject site. Cr Kay was not present in, or insight of, the Chamber at any time during which the matter was considered.*

#### **MOTION / DECISION (Burrill / Mouroukas)**

That the Minutes of the Development Control Committee Meeting of 26 February 2013 be received and noted, and that such Minutes be confirmed as a true record of the proceedings of that Meeting.

*Cr Kanak asked that it be recorded in the minutes that he voted against the Motion.*

#### **1303.13.2**

#### **Finance, Ethics & Strategic Planning Committee Meeting – 5 March 2013**

#### **MOTION / UNANIMOUS DECISION (Cusack / Burrill)**

That the Minutes of the Finance, Ethics & Strategic Planning Committee Meeting of 5 March 2013 be received and that such Minutes be confirmed as a true record of the proceedings of that Meeting and that the decisions contained in Clauses F-1303.1, F-1303.2, and F-1303.4 be received and noted, and the recommendations contained in Clauses F-1303.3, F-1303.5 and F-1303.6 be adopted.

Save and except the following:

1. Finance, Ethics & Strategic Planning Committee Meeting – 5 March 2013 – Clause F01303.5 – Bondi Junction Urban Design Review (A12/0038-02).

And that this item be dealt with separately below.

#### **1303.13.2.1**

#### **Finance, Ethics & Strategic Planning Committee Meeting – 5 March 2013 – Clause F-1303.5 – Bondi Junction Urban Design Review (A12/0038-02)**

This matter was saved and excepted by Cr Burrill.

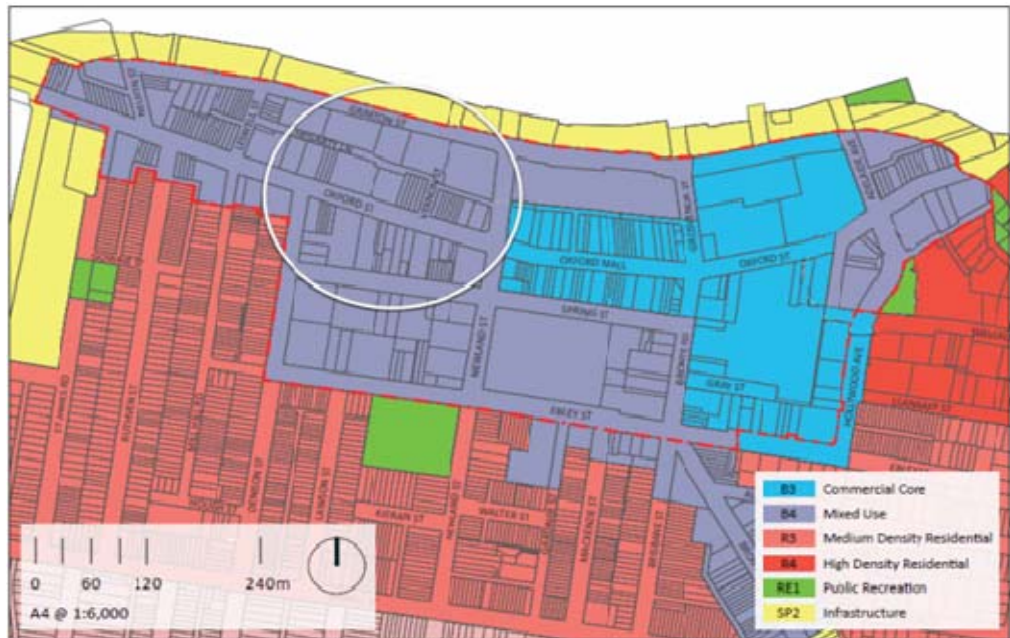
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This is page 11 of the Minutes of the Council Meeting held on Tuesday, 12 March 2013

**MOTION (Burrill / Cusack)**

That the recommendation of the Finance, Ethics & Strategic Planning Committee be adopted, subject to the following amendments and additions:

1. Clause 2 be amended to now read as follows:
  - “2. Adopt the following recommendations and incorporate them into an amendment of the Waverley Comprehensive Local Environmental Plan 2012:
    - 2.1. Rezone the sites west of Newland Street, which are presently zoned B3 Commercial Core, to B4 Mixed Use.
    - 2.2. Rezone the block east of Bronte Road, west of Ann Street, north of Ebley Street, and south of Gray Street, which are presently zoned B3 Commercial Core, to B4 Mixed Use.



- 2.3 To enable office premises on select properties on the southern side of Ebley Street as shown on the following map, add the following addresses: Newland to Gardiner – 51, 53, 55, 57, 59, 61 and 63, to Schedule 1 Additional Permitted Uses (Clause 2.5) LEP 2012.



2.4 Add the following clause:

- Part 6 – Additional Local Provisions:

Clause 6.7 Solar Access to public spaces in Bondi Junction:

- (1). The objective of this clause is to ensure that buildings maximise sunlight access to the public places set out in this clause.
- (2). The consent authority must not grant development consent to development on land to which this clause applies unless the consent authority is satisfied that there is no additional shadow impact at 12 noon on 21st June on Clementson Park, Waverley Street Mall, Eora Park, Norman Lee Place (Boot Factory), Oxford Street Mall and Rowe Street (between Oxford Street Mall and Grosvenor Lane).
- (3). Development on land to which this clause applies may not be able to be developed to permitted maximum floor space ratio or height of building shown for the land on the Floor Space Ratio Map and Height of Buildings Map.”

2. Clause 4 be amended to now read as follows:

“Notes, but does not necessarily support, the following recommendations made by City Plan Urban Design for Bondi Junction:

1. Develop a new Public Domain Master Plan to identify key public domain projects.
2. Improve the connection from the Rail Interchange to Oxford Street and further on to Spring Street including the proposed Town Square.
3. Use various opportunities to create links through blocks (as indicated in Attachment 1 - Figure 3.2 - Opportunities).
4. Create mixed use transition zones from commercial to residential areas.
5. Improve public domain of Grafton Street and towards/underneath Syd Enfield Drive.
6. Opportunities to create shared zones in parts of Spring Street and Bronte Road.
7. Develop a movement strategy that integrates pedestrian and vehicular movements and has a clear focus on the quality of the public domain.
8. Create solar access planes for public open spaces within the Bondi Junction Centre.
9. Consider tall office buildings on the southern Westfield site (facilitating the opportunity for A-grade office space in Bondi Junction).
10. Use potential for additional storeys within LEP height limit at selected locations (at present the number of storeys is limited by the DCP which at some locations does not correspond with the full LEP height potential).
11. Refer to national and state legislation such as the National Construction Code (NCC) or the NSW Residential Flat Design Code (RFDC) for specific matters, e.g. determination of ceiling heights.
12. Develop a framework for Voluntary Planning Agreements and Section 94 contributions.
13. Rename the SEPP 65 panel the “design excellence panel” and improve its utilisation by referring a wider range of projects and seeking pre-DA review.
14. Permit commercial uses on sites on the south side of Ebley Street between Hollywood Avenue and Denison Street where they face potential overshadowing from development to the north.

15. Where appropriate require development applications to illustrate how neighbouring sites can be renewed or redeveloped adjacent to the proposal.
16. Introduce environmental design into the DCP including passive solar design and natural ventilation.
17. Require development applications to consider impacts on surrounding sites. This may include three dimensional testing of shadowing.
18. Plan for the renewal of the area between Ebley Street and Birrell Street and possible expansion of the Junction southward.
19. Character Statements should be established in Bondi Junction to provide qualitative direction for design. The City of Sydney's Locality Statements may serve as a guide. These should reflect the existing and the desired future character of each area within Bondi Junction. An important element of this task is to determine the extent of each character area. Presently the Junction has a diverse range of characters, these are largely defined by streets, block by block.(p.46 of BJUDR).
20. Traffic study with focus on pedestrian access and circulation including between Spring Street, Oxford Mall and the Bus and Rail Interchange.
21. Implementation of shared zones with low speed bus traffic;
22. Consider undertaking a block-by-block analysis to assess building massing options for redevelopment sites. Use this process to determine appropriate setbacks in the context of existing building massing, block depth, lot size and access considerations;
23. Preparation of a comprehensive Public Domain Master Plan;
24. Amend the layout of the DCP chapter on Bondi Junction to improve the document;
25. Public domain improvement program with priority projects to guide future investment;
26. Further investigation in Voluntary Planning Agreements and/or Section 94 contribution options;
27. Include character statements in the DCP to provide qualitative design direction to new developments;
28. Prepare a plan to Improve public domain of Grafton Street and towards/underneath Syd Enfield Drive;
29. Rename the SEPP 65 panel the "design excellence panel" and improve its utilisation by referring a wider range of projects and seeking pre-DA review.

\* Refer to Chapters 4 (page 7) and 12 of the BJUDR for more detail (Attachment 1 to the report).

#### **AMENDMENT 1 (Masselos / Wakefield)**

That the Motion be adopted, subject to the deletion of Clause 2.3.

AMENDMENT 1 WAS PUT AND DECLARED LOST.

#### **Division:**

**For the Amendment:** Crs Kanak, Masselos, Streve and Wakefield.

**Against the Amendment:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

#### **AMENDMENT 2 (Kanak / Masselos)**

That the Motion be adopted, subject to the addition of the following clause:

1. Prior to inclusion in material to be exhibited to the public, the Floor Space Ratio map that appears in 'TABLE 1: LEP 2012 Amendments' of the report submitted to the March 2013 Finance, Ethics & Strategic Planning Committee Meeting be amended as follows:

“The Floor Space Ratio at the corner of Denison and Ebley Streets be reduced from 6.00 to 3.00.”

AMENDMENT 2 WAS PUT AND DECLARED LOST.

**Division:**

**For the Amendment:** Crs Kanak, Masselos, Strewé and Wakefield.

**Against the Amendment:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

**AMENDMENT 3 (Kanak / Masselos)**

That the Motion be adopted, subject to the addition of the following clause:

1. Prior to inclusion in material to be exhibited to the public, the Height of Buildings map that appears in ‘TABLE 1: LEP Amendments’ of the report submitted to the March 2013 Finance, Ethics & Strategic Planning Committee Meeting be amended as follows:

“The height of the library site on the corner of Ebley and Denison Streets, as well as the two sites located adjacent to the library site within the block bounded by Ebley Street (from Newland Street to Denison Street), Newland Street and Denison Street (from Ebley Street to Spring Street) be reduced from 32 metres to 26 metres.”

AMENDMENT 3 WAS PUT AND DECLARED LOST.

**Division:**

**For the Amendment:** Crs Kanak, Masselos, Strewé and Wakefield.

**Against the Amendment:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

AT THIS STAGE IN THE PROCEEDINGS, CR KAY MOVED THE FOLLOWING MOTION IN ACCORDANCE WITH SECTION 11.15 OF COUNCIL’S CODE OF MEETING PRACTICE:

**MOTION / DECISION (Kay)**

That the Motion be now put.

THE MOTION WAS PUT AND DECLARED CARRIED.

**Division:**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

**Against the Motion:** Crs Kanak, Masselos, Strewé and Wakefield.

AT THIS STAGE IN THE PROCEEDINGS, CR KANAK REQUESTED THAT THE CHAIR ALLOW ONE MORE SPEAKER AGAINST THE SUBSTANTIVE MOTION TO BE HEARD. THE CHAIR RULED THAT THIS REQUEST NOT BE GRANTED.

**MOTION OF DISSENT (Wakefield)**

Cr Wakefield moved a Motion of Dissent on the Chair’s ruling that the request made by Cr Kanak to allow one more speaker against the Substantive Motion to be heard not be granted.

THE MOTION OF DISSENT WAS PUT AND DECLARED LOST.

**Division:**

**For the Motion of Dissent:** Crs Kanak, Masselos, Strewe and Wakefield.

**Against the Motion of Dissent:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

**Decision:** That the Motion be adopted.

**Division:**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

**Against the Motion:** Crs Kanak, Masselos, Strewe and Wakefield.

*S McDonald, D Ecuver and E Namir addressed the meeting.*

**1303.13.3**

**Community, Housing, Environmental Services & Public Works Committee Meeting – 5 March 2013**

**MOTION / UNANIMOUS DECISION (Mouroukas / Betts)**

That the Minutes of the Community, Housing, Environmental Services & Public Works Committee Meeting of 5 March 2013 be received and that such Minutes be confirmed as a true record of the proceedings of that Meeting and the recommendation contained in Clause C-1303.1 be adopted.

**1303.13.4**

**Waverley Traffic Committee Meeting – 28 February 2013**

*Cr Kanak declared a less than significant non pecuniary interest in this item in relation to Clause WTC-1302.C3 – Glen Lane, Bondi – Parking Opposite Driveways (A02/0637), and informed the meeting that he knows a resident who could possibly be affected by the proposed installation of a ‘No Parking’ zone in Glen Lane, Bondi.*

*Cr Kay declared a significant non pecuniary interest in this item in relation to Clause WTC-1302.L1 – Ramsgate Avenue, North Bondi (A03/2514-03), and informed the meeting that his parents in law own property in close proximity to the subject site. Cr Kay vacated the Chamber and was not present in, or insight of, the Chamber at any time during which the matter was considered.*

**MOTION / UNANIMOUS DECISION (Mouroukas / Betts)**

That Part 1 of the Minutes of the Waverley Traffic Committee Meeting of 28 February 2013 be received and noted, and that the recommendations contained in Clauses WTC-1302.C1 to WTC-1302.C4, WTC-1302.V1 and WTC-1302.V2, WTC-1302.Z1 to WTC-1302.Z3, and WTC-1302.L1 be adopted.

Save and except the following:

1. Waverley Traffic Committee Meeting – 28 February 2013 – Clause WTC-1302.C1 – Grafton Street, Bondi Junction – RPPS Survey Results (A03/0635-03).

And that this item be dealt with separately below.

#### **1303.13.4.1**

#### **Waverley Traffic Committee Meeting – 28 February 2013 – Clause WTC-1302.C1 – Grafton Street, Bondi Junction – RPPS Survey Results (A03/0635-03)**

This matter was saved and excepted by Cr Burrill.

#### **MOTION / UNANIMOUS DECISION (Burrill / Cusack)**

That the recommendation of the Waverley Traffic Committee be adopted, subject to being amended to now read as follows:

That Council change the existing ten spaces of '½P Ticket 8am-12pm, 2P Ticket 12pm-6pm' on the northern side of Grafton Street, Bondi Junction, west of Leswell Street, to '½P Ticket 8am-12 Noon Permit Holders Excepted Area 20, 2P Ticket 12 Noon-6pm Permit Holders Excepted Area 20'.

*The late report considered by the Committee at Item WTC-1302.L1 was attached to the end of the Minutes for Council's consideration.*

#### **1303.14      GENERAL MANAGER'S REPORT**

##### **1303.14.1**

#### **Lots 12-16, 67A Bourke Road, Alexandria – New Waverley Council Depot Site (DP 270785 and A12/0075)**

Report from the General Manager regarding the purchase of the new depot site at Lots 12 - 16, 67A Bourke Road, Alexandria recommending the classification of the land as operational.

#### **MOTION / UNANIMOUS DECISION (Betts / Cusack)**

That Council:

1. Receive and note the report of the General Manager regarding the purchase of the new depot site at Lots 12 -16, 67A Bourke Road, Alexandria.
2. Determine that the property be classified as operational on acquisition.



### **1303.14.2**

#### **The Southern Sydney Regional Organisation of Councils (SSROC) – Planning Workshop (A08/1115)**

Report from the General Manager regarding the Planning Workshop held on 22 February 2013.

#### **MOTION / UNANIMOUS DECISION (Goltsman / Guttman-Jones)**

That Council receive and note the report of the General Manager regarding the Planning Workshop held on 22 February 2013.

### **1303.14.3**

#### **Relay for Life (A11/0361)**

*Having declared a significant non pecuniary interest in this item, the Mayor, Cr Betts relinquished the Chair and Cr Kay assumed the Chair. The Mayor, Cr Betts, vacated the Chamber and was not present at, or in sight of, the meeting at any time during which the matter was considered.*

Report from the General Manager regarding the Cancer Council NSW – Eastern Suburbs Relay for Life 2013.

#### **MOTION / UNANIMOUS DECISION (Goltsman / Mouroukas)**

That Council:

1. Receive and note the report of the General Manager regarding the Cancer Council NSW – Eastern Suburbs Relay for Life 2013.
2. Allocate up to \$5,000 towards the cost of accessing McKay Sports Ground for the Eastern Suburbs Relay for Life 2013 event.
3. Continue to work in partnership with Randwick City and Woollahra Council in providing Cancer Council NSW with logistical and operational assistance for the 2013 Eastern Suburbs Relay for Life.

*After consideration of Item 1303.14.3, Cr Kay, relinquished the Chair and the Mayor, Cr Betts, assumed the Chair.*

### **1303.15      PETITIONS**

#### **1303.15.1**

#### **Bondi Beach – Request to allow beach volleyball to be played (A13/0100 and A03/1726)**

Petition containing 161 signatures, the majority of which are from residents of Bondi and Bondi Beach, requesting that Council allow beach volleyball to be played on Bondi Beach.

**MOTION / UNANIMOUS DECISION (Goltsman / Wakefield)**

That:

1. The petition be received and noted and forwarded to the Director, Recreation, Customer and Community Services.
2. The petition be referred to the Bondi Beach Plan of Management Review.

**1303.15.2**

**Denham Street, Bondi – Objection to installation of car share space (A13/0100)**

Petition containing 223 signatures, the majority of which are from residents of Bondi, objecting to Council's proposal to install a car share space on the west side of Denham Street, Bondi.

**MOTION / UNANIMOUS DECISION (Kay / Cusack)**

That the petition be received and noted and forwarded to the Director, Corporate & Technical Services.

**1303.16      QUESTIONS BY COUNCILLORS FOR NEXT COUNCIL MEETING**

There were no questions by Councillors for the next Council meeting.

**1303.17      URGENT BUSINESS**

**1303.17.1**

**Leave of Absence – Cr Clayton (A03/0029)**

Cr Clayton has applied for leave of absence from Council for the period 12 March 2013 to 30 April 2013 inclusive.

**MOTION / DECISION (Cusack / Kanak)**

That the matter be considered as an Item of Urgent Business.

THE MOTION WAS PUT AND DECLARED CARRIED.

THE FOLLOWING MOTION WAS THEN MOVED, SECONDED AND DECLARED CARRIED UNANIMOUSLY:

**MOTION / UNANIMOUS DECISION (Cusack / Masselos)**

That:

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This is page 19 of the Minutes of the Council Meeting held on Tuesday, 12 March 2013

1. Council grant leave of absence to Cr Clayton for the period 12 March to 30 April 2013 inclusive.
2. Flowers and a 'Get Well' card be sent to Cr Clayton on behalf of all Councillors and staff at Waverley Council.

**1303.18      MATTERS TO BE DEALT WITH IN CLOSED SESSION**

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

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

- (a) personnel matters concerning particular individuals.**
- (b) personal hardship of any resident or ratepayer.**
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.**
- (d) commercial information of a confidential nature that would, if disclosed:**
  - i prejudice the commercial position of a person who supplied it; or**
  - ii confer a commercial advantage on a competitor of Council;**
  - iii reveal a trade secret.**
- (e) information that would, if disclosed, prejudice the maintenance of law.**
- (f) matters affecting the security of Council, Councillors, Council staff and Council property.**
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.**
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.**

**Pursuant to section 10A(4) of the Act and clause 252 of the Regulation, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.**

*Before the motion to close the meeting was put, the Chair provided an opportunity for members of the public to make representations as to whether this part of the meeting should be closed and none were received.*

## **MOTION / UNANIMOUS DECISION (Betts / Goltsman)**

That:

1. Council move into closed session to deal with these matters which are classified as confidential under the provisions of Section 10A (2) (a) and (c) of the Local Government Act 1993 for the following reasons:
  - (a). The reports at Items 1303.18.1 and 1303.18.2 contain information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

It is not in the public interest to reveal details of Council's position with regard to these matters as doing so would place Council at a commercial disadvantage.
  - (b). The report at Item 1303.18.3 contains information regarding personnel matters concerning particular individuals.

It is not in the public interest to reveal details regarding particular individuals employed by Council.
2. Pursuant to Section 10A(1), 10A(2) and 10A(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of Section 10A(2) of the Local government Act 1993.
3. The correspondence and reports relevant to the subject business be withheld from the media and public as provided by section 11(2) of the Local Government Act 1993.

*At 9.22pm Council moved into closed session and resumed in open session at 9.27pm.*

### **1303.18.1**

#### **CONFIDENTIAL REPORT – Evaluation of tender for the construction of Tamarama Kiosk (A12/0761)**

Confidential report dated 1 March 2013 from the Director, Public Works & Services about the findings from the Assessment Panel created to evaluate the tender for the construction of Tamarama Kiosk.

## **MOTION / DECISION (Goltsman / Mouroukas)**

That:

1. The report be treated as confidential in accordance with section 11(3) of the Local Government Act 1993 as it relates to a matter specified in section 10A(2) of the Local Government Act.
2. Council endorses the recommendation to enter into a contract with the preferred tenderer, Kane Constructions Pty Ltd.
3. Council notify the unsuccessful tenderer of the decision.

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This is page 21 of the Minutes of the Council Meeting held on Tuesday, 12 March 2013

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

**Against the Motion:** Crs Kanak, Masselos, Strewe and Wakefield.

**1303.18.2**

**CONFIDENTIAL REPORT – Evaluation of tender for the provision of events and activities during the Christmas and New Year Period (A12/0802)**

Confidential report dated 4 March 2013 from the Director, Recreation, Customer & Community Services about the Tender Assessment Panel's evaluation for "Event Management, Production and Security Services for specified events at Bondi Beach and Reserves" for a three-year term (2013/14 to 2015/16).

**MOTION / DECISION (Betts / Burrill)**

That:

1. The report be treated as confidential in accordance with section 11(3) of the Local Government Act 1993 as it relates to a matter specified in section 10A(2) of the Local Government Act.
2. Council endorses the recommendation to enter into a contract with the preferred tenderer, Mixed Media (Australia) Pty Ltd, trading as Mi5, for a 3 year term plus 2 x 1 year options.
3. Council notify unsuccessful tenderers of the decision.

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

**Against the Motion:** Crs Kanak, Masselos, Strewe and Wakefield.

**1303.18.3**

**CONFIDENTIAL REPORT – Parking Services Structural Review (A11/0243)**

Confidential report dated 1 March 2013 from the Director, Corporate & Technical Services about the implementation and communication of the outcomes from the Parking Services Review as requested by Council.

**MOTION / UNANIMOUS DECISION (Betts / Kay)**

That:

1. The report be treated as confidential in accordance with section 11(3) of the Local Government Act 1993 as it relates to a matter specified in section 10A(2) of the Local Government Act.

2. Council receive and note the report regarding the proposed implementation and communication plans regarding the outcomes of the Parking Services Review.

**1303.19      SUBMISSION OF RESCISSION MOTIONS**

***Note from the General Manager: Rescission motions must be submitted to the General Manager, or in the absence of the General Manager a member of Council's Governance Unit, and announced before the close of the meeting. The date and time of receipt will be noted on all rescission motions.***

***Rescission motions received before 10am on the next working day following the meeting will stay action to implement Council's decision until the rescission motion has been determined. This is in line with Section 372 of the Local Government Act and Council's Code of Meeting Practice.***

***Rescission motions received after 10am on the next working day following the meeting may not stay action on implementing Council's decision.***

***Rescission motions will generally be dealt with at the next Council meeting.***

The Chair called for the submission of any rescission motions and none were received.

**THE MEETING CLOSED AT 9.28PM**

**SIGNED AND CONFIRMED      MAYOR  
16 APRIL 2013**

## REPORT TO COUNCIL

### Payment of Expenses and Provision of Facilities for Councillors (A04/0371-02)

Report dated 14 March 2013 from the Director, Corporate and Technical Services about the review of the Councillor Expenses and Facilities Policy and the need to place the draft policy on public exhibition.

**Recommendation:** That Council:

1. Receive and note this report.
  2. Agree to place the Draft Councillor Expenses and Facilities Policy on exhibition to receive public comment on its proposed provisions with submissions closing on Friday, 24 May 2013.
- 

### Purpose of Report

The purpose of this report is to inform Council about a review of the Councillor Expenses and Facilities Policy as required under the provisions of the Local Government Act, and to recommend that the revised draft policy attached to this report be placed on public exhibition with submissions closing on 20 May 2013.

### Background / Introduction

Section 252 of the Local Government Act (the Act) requires councils to adopt or amend a policy annually for the payment of expenses and the provision of facilities to mayors, deputy mayors and other councillors. Mayors and councillors can only be reimbursed for expenses and provided with facilities in accordance with this policy. No amendment was made to the policy at the end of last year as a major review had been undertaken at the end of 2011.

Section 253 of the Act requires councils to submit their adopted policy to the Division of Local Government annually by the 30 November each year. It also requires a council to give public notice of its intention to adopt or amend a policy for the payment of expenses or provision of facilities allowing at least 28 days for the making of public submissions if the council is of the opinion that the amendment(s) are 'substantial'. 'Substantial amendments' include changes to monetary limits of 5% or more and/or major changes to the standard of provision of equipment and facilities and/or any new category of expenses, facilities and equipment. As this draft policy is proposing a number of significant amendments the revised policy needs to be placed on public exhibition.

To assist councillors with assessing the nature of the amendments and additions to the policy the changes are highlighted in RED in the attached draft policy. The section below sets out the explanation for these changes.

### Analysis

The Draft Expenses and Facilities Policy is proposing a number of amendments consisting of the following:

1. Page 11: The addition of a new section detailing Council's position in respect of implementing the Local Government Remuneration Tribunal's determinations and how the Deputy Mayor's allowance is calculated. The reason for this inclusion is that it provides a 'home' for the policy relating to the determination of the Deputy Mayor's remuneration. A review of other councils' policies has found that several have sections detailing the remuneration of the deputy mayor.

## REPORT TO COUNCIL

2. Pages 14 – 15 and Page 27: The updating of the incidental and meal allowances based upon the ATO Taxation Determination TD2012/17. Council's policy is to base its meal and incidental allowance levels on the annual determination issued by the Australian Taxation Office. These allowances were last updated by the ATO in September 2012 and the policy's figures need to be adjusted accordingly.
3. Page 18: An amendment to the monthly allowance to reimburse the cost of operating communications/multi- media devices has been proposed to allow for the provision and operation of tablet devices by the councillors. Council is proposing to move away from the production of hardcopy agendas and minutes and to replace these with electronic versions to be accessed via an iPad. In order to accommodate the operation of this, councillors need to have in place a media access plan to allow for the operation of the tablet device. The cost of the implementation of this provision will be off-set by savings in the Governance printing budget.

Research was undertaken to ascertain what a number of councils across metropolitan Sydney are doing to provide for the monthly costs of operating councillors' communications systems and devices. A sample of twelve councils were examined to see what they were doing in respect of the introduction of tablet devices to replace hard copy agendas etc. This analysis revealed a number of councils have introduced iPad formats but they have set no limit for internet access and data downloading. In the interests of transparency Council believes it is important that this information needs to be set out in its Expenses and Facilities Policy. It is proposed that Waverley Council's monthly allowance be increased to \$344 per month with the basis of this figure being set out in the policy. An analysis of the sample councils showed that monthly allowances ranged from \$150 per month to \$1049 per month with the majority sitting around the \$350 – 500 per month. The proposed new figure of \$344 per month still places Waverley Council below the average of \$397.60 per month for the sample councils

4. Page 23: The Section on 'Provision of Equipment and Facilities for Councillors' has been amended to increase the Per Term Lump Sum to \$8206.00 (this is equivalent to \$2051.50 per councillor per year) to provide for CPI adjustments since the previous adjustment and to cover the cost of the purchase of the iPads and associated peripherals, warranty and supporting software.

### Financial

Increases in costs to Council in reimbursing councillors' expenses are budgeted.

### Delivery Program / Operational Plan

This policy is a statutory requirement and is in line with Direction G1 of Council's Delivery Program which is: ***Direction G1 Council's decision making processes are open, transparent and corruption resistant and based on sound integrated planning*** and Operational Plan ***Strategy G1a Develop and maintain a framework of plans and policies that ensures open and transparent Council operations*** .

### Consultation

Because substantial changes are proposed for this policy the draft needs to be placed on public exhibition for a period of 28 days before coming back to Council for final consideration.



## REPORT TO COUNCIL

### Timeframe

The draft policy will be placed on public exhibition with submissions closing on Monday 20 May 2013. A report will come forward to the 21 May 2013 Council meeting detailing the outcome of any submissions arising from the public exhibition and any amendments to the draft policy which arise from these submissions.

### Recommendation: That Council:

1. Receive and note this report.
2. Agree to place the Draft Councillor Expenses and Facilities Policy on exhibition to receive public comment on its proposed provisions with submissions closing on Friday 24 May 2013.

Bronwyn Kelly

**Director, Corporate and Technical Services**

*Author: Paul Spyve – Divisional Manager, Governance & Integrated Planning*

# Councillor Expenses and Facilities Policy

**DRAFT**

AUTHOR <b>Paul Spyve</b>
DEPARTMENT <b>Governance and Integrated Planning</b>
DATE CREATED <b>October 2006</b>
DATE REVISED <b>April 2013</b>
DATE APPROVED BY EXECUTIVE TEAM <b>N/A</b>
DATE ADOPTED BY COUNCIL
NEXT REVIEW DATE <b>September 2013</b>
TRIM FILE: <b>A04/0371-02</b>



# Revisions

Council first adopted an expenses and facilities policy for councillors on 13 December 1994.

The following amendments have been made since that date:

- Revised 28 November 1995 (Inclusion in Part 7 "Child Care Assistance Arrangements for Councillors").
- Revised 30 January 1996 (Modification to Part 5 "Facilities for Mayor/Councillors").
- Revised 28 February 1997 (Amendment to Part 5 "Facilities for Mayor/Councillors").
- Revised 16 December 2003 (Amendment to Part 5 "Facilities for Mayor/Councillors").
- Revised 19 April 2005 commencing 1 May 2005 (various amendments).
- Revised 18 October 2005 (Amendment to Part 6 "Facilities for Mayor/Councillors" at 6.1).
- Revised 19 December 2006 (New Councillor Expenses and Facilities Policy adopted).
- Revised 18 September 2007 (minor amendments).
- Revised 19 August 2008 (Participation, Equity and Access section added).
- Revised 17 November 2009 (various amendments including addition of Travel by Taxi section).
- Revised 21 September 2010 (minor amendments including new 'Phone, PDA and Internet Costs and Expenses' section).
- Revised 15 November 2011
- Revised 16 April 2013 to provide for CPI adjustments and accommodate the provision of iPads and their ongoing operation and update allowances in line with ATO Determinations



# Table of contents

<b>1. INTRODUCTION</b>	<b>5</b>
Title and commencement	5
Purpose of policy	5
Objective and coverage of policy	5
Participation, equity and access	5
Reporting requirements	6
Expenses	6
Provision of facilities	6
Significant equipment and facilities costs	6
Legislative provisions	6
Provisions under the Local Government Act 1993	6
Provisions under the Local Government (General) Regulation 2005	8
Other government policy provisions	10
DLG guidelines	10
DLG circulars to councils	10
Model Code of Conduct	10
ICAC publications	10
Councillor Remuneration and payment of the Deputy Mayor	11
<b>2. PAYMENT OF EXPENSES</b>	<b>12</b>
General provisions	12
Payment of expenses generally	12
Allowances and expenses	12
Reimbursement and reconciliation of expenses	12
Payment in advance	12
Spouse and partner expenses	12
Specific expenses for mayors and councillors	13
Discretionary trips, and attendances at conferences and similar events	13
Training and educational expenses	14
Travel within the Sydney metropolitan area	15
Travel by Taxi	16
Travel outside the Sydney metropolitan area including interstate travel	16
Communications/Multi Media Device Costs	16
Care and other related expenses	18



Insurance expenses and obligations	18
Legal expenses and obligations	19
Other reasonable expenses	19
<b>3. PROVISION OF FACILITIES</b>	<b>20</b>
General provisions	20
Provision of facilities generally	20
Private use of equipment and facilities	20
Provision of equipment and facilities for councillors	22
Provision of additional equipment and facilities for the Mayor	23
<b>4. OTHER MATTERS</b>	<b>25</b>
Acquisition and returning of facilities and equipment by councillors	25
<b>ALLOWANCES (AS AT SEPTEMBER 2012)</b>	<b>26</b>
Table 1 – meal allowances (per day)	26
Table 2 – incidental expenses (per day)	26
<b>COUNCILLOR APPLICATION FORM – PRIVATE USE OF COUNCIL’S HOME OFFICE EQUIPMENT</b>	<b>27</b>
<b>EXPENSES FORMS</b>	<b>29-35</b>



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# 1. Introduction

## **TITLE AND COMMENCEMENT**

This policy is titled 'Councillor Expenses and Facilities Policy'.

This policy was adopted by Council on XXXX 2013. It revises the previous policy titled 'Councillor Expenses and Facilities Policy' adopted by Council on 15 November 2011.

## **PURPOSE OF POLICY**

The purpose of this policy is to comply with the guidelines issued by the Division of Local Government and to ensure that there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by councillors and that the facilities provided to assist councillors to carry out their civic duties are reasonable.

## **OBJECTIVE AND COVERAGE OF POLICY**

The objective of this policy is to comply with the guidelines issued by the Department of Local Government, and provide a guide to councillor's expenses and facilities, and the process for paying expenses in a way that can be properly recorded, reported and audited.

The policy applies to all councillors who hold, and are not suspended from, civic office. The Mayor is entitled to specific additional facilities.

## **PARTICIPATION, EQUITY AND ACCESS**

Council recognises that councillors have different individual circumstances. As such, the provisions of this policy are to be non-discriminatory and used in an equitable manner to enable the full participation by councillors from all walks of life.

The provisions of this policy shall also be at an appropriate level to encourage members of the community, particularly under-represented groups such as those in primary caregiver roles, to seek election to Council by ensuring that they would not be financially or otherwise disadvantaged in undertaking the civic functions of a councillor.

This policy shall also take into account and makes reasonable provision for the special needs of councillors to allow access to the appropriate parts of Council premises and facilities, and maximise participation in the civic functions and business of Council.

## **REPORTING REQUIREMENTS**

Council, in its Annual Report, will report each year on the total cost of expenses and the provision of facilities for the Mayor



and all councillors, as well as the following specific categories, or such other categories as required by the Department of Local Government from time to time.

### *Expenses*

Council will report on the following expenses for councillors:

- cost of phone calls including mobiles, home located landlines, facsimile and internet services;
- spouse/ partner/ accompanying person expenses;
- conference and seminar expenses;
- training and skill development expenses;
- interstate travel expenses;
- overseas travel expenses;
- care and other related expenses.

### *Provision of facilities*

Council will report on the cost of the provision, including rental, of dedicated office equipment allocated to councillors on a personal basis such as desktop or laptop computers, external hard drives, fixed telephones, mobile phones, other mobile communication devices, telephones, facsimile machines and internet installed in councillors' homes, but not including the costs of using this equipment, such as calls.

### *Significant equipment and facilities costs*

Council will report on any other significant costs incurred for councillors, such as the cost of the provision of facilities and equipment where such provision is above what would normally be required by councillors for the day-to-day running of Council.

## **LEGISLATIVE PROVISIONS**

### *Provisions under the Local Government Act 1993*

Changes to sections 252(5) and 253 of the *Local Government Act 1993*, made by the *Local Government Amendment Act 2005*, require councils to make and submit their expenses and provision of facilities policies annually to the Department of Local Government.

Section 252 of the *Local Government Act 1993* requires councils to adopt or amend a policy annually for the payment of expenses and the provision of facilities to mayors, deputy mayors and other councillors. Mayors and councillors can only be reimbursed for expenses and provided with facilities in accordance with this policy.

Section 252 also makes provision for a council to reduce the amount payable to mayors and councillors (under sections 248-251 of the *Local Government Act 1993*) by the amount



representing any private benefit of a facility provided by the council to them. It also requires that the policy be made under the provisions of *Local Government Act, the Local Government (General) Regulation* and any relevant guidelines issued under section 23A of the *Local Government Act*.

Section 252 states:

*(1) Within 5 months after the end of each year, a council must adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the mayor, the deputy mayor (if there is one) and the other councillors in relation to discharging the functions of civic office.*

*(2) The policy may provide for fees payable under this Division to be reduced by an amount representing the private benefit to the mayor or a councillor of a facility provided by the council to the mayor or councillor.*

*(3) A council must not pay any expenses incurred or to be incurred by, or provide any facilities to, the mayor, the deputy mayor (if there is one) or a councillor otherwise than in accordance with a policy under this section.*

*(4) A council may from time to time amend a policy under this section.*

*(5) A policy under this section must comply with the provisions of this Act, the regulations and any relevant guidelines issued under section 23A.*

Section 253 specifies actions that council must undertake before a policy concerning expenses and facilities can be adopted or amended.

Section 253 states:

*(1) A council must give public notice of its intention to adopt or amend a policy for the payment of expenses or provision of facilities allowing at least 28 days for the making of public submissions.*

*(2) Before adopting or amending the policy, the council must consider any submissions made within the time allowed for submissions and make any appropriate changes to the draft policy or amendment.*

*(3) Despite subsections (1) and (2), a council need not give public notice of a proposed amendment to its policy for the payment of expenses or provision of facilities if the council is of the opinion that the proposed amendment is not substantial.*

*(4) Within 28 days after adopting a policy or making an amendment to a policy for which public notice is required to be given under this section, a council is to forward to the Director-General:*





*(a) a copy of the policy or amendment together with details of all submissions received in accordance with subsection (1), and*

*(b) a statement setting out, for each submission, the council's response to the submission and the reasons for the council's response, and*

*(c) a copy of the notice given under subsection (1).*

*(5) A council must comply with this section when proposing to adopt a policy each year in accordance with section 252 (1) even if the council proposes to adopt a policy that is the same as its existing policy.*

Section 254 requires that a part of a council or committee meeting which considers the adopting or amending of such a policy must not be closed to the public.

Section 23A makes provision for the Director-General of the Department of Local Government to prepare, adopt or vary guidelines that relate to the exercise by a council of any of its functions. It also requires that a council must take the relevant guidelines into consideration before exercising any of its functions.

Section 428(2)(f) requires a council to include in its annual report:

*The total amount of money expended during the year on mayoral fees and councillor fees, the council's policy on the provision of facilities for use by councillors and the payment of councillors' expenses, together with a statement of the total amount of money expended during the year on the provision of such facilities and the payment of such expenses.*

In addition Section 428(r) requires that councils must report on any other information required by the regulations.

*Provisions under the Local Government (General) Regulation 2005*

Clause 217 of the Regulation (Additional information for inclusion in annual reports) was amended in December 2006. Clause 217 states in part:

*(1) For the purposes of section 428(2)(r) of the Act, an annual report of a council is to include the following information:*

*(a) details (including the purpose) of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations),*

*(a1) details of the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following:*



*(i) the provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs),*

*(ii) telephone calls made by councillors, including calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors' homes,*

*(iii) the attendance of councillors at conferences and seminars,*

*(iv) the training of councillors and the provision of skill development for councillors,*

*(v) interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses,*

*(vi) overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses,*

*(vii) the expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Director-General from time to time,*

*(viii) expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions.*

Clause 403 (Payment of expenses and provision of facilities) states:

*A policy under section 252 of the Local Government Act 1993 must not include any provision enabling a council:*

*(a) to pay any councillor an allowance in the nature of a general expense allowance, or*

*(b) to make a motor vehicle owned or leased by the council available for the exclusive or primary use or disposition of a particular councillor other than a mayor.*

*Provisions under the Government Information (Public Access) Regulation 2009*

*Schedule 1 of the Regulation states:*

*Additional open access information—local authorities*

*1 Information about local authority*



(1) *Information contained in the current version and the most recent previous version of the following records is prescribed as open access information:*

(h) *policy concerning the payment of expenses incurred by, and the provision of facilities to, councillors,*

## **OTHER GOVERNMENT POLICY PROVISIONS**

### *DLG guidelines*

This policy takes into account the following Division of Local Government Department of Premier and Cabinet Guidelines:

- *Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW (October 2009).*

### *DLG circulars to councils*

This policy takes into account the following Division of Local Government Department of Premier and Cabinet Circulars:

- *Circular 02-34 Unauthorised use of council resources*
- *Circular 04-41 Draft Model Code of Conduct*
- *Circular 05-08 Legal assistance for councillors and council employees.*
- *Circular 06-57 Guidelines for the payment of expenses and provision of facilities*
- *Circular 07-22 Updated Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors*
- *Circular 08-03 Findings from the review of councillor expenses and facilities policies*
- *Circular 08-24 Misuse of council resources.*
- *Circular 09-36 Release of revised councillor expenses and facilities guidelines*
- *Circular 10-26 Misuse of council resources*

### *Model Code of Conduct*

This policy is consistent with the *Model Code of Conduct for Local Councils in NSW*, Division of Local Government, December 2012 and Waverley Council's *Code of Conduct* and associated Procedures which implements the Model Code.

The part of the Council Code headed 'Use of Council resources' (Section 10 pp29 – 30) is particularly relevant to s252 policies.

### *ICAC publications*

Councils should also be aware of and take account of the Independent Commission Against Corruption (ICAC) publications



- *No Excuse for Misuse, preventing the misuse of council resources (Guidelines 2)*, November 2002.
- *ICAC and the Model Code of Conduct for Local Councils in NSW*

These publications are available on the ICAC website at [www.icac.nsw.gov.au](http://www.icac.nsw.gov.au).

## COUNCILLOR REMUNERATION

Pursuant to Section 241 of the *Local Government Act 1993* the Local Government Remuneration Tribunal determines annually in each category of council, the maximum and minimum amount of fees to be paid to mayors and councillors of councils.

In accordance with Section 248 of the Act, Council must pay Councillors an annual fee and this fee must be fixed annually taking into consideration the determination of the Local Government Remuneration Tribunal. The annual fees fixed by Council must be the same for each Councillor and be paid by monthly instalments in arrears. The vast majority of councils have in place policies that they will pay their councillors the maximum permissible fee determined by the Tribunal. Waverley Council has had in place for many years a similar policy.

Under Section 249 of the Act, the Council must pay the Mayor an annual fee which is in addition to the fee paid to the Councillors. The Act also provides the option of councils' remunerating their deputy mayor if they choose to appoint one. In September 1998, Council set an annual fee for the Deputy Mayor which is set at 8.85% of the Mayoral Fee and this has been indexed in line with increases in the Mayoral fee determined by the Tribunal. The Deputy Mayor's fee is deducted from the Mayor's annual fee as required by the.



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## 2. Payment of expenses

### General provisions

#### **PAYMENT OF EXPENSES GENERALLY**

##### *Allowances and expenses*

Council does not provide general allowances to councillors.

Councillors are entitled to the expenses set out in this policy provided that they satisfy the stated requirements.

##### *Reimbursement and reconciliation of expenses*

Before Council will pay for an expense under this policy, Councillors must seek reimbursement in a formal written claim. All expense claims may be lodged by the 15<sup>th</sup> of each month to allow payment within the Councillors' allowance for that month. Councillors are permitted to accumulate claims up to six (6) months. However, each claim must include original receipts, or tax invoices (where GST applies), to be considered for reimbursement.

Properly documented claims will be checked and authorised by the General Manager's Unit and Financial Services and paid in the councillor's monthly payment.

##### *Payment in advance*

Council, generally does not allow for payments in advance.

#### **SPOUSE AND PARTNER EXPENSES**

Where councillors make discretionary trips, or attend conferences or similar events, training or educational courses, seminars or briefings, or official functions, and are accompanied by spouses or partners, any additional costs related to spouses or partners (including meals, travel, registration, tours and any other expenses) will be met by the delegate or partner and will not be reimbursed by Council.



## Specific expenses for Mayors and Councillors

### **DISCRETIONARY TRIPS AND ATTENDANCES AT CONFERENCES AND SIMILAR EVENTS**

Councillors may undertake discretionary trips, or attend conferences and similar events subject to approval.

Council in full meeting will generally determine whether to give its approval.

If this is not practicable then the approval will be subject to the joint approval of the Mayor and the General Manager.

If the Mayor requires approval it will be subject to the joint approval of the Deputy Mayor and the General Manager.

A councillor who wishes to undertake a trip or attend a conference or similar event must provide a written request to the Mayor stating the reasons why the councillor wishes to attend and what benefits it will bring to Council, unless invited to attend by the Mayor. If the trip or attendance is interstate, the councillor should submit the itinerary and cost for consideration.

Council will allocate up to \$20,000 per year (including GST) to fund attendance at conferences and similar events. However, Council may agree to allocate additional funds in specific cases where it decides that there is a benefit to Council from the attendance.

The Mayor may nominate a substitute attendee including the Deputy Mayor or another councillor in his or her place on those occasions where the Mayor is unable to be present.

The Council will normally pay in advance for all accommodation (double room of an adequate standard), and normal registration costs charged by organisers, including the costs of related official luncheons, dinners and tours that are reasonably relevant to the interests of Council or assist councillors to discharge the functions of their civic office.

For accommodation or meals that Council has not prepaid, and for incidental expenses, Council will reimburse expenses incurred while at conferences, seminars or official functions to the limits of the allowances set out in the Australian Tax Office's Taxation Determination TD [2012/17](#) or such determinations or policies of the Australian Tax Office that supersede it.

The limits will be applied as follows:

- Where councillors' meals are not prepaid by Council or are not included in the seminar, conference, event or briefing fee, the monetary limits per day for meals are those set out under 'Food and Drink' in Table 3 of [TD 2012/17](#) or such determinations or policies of the Australian Tax Office that supersede it.



- Refer to **Table 1** annexed to this policy.
- Where councillors incur incidental expenses, such as phone calls and similar expenses, the monetary limits per day for those expenses are the rates set out under 'Incidentals' in **Table 3** of of **TD 2012/17** or such determinations or policies of the Australian Tax Office that supersede it.
- Refer to **Table 2** annexed to this policy.
- Where councillors' accommodation expenses are not prepaid by Council or are not included in the seminar, conference, event or briefing fee, the monetary limits per day for those expenses are those set out under 'Accommodation' in Tables 3 and 4 of **TD 2012/17** or such determinations or policies of the Australian Tax Office that supersede it.
- Where a councillor's accommodation expenses are not prepaid by Council, but normally would have been prepaid by Council, and the councillor pays the accommodation expenses themselves, the councillor shall be reimbursed the full amount of the expense incurred.

With the approval of the Mayor and General Manager, a councillor may expend more than the individual monetary limits per day for meals and incidental expenses, provided that the overall monetary limit per day in that case will be the sum of all of the monetary limits per day for meals and incidental expenses.

On completion of a discretionary trip or attendance, Councillors should provide a written report to Council on the aspects of the attendance that are relevant to Council's business and/or the local community. A report is not required for the annual conferences of the Local Government and Shires Associations.

## **TRAINING AND EDUCATIONAL EXPENSES**

In addition to attending conferences, councillors are encouraged to undertake training and educational courses, and attend seminars and briefings from key members of the community, politicians and business that are directly related to their civic functions and responsibilities.

A councillor who wishes to attend a training and educational course, or attend a seminar or briefing, must provide a written request to the General Manager stating the reasons why the councillor wishes to attend and what benefits it will bring to Council, unless invited to attend by the Mayor. The approval will be subject to the joint approval of the Mayor and the General Manager. If the Mayor requires approval it will be subject to the joint approval of the Deputy Mayor and the General Manager.

Council will allocate up to \$10,000 per year (including GST) on average to fund relevant training and educational courses, and attendances at seminars and briefings. However, Council may agree to allocate additional funds in specific cases where it



decides that there is a benefit to Council from the attendance. This allocation is for all councillors taken together and the Mayor and General Manager will ensure that access to training and educational courses is distributed equitably.

Council will reimburse expenses incurred while at training or educational courses, or seminars or briefings, to the limits of, and in the same way as, the allowances referred to under 'Discretionary trips, and attendances at conferences and similar events' above. However, expenses that are additional to the service component, such as political donations or some other private benefit, are excluded.

### **TRAVEL WITHIN THE SYDNEY METROPOLITAN AREA**

Councillors are entitled to claim "kilometrage" allowance for use of private vehicles to drive from their home to and from:

- Council and Council committee meetings;
- appointments within the Waverley area involving Council business;
- inspections within the Waverley area, undertaken according to a resolution of the Council;
- functions and meetings where they act as a representative of the Mayor or Council when requested by the Mayor;
- functions and meetings where the invitation to attend arises only as a result of their position as a councillor;

provided that:

- the travel is undertaken expediently, and by the shortest practicable route, subject to personal medical considerations or special needs;
- "kilometrage" rates will be paid at the then current rate set by the appropriate Local Government Award.

Councillors are entitled to claim parking fees and road tolls incurred while travelling in private or Council vehicles on Council business, provided that appropriate receipts are submitted to Council.

The driver is personally responsible for all traffic or parking fines incurred while travelling in private or Council vehicles on Council business. Where the councillor is not the driver, the councillor shall ensure that all traffic or parking fines are paid.

Councillors are entitled to use public transport and taxis to travel to and from Council or Council committee meetings, seminars, conferences or other official Council business provided that the cost of a single trip does not exceed \$100.00 (including GST), unless otherwise approved by the Mayor and General Manager.

#### *Travel by Taxi*

Councillors can pay their taxi fare in cash or use a Taxi eTicket.





Claims for reimbursement of fares paid in cash must be made within three months of incurring the expense.

Taxi eTickets will be issued to councillors upon request. A maximum of four (4) Taxi eTickets can be issued to a councillor at any one time, unless otherwise approved by the Mayor and General Manager.

Councillors must obtain a receipt from the taxi driver for each Taxi eTicket used and submit the receipt to Council within ten working days. No further eTickets will be issued until all receipts associated with previously issued e-tickets have been submitted to Council.

Councillors must report lost or stolen Taxi eTickets to the General Manager as soon as possible. A councillor may be liable for any costs incurred by Council resulting from the misuse of a lost or stolen eTicket if the councillor to whom the eTicket was issued fails to report it as lost or stolen.

### **TRAVEL OUTSIDE THE SYDNEY METROPOLITAN AREA INCLUDING INTERSTATE TRAVEL**

Council will meet all reasonable travel costs associated with an approved attendance. Travel may be by air, private or hire car, train or taxi.

Where air travel is appropriate, it will be provided by economy class. However, the General Manager may decide that travel will be by train.

Travel by private or hire vehicle shall be subject to prior approval from the General Manager and provided that:

- the travel is undertaken expediently, and by the shortest practicable route, subject to personal medical considerations or special needs;
- "kilometrage" rates will be paid for private vehicles at the then current rate set by the appropriate Local Government Award;
- payment will not exceed the cost of economy class airfares to and from the particular destination.

### **COMMUNICATIONS/MULTI-MEDIA DEVICE COSTS**

In recognition that technology has now converged where telephones, computer, PDAs and other multi-media devices are contained within the same hardware and where devices can communicate with each other via wired and wireless voice and data networks, Council aims to provide councillors with maximum flexibility in respect of which options they wish to utilise to assist with their resident/constituent liaison responsibilities.



This approach will allow councillors to choose whether they wish to have a council supplied landline option and/or go with package plans provided by a telecommunications company. Council will reimburse the expenses for the provision and operation of such options up to a maximum of **\$344.00 per month (including GST)**. Any amount above this maximum would only be reimbursed with the approval of the General Manager or delegate following the identification of the extenuating circumstance of the claim. This amount will be adjusted on an annual basis in line with CPI increases commencing as of the date of the last review of this policy (15 November 2011). The CPI will be applied on an annual basis as part of the annual review of this policy. See Annexure 2 for details.

Councillors will be given the option to participate in plans provided by telecommunications companies (which can be negotiated on their behalf by Council) and retain the council installed landline if they so wish. Reimbursement of line rental, network, leasing or acquisition costs of a mobile telephone, and an internet access plan will be available to councillors. However, if a councillor chooses to purchase a plan and device themselves, they will need to liaise with Council's Computer Services Section to determine whether the multi-media device and plan has adequate compatibility for interfacing with Council's systems.

Charges in excess of **\$344.00 per month (including GST)** may require an adjustment to be made to the monthly councillor payment in consultation with the General Manager or delegate.

Councillors must seek reimbursement in a formal written claim lodged by the 15<sup>th</sup> of each month (to allow payment with the councillor's allowance that month) or not later than 15 August in each financial year after the expense was incurred.

Each claim must include original receipts, or tax invoices (where GST applies), to be considered for reimbursement.

### **PROVISION OF TABLET DEVICES**

Council will provide Councillors with a tablet device including wireless internet connection with specification and configuration to access and utilise Council systems such as business papers, policies and key corporate publications to allow them to perform their civic duties. To ensure wireless connectivity for all councillors the tablet device must be provided with a data sim



card with up to a 15GB download capability and up to a maximum cost of \$95 per month. This amount has been incorporated into the monthly allowance figure outlined above. The data sim card may be purchased by Council on behalf of the councillor or by the councillor.

Council has incorporated the costings for the purchase of the tablet device and associated accessories into the lump sum per electoral term available to councillors for the purchase of equipment and facilities as outlined in Part 3 of this policy.

### **CARE AND OTHER RELATED EXPENSES**

Council will reimburse councillors for the reasonable cost incurred for the care of their children, and for elderly, disabled or sick immediate family members for whom they have caring responsibilities, while attending:

- Council meetings; or
- Council inspection meetings; or
- Council committee meetings.

Council will reimburse councillors for reasonable care costs paid to providers (other than their immediate family, spouse or partner) up to one hour before and after such meetings (based on advertised commencement time).

Council's Divisional Manager, Cultural and Community Services will identify and assess a reasonable level of care expense based on the circumstances and cost of services available to the public.

### **INSURANCE EXPENSES AND OBLIGATIONS**

Councillors will receive the benefit of insurance cover for:

- Personal injury while on Council business. The cover does not include medical expenses for illness, or for accident which does not involve a third party.
- Professional indemnity for matters arising out of councillors' performance of civic duties or exercise of their functions as councillors provided the performance or exercise of the relevant civic duty is, in the opinion of Council, in good faith or proper. This is subject to any limitations or conditions set out in the policy of insurance that is taken out from time to time.
- Public liability for matters arising out of councillor's performance of civic duties or exercise of their functions under the *Local Government Act*. This is subject to any limitations set out in the policy of insurance that is taken out from time to time.



## LEGAL EXPENSES AND OBLIGATIONS

Council may by resolution indemnify or reimburse the reasonable legal expenses of:

- A councillor defending an action arising from the performance, in good faith, of a function under *the Local Government Act*; or
- A councillor defending an action in defamation provided the statements complained of were made in good faith while exercising a function under the *Local Government Act*; or
- A councillor for proceedings before the Local Government Pecuniary Interest Tribunal, or an investigative body, provided the subject of the proceedings arises from the performance in good faith of a function under the *Local Government Act* and the Tribunal or investigative body makes no adverse finding.

Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the *Local Government Act* should be distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term of office.

It should be noted that Council would not meet the costs of an action in defamation taken by a councillor in any circumstances.

## OTHER REASONABLE EXPENSES

Council will meet other reasonable expenses incurred by Councillors, if approved by the Mayor and General Manager.



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## 3. Provision of facilities

### GENERAL PROVISIONS

#### *Provision of facilities generally*

Councillors should note the requirements of Council's *Code of Conduct for Councillors* when using Council facilities. The Code requires Council resources to be used ethically and only in the course of civic duties unless private use is specifically authorised.

Councillors should particularly note that the interests of councillors in their re-election are private interests. Council facilities, equipment and other resources are never to be used to produce election material or for any other political purposes.

#### *Private use of equipment and facilities*

Council deems that there is no private benefit to councillors with respect to the provision of equipment and facilities, although Council acknowledges that incidental private use may occur for which no compensation to Council is required.

Where the Mayor (or if the councillor concerned is the Mayor, then the Deputy Mayor) and the General Manager decide that a councillor's private use is more than incidental, the councillor shall compensate Council for the private use within 30 days of request.

Council is entitled to deduct from the councillor's fees any amounts outstanding after 30 days from request.

Where councillors wish to use Council's home office equipment for more than 7 hours per week for private use, use of home office equipment is authorised on approval of a councillor's application by the General Manager and where the specified payment is made. Fees for private use are:

- 7-14 hours per week      \$120.00 per year
- Over 14 hours per week    \$240.00 per year

Council is entitled to deduct from the councillor's fees any amounts outstanding after 30 days from the approval of the councillor's application.

Each approval applies for the electoral term (4 years) unless the councillor's circumstance change thereby requiring a new application. Council will not pay for additional consumables or maintenance as a result of private use.

Applications must be made by completing the **Private Use of Council's Home Office Equipment Councillor Application Form** which is attached at the back of this policy.



## PROVISION OF EQUIPMENT AND FACILITIES FOR COUNCILLORS

Councillors are permitted to purchase computer/telecommunications hardware such as a computer, laptop, printer, smartphone, tablet device or similar, and/or home office equipment such as filing cabinet, desk, printer, or any combination of these up to a maximum retail value of **\$8206.00 (incl. GST) per electoral term** (which is the equivalent of **\$2051.50 per councillor per year**) to assist them in carrying out their civic duties/responsibilities. **Annexure 1** sets out the basis for arriving at the above figure. **To ensure this amount retains its purchasing value this amount will be CPI adjusted at the commencement of each electoral term.**

The amount will be available at the commencement of each electoral term with reimbursement subject to the provision of receipts.

All hardware items purchased by Council, as indicated above, remain the property of Council and are subject to the provisions as set out in **Part 4 'Other Matters'** of this policy.

Additional facilities available to all councillors to discharge the functions of civic office are as follows:

- Councillors who purchase their own printer may formally claim reimbursement for printer operating supplies (print cartridges and paper) from Council when this is supported by original receipts, or tax invoices (where GST applies). Councillors whose printer is purchased by Council on their behalf will be provided with printer operating supplies. In both cases, the supplies are only to be used to support the carrying out of councillors' civic duties and responsibilities.
- Use of official stationery.
- Use of Council's computers, photocopiers and facsimile machines in Council's Administration Centre to discharge the functions of civic office.
- Typing services for official correspondence, subject to the prior approval of the General Manager or delegate.
- Postage of official correspondence provided that all mail is directed through the Council's own mailing system.
- Reimbursement of postage expenses will only be made where expenses can be verified to the satisfaction of the



General Manager and a copy of the item for mail is forwarded to the General Manager.

- Meals on evenings of Council and Committee meetings.
- Use of a Councillor's Room in Council's Administration Centre to assist councillors in dealing with Council business generally. The room shall be equipped with a telephone and other office and electronic equipment which may be required from time to time.
- Council will provide a reasonable level of equipment training to councillors on request at no charge.

### **MAINTENANCE OF EQUIPMENT**

If a Councillor avails themselves of the Council to purchase their communications/multi-media devices or acquires equipment that is compatible with Council's systems then Council will provide a level of support. However, if a Councillor opts to purchase their equipment through an external provider and it is not compatible with Council's supported systems then they should ensure they obtain a warranty/maintenance contract to provide a level of support. The cost of obtaining this warranty/maintenance support will be deducted from within the per electoral term figure outlined above.

### **PROVISION OF ADDITIONAL EQUIPMENT AND FACILITIES FOR THE MAYOR**

In addition to the equipment and facilities provided to the councillors, the Mayor is entitled to receive the benefit of the following facilities to discharge his or her civic duties:

- Use of ceremonial clothing including mayoral robes, chains of office.
- Use of a Council vehicle.

Council will pay the costs of a fully maintained vehicle (including charges for registration, fuel, tyres, servicing and financing) up to \$16,000 (including GST) annually, provided that the vehicle is limited to a model having a retail price of no more than \$50,000 (including GST).

Council may elect to provide an existing vehicle from Council's fleet or a new vehicle, and will replace the vehicle from time to time according to Council's usual fleet management practice or as authorised by the General Manager.

Only the Mayor, the Mayor's immediate family and authorised Council staff members are entitled to drive the Mayoral vehicle.

- Fuel card for use only with the Mayoral vehicle.
- Use of a dedicated parking space at Council's administration centre.



- Secretarial and administrative assistance relating to the discharge of his or her civic functions.
- Office equipment and refreshments essential for the running of the Mayoral office.
- Use of mobile telephone, personal digital assistant, smart phone or PDA phone, whether or not including computing, telephone, wireless internet and or wireless email functionality, for official business within the context of the options outlined in the section on Communication/Multi-Media Device Costs.

Council will pay call, usage and network charges not exceeding \$344.00 per month (including GST).

Charges in excess of \$344.00 per month (including GST) are the responsibility of the Mayor and will be paid to Council within 30 days of request or by agreement deducted from the Mayoral monthly councillor payment.





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## 4. Other matters

### **ACQUISITION AND RETURNING OF FACILITIES AND EQUIPMENT BY COUNCILLORS**

The equipment issued to councillors remains the property of Council and shall be returned on completion of the term of office, or at the cessation, or suspension from, their civic duties. However, if a councillor opts to utilise a private connection plan as outlined in the Section on Communication/Multi-Media Device Costs then whatever devices that are covered under this agreement remain the property of the councillor.

Upon ceasing to be a councillor or in the event of Council deciding to dispose of the equipment, a councillor may request the purchase of the Council owned equipment that they have used. The General Manager shall consider each request and consider Council's leasing arrangements of such equipment. If the equipment is available to be sold, the General Manager will determine an "appropriate purchase price" based on a fair market value and as suggested by the leasing company or the general market.



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# Allowances

(as at September 2012 as per TD 2012/17)

**TABLE 1 – MEAL ALLOWANCES (PER DAY)**

Breakfast	\$31.30
Lunch	\$44.25
Dinner	\$62.00

**TABLE 2 – INCIDENTAL EXPENSES (PER DAY)**

\$25.50
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# COUNCILLOR APPLICATION FORM

## PRIVATE USE OF COUNCIL'S HOME OFFICE EQUIPMENT & MEDIA DEVICES

**THIS FORM MUST BE SUBMITTED TO THE GENERAL MANAGER AT THE START OF EACH TERM OR WHERE A COUNCILLOR'S PRIVATE USE CHANGES**



Name

Address

Telephone

Level of private use      7 – 14 hours per week       Over 14 hours per week

It is recognised that limited, incidental private use may occur. Incidental private use of up to 7 hours per week does not attract a payment.

### PAYMENT SCHEDULE

Private use	Quarterly fee	Yearly fee
7 - 14 hrs/week	\$30.00	\$120.00
Over 14 hrs/week	\$60.00	\$240.00

The above fees are inclusive of GST.

Please note that Council shall not meet the costs of additional consumables or maintenance as a result of private use.

### PAYMENT METHOD

Quarterly payment attached       Annual payment attached       Deduct from councillor fees

Signature



Date




# EXPENSES CLAIM FORM

## GENERAL EXPENSES

Name of Councillor: \_\_\_\_\_ Cost Code: \_\_\_\_\_

*(Office use only)*

### Communications/Multi-Media Device costs

**Councillors may claim up to a maximum combined value  
of \$344.00 per month (including GST)**

Description of Incurred Expenditure	Code	Claim Amount
Cost of official calls		
From: _____ To: _____	671	\$ _____
Telephone line rental on Council installed landline		
From: _____ To: _____	671	\$ _____
Network, leasing, and acquisition costs of package plan		
From: _____ To: _____	670	\$ _____
Internet access costs		
Internet Service Provider: _____		



From:	To:	528	\$
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**Total**      \$ \_\_\_\_\_

**Care Expenses (eg. child care, care of immediate family)**

Date	Description of type of care	For whom	Code	Claim Amount

*Please continue over page...*

**Total**      \$ \_\_\_\_\_

**Travel expenses while on official Council business (Not private vehicle)**

*Taxi and public transport up to a maximum value of \$100 per trip unless approved by the Mayor and General Manager*

Date	Purpose and more of trip (eg taxi to and from Council meeting)	Code*	Claim Amount



		678 / 534	
		678 / 534	
		678 / 534	
		678 / 534	
		678 / 534	
		678 / 534	

\* Please circle the correct travel code – Local 678 / Interstate 534

**Total** \$ \_\_\_\_\_

**Allowance for use of private vehicle while on official Council business**

Is the vehicle engine over 2,500 cc?  Yes  No

\*\* Rate of claim amount: \_\_\_\_\_

Date	Purpose of travel (eg. to and from Council meeting)	Distance (km)	Code	** Claim Amount
			678	
			678	
			678	

\*\* Administration use only.

**Total** \$ \_\_\_\_\_



### Other Expenses

(Must be approved by the Mayor and General Manager and relate to your role as a Councillor)

Date	Description of Incurred Expense	Code	** Claim Amount
		678	
		678	
		678	
		678	

*\*\* Administration use only.*

**I attach the relevant receipts or bill statements and declare that the above expenses were incurred by me and are payable under the provisions of Waverley Council’s Councillor Expenses and Facilities Policy.**

**Signature of Councillor:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Approved By: **GMU**      Name: \_\_\_\_\_ Signature \_\_\_\_\_ Date: \_\_\_\_\_  
 Approved By: **Finance**      Name: \_\_\_\_\_ Signature \_\_\_\_\_ Date: \_\_\_\_\_





# EXPENSES CLAIM FORM

## Attending Conferences, Seminars, Training and Official Council Business

Name of Councillor: \_\_\_\_\_ Cost Code: \_\_\_\_\_

*(Office use only)*

Travel date from: \_\_\_\_\_ to \_\_\_\_\_

Reason for travel: \_\_\_\_\_

### Allowance for use of private vehicle while on official Council business

Is the vehicle engine over 2,500 cc?  Yes  No

\*\* Rate of claim amount: \_\_\_\_\_

Date	Purpose of travel (eg. to and from Council meeting)	Distance (km)	Code	** Claim Amount
			678	
			678	
			678	

*\*\* Administration use only.*

**Total**      \$ \_\_\_\_\_

### Meals purchased while on official Council business

Date	Type of meal (please circle)	Code	Claim Amount
		648	



	Breakfast (up to \$31.30) / Lunch (up to \$44.25) / Dinner (up to \$62.00)		
	Breakfast (up to \$31.30) / Lunch (up to \$44.25) / Dinner (up to \$62.00)	648	
	Breakfast (up to \$31.30) / Lunch (up to \$44.25) / Dinner (up to \$62.00)	648	
	Breakfast (up to \$31.30) / Lunch (up to \$44.25) / Dinner (up to \$62.00)	648	
	Breakfast (up to \$31.30) / Lunch (up to \$44.25) / Dinner (up to \$62.00)	648	

**Total**            \$ \_\_\_\_\_

**Other incidental expenses incurred while on official Council business**

Date	Describe incurred expenditure (up to \$25.50 per day) (eg. phone calls)	Code	Claim Amount
	Breakfast (up to \$31.30) / Lunch (up to \$44.25) / Dinner (up to \$62.00)	648	
	Breakfast (up to \$31.30) / Lunch (up to \$44.25) / Dinner (up to \$62.00)	648	

**I attach the relevant receipts or bill statements and declare that the above expenses were incurred by me and are payable under the provisions of Waverley Council’s Councillor Expenses and Facilities Policy.**

**Signature of Councillor:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Approved By: GMU**            **Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Approved By: Finance**        **Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date:** \_\_\_\_\_



## Annexure 1: Costings for the provision of Equipment and Facilities

The amount for the provision of equipment and facilities for Waverley's councillors has been based on the actual cost of the equipment and facilities which were provided to them at the commencement of their term in office in September 2008. Set out below are the costings for the equipment at that time to cover the provision of a laptop, printer, software as well as the annual operational budget allocation for upgrades and the purchase of minor equipment provided to the councillors during their term in office. This amount is to be adjusted by the CPI at the commencement of each electoral term to ensure it retains its purchasing power as established by the baseline year of 2008.

Laptop Computer	\$2000.00
Printer	\$416.00
Software	\$433.00
Minor Equipment & Upgrades	\$400.00 x 4 years
Provision of office furniture	\$400.00
Briefcase	\$150.00
Headset for mobile phone	\$169.00
<b>TOTAL</b>	<b>\$5168.00 Baseline year value (2008)</b>

### CPI adjustment since 2008 (based on ABS Sydney All Groups CPI figure)

CPI 2008	4.35%	\$224.80	\$5392.80
CPI 2009	1.82%	\$98.14	\$5490.94
CPI 2010	2.84%	\$155.94	\$5647.00
CPI 2011	3.8%	\$214.58	\$5861.58
CPI 2012	1.3%	\$76.20	<b>\$5938.00</b>

### Additions to the adjusted figure following the 2012 Local Government Elections

It has been decided to move Councillors onto tablet devices for the operation of Council meetings. In order to allow for this to occur provision has had to be made within this policy for the supply and operation of these devices. Set out below is a summary of the costs



associated for the supply of the tablets, their ongoing maintenance and associated peripherals. This amount has been added to CPI adjusted amount detailed above.

Purchase of iPads (2 per 4 year term @ \$900)	\$1800.00
Provision of peripherals (case, stylus, keyboard etc)	\$180.00
Provision of Tablet Warranty (Apple Care) (\$99 for 2 yrs x2)	\$198.00
Purchase of supporting software	\$100.00
Total adjusted figure to apply for the 2012 – 2016 Electoral Term	<b>\$8206.00</b>

This amount has been adjusted for CPI from 2008 to 2012 to ensure the amount retains its 2008 value and incorporates the provision of new facilities such as a tablet device plus device upgrades/replacement during the electoral term, accessories, maintenance and supporting software. This gives a total amount of **\$8206.00 per term which is available to councillors to purchase their equipment and facilities in order to allow them to perform their civic duties. This amount will be CPI adjusted to retain its purchasing value and will be available at the commencement of each electoral term. In 2012 values this amount equates to \$2051.50 per year per councillor.**



**Annexure 2: CPI adjustments to the Monthly Allowance for the cost of operating Communication/Multi-Media Devices and the cost of operating tablet devices**

The 2011 policy review set a baseline monthly allowance of \$230 per month to reimburse councillors for the cost of operating their communication/multi-media devices. This policy provides for this amount to be annually adjusted by CPI to ensure it retains its 2011 baseline value. The introduction of tablet devices to provide for councillor access to business papers, council policies and publications requires an adjustment to this amount to offset the cost of operating the tablet devices. The table below details the adjustments made to the 2011 baseline figure to accommodate the introduction of these devices.

Baseline figure (set November 2011)	\$230.00 per month
CPI adjustment (2012) 1.3%	\$3.00
Data management tablet device as well as provision for apps subscriptions	\$111.00 per month
<b>Total to apply from May 2013</b>	<b>\$344.00 per month</b>



## REPORT TO COUNCIL

### Environmental Action Plan 3 (A08/1210)

Report dated 3 April 2013 from the Director, Planning & Environmental Services about the preparation of the draft Environmental Action Plan 3 in accordance with the Waverley Together 3 reporting requirements, and to seek Council endorsement for the public exhibition of the draft plan.

**Recommendation:** That Council:

1. Endorse the draft Environmental Action Plan 3.
  2. Exhibit the draft Environmental Action Plan 3 in line with the Waverley Together 3 reporting program.
- 

### Purpose of Report

The purpose of this report is to advise Council of the recent completion of the draft Environmental Action Plan 3 and to seek Council endorsement for the public exhibition of the draft Environmental Action Plan 3 as part of the WT3 engagement and consultation strategy.

### Background / Introduction

In October 2012, Council endorsed the commencement of the community engagement strategy to support the preparation of the Waverley Together 3 Community Strategic Plan. The Community Strategic Plan must reflect the aspirations of the Waverley community for a minimum of ten years, and not be limited to those priorities a council may be able to satisfy. Council's obligations to Community Strategic Planning derive from amendments to the Local Government Act in 2009, which gave affect to the Integrated Planning and Reporting (IP&R) process and requirements for community engagement to support it.

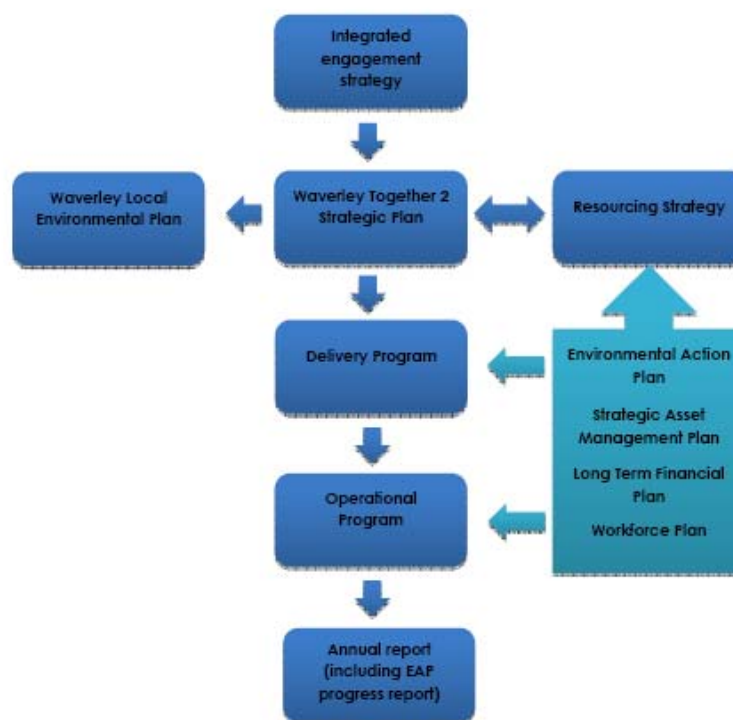
Under the Act and its associated compulsory IP&R Guidelines, CSPs should be organised to maximise the community's chances of achieving its vision for the future and "quadruple bottom line" (QBL) sustainability. The plans must include strategies and partnerships between all levels of government, the business sector and the community itself that will aim to deliver:

- Sustainable community
- Sustainable living, including a sustainable economy
- Sustainable governance, and
- Sustainable environment.

Waverley Council adopted the last Community Strategic Plan (CSP), *Waverley Together 2*, in February 2010. Waverley Together 2 is supported by a resourcing strategy comprising of four key supporting plans which detail the implementation strategy that will deliver the outcomes of the CSP. This is shown in Figure 1.

## REPORT TO COUNCIL

Figure 1: The Waverley Together Strategic Planning Framework



A core component of the Waverley Together 3 resourcing strategy is the Environmental Action Plan.

### The Environmental Action Plan

Council was one of the first nationally to articulate a strategic environmental vision for its organisation and community which included a detailed funded cost-effective 10-year roadmap of action. Integrated into Council's overall strategic and operational framework, this Environmental Action Plan (EAP) includes ambitious medium and long-term targets for both Council and the community in the areas of waste, water use, greenhouse gas reductions, biodiversity, and addresses engagement and education. These targets are presented in Figure 2. In August 2012, Council was awarded the coveted Green Globe 10 Year Sustainability Award for its efforts in strategic environmental planning and action.

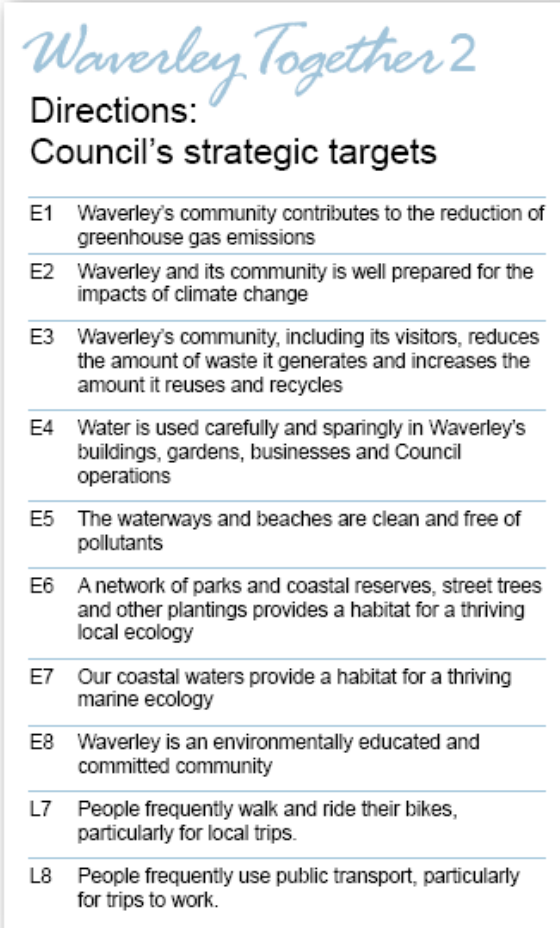
Council adopted Environmental Action Plan 1 in October 2008, and the revised Environmental Action Plan 2 in February 2010. Key successes on the path to achieving Waverley's environmental targets are summarised below:

- Reduced Council greenhouse gas emissions by 219 tonnes CO<sub>2</sub>-e in 2010/2011 from 2003/04 baseline (3% decrease). An additional 14% reduction in CO<sub>2</sub>-e identified through the energy-efficiency retrofits which are being implemented across 11 major Council sites in 2011/12. These projects represent a 13.6% reduction CO<sub>2</sub>-e based on 2003/04 baseline.
- Reduced energy use (gas and electricity) by 697,927MJ in 2010/2011 from 2003/04 baseline (3% decline). Aggregate energy costs have increased from the 2003/04 baseline due to rising electricity tariffs over the last 9 years. However, we expect over \$174,000 annual electricity bill savings from the energy-efficiency retrofits based on

## REPORT TO COUNCIL

current tariffs. Annual savings could increase to above \$225,000 with expected future electricity price rises.

**Figure 2: Waverley Together Environmental Targets**



*Waverley Together 2*  
Directions:  
Council's strategic targets

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
L7	People frequently walk and ride their bikes, particularly for local trips.
L8	People frequently use public transport, particularly for trips to work.

- Community-level analysis of data and implementation of specific policies and strategies surrounding technologies and behaviour change within the community with a focus on distributed generation and energy efficiency indicate a 30% reduction by 2020.
- There has been an increase in electricity from renewable energy sources (based on data for solar power capacity in the community from Ausgrid). The Council's Go Solar Program (2010) alone contributed to over 30 PV systems being installed with over 90 tonnes CO<sub>2</sub>-e abated annually.
- There has been a 4% decline in average kilometres travelled by Waverley residents per day by private car.
- Council is saving over 100ML of potable water per year from its harvesting systems for non-potable uses such as irrigation and toilet flushing at Council sites:
  - Bondi Stormwater Harvesting (2012) – saving 50ML/yr
  - Waverley Pavilion Seepage water harvesting (2011) – saving 35ML/yr
  - Award-winning Bronte Stormwater Harvesting project (2008) – saving 18 ML/yr
  - Barracluff Park groundwater harvesting system (2007)



## REPORT TO COUNCIL

- Rainwater harvesting at 5 Council amenities blocks and facilities
- Residential waste diversion rate has improved i.e. waste to landfill decreasing (down by 20% from 2004/05), recycling is increasing (diversion rate at 38% compared to 20% in 2004/05).
- Conservative projections for the successful community Compost Revolution program across the 3 participating Council areas (Randwick, Woollahra and Waverley) indicate waste diversion through composting / wormfarming of 1642 tonnes annually by 2020, with over 4000 tonnes avoided CO<sub>2</sub>e. An external evaluation reported that a further small scale roll-out to achieve a target of 20% of households composting or worm farming is capable of saving in the order of \$2.1 million a year and a 13% reduction in greenhouse gas emissions across the region.
- Workshops and events directly reach in excess of 5000 individuals each year, engaging them in environmental sustainability. Survey results indicate satisfaction with council's environmental management and education is increasing (up by 19%).

### **Draft Environmental Action Plan 3**

In accordance with the Integrated Planning Framework, Council is required to review and update the Community Strategic Plan and the supplementary resourcing strategy. The draft Environmental Action Plan 3 (attached) has been prepared to satisfy Council's environmental reporting requirements. It is recommended that Council endorse the draft plan to go on public exhibition as part of the Waverley Together 3 community engagement strategy.

### **Analysis**

#### **• Financial**

The estimated costs of the various projects within Environmental Action Plan 3 have been integrated within the Long Term Financial Plan. Some projects are currently unfunded. Where no funding is available for project implementation, Council will seek grant funding over the coming years.

#### **• Delivery Program/Operational Plan**

The draft Environmental Action Plan 3 is underpinned by the targets articulated within Waverley Together 3.

#### **▪ Consultation**

The preparation of the draft Environmental Action Plan 3 has involved extensive staff consultation from all relevant divisions.

## REPORT TO COUNCIL

### ▪ **Timeframe**

The public exhibition of the draft Environmental Action 3 will be in accordance with the exhibition requirements of Waverley Together engagement programs and supplementary resourcing strategy.

**Recommendation:** That Council:

1. Endorse the draft Environmental Action Plan 3.
2. Exhibit the draft Environmental Action Plan 3 in line with the Waverley Together 3 reporting program.

Peter Monks  
**Director, Planning and Environmental Services**

Report Author: Emily Scott – Divisional Manager, Environmental Services

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# Environmental ACTION PLAN 3 2012 – 2020



DRAFT04

# Contents

Mayoral Message	3
Environmental Action Plan 3 Structure	4
Our targets	6
Reducing our greenhouse gas emissions – Waverley Council	7
Reducing our car use – Waverley LGA	13
Recycling and recovery of resources – Waverley LGA	15
Reducing our water use – Waverley LGA	19
Keeping the water clean – Waverley LGA	22
Conserving our biodiversity – Waverley LGA	25
Integrated strategies – Waverley Council operations and Waverley LGA	30
Monitor, review and report - Waverley Council operations and Waverley LGA	31
Abbreviations and Terminology	33



# Mayoral Message

The environment is one of the top priorities at Waverley Council and we are dedicated to working to ensure we preserve it for generations to come. This Environmental Action Plan is our eco-roadmap. It sets out the goals and the steps we plan to take towards ensuring a sustainable future for our community.

Our community places significant value on our natural assets and the social, cultural and economic benefits enjoyed by living and working in Waverley, so by continuing to work together, Council and the community can make a significant contribution to future sustainability on a local scale, and on a State and national level, too.

This year Waverley Council received a coveted Green Globe Award for our achievements in sustainability over the last 10 years. This Award is in recognition of the past and current work taking place across Council operations as well as in the wider community in waste reduction and reuse, climate change, water, biodiversity, transport, community engagement and education, and our high-level integrated strategic planning.

We are extremely proud of our successes to date. These success stories include on-the-ground initiatives such as the expansion of water reuse and solar power systems and cost-effective energy-saving retrofit projects. As well as this, we launched our community 'Go Solar' campaign, car-share and schools partnerships, and rolled out the extensive Green Links network of walking and bike routes.

Every day, Council strives to be innovative in how we deliver our programs, benchmarking mechanisms and strategic analysis. Waverley was the first Council to implement a centralised carbon data management system. This groundbreaking technology is a fantastic monitoring tool to review our carbon emissions from all Council's assets and across the community and to enable us to effectively work out how we are going to meet our targets.

Council's environmental education workshops and events attract over 4,000 participants each year.

We are on track to cut our organisation's carbon footprint by at least 30 per cent by 2020. Amounts of waste collected from residents and public space is decreasing and water consumption in the local government area is stabilising.

Whilst we reflect on these many achievements, we remain mindful that there is still much work that needs to be done. We are continuously on the move and finding new ways to improve our environment and reach our ambitious medium- and long-term targets.

In devising this action plan, we sought views and advice from the community through focus groups and online portals, meetings and other consultation avenues.

Collaboration, conversation and open communication are the key to the success of our strategy. Council is working to engage the major stakeholders and foster partnerships with the private sector, government bodies at all levels,

industry organisations and the local residential community.

We hope to add value to our already established partnerships with the Eastern Suburbs Business Program, Garage Sale Trail, Grow it Local and Regional Eco-footprint Project while continuing to strive to forge new relationships.

With our strategic vision set, we have a fresh focus on practical and smart implementation to make our goals become a reality.

We appreciate the community's support as we travel this challenging and exciting journey together.

**Sally Betts**  
**Mayor of Waverley Council**

# Environmental Action Plan 3 Structure

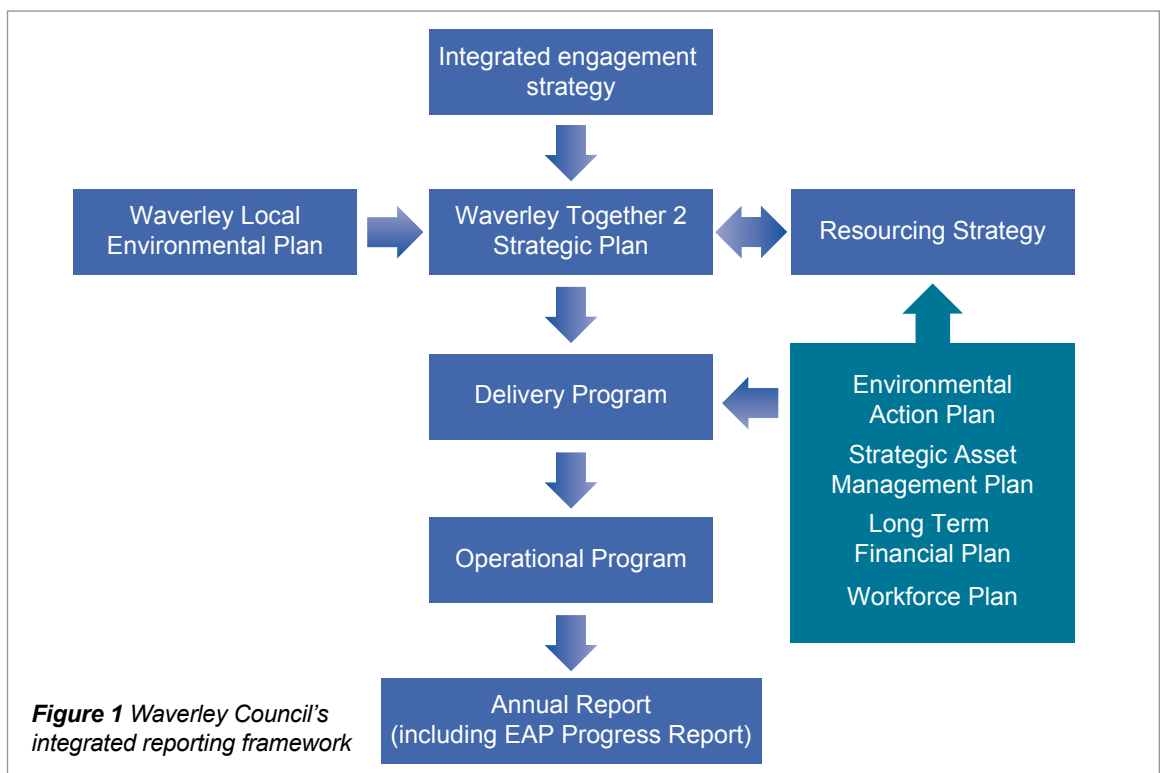
Waverley Council's Environmental Action Plan 3 (EAP 3) was completed as part of an integrated process to develop Council's strategic plan, Waverley Together 3 (WT3). EAP3 forms part of a suite of plans that inform Council's Resourcing Strategy, Delivery Program and Operational Program. Progress against environmental targets is reported annually as part of Council's Annual Report.

EAP3 is structured around eight key environmental management activity areas:

- greenhouse
- transport
- waste
- water saving
- water quality
- biodiversity
- integrated strategies, and
- monitor, review and report.

**EAP3 will be reviewed and updated every four years.**

EAP3 has evolved from a review of EAP2 and an assessment of progress against EAP2 environmental targets. For EAP3, environmental targets have been refined and strategies focused to achieve more effective progress and better environmental outcomes for both the Waverley Local Government Area (LGA) and Waverley Council operations.





# Waverley Together 2

## (WT2) Directions

- E1 Waverley's community contributes to the reduction of greenhouse gas emissions

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- E2 Waverley and its community is well prepared for the impacts of climate change

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- E3 Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles

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- E4 Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations

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- E5 The waterways and beaches are clean and free of pollutants

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- E6 A network of parks and coastal reserves, street trees and other plantings provides a habitat for a thriving local ecology

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- E7 Our coastal waters provide a habitat for a thriving marine ecology

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- E8 Waverley is an environmentally educated and committed community

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- L6 People frequently walk and ride their bikes, particularly for local trips.

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- L7 People frequently use public transport, particularly for trips to work.

### Action Timeframes

EAP3 actions are identified for completion within the following timeframes:

High priority actions will be completed within 1-3 years

Medium priority actions will be completed within 3-6 years

Low priority actions will be completed within 6-10 years

# Our targets

## Waverley LGA

### Greenhouse Gas Emissions

- 30% reduction of 2003/04 levels by 2020
- 50% reduction of 2003/04 levels by 2050

### Waste

- No net increase of 2004/05 waste generation levels by 2020
- 75% resource recovery of residential and commercial waste by 2020

### Transport

- 40% of total daily distance travelled by residents is by public transport, walking or cycling by 2020
- Average daily kilometres travelled by Waverley residents by private car declines by 15% on 2007 levels by 2020

### Water

- Zero increase of 2005/06 levels of mains water consumption by 2020

### Water quality

- Minimise sediments and suspended solids in stormwater discharged into waterways by 2020
- Minimise bacterial pollution in stormwater discharged into waterways by 2020
- Minimise nutrients in stormwater discharged into remnant vegetation by 2020

### Biodiversity

- Ensure no loss of remnant vegetation based on 2009/10 levels
- 40% of remnant vegetation is in good condition by 2020

**Note that Waverley LGA refers to the whole Waverley community. This refers to the management of the combined environmental impacts of Council operations with residential, commercial, educational and recreational impacts.**

## Waverley Council operations

### Greenhouse Gas Emissions

- 30% reduction of 2003/04 levels by 2020

### Water

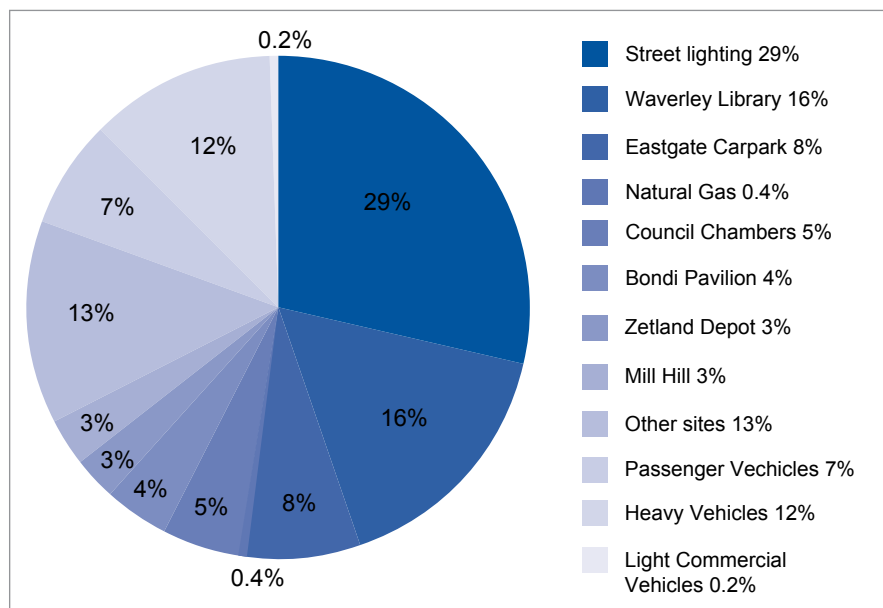
- 50% reduction of 2005/06 levels of mains water consumption by 2020



# Reducing our greenhouse gas emissions – Waverley Council

Street lighting accounts for 29 per cent of Council greenhouse gas emissions (gge). It is owned and maintained by AusGrid but the electricity and maintenance bills are paid by Council. Council continues to work with AusGrid and the Southern Sydney Regional Organisation of Councils (SSROC) Street Lighting Improvement Program to improve the energy efficiency of AusGrid owned street lighting in Waverley. Energy efficient compact fluorescent, high pressure sodium, and light emitting diode (LED) street lights are being installed and/or trialled throughout the LGA.

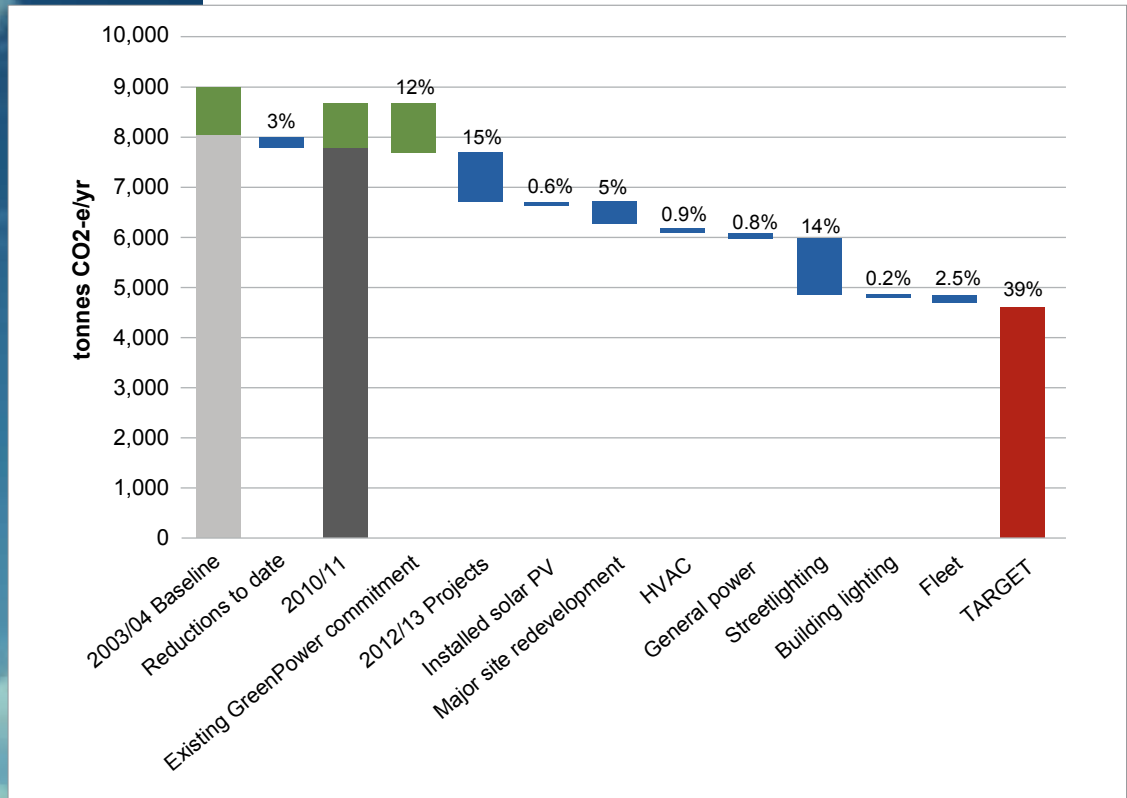
Council buildings account for over 50 per cent of Council gge. Energy efficient lighting, lighting sensors and timers, hot water boiler timers, appliance timers as well as heating, ventilation and air conditioning efficiencies are currently being implemented across 11 Council sites. Council's vehicle fleet accounts for the remaining 19 per cent of gge. The Waverley Council Sustainable Fleet Action Plan 2011 is currently being implemented. Council is seeking to improve the fuel efficiency of its heavy vehicle fleet such as garbage compactors and recycling trucks, as well as passenger vehicles.



**Figure 2** Waverley Council greenhouse gas emissions by sector 2010/11 (percentage of tonnes CO<sub>2</sub>-e) (Data source CCAP. Note that 2011/12 electricity use was unusually low due to the library chiller ceasing operation and being replaced. Therefore, 2010/11 data is shown above as it reflects normal operations.)

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**Target: 30% reduction in Council greenhouse gas emissions by 2020 based on 2003/04 levels**



**Figure 3** Waverley Council operations greenhouse gas emissions reduction potential (Source Kinesis 2012 Waverley Council – Updated Emissions Reduction Waterfall Chart)

To achieve the 30 per cent reduction target on the 2003/04 base year, Waverley Council’s annual gge need to be reduced to 5,619 t CO2e. Figure 3 identifies cost effective strategies to exceed the target and reduce gge to 4,722 t CO2e. This equates to a 59 per cent reduction on the 2003/04 base year or a 39 per cent reduction on 2010/11.

Waverley Council has reduced gge from its operations and assets by three per cent since 2003/04. Council’s purchase of GreenPower (for a quarter of the electricity requirements of the Waverley Library, Eastgate Carpark, Council Chambers, Bondi Pavilion and Zetland Depot) reduces gge by another 12 per cent annually.

A 15.6 per cent reduction in gge is anticipated as a result of energy saving retrofit projects and solar power systems implemented in 2012/13. Opportunities for heating, ventilation and air conditioning (HVAC), lighting and timer retrofits of energy-using devices at remaining sites have the potential to achieve another 1.9 per cent reduction in gge.

Opportunities for significant emissions reductions (19 per cent) exist through the redevelopment of Council sites in Bondi Junction and improving the energy efficiency of street lighting. The success of both of these strategies relies on successful partnerships with developers and utilities owners.



**EAP Target:** 30% reduction of 2003/04 levels by 2020

**WT2 Reference:** E1, E8

**Measures:**

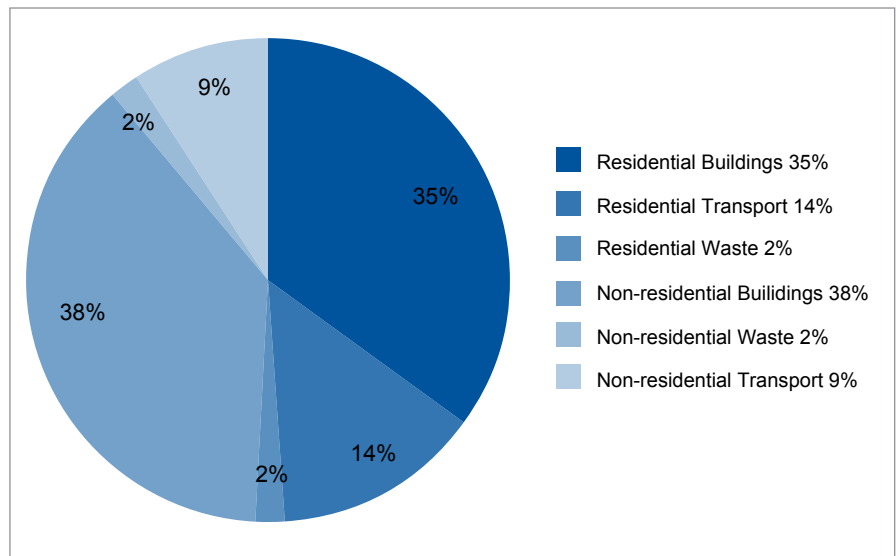
- tonnes CO2-e generated
- kWh electricity/MJ gas/kL fuel consumed
- kWh solar power generated
- average grams CO2-e/km travelled
- Cost saving

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
GC1	High	Undertake an energy efficiency building retrofit (of assets not already retrofitted)	ES, BSP, POSO, MC
GC2	High	Undertake an energy efficiency retrofit of Council owned public lighting	ES, TS, POSO, MC
GC3	High	Implement the Waverley Energy Efficiency Plan 2011 management actions	ES, BSP, POSO, CCS, MC, HROD
GC4	High	Review and implement energy efficient street lighting opportunities following completion of the LED street light trial	ES, TS
GC5	High	Review the cost effectiveness of the purchase of GreenPower compared to other gge abatement options	ES, FISS
GC6	High	Develop strategies such as contractual terms to ensure best practice (including consideration of trigeneration) redevelopment of Council sites in Bondi Junction	ES, PCG
GC7	Ongoing	Continue to participate in the Street Lighting Improvement Program to advocate for Ausgrid to provide cost-effective, energy efficient street lighting	TS, ES
GC8	Medium	Investigate trigeneration ownership and operating models including documentation requirements for Bondi Junction	ES, PCG
GC9	Medium	Develop and implement procedures to hand over responsibility for maintenance of solar power assets to property managers	ES, BSP
GC10	Ongoing	Allocate responsibility in scorecards/work plans of relevant staff for maintenance of solar power assets to ensure maximum generation	BSP, ES

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
TC1	High	Model the greenhouse gas emissions and cost effectiveness of different vehicle fleet options to achieve an average of: · 200 g CO2-e / km for passenger and light commercial vehicles · 1,160 g CO2-e / km for heavy fleet vehicles	ES, BS
TC2	Medium	Review the Waverley Sustainable Fleet & Plant Policy 2011 based on the outcomes of the fleet modelling	ES, BS
TC3	Ongoing	Implement the Waverley Sustainable Fleet Action Plan 2011	ES, BS, FISS, HROD, MC, TS



Electricity and gas used in our homes, workplaces, schools, services and places of recreation is the largest generator of LGA greenhouse gas emissions (73 per cent). The largest electricity users in the Waverley LGA are non-residential and consume, per site, more than one hundred times the electricity used by the average household in Waverley.



**Figure 4** Waverley LGA greenhouse gas emissions by sector 2011/12 (tonnes CO<sub>2</sub>-e) (Data source CCAP)

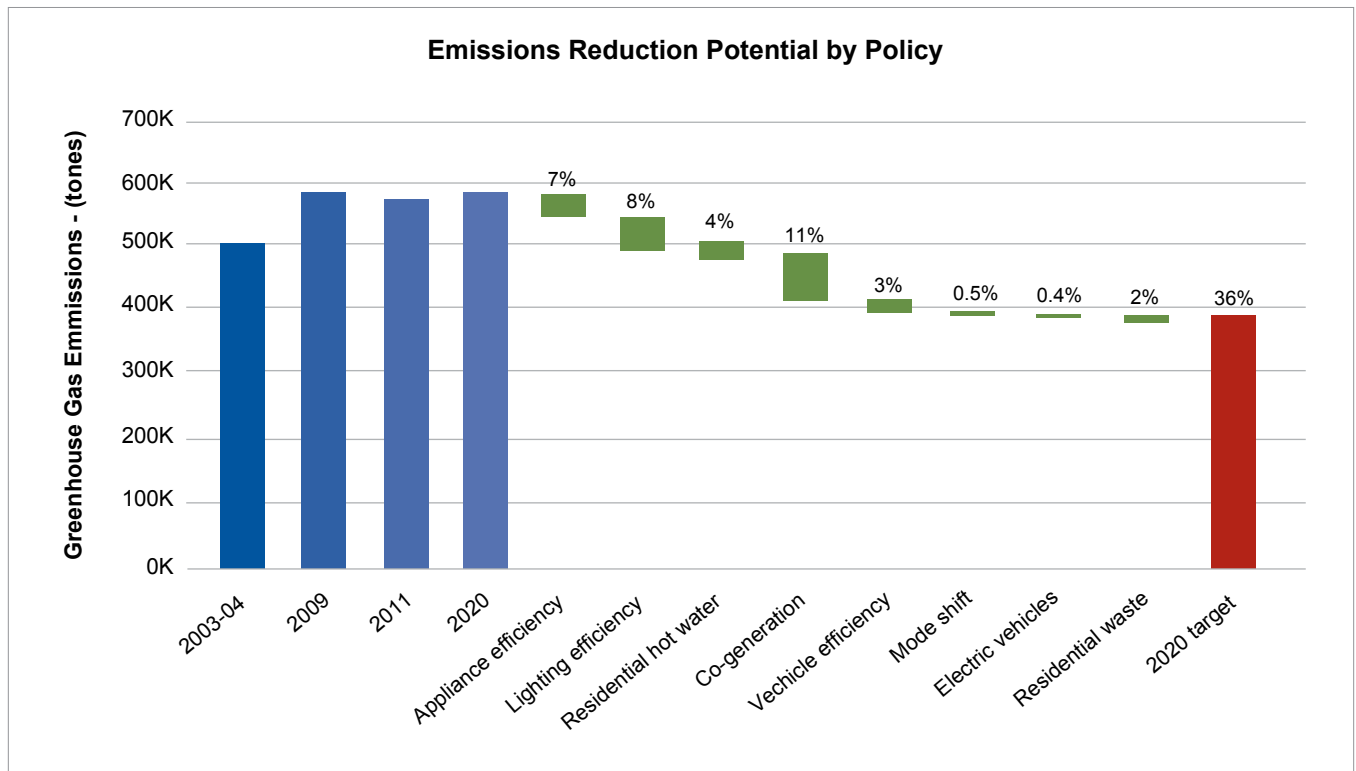
**Table 1** Waverley LGA average electricity use per customer

PROPERTY	TOTAL KWH 2010/11	NO. CUSTOMERS	AVERAGE KWH 2010/11 PER CUSTOMER
Residential	184,182,466	32,862	5,605
Non-residential Small Sites (<160,000 kWh pa)	69,336,973	3,312	20,935
Non-residential Med-Large Sites (>160,000 kWh pa)	115,411,204	172	669,066

(Data source Ausgrid. Note that electricity used by common areas of strata buildings is counted towards non-residential electricity use.)



## Target: 30% reduction of 2003/04 levels of Waverley LGA Greenhouse Gas Emissions by 2020



To achieve the 30 per cent reduction target on the 2003/04 base year, Waverley LGA's annual gge need to be reduced to 346,500 tonnes CO<sub>2</sub>-e. Figure 4 identifies cost effective strategies to progress towards achieving the target and reduce gge to 377,641 tonnes CO<sub>2</sub>-e. This equates to a 24 per cent reduction on the 2003/04 base year or a 36 per cent reduction on 2011/12. The six per cent deficit will be addressed through investigation of emerging technologies and efficiencies as they are proven and become more cost effective over time.

Increases in commercial and residential building floor areas (in accordance with NSW Government requirements) have contributed towards the 17 per cent increase in Waverley LGA gge since the

base year. Council completed the Bondi Junction Greenhouse Gas Review in 2011 which identified opportunities to reduce gge from buildings through co-generation, other low carbon technologies and efficiencies (appliance, lighting, hot water etc.). As a result, Council is investigating strategies for implementation of these technologies and efficiencies as part of a redevelopment of some Council sites into new mixed development, in Westfield Bondi Junction and in buildings with high energy use. A collaborative approach will be required to implement these national, state and local government initiatives.

Opportunities also exist to reduce gge through vehicle and waste efficiencies.

**Figure 5** Waverley LGA greenhouse gas emissions reduction potential (Source CCAP)



**EAP Target:** 30% reduction of 2003/04 levels by 2020

**WT2 Reference:** E1

**Measures:**

- tonnes CO2-e generated
- kWh electricity/MJ gas/kL fuel consumed
- Cost saving

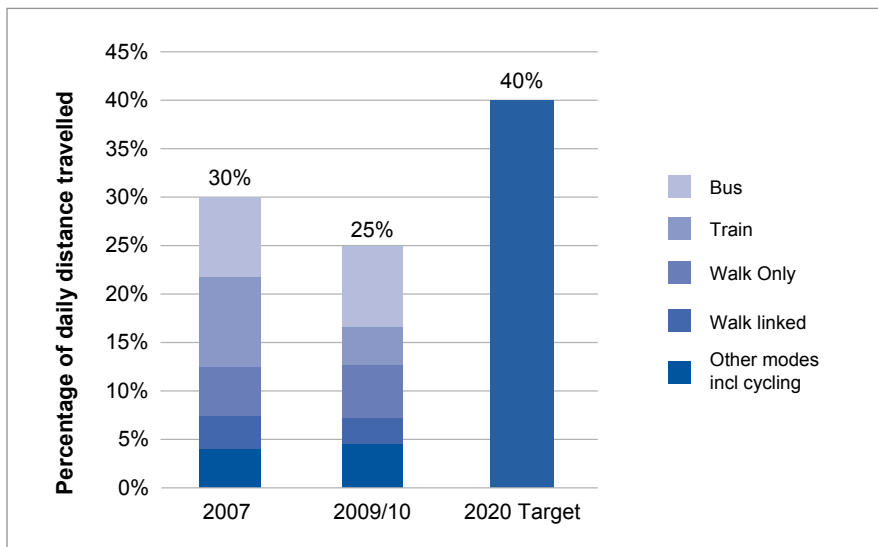
PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
GL1	High	Engage with Westfield Bondi Junction to encourage uptake of low carbon technologies (based on the findings of the Bondi Junction Greenhouse Gas Review 2011)	ES
GL2	High	Develop and deliver an engagement program to reduce non-residential electricity use, prioritising medium to high electricity using sites with a focus on energy efficient retrofits and building management, uptake of low carbon technology and fuel switching	ES, MCE
GL3	High	Investigate the feasibility of undertaking, and if feasible, undertake thermal imaging and on the ground micro-climate monitoring as a regional project	ES
GL4	Medium	Develop and implement micro-climate management actions based on the outcomes of the investigations	ES, RCPP
GL5	Low	Develop and deliver an engagement program to reduce residential electricity use	ES, MCE
GL6	Low	Develop and deliver an engagement program to increase awareness of the Australian Government's phase out of electric hot water systems and the options for an efficient hot water system	ES, MCE
GL7	Low	Advocate for the Australian Government and Government Agencies to release GreenPower consumption data and/or information by LGA	ES
GL8	Ongoing	Continue to investigate the feasibility of emerging low carbon technologies and efficiencies such as fuel cells, mini combined heat and power and energy management systems	ES

# Reducing our car use – Waverley LGA

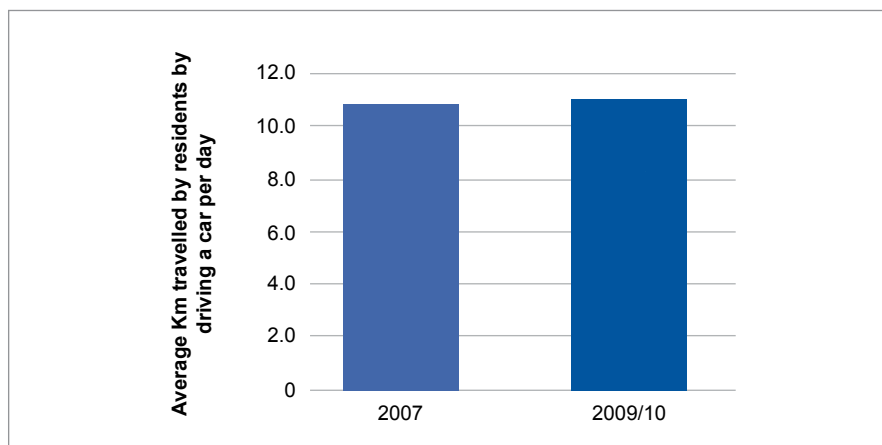


**Target: 40% of total daily distance travelled by residents is by public transport, walking or cycling**

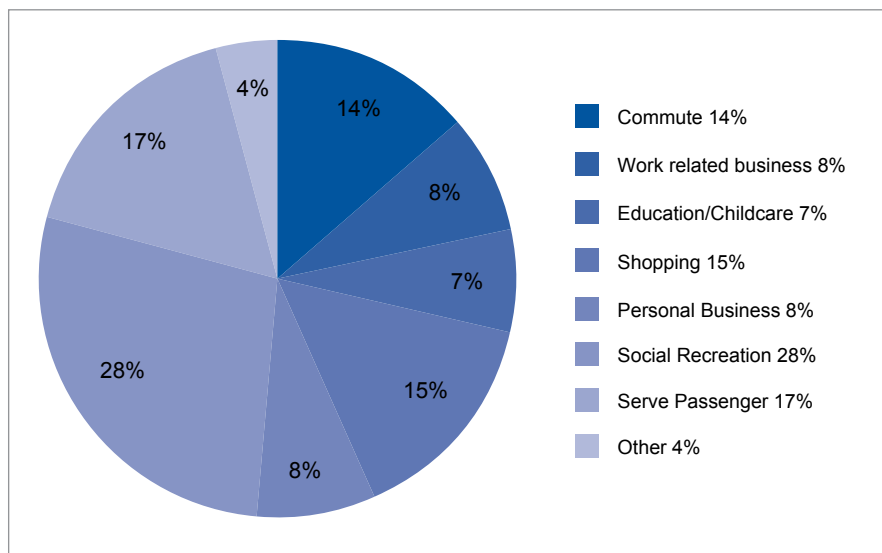
**Target: Average daily kilometres travelled by Waverley residents by private car declines by 15% on 2006 levels by 2020**



**Figure 6** Waverley LGA residents' daily distance travelled by mode\*



**Figure 7** Waverley LGA residents' average daily kilometres travelled by car\*



**Figure 8** Waverley residents' reason for travel (percentage of trips) 2009/10\*

The NSW Government controls public transport infrastructure, services and strategies. Waverley Council continues to work to improve local footpaths, bicycle lanes and facilities, as well as advocate for improved local public transport services. Waverley residents are using the train less, resulting in a decline in the percentage of daily distance travelled by public transport, walking and cycling from 30 per cent in 2007 to 25 per cent in 2009/10 as shown in Figure 5. The average daily distance driven by residents has remained steady at 10.7 km. Social and recreational purposes account for 28 per cent of travel with commuting and work related business accounting for 22 per cent combined.

\*Data source: NSW Government 2009/10. Caution must be taken when interpreting this data due to small sample size.



**EAP Target:**

- 40% of total daily distance travelled by residents is by public transport, walking or cycling by 2020
- Average kilometres travelled by Waverley residents per day by private car declines by 15% on 2006 levels by 2020

**WT2 Reference:** E1, L7, L8, E8

**Measures:**

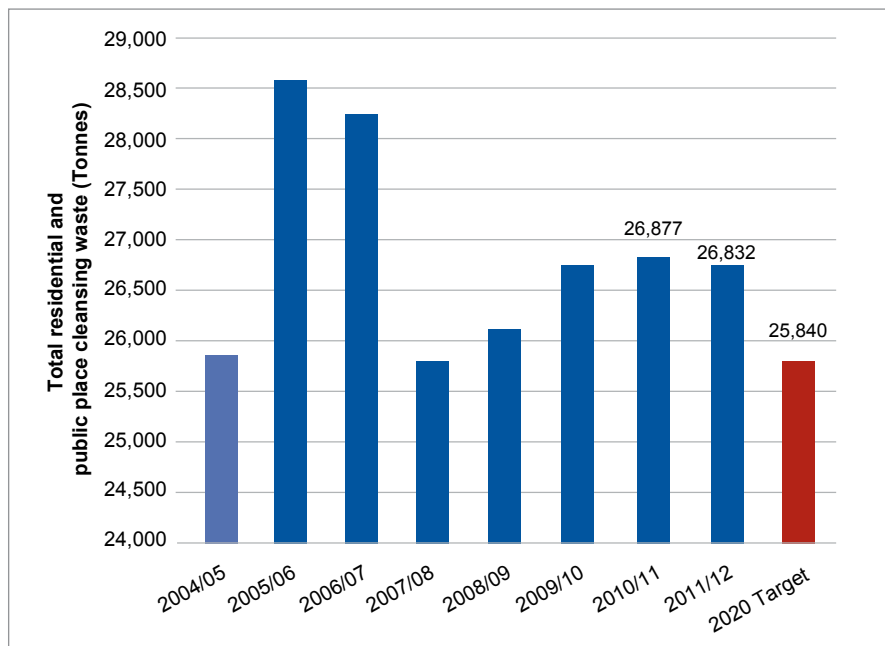
- Daily distance travelled by mode
- Vehicle kilometres travelled
- Tonnes CO2-e generated

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
TL1	High	Investigate the feasibility of light rail to service the key transport routes of Waverley LGA	ES, SLUP
TL2	High	Develop and deliver an engagement program to reduce private vehicle use and increase sustainable transport	ES
TL3	High	Finalise and implement the Waverley Bike Plan 2012	ES, TS
TL4	Medium	Undertake a LGA transport network analysis to consolidate and prioritise transport maps, works program and ensure consistent communications	ES, SLUP
TL5	Medium	Investigate the effectiveness of incentives/disincentives to reduce private vehicle use	ES
TL6	Medium	Identify opportunities to and incorporate electric car recharge points into Council infrastructure	ES, BSP
TL7	Ongoing	Implement the Waverley Transport Plan 2011	ES, SLUP, TS



# Recycling and recovery of resources – Waverley LGA

## Target: No net increase on 2004/05 levels of residential waste generation by 2020



The overall amount of waste collected from Waverley residents and public places has been decreasing in recent years. A further four per cent reduction is required to achieve the target.

Organic matter accounts for 60 per cent of Waverley LGA's residential general (red bin) waste. Organics include food, garden green waste and other organics such as textiles, wood and soiled paper. Opportunities to recover these resources are dependent on available treatment technologies, NSW Government regulations and market demand for the recycled product.

Figure 9 Total Waverley LGA residential and public place waste generation

Waverley Council provides bins, and collects and disposes of container and paper recycling, green waste and general waste from all Waverley households. In accordance with NSW legislation, ratepayers pay a waste levy that contributes towards the cost of this service.

Council has been working to increase resource recovery of residential and public place waste. It has increased from 20 per cent in 2004/05 to 37 per cent in 2011/12.

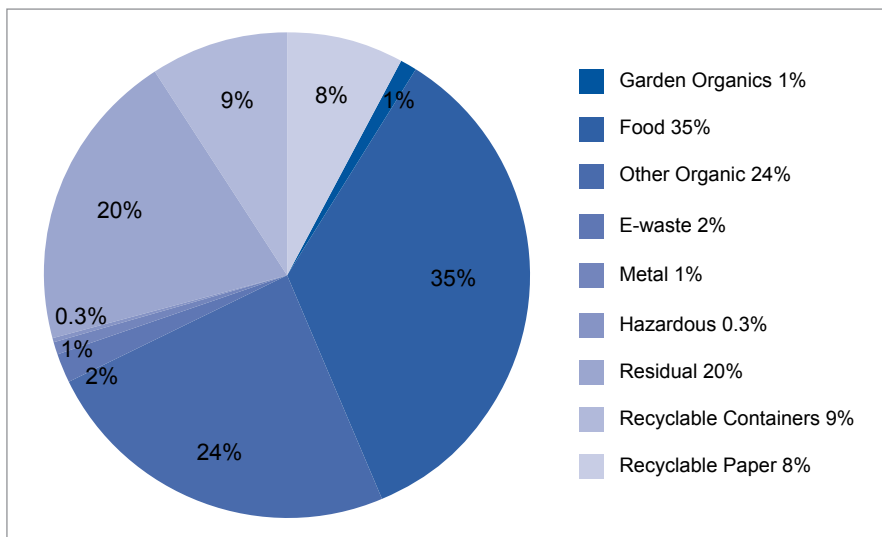


Figure 10 Waverley LGA residential waste composition by weight (Data source APC 2011)



There is potential to recover a maximum of 48 per cent of business as usual (BAU) waste utilising effective bin configurations, collection systems and education (source separation). Recovery rates are improved through use of alternative waste treatment (AWT) technologies on residual waste, including food waste. There is potential to achieve at least an additional 32 per cent resource recovery of BAU waste through the SSROC AWT tender. Energy from waste (Efw) technologies can potentially recover greater amounts of residual waste (thereby avoiding a deficit), but are yet to be proven in Australia. The opportunity exists for Waverley Council to continue to explore Efw technology as it becomes available in Australia.

### Target: 75% resource recovery of residential waste by 2020

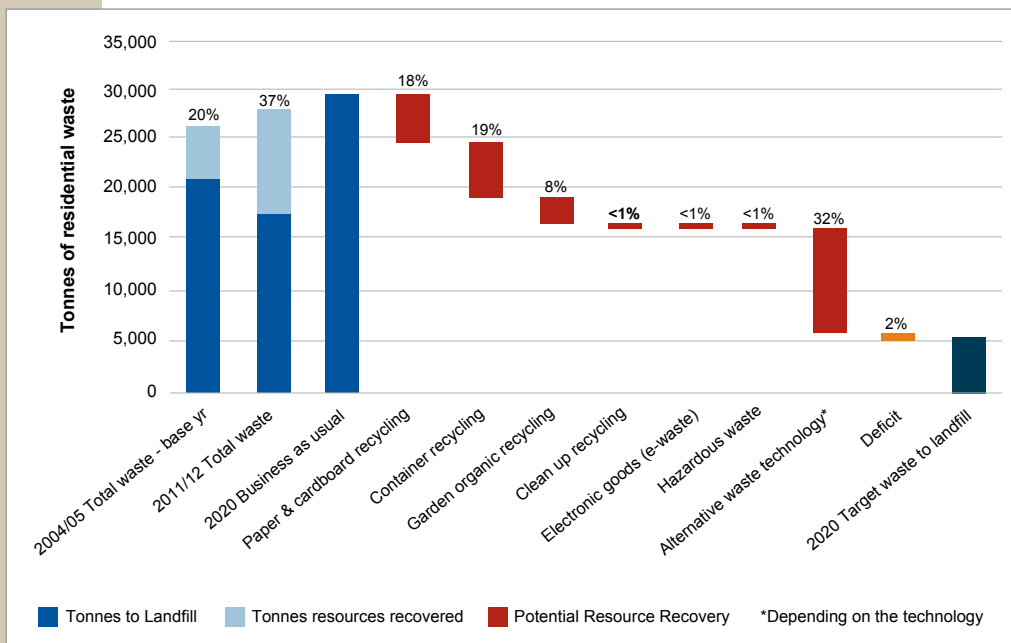


Figure 11 Waverley LGA residential and public place cleansing resource recovery opportunities (Data source APC 2011 Kerbside Domestic waste Audit for Waverley Council)

Waverley Council's commercial waste service provides recycling for all local business clients. In 2011/12, 22 per cent of resources were recovered.

There is potential to recover a maximum of 32 per cent of the waste utilising effective bin configurations, collection systems and education (source separation). There is potential to recover an additional 31 per cent of BAU waste with treatment of residual waste including food, textiles, wood and vegetation through the SSROC AWT tender.

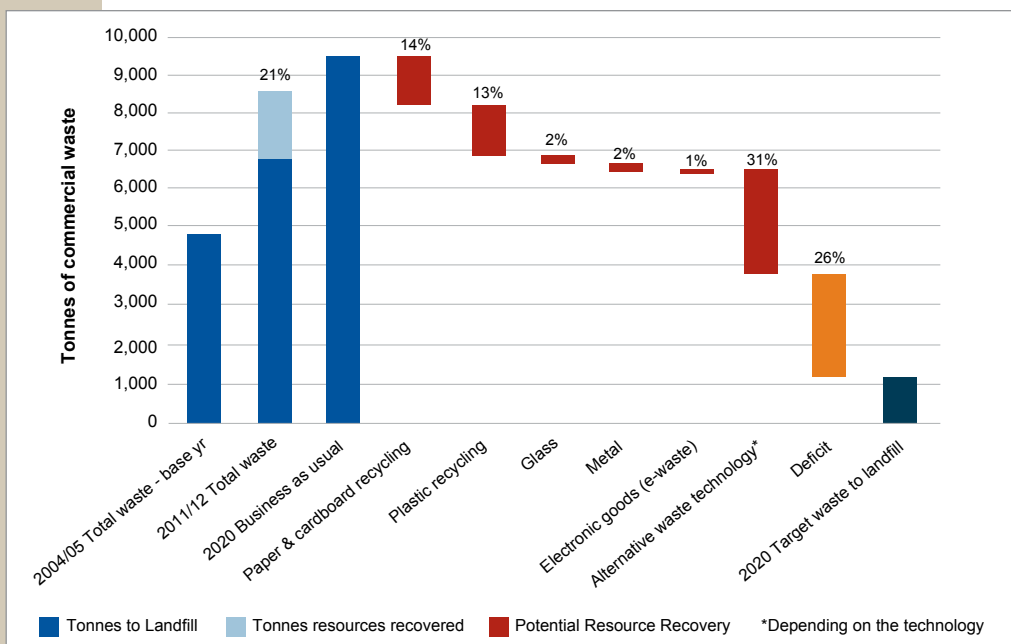


Figure 12 Waverley Council commercial waste service resource recovery opportunities (Data source DECCW 2009 Disposal Waste Survey C & I Stream Sydney)



**EAP Target:**

- 75% resource recovery of residential and commercial waste by 2020
- No net increase of 2004/05 waste generation levels by 2020

**WT2 Reference:** E3, E1, E8

**Measures:**

- Tonnes CO2-e
- Tonnes of waste
- Percentage resource recovery (diversion from landfill)
- Cost saving

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
RRR1	High	Develop and deliver an engagement program to maximise residential recycling	ES, RRPPC, MCE
RRR2	High	Include resource recovery KPIs in scorecards/work plans of staff involved in residential waste management	ES, RRPPC
RRR3	High	Develop in collaboration with industry a wastes of concern collection system (including permanent collection point) to recover e-waste, chemicals, etc.	ES, RRPPC
RRR4	High	Develop key MOU conditions and ensure that they are included in MOUs with partner organisations for the delivery of waste programs and services	ES
RRR5	High	Include wastes of concern and additional waste program KPI's in the scorecard/work plan of relevant Council staff	ES, RRPPC
RRR6	High	Review residential bin configuration, volume, collection frequency and cost to minimise general waste volumes and maximise resource recovery (with regard to the treatment options and NSW Government policy)	ES, RRPPC
RRR7	High	Develop and deliver a community engagement program to reduce littering and illegal dumping	RRPPC, ES, C, PM
RRR8	Medium	Investigate energy from waste opportunities	ES
RRR9	Medium	Develop in collaboration with industry a residential engagement program to recover wastes of concern	ES, RRPPC, MCE
RRR10	Medium	Develop locally relevant KPIs for the delivery of wastes of concern and additional waste programs and services	ES, RRPPC, BS
RRR11	Medium	Develop and deliver a community engagement program for the delivery of additional waste services such as mattress recycling, Garage Sale Trail etc	ES, RRPPC
RRR12	Low	Develop and deliver an engagement program to minimise residential contamination	ES, RRPPC, MCE
RRR13	Ongoing	Continue to implement the Waverley Littering & Illegal Dumping Action Plan 2011	RRPPC, ES, C, PM



PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
CRR1	High	Develop and deliver a commercial client engagement program to maximise commercial recycling	ES, BS, MCE
CRR2	High	Review commercial bin configuration, volume, collection frequencies and costs to incentivise resource recovery (having regard to the treatment options and NSW Government policy)	ES, BS
CRR3	High	Include resource recovery KPIs in scorecards/work plans of staff involved in commercial waste management	ES, BS
CRR4	High	Develop and deliver a Council staff engagement program to increase resource recovery	ES, RRPPC
CRR5	Medium	Expand the current free school commercial recycling service to childcare centres and surf life saving clubs	BS
CRR6	Medium	Develop and deliver an engagement program to maximise the number of and effectiveness of schools, childcare centres and surf life saving clubs utilising free commercial recycling	ES, BS
CRR7	Medium	Include resource recovery KPIs in scorecards/work plans of staff involved in event waste management	PM, CCS
CRR8	Medium	Develop in collaboration with industry a commercial engagement program to recover wastes of concern such as e-waste, chemicals etc.	ES, BS, MCE
CRR9	Medium	Develop and deliver a Council staff engagement program to reduce contamination	ES, RRPPC
CRR10	Medium	Include waste KPIs/responsibilities in scorecards/work plans of Council staff involved in management of waste from Council operations	ES, RRPPC, BSP, MC, POSO
CRR11	Low	Develop and deliver a commercial client engagement program to minimise contamination	ES, BS, MCE



# Reducing our water use – Waverley LGA

**Target: Zero increase in Waverley LGA's 2005/06 levels of mains water consumption by 2020**

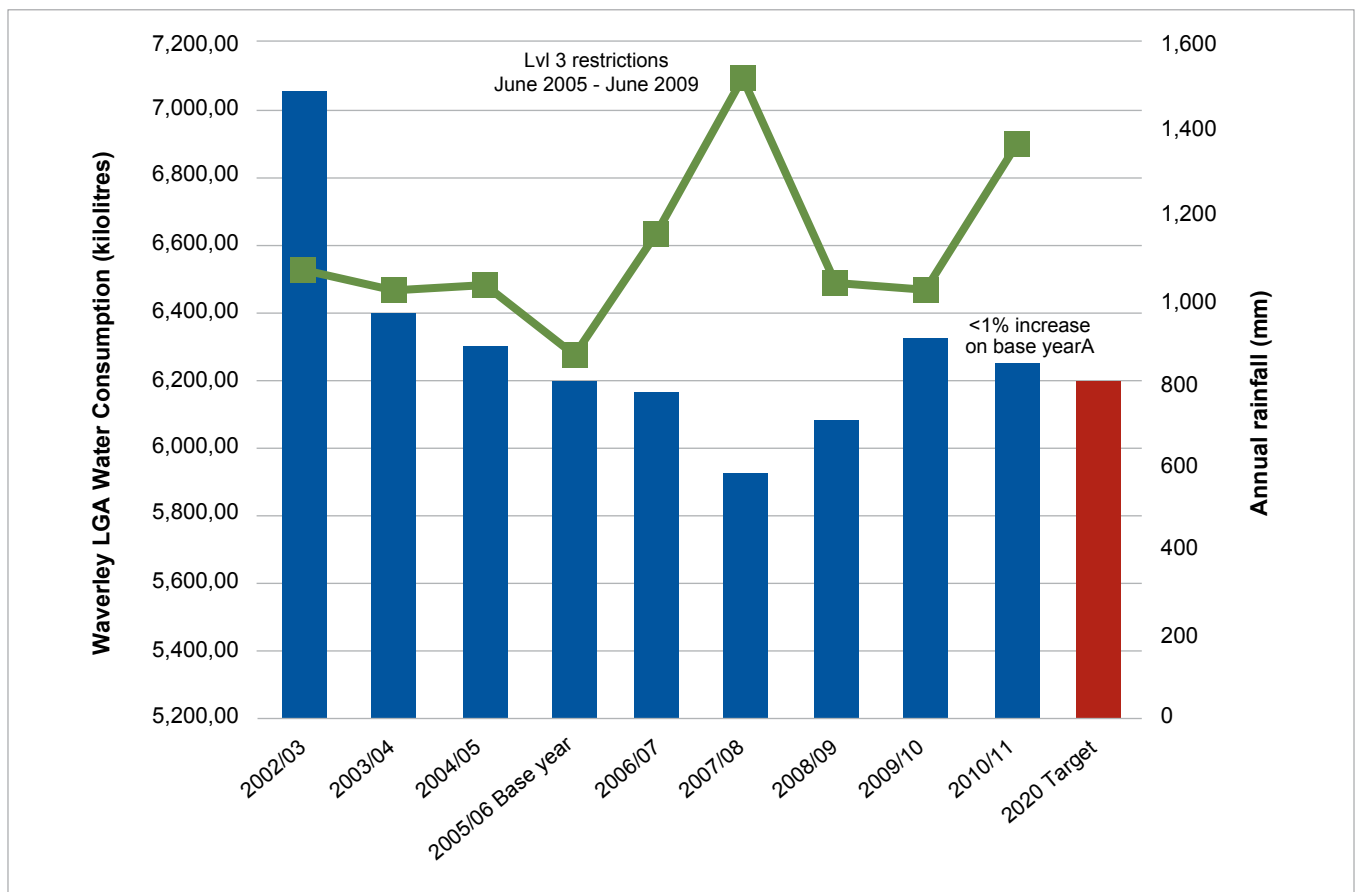


Figure 13 Waverley LGA mains water consumption (Data sources Sydney Water & Bureau of Meteorology)

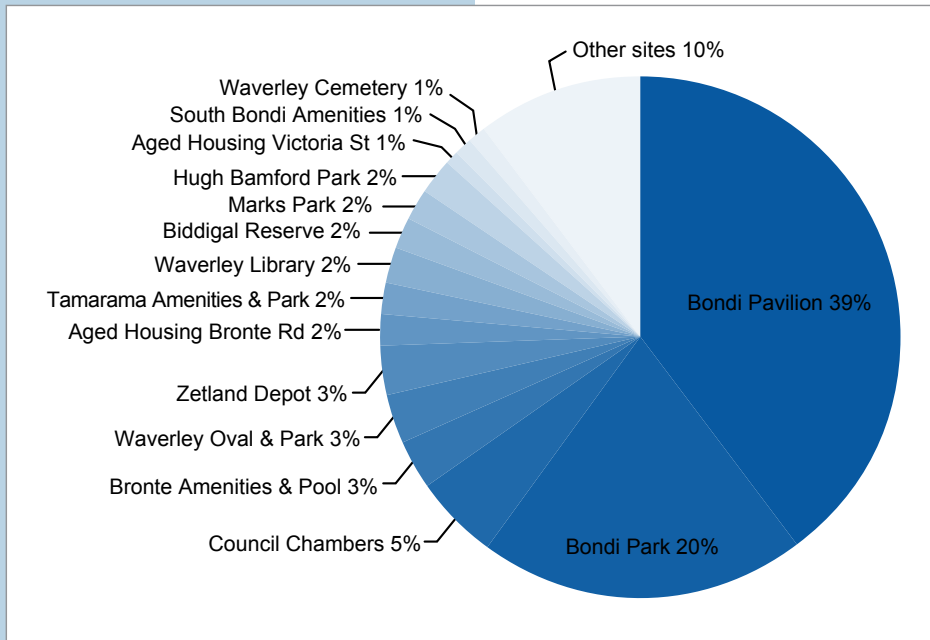
**EAP Target:** Zero increase of 2005/06 levels of mains water consumption by 2020

**WT2 Reference:** E4, E8

**Measures:**

- kL mains water
- Cost saving

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
WUL1	High	Advocate for individual water meters to be installed as part of new strata buildings (both residential and commercial)	ES
WUL2	Medium	Develop and deliver an engagement program to reduce water use by medium to high water users	ES, MCE



Bondi Park and Bondi Pavilion combined accounted for 59 per cent of Council's mains water use in 2011/12. Recycled stormwater is now being used for irrigation and toilet flushing at these sites thanks to the completion of the Bondi Stormwater Harvesting project.

Water leaks also plagued the Bondi Pavilion's aged pipe infrastructure in 2011/12. An automated leakage detection system is being sought in order to more quickly identify and fix water leaks across all of Council's assets.

**Figure 14** Waverley Council mains water consumption by site 2011/12 (kL) (Data source CCAP)

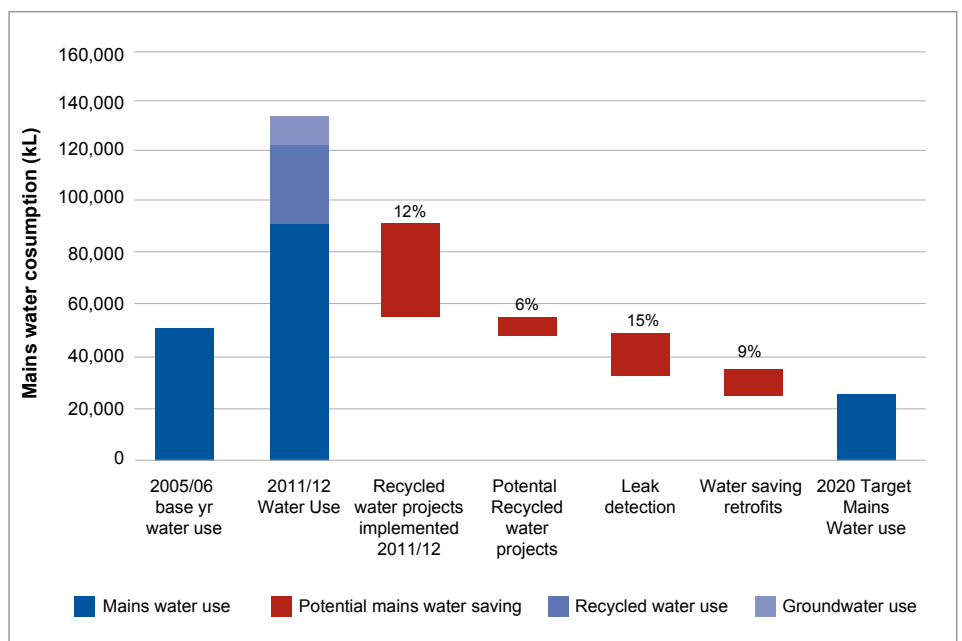
Mains water use in Council operations was 76 per cent higher in 2011/12 than the base year (set during level 3 water restrictions). Historically, mains water use has varied according to water restrictions and rainfall.

In order to provide a more sustainable and consistent water supply, recycled water and groundwater systems have been installed by Council.

Substantial reductions in future mains water use are anticipated as a result of Council's recycled water systems (Bronte, Bondi and Waverley Park), groundwater systems (Barracluff Park) and rainwater tanks. These systems not only replace mains water use but also allow for increased irrigation, improving turf health and amenity.

Opportunities exist to reduce water leaks, retrofit more water saving devices and investigate the feasibility of further recycled water infrastructure. It is anticipated that improved data management will also result in water savings, but these are difficult to quantify.

### Target: 50% reduction in Council's mains water consumption from 2005/06 levels by 2020



**Figure 15** Waverley Council mains water consumption reduction opportunities

DRAFT04

**EAP Target:** 50% reduction of 2005/06 levels in mains water consumption by 2020

**WT2 Reference:** E4

**Measures:**

- kL mains water
- kL recycled water
- kL ground water
- Cost saving

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
WUC1	High	Implement Waverley Water Efficiency Plan 2011 management actions	ES, BSP, POSO, MC, CCS,
WUC2	High	Implement water leak detection systems on all Council sites (prioritising sites with older infrastructure)	ES, BSP, POSO, MC
WUC3	High	Isolate mains top up and manage irrigation of Waverley Oval, sports fields and park with recycled water (using mains only in emergencies)	ES, POSO
WUC4	High	Insert water use KPIs in scorecards/work plans of relevant staff, including those supervising relevant contractors	ES, POSO, BSP, MC
WUC5	High	Include water use KPIs and/or provisions in contracts with relevant contractors	POSO
WUC6	High	Develop and implement a procedure to hand over recycled water and ground water assets to site managers	ES, POSO
WUC7	High	Connect major Council asset water users to Council recycled water systems e.g. Bronte Surf Life Saving Club, Bondi Surf Life Saving Club	ES, POSO
WUC8	Medium	Investigate the feasibility of and implement (where feasible) recycled water systems for Marks Park, Tamarama Park and Hugh Bamford Reserve	ES, POSO
WUC9	Medium	Undertake a water efficiency building retrofit (of assets not already retrofitted)	ES, BSP
WUC10	Medium	Allocate responsibility for maintenance of recycled water and groundwater assets in scorecards / work plans	POSO
WUC11	Medium	Identify skills required for long-term maintenance of recycled water and ground water assets in the workforce plan	POSO, MC

# Keeping the water clean – Waverley LGA

**Target: Minimise sediments and suspended solids in stormwater discharged into waterways by 2020**

**Target: Minimise bacterial pollution in stormwater discharged into waterways by 2020**

**Target: Minimise nutrients in stormwater discharged into remnant vegetation by 2020**

## STORMWATER CATCHMENT BOUNDARIES IN WAVERLEY



**Figure 16** Waverley Council catchments (Source Equatica 2012 Waverley Music Modelling Draft Report)

Bondi, Bronte and Tamarama beaches receive stormwater discharge from North Bondi, South Bondi, Bronte, Clovelly and Tamarama catchments.

Sydney Harbour receives stormwater discharge from Double Bay, Rose Bay North and South.

Centennial Park Musgrave Pond and Yacht Pond receive stormwater discharge from their respective catchments across Bondi Junction, Queens Park and Charing Cross.

Stormwater from Dover Heights and Vaucluse is discharged onto the rock platforms that lead to the ocean.

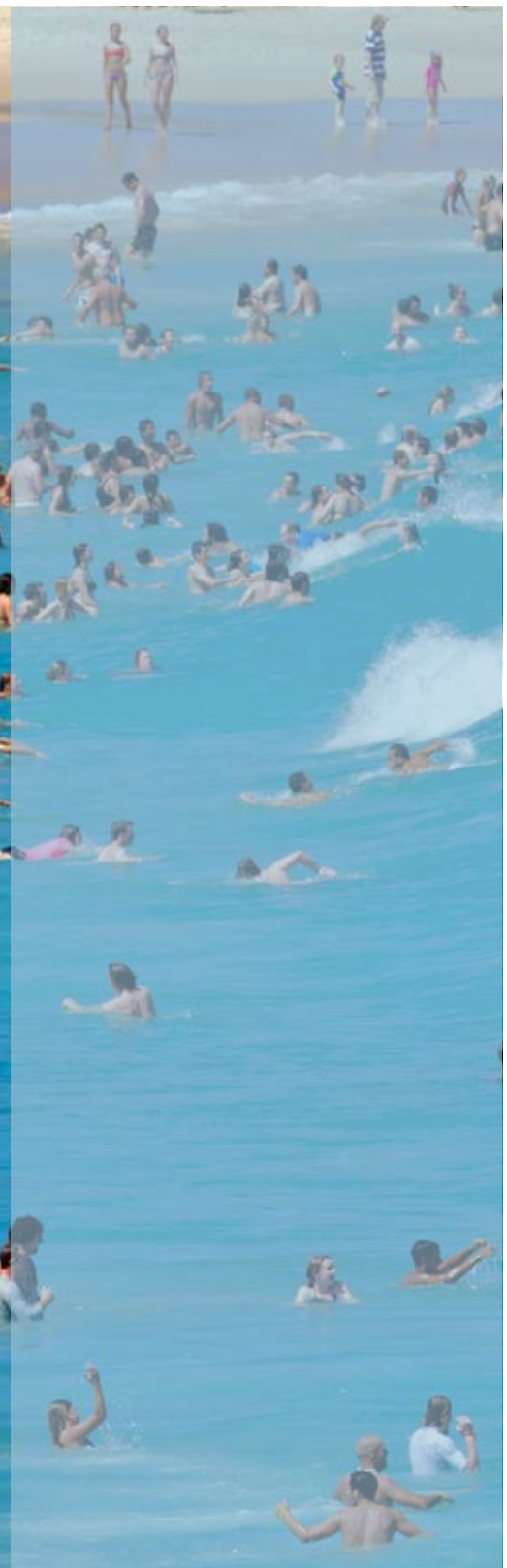
Wastewater (i.e. sewage) undergoes primary treatment at Sydney Water's North Bondi Sewage Treatment Plant before being discharged via long ocean outfalls, although some wastewater is disposed of untreated from Sydney Water infrastructure at Diamond Bay. Faecal pollution primarily occurs when untreated wastewater is discharged into the ocean and when wastewater enters the stormwater drainage system instead of the sewer system.

Faecal pollution is generally controlled by Sydney Water and impacts on water quality at local beaches and ocean pools.

Gross pollutants (floatable litter and vegetation), total suspended solids (sediment, sand, organic and inorganic particles) and total nitrogen (nutrients from leaf litter, animal faeces and garden fertilisers) are the main pollutants in Waverley. By minimising these pollutants, other pollutants which attach themselves to particles are also removed, i.e. heavy metals, oil and vehicle hydrocarbons.

Waverley Council undertakes engagement programs, business





inspections, street cleaning and maintains seven gross pollutant traps to prevent litter, leaves and sediment from being transported by stormwater to Bondi, Tamarama and Bronte Beaches and the ocean near Dover Heights.

Council advocates for Sydney Water to minimise faecal pollution discharged into the stormwater system and ocean. Sydney Water has an obligation to manage

discharges and overflows from the wastewater system and the resulting pollution. Council ensures that wastewater from private properties does not enter the stormwater drainage system. Council also installed the Bondi and Bronte stormwater reuse systems which remove faecal and nutrient pollutants from millions of litres of stormwater each year. Filtration of nutrients will also occur as part of

the planned biofiltration system (also known as a raingarden) for Bondi Junction.

Chemical pollutants such as paint are also problematic when illegally discharged into the stormwater system. Council supports NSW Government chemical clean days to enable the safe disposal of chemicals.



**EAP Target:**

- Minimise sediments and suspended solids in stormwater discharged into waterways by 2020
- Minimise bacterial pollution in stormwater discharged into waterways by 2020
- Minimise nutrients in stormwater discharged into remnant vegetation by 2020

**WT2 Reference:** E5, E8

**Measures:**  
to be determined

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
WQ1	High	Develop an exponare map showing catchment and sub-catchment boundaries and names	ES, SLUP, TS
WQ2	High	Develop an exponare map showing the location and type of Council's water quality improvement assets (including GPTs, stormwater treatment, filtration, pit baskets)	ES, SLUP, TS
WQ3	High	Allocate in scorecard/work plan of relevant Council staff responsibility for maintenance of information on water quality improvement assets	TS
WQ4	High	Develop and implement an integrated water quality improvement strategy to identify appropriate mitigation strategies addressing the pollutants of concern for each receiving area, including remnant vegetation	ES, TS, RCPP, POSO
WQ5	High	Review and update Council's Pollution Incident Procedure	ES, C, MC
WQ6	High	Allocate responsibility in scorecard/work plans for maintenance of spills equipment and staff training	MC, HROD
WQ7	Medium	Develop and deliver a community engagement program to increase awareness of Sydney Water's progress on the untreated wastewater and sewer overflow events	ES, MCE
WQ8	Medium	Develop and implement a dry weather sewer leak investigation and rectification program	ES, C
WQ9	Medium	Develop and deliver a community engagement program to reduce stormwater pollution	ES, C, MCE
WQ10	Medium	Develop and deliver an engagement program for Council staff and contractors to avoid pollution of stormwater from Council operations	ES, MC, POSO, RCPP
WQ11	Ongoing	Continue to advocate for Sydney Water to address the untreated wastewater being discharged from the Sydney Water sewer system via the Diamond Bay ocean outfall	ES
WQ12	Ongoing	Monitor and advocate for the number of Sydney Water wastewater overflow events to be within their licence conditions	ES



# Conserving our biodiversity – Waverley LGA

Biodiversity, or biological diversity, is the variety of all living organisms from all sources including terrestrial, aquatic, marine and other ecosystems.

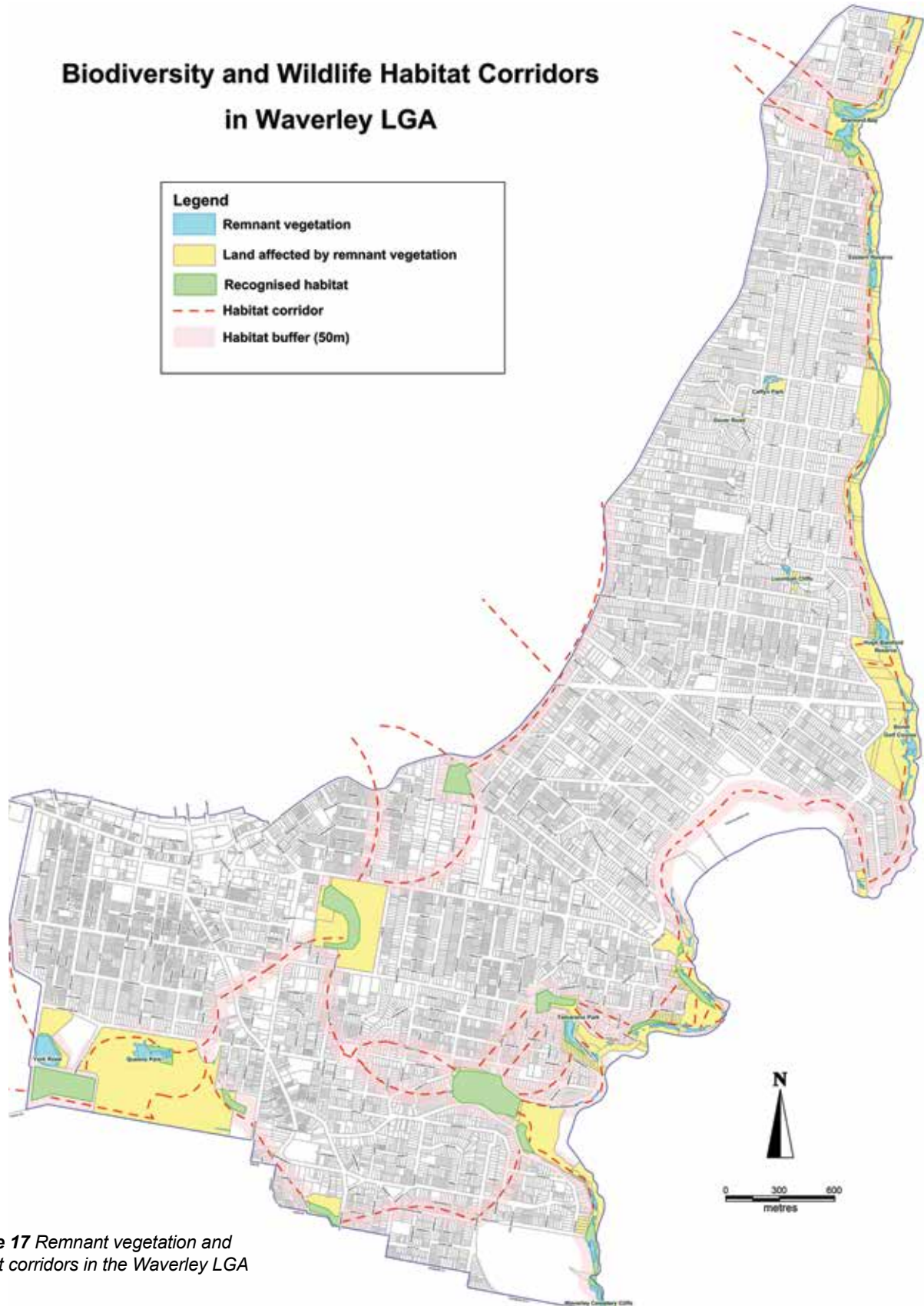
Waverley's 5.93 hectares of remnant vegetation supports:

- 15 distinct native plant communities
- One endangered plant community, the Eastern Suburbs Banksia Scrub
- 123 indigenous plant species and eight additional planted native species
- 69 locally rare plant species, with small populations of three or less
- One endangered plant species, the Sunshine Wattle (*Acacia terminalis* subsp. *terminalis*)
- 66 native terrestrial vertebrate species including four frog species, 11 reptile species, 38 native bird species and four mammal species
- One threatened animal species, the Grey-headed Flying Fox (*Pteropus poliocephalus*)
- One regionally significant bird, the Yellow-rumped Thornbill (*Acanthiza lineata*)

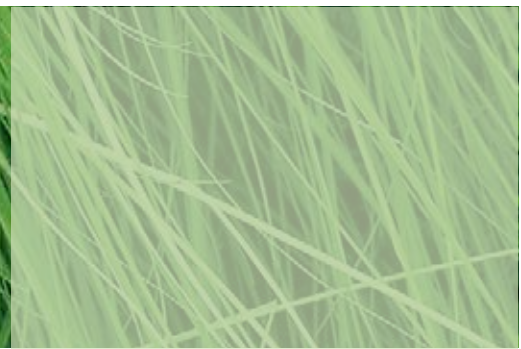
Prior to endorsement of EAP2, areas of remnant vegetation were being lost as a result of development and degradation. Remnant vegetation and habitat corridors have now been mapped and included in planning instruments, along with controls to protect them. Improving the condition of remnant vegetation is a priority for EAP3.



## Biodiversity and Wildlife Habitat Corridors in Waverley LGA



**Figure 17** Remnant vegetation and habitat corridors in the Waverley LGA



## Target: Ensure no loss from 2009/10 levels of remnant vegetation

**Table 2** Waverley LGA main areas of remnant vegetation  
(Data source Sydney Bush Regeneration Company 2010)

LOCATION OF MAIN AREAS OF REMNANT VEGETATION	2010 AREA (m2)
Diamond Bay Reserve, Vaucluse	7,800
Eastern Reserve, Dover Heights	4,800
Caffyn Park, Dover Heights	1,100
Raleigh Reserve, Dover Heights	1,600
Loombah Road Cliffs, Dover Heights/North Bondi	1,036
Hugh Bamford Reserve, Dover Heights/North Bondi	4,500
Tamarama Park, Tamarama	3,500
Waverley Cemetery Cliffs, Bronte	3,100
York Road Bushland, Queens Park (Council road verge & Centennial and Moore Park Trust land)	11,000

## Target: 40% of remnant vegetation is of good condition by 2020

**Table 3** Waverley LGA remnant vegetation condition (Data source Sydney Bush Regeneration Company 2010)

REMNANT VEGETATION CONDITION ZONING	TOTAL AREA OF CONDITION ZONE (HA)	TOTAL AREA OF CONDITION ZONE (%)	NUMBER OF INDIVIDUAL AREAS OF CONDITION ZONE
Good	0.2726	4.6	9
Fair	1.2046	20.3	16
Poor	0.5428	9.1	23
Very poor	3.9147	66.0	88
<b>TOTAL</b>	<b>5.9347</b>	<b>100</b>	<b>136</b>

Sixty five per cent of the Waverley LGA's remnant vegetation occurs within nine sites located across the LGA (as shown in Table 2). The remaining 35 per cent exists in 127 micro-remnants that occur mostly along cliffs. Resourcing long term regeneration and revegetation works in the nine main areas will achieve a vast improvement in the percentage of remnant vegetation in good condition.



**EAP Target:**

- Ensure no loss of remnant vegetation based on 2009/10 levels
- 40% of remnant vegetation is of good condition by 2020

**WT2 Reference:** E5, E8

**Measures:**

- m2 remnant vegetation
- condition of remnant vegetation

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
B1	High	Develop and implement a Biodiversity Action Plan by mapping, analysing and developing: <ul style="list-style-type: none"> <li>· remnant vegetation areas and condition map</li> <li>· revegetated areas and areas proposed for revegetation map</li> <li>· habitat corridors and areas proposed for habitat creation map</li> <li>· weed and pest animal distribution / species map</li> <li>· water catchments and sub-catchments map</li> <li>· water quality improvement assets map</li> <li>· land use map</li> <li>· action plan to improve the condition of each area of remnant vegetation</li> <li>· action plan to improve and/or expand areas of revegetation</li> <li>· action plan to improve habitat corridors and/or create habitat</li> <li>· action plan to remove/reduce targeted weed and pest animal species across the LGA</li> </ul>	ES, RCPP, POSO
B2	High	Integrate the Biodiversity Action Plan into parks Plans of Management	RCPP, ES
B3	High	Integrate the relevant actions from the Biodiversity Action Plan into the Street Tree Master plan and Tree Management Plan	POSO, RCPP, ES
B4	High	Incorporate remnant vegetation into Council's asset management system	TS, ES
B5	High	Integrate the Biodiversity Action Plan into the Strategic Asset Management Plan	TS, ES
B6	High	Develop and deliver a staff remnant vegetation engagement program to increase awareness of species, their location, regeneration strategies being implemented and how staff can deliver their operations to protect remnant vegetation	ES, POSO
B7	High	Develop and deliver a community engagement program to increase planting of native species and decrease weed species on private property, prioritising sites in areas of and/or affected by remnant vegetation and/or habitat corridors	ES, RCPP, POSO
B8	High	Develop and deliver a community engagement program to attract and retain Waverley Bushcare volunteers	RCPP, ES
B9	High	Review and update Council's Footpath Gardens Policy and Guidelines to: <ul style="list-style-type: none"> <li>· specify the plant species that can be utilised for verge gardens in areas of and/or affected by remnant vegetation and/or habitat corridors</li> <li>· identify local weed species and prohibit their use in verge gardens</li> <li>· encompass community gardens as well as verge gardens</li> </ul>	ES, RCPP
B10	High	Review and update Council's Pocket Parks program to: <ul style="list-style-type: none"> <li>· specify the plant species that can be utilised for pocket parks in areas of and/or affected by remnant vegetation and/or habitat corridors</li> <li>· identify local weed species and prohibit their use in pocket parks</li> <li>· expand the program to include laneways and streetscapes to encourage planting of native species and decrease weed species in these areas</li> </ul>	RCPP, ES
B11	Medium	Integrate the Biodiversity Action Plan maps into the proposed Integrated Open Space Strategy	RCPP, ES



PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
B12	Medium	Integrate the proposed micro-climate map (thermal imaging and ground monitoring) into the proposed Integrated Open Space Strategy	RCCP, ES
B13	Medium	Map existing and potential sites for community gardens, verge gardens and pocket parks for integration into the proposed Integrated Open Space Strategy	RCCP
B14	Medium	Develop and deliver a community engagement program to encourage food growing on private property as part of the proposed Integrated Open Space Strategy	RCCP, ES
B15	Medium	Map Green Links routes for integration into the proposed Integrated Open Space Strategy	SLUP
B16	Medium	Develop and deliver a staff weeds and pest animals engagement program to increase awareness of species, their location, control strategies being implemented and how staff can deliver their operations to support pest management	ES, POSO
B17	Medium	Develop and deliver a community engagement program to attract and retain Pocket Parks volunteers to improve biodiversity	RCCP, ES
B18	Medium	Collaborate with the NSW Government on their development of management plans for the Intertidal Protected Area and Bronte to Coogee Aquatic Reserve	ES, RCCP, C
B19	Medium	Develop and deliver a community engagement program to increase awareness of the value of the Intertidal Protected Area and Aquatic Reserve as well as their restrictions	ES, RCCP, C
B20	Ongoing	Implement the Biodiversity Action Plan	ES, RCCP, POSO

# Integrated strategies – Waverley Council operations and Waverley LGA

The way we use land, consume resources and dispose of resources have inter-related environmental impacts. Therefore, strategies that address multiple or complex environmental issues are sometimes required in order to effectively manage risks and engage with people who live, work or play in the Waverley LGA.

**EAP Target:** All

**WT2 Reference:** E1, E2, E3, E4, E5, E6, E7, E8, L6, L7

**Measures:**

- Tonnes CO2-e
- kWh electricity/MJ gas/kL fuel
- Cost saving
- Tonnes of waste
- Percentage resource recovery (diversion from landfill)
- kL mains water
- kL recycled water
- kL ground water
- m2 remnant vegetation
- condition of remnant vegetation

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
IS1	High	Implement the recommendations of the Waverley Coastal Risk & Hazards Vulnerability Study	ES, SLUP, RCPP, POSO, DA, MC, TS, HROD
IS2	High	Revise and update Waverley Council planning instrument(s) with regards to: <ul style="list-style-type: none"> <li>· coastal inundation risk and geotechnical risk</li> <li>· energy assessments</li> <li>· low carbon plant floor space</li> <li>· water management</li> <li>· water quality management</li> <li>· commercial waste conditions</li> <li>· air quality including wood heaters</li> </ul>	ES, SLUP
IS3	High	Develop Waverley Council branded design guidelines for consistent communication of EAP3 projects and engagement programs and clear association with Waverley Council	ES, MCE
IS4	High	Investigate and implement compatible electronic newsletter subscriber and content management system	ES, FISS
IS5	High	Review the branding of the monthly community environmental electronic newsletter in accordance with the GreenWave design guidelines	ES, MCE
IS6	High	Review criteria for environmental grants to focus on activities that contribute towards achievement of EAP3 targets and complement EAP3 community engagement programs	ES, RCPP
IS7	Medium	Review criteria for business awards, garden awards and community awards with regard to EAP3 targets	ES, RCPP
IS8	Low	Develop and implement a climate change adaptation plan	ES, TS, RCPP, POSO, MC, SLUP, DA, HROD
IS9	Ongoing	Continue to develop and deliver the monthly electronic newsletter	ES, MCE
IS10	Ongoing	Continue to facilitate the Eastern Suburbs Sustainable Schools Network to support local educational institutions to improve their environmental performance	ES
IS11	Ongoing	Continue to deliver the Waverley Sustainable Procurement Action Plan 2011	ES, FISS, BSP, BS, GIP, POSO, RCPP, TS, MC
IS12	Ongoing	Continue to support and provide resources to local organisations and individuals to deliver engagement programs and/or projects that contribute towards achievement of EAP3 targets (e.g. community grants, training or other support)	ES
IS13	Ongoing	Support and provide resources to Council staff to deliver engagement programs and/or projects that contribute towards achievement of EAP3 targets (e.g. training and tools to deliver waste audits, construct biofiltration systems etc.)	ES
IS14	Ongoing	Review and update the Waverley Council website environmental content with regard to the design guidelines and EAP3	ES, MCE
IS15	Ongoing	Review and update the Waverley Council intranet environmental content with regard to the design guidelines and EAP3	ES, MCE



# Monitor, review and report – Waverley Council operations and Waverley LGA



**EAP Target:** All

**WT2 Reference:** E1, E2, E3, E4, E5, E6, E7, E8, L6, L7

**Measures:**

- Tonnes CO2-e
- kWh electricity/MJ gas/kL fuel
- Cost saving
- Tonnes of waste
- Percentage resource recovery (diversion from landfill)
- kL mains water
- kL recycled water
- kL ground water
- m2 remnant vegetation
- condition of remnant vegetation

Waverley Council completes both statutory and voluntary reporting on environmental indicators and activities to Councillors, the community and NSW Government departments. Effective monitoring and data management systems are required in order to measure the effectiveness of projects, continuously improve environmental performance and complete reporting requirements.

A four yearly review of this EAP will be undertaken in line with integrated reporting requirements. The review will consider progress against environmental targets, environmental trends, benchmarks, technologies, management and consultation.

PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
MRR1	High	Develop and deliver energy and water quarterly reporting to the Executive Team	ES, BSP, POSO, MC
MRR2	High	Procure and maintain an environmental data management system to measure progress against Council EAP3 targets and manage asset consumption and/or generation of: <ul style="list-style-type: none"> <li>· greenhouse gas emissions</li> <li>· electricity</li> <li>· gas</li> <li>· mains water</li> <li>· recycled water</li> <li>· ground water</li> <li>· renewable energy</li> </ul>	ES, BSP, POSO, MC
MRR3	High	Install and/or configure sub-metering and/or inverter and wireless data loggers where required to record Council operations and assets: <ul style="list-style-type: none"> <li>· water leaks</li> <li>· recycled water consumption</li> <li>· ground water consumption</li> <li>· solar power generation and consumption</li> </ul>	ES, BSP, POSO, MC
MRR4	High	Ensure data logger specifications, operating instructions and procedures are easily accessible on TRIM	ES
MRR5	High	Assign responsibility in scorecard/work plans for collation and/or maintenance of the Council environmental data management system and to regularly review the effectiveness of management	ES, BSP, POSO, MC
MRR6	High	Develop and deliver an engagement program to build staff and contractor capacity to use the Council environmental data management system to: <ul style="list-style-type: none"> <li>· identify, respond to and report on anomalies for individual assets</li> <li>· measure the effectiveness of implemented efficiency projects at individual assets</li> <li>· measure progress against Council targets</li> <li>· understand the methodology for measuring progress against Council targets</li> </ul>	ES
MRR7	High	Assign responsibility in scorecard/work plans for maintenance of energy and greenhouse data for all Council assets and to regularly review the effectiveness of management	ES
MRR8	High	Assign responsibility in scorecard/work plans for maintenance of water data for all Council assets and to regularly review the effectiveness of management	ES



PROJECT REF.	PRIORITY	PROJECT	RESPONSIBILITY
MRR9	High	Procure and maintain a data management system to measure progress against community EAP3 targets across greenhouse gas emissions, water, waste and biodiversity	ES, RRPPC, RCPP, SLUP
MRR10	High	Assign responsibility in scorecard/work plans for collation and/or maintenance of the community environmental data management system and to regularly review the effectiveness of management	ES, RRPPC, RCPP, SLUP
MRR11	High	Develop and deliver an engagement program to build staff capacity to use the community environmental data management system to: <ul style="list-style-type: none"> <li>· measure progress against community targets</li> <li>· update assumptions</li> <li>· understand the methodology for measuring progress against community targets</li> <li>· model strategies</li> </ul>	ES
MRR12	High	Ensure the methodologies for calculating progress against EAP community and Council targets are easily accessible on TRIM to ensure consistency and transparency in reporting	ES
MRR13	High	Develop and implement a methodology for measuring water quality baseline and progress against target in collaboration with other councils	ES
MRR14	High	Assign responsibility in scorecard/work plans to manage water quality data and to regularly review the effectiveness of management	ES, C
MRR15	High	Assign responsibility in scorecard/work plans to maintain the biodiversity data and to regularly review the effectiveness of management	ES, RCPP
MRR16	Medium	Develop a methodology for measuring the volume of waste generated and resources recovered by Council operations and services	ES, RRPPC
MRR17	Medium	Measure the volume of waste generated and resources recovered by Council operations and services a minimum of every four years	ES, RRPPC
MRR18	Medium	Identify opportunities and install electricity/gas/mains water sub-metering to identify efficiency measures	ES, BSP, POSO, MC
MRR19	Medium	Review the effectiveness of current water quality monitoring (i.e. ocean pool) with regard to the developed methodology	ES, C
MRR20	Low	Investigate opportunities to develop and deliver a community volunteer biodiversity monitoring program	ES, RCPP
MRR21	Ongoing	Review and continue to deliver monthly waste reporting to Council	RRPPC
MRR22	Ongoing	Review the Waverley Water Management Plan every four years in accordance with NSW Government requirements	ES
MRR23	Ongoing	Review the Waverley Energy Efficiency Plan every four years in accordance with NSW Government requirements	ES
MRR24	Ongoing	Review the Biodiversity Action Plan every four years	ES, RCPP
MRR25	Ongoing	Undertake remnant vegetation assessments every four years to measure progress against target	ES, RCPP
MRR26	Ongoing	Complete annual Waste and Sustainability Improvement Program (WASIP) reporting requirements on delivery of waste services and implementation of key environmental plans	ES, RRPPC
MRR27	Ongoing	Complete environmental target progress report annually as part of Council's Annual Report	ES, RRPPC, RCPP
MRR28	Ongoing	Review EAP targets every four years with regard to best practice and progress to date	ES, RRPPC, RCPP, SLUP, POSO
MRR29	Ongoing	Review and update the Waverley Environmental Action Plan every four years in association with the Waverley Strategic Plan update	ES, RRPPC, RCPP, SLUP, POSO



# Abbreviations and Terminology

**AWT** - Alternative waste treatment

**CO<sub>2</sub>-e** - Carbon dioxide equivalent

**EAP2** - Environmental Action Plan 2

**Efw** - Energy from waste

**g** - Grams

**gge** - Greenhouse Gas Emissions

**GreenPower** - Electricity from a renewable energy source purchased from an accredited provider

**HVAC** - Heating, ventilation and air conditioning

**Kg** - Kilogram

**kL** - Kilolitre

**kW** - kilowatt

**kWh** - kilowatt hour

**LED** - Light emitting diode

**LGA** - Local Government Area

**m<sup>2</sup>** - square metres

**SSROC** - Southern Sydney Regional Organisation of Councils

**T** - Tonnes

**WT2** - Waverley Together 2

**ES** - Environmental Services

**SLUP** - Strategic Land Use Planning

**C** - Compliance

**DA** - Development Assessment

**MCE** - Media & Community Engagement

**HROD** - Human Resources & Organisational Development

**BS** - Business & Services

**MC** - Maintenance & Construction

**RRPPC** - Resource Recovery & Public Place Cleansing

**POSO** - Parks & Open Space Operations

**FISS** - Finance & Information Systems & Services

**GIP** - Governance & Integrated Planning

**TS** - Technical Services

**BSP** - Business, Services & Property

**PS** - Parking Services

**CCS** - Cultural & Community Services

**RCPP** - Recreation Community Planning & Partnerships

**LCS** - Library & Customer Services

**PM** - Place Management

This Waverley Environmental Action Plan 3 has been prepared by Wileco in accordance with the scope and requirements set by Waverley Council. The information contained within this report is based on staff consultation and analysis of information provided by Waverley Council and their service providers. Estimates and assumptions have been applied where necessary. Wileco accepts no liability or responsibility for any use or reliance upon this report by any third party.

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## REPORT TO COUNCIL

### **United States Studies Centre – Delivering a Sustainable Future City program (A13/0135)**

Report dated 8 April 2013 from the Director, Planning and Environmental Services seeking Council approval for the Mayor and the Divisional Manager, Environmental Services to participate in the next stage of the United States Studies Centre *Delivering a Sustainable Future City* program.

**Recommendation:** That Council approves the participation of the Mayor and the Divisional Manager, Environmental Services in the United States Studies Centre *Delivering a Sustainable Future City* Study Tour in June 2013.

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#### **Purpose of Report**

The purpose of this report is to provide an overview of Council's participation in the United States Studies Centre *Delivering a Sustainable Future City* program to date, and seek Council endorsement for the Mayor and the Divisional Manager, Environmental Services to participate in the Study Tour to the west coast of the United States with colleagues from Woollahra Council, Parramatta Council, Liverpool Council, Blacktown Council, and Botany Bay Council.

#### **Background**

Following from the successful international urban planning symposium, UPE 10: Next City, Planning for a New Energy Future, co-hosted by the United States Studies Centre and the University of Sydney, the US Studies Centre developed a program focused on supporting local government leaders in building low carbon, sustainable and liveable communities.

In February 2013, the United States Studies Centre at the University of Sydney, with the support of the New South Wales Government, invited twenty local communities in New South Wales (including Waverley Council) to submit an application to participate in the *Delivering a Sustainable Future City* program which aims to provide leaders of cities and towns the opportunity to explore, discover and test innovative ways to address some of the challenges they face. In March 2013, eight Councils were invited to submit a detailed expression of interest to participate in the program. Finally six Councils, including Waverley Council, were selected to participate in the program.

The Waverley Council project team consisted of:

Councillor Sally Betts – Mayor of Waverley

Peter Monks – Director, Planning and Environmental Services

Emily Scott – Divisional Manager, Environmental Services

Tony Gardiner – Westfield Bondi Junction Centre Manager

George Arena – Westfield Australia Development Executive

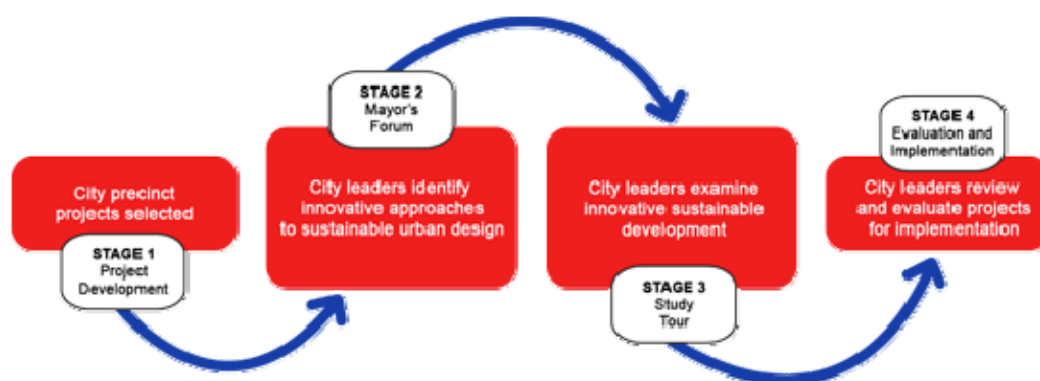
## REPORT TO COUNCIL

### The Program

The program has been based on the Mayor's Institute forum conducted in the United States, where like-minded leaders meet to work with leading thinkers to develop innovative solutions for re-designing precincts so they are great places to live and work, and are also adaptive to the changes in energy and water demands — from renewing town centres or high streets, to re-designing community precincts and parks, or alternative transport possibilities.

The success of the program relies upon the representatives from each city and town fully participating in all parts of the program. In order to optimise the outcomes of the program, each city was required to partner with a representative from the local business chamber or an involved business leader from the community.

The program comprises four stages:



1. **Project Development – invitation, application, expression of interest, and selection process.**
2. **Mayor's Forum in Sydney (held 4, 5, 6 April 2013):** the three day workshop was led by experts in urban re-design and sustainable development from Australia and the United States. A key resource was the Rocky Mountain Institute, pioneers in sustainable development in the United States and around the world. The focus of the workshop was on developing and connecting strategic thinking to planning and urban design skills and approaches. Workshop activities over the three days focused on the identified projects that each city brought for discussion and strategy formulation. The three-day workshop was held at the United States Studies Centre at the University of Sydney on 4, 5, 6 April 2013.  
**Sustainability Analysis:** prior to the workshop each selected community was invited to work with specialists in carbon assessment and urban design to prepare an analysis of economic, energy and carbon impacts. This allowed these factors to be measured before and after any strategic options and scenarios were devised.
3. **Study Tour:** After the three-day workshop, all of the selected communities have been invited to a 7 day study tour of the West Coast of the United States to examine outstanding examples of community sustainability and liveability transformations. The expectation is that at least two workshop attendees' from each community participate on the US Study tour to optimise the translation of outcomes for the cities and towns. The study tour will take place in the second week of June 2013.
4. **Project review and evaluation:** following the Study Tour, city leaders will have the opportunity to apply learning's to the development of the precinct.

## REPORT TO COUNCIL

In signing up to the project, Waverley Council did not intend to participate in the US Study Tour, despite the fact that all other Council staff and elected representatives participating would be attending. However, following the success of the Mayor's Forum in April and collaboration with leading Australian and American energy and transport experts, it has become evident that participation in the next stages of the program including the US Study Tour offers four specific opportunities to Council. This includes visiting and collaborating with US cities that have:

1. Implemented and operated distributed energy and recycled water networks in their commercial centres;
2. Introduced light rail systems in congested city environments;
3. Achieved sustainable urban renewal that has minimised energy and water impacts; and
4. Raised sustainability and urban design project finance via alternative funding mechanisms.

Through this collaboration it is envisaged that these demonstrated ideas, proven outcomes and lessons learnt would be applied and tested in the Bondi Junction precinct. It is for this reason that it is recommended that Council continue participation in the program. A detailed study tour schedule is provided in Attachment 1.

### ***Delivering a Sustainable Bondi Junction project***

The Delivering a Sustainable Bondi Junction project has been designed to integrate the suite of environmental planning and urban design work completed within the Bondi Junction precinct whilst enabling delivery of the Sydney Metro Strategy 2036 and Environmental Action Plan targets.

The project aims to:

- ▶ Sustainably develop and revitalise the Bondi Junction precinct;
- ▶ Minimise the greenhouse impacts of existing and future development;
- ▶ Create high amenity public spaces and a high quality urban fabric; and
- ▶ Deliver integrated transport solutions: system efficiency + future mass transit.

Waverley Council has previously resolved to investigate the implementation of a decentralised energy network in the Bondi Junction commercial centre to offset the future greenhouse impacts of predicted employment and development growth in the centre over the next 20 years. It has been estimated that realising the full development potential within WLEP 2012 alone, will increase precinct emissions by 31% (158,000 tonnes to 298,000 tonnes CO<sub>2</sub>-e/yr).

Westfield and Waverley Council are the largest landowners in Bondi Junction and account for 25% and 12% of Bondi Junction carbon emissions, respectively. Modelling has indicated that working together to implement a distributed energy network in Bondi Junction would reduce the Waverley LGA wide GHG emissions by over 10%, thus significantly contributing toward achievement of our 30% reduction target.

## REPORT TO COUNCIL

For this reason, Council selected Westfield to participate in the program and realise our future vision for a distributed energy network for the centre.

### Analysis

- **Financial**

The cost of the Study Tour is \$500 per person per day. For the six days and seven nights of the tour, it costs \$3,000 per participant. This price includes all accommodation, meals, domestic flights, airport transfers and related tour fees. This does not include a return flight to the United States. It is estimated that including flights, the study tour will cost \$8,000 per person. For two participants, the total program cost will be \$16,000.

Participation of Council staff will be funded from the Planning and Environmental Services operational budget. The participation of the Mayor will be funded from the Councillor Expenses operational budget.

- **Delivery Program/Operational Plan**

The project works towards realising the vision of the Waverley community articulated in Waverley Together 2 and Environmental Action Plan 2 including the following directions:

- E1 Waverley's community contributes towards the reduction in greenhouse gas emissions
- E1b Ensure all new and existing building stock minimise energy use.
- E1c Minimise energy use in Council operations.
- 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
  - E4a Ensure all new and existing building stock minimise water use
  - E4b Minimise water use in Council operations and facilities
- G6 Council assets are well maintained for their current purpose and for future generations
- G8 Council manages information and knowledge in an integrated and accessible way

- **Consultation**

All relevant departments have been consulted in the development of the project.

## REPORT TO COUNCIL

### **Timeframe**

The Study Tour will take place between 9 June 2013 and 15 June 2013.

**Recommendation:** That Council approves the participation of the Mayor and the Divisional Manager, Environmental Services in the United States Studies Centre *Delivering a Future Sustainable City* Study Tour in June 2013.

Peter Monks  
**Director, Planning & Environmental Services**

Attachment 1: USSC Study Tour Itinerary



# REPORT TO COUNCIL



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## STUDY TOUR INTINERARY:

### Sunday 9th June 2013

- Los Angeles, California
- City Tour of revitalized Downtown LA.
- Tour of Pasadena
- Dinner in Pasadena with LA Metro at Transit Oriented Development site
- Hilton Checkers, Los Angeles

### Monday 10th June 2013

- Los Angeles, California
- Site tour of Rodeo Road and Santa Monica 3rd St, with focus on energy reduction projects of regional and local scale with Tree People
- Team dinner with Urban Land Institute leaders
- Hilton Checkers, Los Angeles

### Tuesday 11th June 2013

- Los Angeles, California → Portland, Oregon
- Leave Los Angeles and fly to Portland in morning
- Walking tour of Downtown Portland - Pearl District, South Waterfront, and EcoDistricts with Rocky Mountain Institute
- Dinner with Portland Planners
- The Governor Hotel, Portland

### Wednesday 12th June 2013

- Portland, Oregon → Denver, Colorado → Boulder, Colorado
- Portland Sustainability Institute reviewing transit and energy projects around Portland, City of Hillsboro, Intel, and Orenco Station
- Leave Portland in evening and fly to Denver with coach transfer to Boulder
- Hotel Boulderado, Boulder

### Thursday 13th June 2013

- Boulder, Colorado and Denver, Colorado
- Coach transfer between Boulder and Denver
- Meet with Denver Urban Land Institute leaders, Rocky Mountain Institute and Local Business Partnership
- Tour of Train Station area and area across the Downtown Mall and LoDo
- Hotel Boulderado, Boulder

### Friday 14th June 2013

- Boulder, Colorado and Ft. Collins, Colorado → Denver, Colorado
- Tour of National Best Practice award winning sustainability projects in and around Boulder and Ft. Collins and tour of Rocky Mountain Institute offices in Boulder
- Dinner at the New Belgium Brewery in Ft. Collins
- Coach transfer from Boulder to Denver after dinner
- The Brown Place Hotel, Denver

### Saturday 15th June 2013

- Denver, Colorado
- Team de-brief
- Optional return flight to Los Angeles for connecting flights to Australia

## REPORT TO COUNCIL

### **Draft Waverley Together 3 2013-25, Draft Delivery Program 2013-17, Draft Operational Plan 2013-2014, and Draft Pricing Policy, Fees & Charges 2013-2014 (A12/0728, A12/0729, A12/730 and A12/0731)**

Report dated 8 April 2013 from the Director, Corporate and Technical Services about the draft Community Strategic Plan (Waverley Together 3), the draft Delivery Program, draft Operational Plan and draft Pricing Policy, Fees & Charges, which need to be placed on public exhibition seeking community comment prior to adoption and implementation.

**Recommendation:** That Council agree to place the draft Waverley Together 3, the draft Delivery Program 2013-2017, draft Operational Plan 2013 – 2014 and draft Pricing Policy, Fees & Charges 2013-2014 on public exhibition with submissions closing on Friday, 17 May 2013.

*Hard copies of the draft Waverley Together 3, draft Delivery Program, draft Operational Plan and draft Pricing Policy, Fees and Charges have been circulated separately to Councillors with the agenda.*

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### **Purpose of Report**

The Local Government Act 1993 was amended in the latter part of 2009 to introduce Integrated Planning and Reporting. All Councils within NSW were given a three year period to transition across into the new requirements. Waverley Council was in the first group to implement these reforms. The amendments to the Act require Councils to have:

- A Community Strategic Plan (covering an minimum of ten years);
- A Resourcing Strategy including an asset management plan, a long term financial plan and a workforce plan;
- A four year Delivery Program; and
- An annual Operational Plan (which includes their Schedule of Fees and Charges).

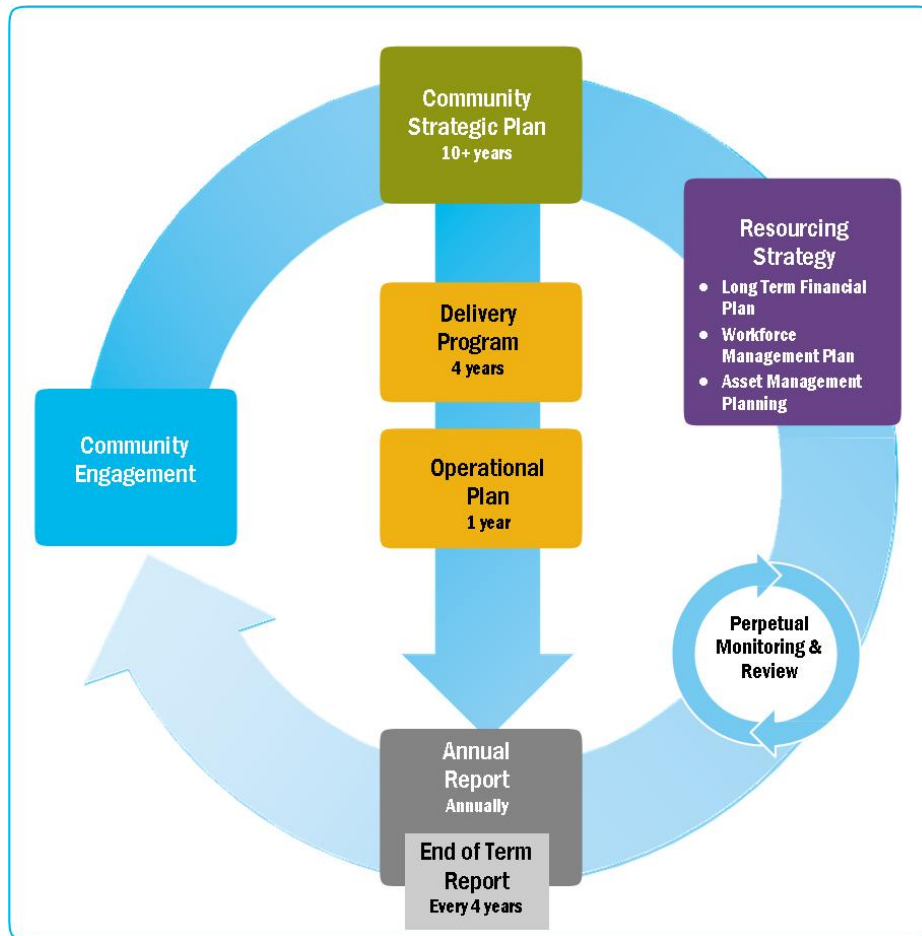
Prior to adopting the Community Strategic Plan, Delivery Program, Operational Plan and Fees and Charges, Council is required to exhibit these documents for 28 days and to take account of any submissions received.

The purpose of this report is to seek Council's approval of the draft *Waverley Together 3*, draft *Delivery Program 2013 – 2017*, draft *Operational Plan 2013 – 2014*, and draft *Pricing Policy, Fees & Charges 2013-2014* so that all these documents can be placed on public exhibition. It is proposed that the exhibition period run from Thursday, 18 April until Friday, 17 May 2013.

### **Background / Introduction**

The Integrated Planning and Reporting (IP&R) Framework which was put in place in 2009 introduced an inter-related hierarchy of plans which aims to ensure a more sustainable local government sector (see Diagram below).

## The Integrated Planning & Reporting Framework



All NSW Councils are now required to facilitate the development of a Community Strategic Plan (with a minimum 10 year outlook), along with a Delivery Program (based around the 4 year term of the Council) and an Operational Plan (which looks at yearly activities to be undertaken). These plans are informed by a Resourcing Strategy that is made up of a Long Term Financial Plan a Strategic Asset Management Plan, a Workforce Plan and in Waverley Council’s model, an Environmental Action Plan.

IP&R places a strong emphasis on the community being regularly informed on progress with achieving the community vision and long term aspirations as well as regular reviews being undertaken to ensure that the resultant plans are still strongly reflecting the community’s long term vision and aspirations. Consequently, Integrated Planning & Reporting requires councils to constantly review their plans to ensure they remain relevant and in-tune with changing community needs. Section 402 (5) of the Local Government Act requires that:

*Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new community strategic plan, as appropriate to ensure that the area has a community strategic plan covering at least the next 10 years.*

## REPORT TO COUNCIL

Accordingly, following the 2012 Local Government Elections Waverley Council commenced a community engagement process to review *Waverley Together 2* in preparation for the development of this latest iteration of the Community Strategic Plan (*Waverley Together 3*).

Coupled with this requirement following an election each newly elected Council must develop a new Delivery Program which will run for their term in office. The Delivery Program must draw upon the broad directions and strategies defined in the Community Strategic Plan and set out the specific Waverley Council strategies and activities (services and projects) it will undertake during its four year term to help the community move closer to attaining their long term vision and aspirations. The draft *Delivery Program 2013-17* sets out the strategies and deliverables Waverley Council will need to deliver in the second four year of the 12 year Community Strategic Plan (*Waverley Together 3*).

Every year the Council is also required to develop an Operational Plan (which is a sub-plan of the Delivery Program) setting out the specific activities (services and projects) it will undertake on an annual basis. The draft *Operational Plan 2013-2014* sets out the key activities (deliverables), actions, budgets and performance measures Waverley Council will employ during the financial year which in this case is the 2013-2014 financial year. Accompanying this plan is also a Schedule of Fees and Charges (*Pricing Policy, Fees & Charges 2013-2014*) which sets out the Council's rating policy as well as the proposed fees and charges the Council is proposing to levy over the coming financial year.

### Analysis

The Division of Local Government (DLG) has published Guidelines and a Manual to support the administration of integrated planning and reporting. We are required to follow the Guidelines and Manual as they are created under section 406(5) of the Local Government Act. The draft *Waverley Together 3*, draft *Delivery Program 2013-2017* and draft *Operational Plan 2013-2014* (including the draft *Pricing Policy, Fees & Charges 2013-2014*) have been developed in accordance with the DLG Guidelines and Manual.

### The Community Strategic Plan (*Waverley Together 3*)

The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies are required to take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long term objectives of this Plan.

The Community Strategic Plan essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in 10 years' time?
- How will we get there?
- How will we know we've arrived?

The Council's role is to guide the community through these important discussions and to document the response in a meaningful Community Strategic Plan. However, it is important to stress that it is not the Council's responsibility to deliver every aspect of the Community Strategic Plan.

## REPORT TO COUNCIL

Council ran a community engagement process over the November 2012 – February 2013 period to review the existing Community Strategic Plan (*Waverley Together 2*) and to assist with the development of the latest iteration of the Community Strategic Plan (*Waverley Together 3*).

### **The Delivery Program**

The Delivery Program is intended to be a four year program adopted by each newly elected Council in their first year following an election. The draft Delivery Program is the second Delivery Program that Waverley Council has developed and builds upon the work of the *Delivery Program 2010 – 2013* which runs until 30 June 2013.

The DLG requires that all the strategies identified in the Community Strategic Plan be carried through to the Delivery Program and expanded into actions. In our draft Delivery Program we have called these actions ‘deliverables’ – that is what we are going to deliver to meet the requirements of the strategies outlined in the Community Strategic Plan.

Both the Delivery Program and Operational Plan are required to allocate responsibility and to include measures of effectiveness – in the case of the Delivery Program they should preferably be outcome based, while in the Operational Plan they are likely to be outputs. As far as possible our Delivery Program includes outcome measures for the deliverables identified.

The Delivery Program also needs to include a four year budget.

Reporting on progress with the Delivery Program is required at least half yearly. However, budget reporting will still be provided quarterly. As outcome measures are often longer term we have also identified some of the measures we are going to use to report on progress with the Delivery Program in the shorter to medium term. Many of these measures are also used in the Operational Plan.

In summary the Delivery Program includes the strategies identified in the Community Strategic Plan, it expands these strategies into actions or ‘deliverables’ and allocates responsibility for these. It also includes measures of effectiveness and budget information for the four year period.

### **The Operational Plan (including the Pricing Policy, Fees & Charges)**

The Operational Plan has a one year timeframe. The DLG suggests that the Operational Plan be defined as a sub plan of the Delivery Program that spells out the ‘actions’ to be undertaken in a particular year.

The DLG also requires that actions identified in the Delivery Program be carried through to the Operational Plan. Our Operational Plan carries forward the ‘deliverables’ from our Delivery Program and includes the action required to ‘deliver’ on what we said we would.

The Operational Plan is also required to include a budget for the year as well as our revenue policy. This includes our rating information as well as our pricing policy, fees and charges.

In this year's draft Pricing Policy maximum fees for residential parking have been set at a higher level than previous years. This is to take into account current discussions about appropriate pricing for residential parking permits. The fees are maximum and may not be charged if current reviews recommend lower fees.

## REPORT TO COUNCIL

- **Financial:** Costs were associated with the community engagement process for the development of *Waverley Together 3*. These were budgeted for in the 2012–2013 Operational Plan. Apart from the staff time involved, the development of the draft Delivery Program, draft Operational Plan and draft Pricing Policy, Fees and Charges have not incurred any costs.
- **Consultation:** Extensive external community engagement has been undertaken to develop the draft *Waverley Together 3*. This has involved utilising the results of a statistically significant community survey which underpinned the production of the previous Council's *End of Term Report* as well as the utilisation of a community panel and web forum to seek direct community input to the review of the Community Strategic Plan. In terms of the development of the draft Delivery Program and Operational Plan there has been extensive internal consultation consisting of councillor workshops, a senior management workshop as well as individual meetings with the quadrant working groups as well as with individual senior managers.

The aim of placing both the draft *Waverley Together 3*, draft *Delivery Program 2013-2017*, draft *Operational Plan 2013-2014* and draft *Pricing Policy, Fees & Charges 2013-2014* on exhibition is to seek additional community comment before Council is required to adopt these documents. It is likely that Council staff may also seek to make some minor changes to the exhibited drafts documents. All changes will be reported to Council when the plans come back to Council for adoption in June 2013.

### Timeframe

It is intended to exhibit the draft Plans from Thursday 18 April until Friday 17 May 2013. Exhibition will be advertised in the *Wentworth Courier* on our website and to Precincts and other interested groups.

**Recommendation:** That Council agree to place the draft *Waverley Together 3*, the draft *Delivery Program 2013-2017*, draft *Operational Plan 2013 – 2014* and draft *Pricing Policy, Fees & Charges 2013-2014* on public exhibition with submissions closing on Friday 17 April 2013.

Bronwyn Kelly  
**Director, Corporate & Technical Services**

Author: Paul Spyve – Divisional Manager, Governance & Integrated Planning

### Attachments: Circulated Separately

*Hard copies of the draft Waverley Together 3, draft Delivery Program, draft Operational Plan and draft Pricing Policy, Fees and Charges have been circulated separately to Councillors with the agenda.*

Attachment 1 *Draft Waverley Together 3*  
Attachment 2 *Draft Delivery Program 2013-17*  
Attachment 3 *Draft Operational Plan 2013-2014*  
Attachment 4 *Draft Pricing Policy Fees & Charges 2013-2014*

## REPORT TO COUNCIL

### Draft Strategic Asset Management Plan 4 (A03/2112)

Report dated 8 April 2013 from the Director, Corporate & Technical Services about Council's fourth Strategic Asset Management Plan (SAMP4).

**Recommendation:** That Council note the findings of Strategic Asset Management Plan 4, in particular:

1. The Asset Condition Ratings compared to the Asset Condition Targets for each asset type as shown in Table 1 of the report.
  2. That the Asset Condition Targets shown in Table 2 of the report are agreed by councillors as a whole and the community as being capable of delivering acceptable levels of service from our assets.
  3. The cost to meet the Asset Condition Targets over the period 2013/14 to 2023/24 as shown in Table 3 of the report.
- 

### Purpose of Report

The purpose of this report is to advise Council of the outcomes of Council's fourth Strategic Asset Management Plan, SAMP4 and the cost impacts of moving towards sustainable asset management from 2013/14 to 2023/24 and beyond.

### Background

The purpose of SAMP4 is to:

- build on and update previous SAMPs, quantifying the extent of works necessary to bring assets in all Categories to an acceptable condition as defined by the community,
- assess the cost of those works, and
- do this within the context of Council's IP&R Framework including our:
  - i. Community Strategic Plan – *Waverley Together 2* and *Waverley Together 3* (WT2, WT3),
  - ii. Environmental Action Plan – *Environmental Action Plan 2* and *Environmental Action Plan 3* (EAP2, EAP3),
  - iii. Long Term Financial Plan – *Long Term Financial Plan 4* (LTFP4), and
  - iv. Workforce Plan – *Workforce Plan 1* and *Workforce Plan 2* (WFP1, WFP2).

In general the purpose of past, present and future SAMPs is ultimately to achieve sustainability in asset management.

We define sustainable asset management as everything we have to do to make sure our assets are maintained at a satisfactory standard in a “quadruple bottom line” sense.

SAMP4 summarises the actions required to continue with our progress towards sustainability in asset management.

## REPORT TO COUNCIL

Achieving sustainable asset management requires Council to integrate its strategic asset planning with its financial planning. The IP&R Framework provides the means of achieving this integration. Targets for asset condition have been checked with the Waverley Community through the compulsory community engagement process required under the IP&R legislation. The agreed targets have then been incorporated into the draft *Waverley Together 3 Community Strategic Plan 2012-24* (WT3) under *Direction G6 – Waverley’s assets are well maintained for their current purpose and for future generations*.

Costs to meet these targets as set out in SAMP4 have been translated directly into Council’s *Long Term Financial Plan 4* (LTFP4).

### Continuous Improvement of the SAMP

Since SAMP2, officers have been working to close gaps in our understanding of assets to improve the quality of our asset programs and financial modelling. SAMP3 identified a number of priority projects to help close these knowledge gaps including the addition of some new categories. These projects have been completed and are included in SAMP4. Officers have also reviewed asset groupings in each category and have made some minor adjustments. The changes to SAMP4 categories when compared to SAMP3 are itemised below:

1. Category 6: Urban Open Spaces & Malls – this category now comprises Malls only. The Urban Open Space assets have been distributed amongst other categories.
2. Category 9: Cemeteries – data and condition ratings for assets in South Head Cemetery have been added to this category.
3. Category 10: Parking Infrastructure – assets within Parking Infrastructure have been separated into On-Street Parking Infrastructure and Off-Street Parking Infrastructure.
4. Category 12: Other Infrastructure – a sub-category comprising monuments, sculptures and public art works has been added to this category in accordance with SAMP3.
5. Category 13: Plant & Equipment – new category added in accordance with SAMP3.
6. Category 14: Information Technology – new category added in accordance with SAMP3.

### Summary of Main Findings

**Table 1** shows the Asset Condition Rating for each asset type compared to the Asset Condition Target, as at SAMP4. The Asset Condition Ratings give an indication of the current condition of our assets and whether we are achieving the Asset Condition Targets.

<b>TABLE 1</b>				
<b>Asset Condition Rating compared to the Asset Condition Target for each Asset Type as at SAMP4</b>				
<b>No.</b>	<b>Asset Category</b>	<b>Asset type</b>	<b>Asset Condition Target as %</b>	<b>Asset Condition Rating as % as at SAMP4</b>
1	Roads	Roads	79	81
2	Footpaths	Footpaths	80	75
3	Kerb and Gutters	Kerb and gutters	73	74
4	Stormwater Drainage	Stormwater and drainage	88	88



## REPORT TO COUNCIL

<b>TABLE 1</b>				
<b>Asset Condition Rating compared to the Asset Condition Target for each Asset Type as at SAMP4</b>				
<b>No.</b>	<b>Asset Category</b>	<b>Asset type</b>	<b>Asset Condition Target as %</b>	<b>Asset Condition Rating as % as at SAMP4</b>
<b>5</b>	<b>Buildings</b>	Buildings	100	89
<b>6</b>	<b>Malls</b>	Malls	100	100
<b>7</b>	<b>Coastal and Retaining Infrastructure</b>	Pools	100	100
		Stairs	90	69
		Fences and bollards	90	74
		Retaining walls	90	94
		Sea walls	90	90
<b>8.1</b>	<b>Parks Infrastructure</b>	Furniture	95	95
		Lighting	94	94
		Fences and bollards	90	79
		Footpaths	80	82
		Irrigation	97	97
		Retaining walls	90	93
		Stairs	90	84
		Signs	90	90
		Play equipment	90	65
<b>8.2</b>	<b>Parks Landscape</b>	Trees	90	98
		Garden beds	90	91
		Turf	100	85
<b>9</b>	<b>Cemeteries</b>	Roads	100	2
		Footpaths	100	59
		Kerb and gutters	100	65
		Fencing (internal)	100	39
		Fencing (perimeter)	100	21
		Stormwater and drainage	100	57
		Retaining walls	100	91
		Stairs	100	59
<b>10</b>	<b>Parking Infrastructure</b>	Traffic and parking signs	90	90
		Parking meters	100	100
		Off-street parking	100	100

## REPORT TO COUNCIL

<b>TABLE 1</b>				
<b>Asset Condition Rating compared to the Asset Condition Target for each Asset Type as at SAMP4</b>				
<b>No.</b>	<b>Asset Category</b>	<b>Asset type</b>	<b>Asset Condition Target as %</b>	<b>Asset Condition Rating as % as at SAMP4</b>
<b>11</b>	<b>Street Trees</b>	Street trees	94	87
<b>12</b>	<b>Other Infrastructure</b>	Bus shelters	97	97
		Bus seats	90	79
		Street seats	90	84
		Street bins	98	98
		Monuments and sculptures	99	99
<b>13</b>	<b>Plant and Equipment</b>	Passenger vehicle	100	100
		Small plant	100	100
		Light commercial vehicle	100	100
		Light omnibus	100	100
		Truck fleet	100	100
		Major fleet	100	100
		Specialised equipment	100	100
<b>14</b>	<b>Information Technology</b>	Software	100	100
		Servers	100	100
		PCs and laptops	100	100
		Printers	100	100
		Data and telephony	100	100
		Library RFID	100	100

When comparing asset condition ratings in SAMP3 to those in SAMP4, we can note that:

- The proportion of assets in **Categories 1, 2, and 3** – Roads, Footpaths and Kerbs & Gutters – in conditions 1 and 2 has increased slightly;
- The condition of assets in **Category 4** Stormwater Drainage has remained the same;
- The proportion of assets in **Category 5** Buildings that are rated as condition 1, 2 or 3 has reduced slightly;
- The condition of assets in **Category 7** Coastal & Retaining Infrastructure has remained the same;
- The condition of assets in **Category 8** Parks Infrastructure has remained the same;

## REPORT TO COUNCIL

- In **Category 9** Cemeteries, Waverley Cemetery is still in relatively poor condition overall and from a cost point of view is increasing;
- The condition of assets in **Category 10** Parking Infrastructure has reduced slightly overall;
- In **Category 11**, the proportion of street trees in satisfactory condition has reduced from 94% to 87%;
- The condition of assets in **Category 12** Other Infrastructure has increased slightly.
- The proportion of assets in Condition 5 across all asset categories has not changed. Most of these assets are located in Waverley Cemetery. The remaining assets in Condition 5 account for 1% or less of assets in their respective category.

Based on these findings and the principles established in SAMP 3 referred to below we can assume it is generally agreed by the community, councillors as a whole, and Council officers that:

- Our roads, kerbs & gutters and street trees are in acceptable condition overall.
- The condition of our footpaths should be improved slightly, from 75% in Conditions 1 and 2, to 80% in Conditions 1 and 2, as there is a gap between their current condition and the target condition rating.
- Stormwater assets require the establishment of a reserve fund which should be built up and used as needed in addition to the current annual maintenance program to keep all drainage in Conditions 1 – 3.
- Some building assets require capital improvements to improve their overall standard from Conditions 4 and 5 to Conditions 1 – 3 as a minimum.
- Parks infrastructure assets must all be upgraded or maintained to a satisfactory condition.
- All Waverley Cemetery assets must be upgraded to ensure they are in an acceptable condition, to a minimum standard of Condition 2 with the exception of its retaining walls, which must be kept at Condition 3 or above.
- No asset will be allowed to slip into Condition 5 (Unserviceable) unless Council has decided to decommission the asset (the future of some Condition 5 assets such as the Boot Factory building in Bondi Junction requires determination by Council).
- In general it is agreed that satisfactory and in fact very good service levels can be achieved by having assets in the conditions set out in **Table 2**.

### Asset Condition Targets

SAMP4 re-affirms the principles established in SAMP3 that targets for the minimum condition of our overall asset base are set with the purpose of ensuring that satisfactory service levels can be achieved, and achievement of these targets would represent achievement of a “satisfactory standard” for our assets.

SAMP4 has therefore set asset condition targets which reflect asset priorities for the community, while continuing to support service provision. These targets are shown in **Table 2**. The targets in **Table 2** correspond with those proposed to be adopted in the Community Strategic Plan, *Waverley Together 3* under Direction G6.

## REPORT TO COUNCIL

Note that the condition of assets covered within this SAMP has been assessed using the same 5-point rating system used in previous SAMPs as follows:

Condition Rating 1	-	Good Condition
Condition Rating 2	-	Minor Deterioration
Condition Rating 3	-	Medium Deterioration
Condition Rating 4	-	Major Deterioration
Condition Rating 5	-	Unserviceable

<b>TABLE 2</b>					
<b>Preferred Minimum Asset Condition Targets – SAMP4</b>					
<b>Minimum and Maximum Proportions of Assets Preferably Permitted in Each Condition Rating</b>					
<b>Asset</b>			<b>Preferred Minimum Proportion</b>		<b>Preferred Maximum Proportion</b>
<b>No</b>	<b>Asset Category</b>	<b>Asset type</b>	<b>Conditions 1 &amp; 2</b>	<b>Conditions 1, 2 &amp; 3</b>	<b>Conditions 3 &amp;/or 4</b>
1	<b>Roads</b>	Roads	79%		21%
2	<b>Footpaths</b>	Footpaths	80%		20%
3	<b>Kerb and Gutters</b>	Kerb and gutters	73%		27%
4	<b>Stormwater Drainage</b>	Stormwater and drainage		88%	
5	<b>Buildings</b>	Buildings		100%	
6	<b>Malls</b>	Malls		100%	
7	<b>Coastal and Retaining Infrastructure</b>	Pools		100%	
		Stairs	90%		
		Fences and bollards	90%		
		Retaining walls		90%	
		Sea walls		90%	
8.1	<b>Parks Infrastructure</b>	Furniture		95%	
		Lighting		94%	
		Fences and bollards	90%		
		Footpaths	80%		
		Irrigation		97%	
		Retaining walls		90%	
		Stairs	90%		
		Signs	90%		
		Play equipment	90%		
8.2	<b>Parks Landscape</b>	Trees		90%	
		Garden beds		90%	
		Turf		100%	

## REPORT TO COUNCIL

9	Cemeteries	Roads	100%		
		Footpaths	100%		
		Kerb and gutters	100%		
		Fencing (internal)	100%		
		Fencing (perimeter)	100%		
		Stormwater and drainage	100%		
		Retaining walls		100%	
10	Parking Infrastructure	Traffic and parking signs		90%	
		Parking meters		100%	
		Off-street parking		100%	
11	Street Trees	Street trees		94%	
12	Other Infrastructure	Bus shelters	97%		
		Bus seats	90%		
		Street seats	90%		
		Street bins		98%	
		Monuments and sculptures	99%		
13	Plant and Equipment	Passenger vehicle		100%	
		Small plant		100%	
		Light commercial vehicle		100%	
		Light omnibus		100%	
		Truck fleet		100%	
		Major fleet		100%	
		Specialised equipment		100%	
14	Information Technology	Software	100%		
		Servers		100%	
		PCs and laptops	100%		
		Printers	100%		
		Data and telephony		100%	
		Library RFID	100%		

### Variations from SAMP3 to SAMP4

Council will note that adjustments have been made to assumptions made in SAMP 3 and *Waverley Together 2* about the necessary “floor expenditure” and target condition ratings for certain categories of assets. Adjustments have not occurred in relation to asset categories on which the community has been consulted as to their preferred service levels.

## REPORT TO COUNCIL

As shown in **Appendix 6** to SAMP4, the Waverley asset estimating methodology assumes consultation will occur with the IP&R community engagement process on preferred service levels for:

- roads,
- footpaths,
- kerbs & gutters, buildings,
- parks landscapes, and
- trees.

However, consistent with the principles of the adopted Asset Management Policy and methodology, consultation need not occur in other categories and in these cases Council will instead take a leadership and custodial position to determine the safe floor expenditure for assets and the minimum proportion (%) of assets that should be kept in the top condition ratings (1, 2 & 3).

For SAMP4, revisions have been undertaken in some asset categories where custodial responsibilities under the Policy, and not community consultation, are the decision driver. This has resulted in a reduction in targets for the proportion of assets to be kept in the better condition ratings in some categories. The asset categories affected by the reduction in targets are shown in Table 26 of Chapter 6 in SAMP4 as follows:

<b>Table 26 - Asset Target Condition Ratings</b>		
<b>Asset Category</b>	<b>Target % of assets in top condition ratings - SAMP3</b>	<b>Target % of assets in top condition ratings - SAMP4</b>
Drains length	100%	88%
In parks - playground equipment	100%	90%
In parks - fences and bollards	100%	90%
In parks - stairs	100%	90%
In parks - signs	100%	90%
In parks - lighting	100%	94%
In parks - furniture	100%	95%
In parks - irrigation	100%	97%
In parks - footpaths	100%	80%
In parks - retaining walls	100%	90%
Retaining walls in streets	100%	90%
Stairs	100%	90%
Fences & bollards	100%	90%
Sea walls	100%	90%
Parking signs	100%	90%
Bus seats	100%	90%
Street seats	100%	90%
Bus shelters	100%	97%
Street bins	100%	98%

## REPORT TO COUNCIL

These adjustments have been made taking into account risk. The reduction in the floor expenditure effectively means Council is taking on a slightly higher risk in the above asset categories than was thought prudent or sustainable in SAMP3 and *Waverley Together 2*. For most assets the risk associated with the reduced target is negligible or zero. Where the risk is slightly above negligible, a management regime to prevent risk getting out of hand has been adopted as follows:

Asset Category	Management approach
For drainage	<p>Cyclic maintenance will be undertaken as normal where local need is determined, based on CCTV assessments and other reported malfunctions.</p> <p>Pit amplification works will proceed if a need is identified in future SAMPs and will be the means of ensuring flood management. At present no flood mitigation activities are required.</p> <p>A reserve will be set aside for reactive structural work in the event of a drainage collapse.</p> <p>This approach is to avoid unnecessary structural works which, due to Waverley's heavily built environment, can create significant side effects of undermining built form if they are undertaken in the wrong way at the wrong time or before being absolutely necessary.</p> <p>Ongoing monitoring of risk on drainage will occur via use of CCTV.</p>
For sea walls	<p>Capital works funds are organised for renewal major structures within the 10 year plan (assuming funding is available).</p> <p>Minor structures will be monitored to prevent them slipping into Condition 5.</p>
For other retaining infrastructure	<p>Monitoring of movement in or undermining of walls in lower condition ratings will be regular.</p> <p>Major structures will be kept in condition ratings 1, 2 or 3.</p> <p>Minor structures will be monitored to prevent them slipping into Condition 5.</p>
All assets	<p>All assets will be prevented from slipping into Condition 5 as per the Policy.</p>

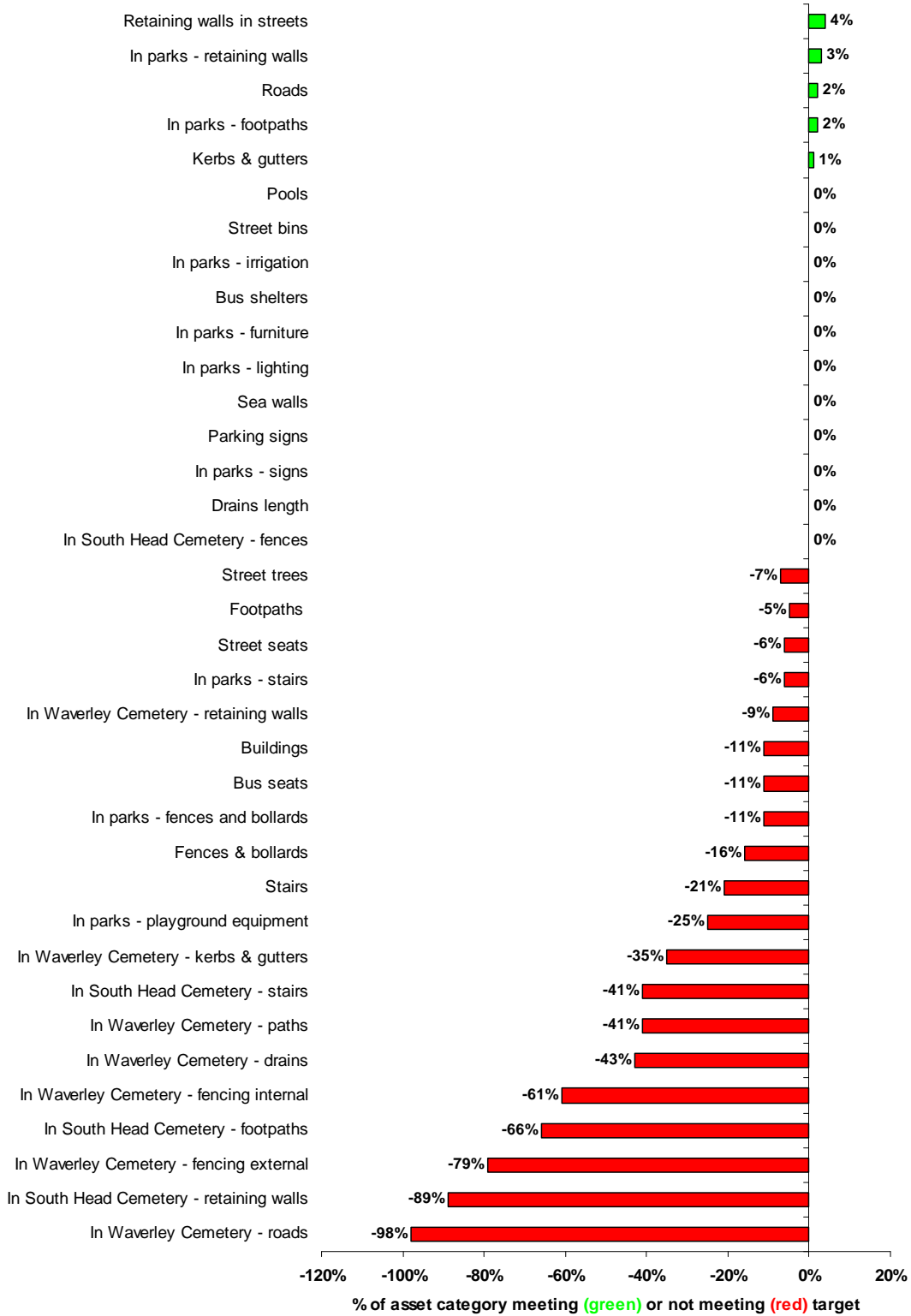
Taking into account the above reductions in the target proportion of assets to be kept in the top condition ratings, the gap between the current asset condition ratings and the target asset condition ratings has narrowed in some asset categories compared to SAMP3 and the End of Term Report for *Waverley Together 2*.

The following chart shows the gaps to target as at SAMP4 and *Waverley Together 3*. This chart includes South Head Cemetery which was not in SAMP3 or *Waverley Together 2*. However, it does not include the new categories of plant & equipment and information technology as these have no gap to target.

The Chart obviously shows an improvement in the proportion of assets meeting the target compared to the position as shown in the End of Term Report on *Waverley Together 2*. See SAMP4 Chapter 4 for the comparison chart. The improvement is the natural upshot of Council's having taken on more risk with the safety net of management regimes and planned funding described in the table above.

# REPORT TO COUNCIL

*Waverley Together 3 - SAMP4*  
**Performance against targets for sustainable assets**  
**Gap to target for asset sustainability**





## REPORT TO COUNCIL

The cost to bridge the above displayed gaps between the current condition and the target condition ratings equates to the total backlog of \$17,197,167. It is anticipated that this gap will be bridged in the current planning period of LTFP4.

### Analysis

- Financial

### Program to Achieve Targets

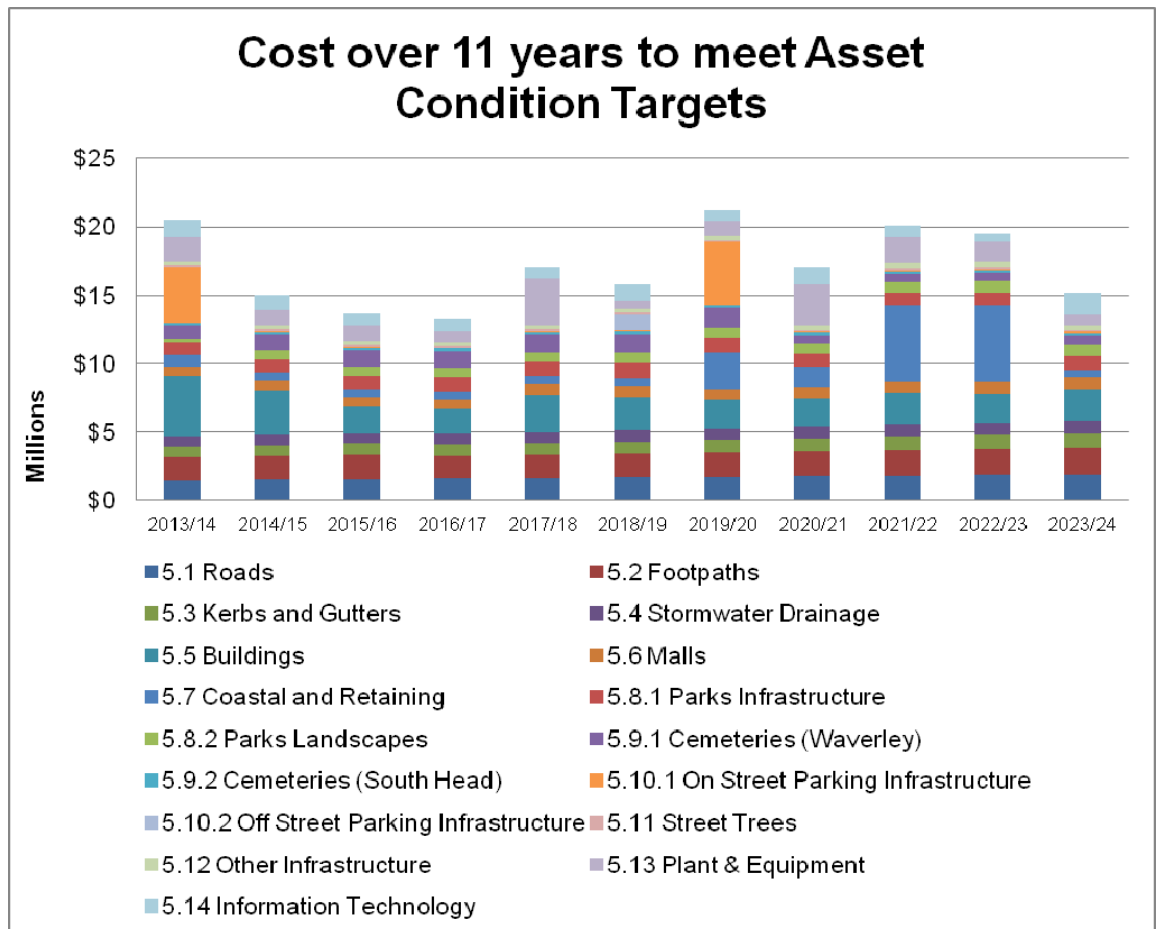
**Table 2** above showed asset condition targets for individual categories of assets. The cost over 11 years, from 2013/14 to 2023/24, to meet these targets is shown below in **Table 3**.

<b>Table 3</b>			
<b>Cost over 11 years to meet Asset Condition Targets</b>			
No.	Asset Category	Asset type	Cost \$
1	Roads	Roads	\$19,377,613
2	Footpaths	Footpaths	\$21,058,114
3	Kerb and Gutters	Kerb & gutters	\$10,608,338
4	Stormwater Drainage	Stormwater drainage	\$12,787,362
5	Buildings	Buildings	\$27,623,809
6	Malls	Malls	\$8,419,162
7	Coastal and Retaining Infrastructure	Pools	\$19,716,571
		Stairs	
		Fences & bollards	
		Retaining walls	
		Sea walls	
8.1	Parks Infrastructure	Furniture	\$10,795,667
		Lighting	
		Fences & bollards	
		Footpaths	
		Irrigation	
		Retaining Walls	
		Stairs	
		Signs	
8.2	Parks Landscape	Trees	\$7,822,016
		Garden beds	
		Turf	
9	Cemeteries	Roads	\$13,204,236
		Footpaths	
		Kerb & gutters	
		Fencing (internal)	
		Fencing (perimeter)	
		Stormwater & drainage	
		Retaining Walls	
10	Parking Infrastructure	Parking meters	\$10,656,458
		Parking signs	
		Off-street parking	
11	Street Trees	Street trees	\$1,544,578
12	Other Infrastructure	Bus shelters	\$3,184,975

## REPORT TO COUNCIL

<b>Table 3</b>			
<b>Cost over 11 years to meet Asset Condition Targets</b>			
No.	Asset Category	Asset type	Cost \$
		Bus seats	
		Street seats	
		Street bins	
		Monuments & sculptures	
<b>13</b>	<b>Plant and Equipment</b>	Passenger Vehicle	\$17,337,164
		Small Plant	
		Light Commercial Vehicle	
		Light Omnibus	
		Truck Fleet	
		Major Fleet	
		Specialised Equipment	
<b>14</b>	<b>Information Technology</b>	Software	\$11,243,00
		Servers	
		PCs Laptops	
		Printers	
		Data & Telephony	
		Library RFID	

The annual cost to meet the targets are shown in the graph below:



## REPORT TO COUNCIL

Council's asset estimating methodology and management has allowed us to reduce the cost of meeting targets for sustainable assets both in terms of the backlog of works to lift assets to a satisfactory condition and of ongoing maintenance. Compared to 2004, the backlog expenditure to bring the five main reportable categories of assets (roads, footpaths, kerbs & gutters, drainage, and buildings) to a satisfactory condition has dropped by 95% and the cost to maintain those assets has dropped by 33%. Although in this SAMP's planning period (2012/13-2016/17) it is anticipated that the backlogs will be wiped out, maintenance costs will still be significant despite reduced estimates. At present the maintenance costs are fully funded.

- **Delivery Program/Operational Plan:**

The adoption of a Strategic Asset Management Plan is in line with **Direction G6** – *Council assets are well maintained for their current purpose and for future generations;* and with Operational Plan **Strategy G6a** – *Regularly revise Council's Strategic Asset Management Plans and integrate with financial planning processes.*

- **Consultation**

Extensive consultation was carried out as part of *Waverley Together 2*. The wider community and councillors have been given opportunities to state what they consider to be the priorities for condition improvement and maintenance expenditure, what assets need to be maintained at their current levels of condition and expenditure, and which assets should Council reduce expenditure on.

Further community consultation was carried out as part of the review of *Waverley Together 3*. The panel of residents consulted raised no issues with regard to the Direction or Strategies under Direction G6 of either community strategic plan.

All these community and councillor views have been taken into account in the development of SAMP4.

**Recommendation:** That Council note the findings of Strategic Asset Management Plan 4, in particular:

1. The Asset Condition Ratings compared to the Asset Condition Targets for each asset type as shown in Table 1 of the report.
2. That the Asset Condition Targets shown in Table 2 of the report are agreed by councillors as a whole and the community as being capable of delivering acceptable levels of service from our assets.
3. The cost to meet the Asset Condition Targets over the period 2013/14 to 2023/24 as shown in Table 3 of the report.

Bronwyn Kelly  
**Director, Corporate and Technical Services**  
*Author: Al Johnston*

**ATTACHMENT** – Draft Strategic Asset Management Plan 4 (the attached draft does not include the Available Data sections and appendices, although these will be included in the final copy).

Waverley Council

# Strategic Asset Management Plan (SAMP4)

MARCH 2013



# WAVERLEY COUNCIL Asset Management Policy

March 2013



**Waverley Council is committed to ensuring that:**

**Waverley's assets are well maintained for their current purpose and for future generations.**

*SOURCE: Direction G6, Waverley Council Community Strategic Plan, Waverley Together 3*

Council will strive within an Integrated Planning & Reporting framework to provide sound:

- leadership,
- strategic planning,
- systems, processes and knowledge,
- human resources, and
- financial resources

to achieve business excellence in the management of our Council controlled assets.

These assets will be maintained to a standard sufficient to maximise the Waverley community's chances of achieving sustainable "quadruple bottom line" social, environmental, economic and good governance outcomes for enhanced quality of life.

Our objectives for achieving sustainable asset management are:

#### **Stewardship**

To ensure the protection of assets for current and future generations.

#### **Optimisation**

To ensure the asset portfolio maximises desired social, environmental and economic outcomes for the community at least cost, risk and impact in a sound governance and open decision making framework.

#### **Relevance**

To continuously improve the contribution of assets to enhanced service delivery and maintain the relevance of assets as service demands change.

Our performance in meeting these objectives will be monitored regularly through our integrated planning framework reporting process. We will:

- ensure we properly understand community preferences for service levels from assets through our comprehensive Community Engagement Strategies;
- complete regular reviews of our Strategic Asset Management Plans to determine necessary works and life cycle costs for cost effective Asset Management Plans that match preferred service levels;
- reflect the resources needed for adopted Asset Management Plans in our Long Term Financial Plans and Workforce Plans,
- ensure that funded actions arising from Asset Management Plans are translated into Delivery Programs and Operational Plans, and
- regularly assess performance against the targets of our adopted Community Strategic Plans to achieve sustainable asset management.

Staff are accountable for implementing Asset Management Policies, Strategies and Plans as follows:

#### **General Manager:**

Responsible for ensuring the development and resourcing of Council's strategic asset management plans and processes and for their integration with Council's Integrated Planning & Reporting framework under the Local Government Act.

#### **Directors:**

Responsible for development and implementation of Council's strategic asset management plans and processes and for their integration with Council's Integrated Planning & Reporting framework under the Local Government Act.

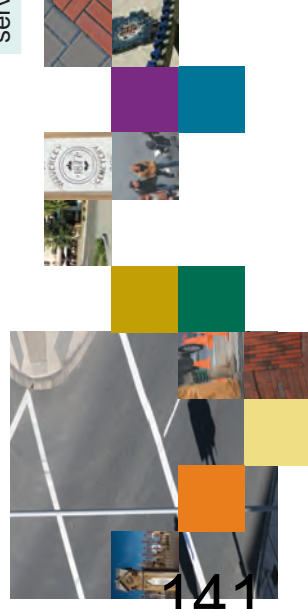
#### **Divisional Managers:**

Responsible for implementation of Council's strategic asset management plans and processes and for reporting on performance in delivery.

#### **Managers:**

Responsible for implementation of activities in the plans.

Through this process, we aim to achieve our specified best practice targets for asset management.



# TABLE OF CONTENTS

## STRATEGIC ASSET MANAGEMENT PLAN 4

### 1. INTRODUCTION

- 1.1. Introduction
- 1.2. Coverage
- 1.3. Methodology
- 1.4. Purpose of the Strategic Asset Management Plan 4
- 1.5. Towards Sustainability in Asset Management

### 2. STRATEGIC ASSET MANAGEMENT PLANNING

- 2.1. Strategic Approach
- 2.2. Activities Extending the Strategic Approach
  - 2.2.1. Investment Strategy
- 2.3. Continuous Improvement of the Strategic Approach
  - 2.3.1. Department of Local Government Proposals for Strategic Asset Management
  - 2.3.2. Improvement Program to Move Toward Best Practice in Asset Management
  - 2.3.3. Integrating Strategic Asset Management Planning with Financial Planning
  - 2.3.4. Integrating Strategic Asset Management Planning with Community Planning
- 2.4. General Outline

### 3. POLICY & OBJECTIVES

- 3.1. Asset Management Policy
- 3.2. Objectives
- 3.3. Measures and Targets
- 3.4. Consultation

### 4. STRATEGY

- 4.1. Current Condition of Assets
- 4.2. Preferred Minimum Asset Condition Targets for SAMP4
  - 4.2.1. Movement Towards or Away from Sustainable Assets
  - 4.2.2. Capacity to Enhance Assets and Service Levels
- 4.3. Proposed Program to Achieve Targets
- 4.4. Supporting the Strategy – Increasing our Capacity
- 4.5. Monitoring Performance and Review of the Plan
  - 4.5.1. Strategic Asset Management Planning Group – SAMPG
  - 4.5.2. Assessment of Performance in a Business Excellence Framework

### 5. ASSET MANAGEMENT PLAN

#### 5.1. Roads

- 5.1.1. Roads – Holdings, Condition & Findings
- 5.1.2. Roads – Program for Sustainable Assets
- 5.1.3. Roads – Available Data

## **5.2. Footpaths**

- 5.2.1. Footpaths – Holdings, Condition & Findings
- 5.2.2. Footpaths – Program for Sustainable Assets
- 5.2.3. Footpaths – Available Data

## **5.3. Kerbs & Gutters**

- 5.3.1. Kerbs & Gutters – Holdings, Condition & Findings
- 5.3.2. Kerbs & Gutters – Program for Sustainable Assets
- 5.3.3. Kerbs & Gutters – Available Data

## **5.4. Stormwater Drainage**

- 5.4.1. Stormwater Drainage – Holdings, Condition & Findings
- 5.4.2. Stormwater Pollution Control Devices – Holdings, Condition & Findings
- 5.4.3. Stormwater Drainage – Program for Sustainable Assets
- 5.4.4. Stormwater Drainage – Available Data

## **5.5. Buildings**

- 5.5.1. Buildings – Holdings, Condition & Findings
- 5.5.2. Buildings – Program for Sustainable Assets
- 5.5.3. Buildings – Available Data

## **5.6. Malls**

- 5.6.1. Malls – Holdings, Condition & Findings
- 5.6.2. Malls – Program for Sustainable Assets
- 5.6.3. Malls – Available Data

## **5.7. Coastal & Retaining Infrastructure**

- 5.7.1. Coastal & Retaining Infrastructure – Holdings, Condition & Findings
- 5.7.2. Coastal & Retaining Infrastructure – Program for Sustainable Assets
- 5.7.3. Coastal & Retaining Infrastructure – Available Data

## **5.8. Parks**

- 5.8.1. Parks Infrastructure – Holdings, Condition & Findings
  - 5.8.1.1. Parks Infrastructure – Program for Sustainable Assets
- 5.8.2. Parks Landscapes – Holdings, Condition & Findings
  - 5.8.2.1. Parks Landscapes – Program for Sustainable Assets
- 5.8.3. Parks – Available Data

## **5.9. Cemeteries**

- 5.9.1. Cemeteries – Holdings, Condition & Findings
- 5.9.2. Cemeteries – Program for Sustainable Assets
- 5.9.3. Cemeteries – Available Data

## **5.10. Parking Infrastructure**

- 5.10.1. Parking Infrastructure – Holdings, Condition & Findings
- 5.10.2. Parking Infrastructure – Program for Sustainable Assets
- 5.10.3. Parking Infrastructure – Available Data

## **5.11. Street Trees**

- 5.11.1. Street Trees – Holdings, Condition & Findings
- 5.11.2. Street Trees – Program for Sustainable Assets
- 5.11.3. Street Trees – Available Data

## **5.12. Other Infrastructure**

- 5.12.1. Other Infrastructure – Holdings, Condition & Findings
- 5.12.2. Other Infrastructure – Program for Sustainable Assets
- 5.12.3. Other Infrastructure – Available Data

## **5.13 Plant & Equipment**

- 5.13.1. Plant & Equipment – Holdings, Condition & Findings
- 5.13.2. Plant & Equipment – Program for Sustainable Assets
- 5.13.3. Plant & Equipment – Available Data

## **5.14 Information Technology**

- 5.14.1. Information Technology – Holdings, Condition & Findings
- 5.14.2. Information Technology – Program for Sustainable Assets
- 5.14.3. Information Technology – Available Data

## **6. FINANCE**

- 6.1. Asset Maintenance and Renewal Estimating Methodology
- 6.2. Asset Maintenance and Renewal Cost Estimates
  - 6.2.1. Backlog costs
- 6.3. Variations from SAMP3 to SAMP4
- 6.4. Conclusion

## **APPENDICES**

### **APPENDIX 1**

Investment Strategy Implementation Progress

### **APPENDIX 2**

Asset Management Continuous Improvement Program

### **APPENDIX 3**

Asset Management Policy

### **APPENDIX 4**

SAMP4 Works Program Costings

### **APPENDIX 5**

Asset Management Performance – Score Matrix

### **APPENDIX 6**

Asset Maintenance Estimating Methodology



# 1. INTRODUCTION

## 1.1 Introduction

This is Waverley's fourth Strategic Asset Management Plan, SAMP4. It supersedes and builds on previous plans:

- SAMP1 – adopted by Council in March 2006,
- SAMP2 – adopted by Council in December 2007, and
- SAMP3 – adopted by Council in December 2009.

Waverley was the second Sydney suburb to become a municipality on 13 June 1859. In 2009 Waverley LGA celebrated its 150<sup>th</sup> anniversary. It is now the most densely populated local government area in Australia. Waverley's high population density, together with its attraction of high numbers of both local and overseas visitors, continues to place considerable pressure on all its non-current assets. The future strategic management of these assets is a matter of vital concern for Council and the community.

Non-current assets may be either a physical item (such as land or buildings), or intangible (such as intellectual property). This strategic plan deals only with physical assets. The plan is designed to assist Council to ensure that assets are maintained to a standard that supports the delivery of services by Council to residents of and visitors to Waverley.

## 1.2 Coverage

SAMP1 identified 10 asset categories and successive SAMPs have refined and expanded these categories. Identified asset categories as at SAMP4 are:

- Category 1:** Roads
- Category 2:** Footpaths
- Category 3:** Kerbs & gutters
- Category 4:** Stormwater drainage
- Category 5:** Buildings
- Category 6:** Malls
- Category 7:** Coastal & retaining infrastructure
- Category 8:** Parks comprising:
  - Parks infrastructure
  - Parks landscapes
- Category 9:** Cemeteries
- Category 10:** Parking infrastructure comprising:
  - On-street
  - Off-street
- Category 11:** Street trees
- Category 12:** Other infrastructure comprising:
  - street seats
  - bus shelters
  - bus seats
  - bins
  - monuments and sculptures
- Category 13:** Plant & equipment

#### **Category 14:** Information technology

Like SAMPs 1, 2 and 3, SAMP4 is prepared in recognition of Council's obligations under the Charter for Local Government (Section 8 Local Government Act 1003, as amended). Council is the custodian of public assets in Waverley and SAMP4 addresses the sorts of challenges that Waverley and all councils face in management of diverse public assets on a large scale.

SAMP4 also continues to respond to concerns raised by the various State Governments and more lately the Federal Government on the challenges of infrastructure management facing Local Government. In NSW these concerns relate primarily to the varying capacity of different councils to finance infrastructure renewal at an appropriate pace. In responding to these concerns, all Waverley Council's SAMPs have used an approach to asset management that is based less on the traditional accounting standards that have been used for planning purposes in the past, and more on ongoing condition-based assessments of assets combined with consultation with the community about preferred levels of service.

Generally, the recommendation of this plan is to use up to date information about:

- the current actual condition of assets, and
- future demands for their use

to achieve a portfolio of assets that can be maintained to a standard sufficient to:

- meet the stated needs of users in the most cost-efficient and effective manner,
- minimise risk and threats to safety,
- minimise impacts on the environment and use of resources, and
- achieve "quadruple bottom line" (QBL) sustainability for social, economic, environmental outcomes in a good governance framework.

### **1.3 Methodology**

In recent years there has been considerable discussion at the state and local government levels across Australia as to the most effective methodology for predicting, planning and amassing the expenditure necessary to ensure public assets are maintained to a satisfactory standard.

In September 2004 the Premier of New South Wales released a paper titled *Structural Reform of Local Government in New South Wales*. Prepared by the Department of Local Government, the paper focussed on the varying financial capacities of councils to manage their infrastructure and building assets. The paper expressed substantial concern about the way in which councils maintain their assets based on the published figures from councils of the costs to bring their assets to a "satisfactory standard". These figures vary widely across councils, partly because liabilities naturally differ but also because of the widely varying approach among councils to the use of applicable accounting standards in defining the cost of maintaining assets to a "satisfactory standard". This variation is inevitable because accounting standards don't (and can't) define what constitutes a "satisfactory" standard for an asset – at least not in common terms – because service preferences differ between LGAs. Decisions by individual councils and their communities as to what constitutes "satisfactory" are therefore essentially inconsistent. As such, the comparison of the costs between councils to bring assets to a satisfactory standard, using any one of a number of valuation and depreciation methods, is more likely than not to be misleading. These methods are moving

towards standardisation with development of manuals to assist councils, for example the IPWEA's *Road Fair Value Valuation Guide*.

Regardless of the accounting method chosen, for each individual council it is very important to determine these costs and calculate depreciation *realistically*, especially if more attempts are going to be made by councils to fully fund depreciation, a practice not currently implemented by quite a lot of councils including Waverley. The “realistic” approach is also important if the estimates derived are to be used as a reliable indicator of the relative financial sustainability of councils. For this purpose, more detailed asset review, cost estimation and consultation is required than many councils have had the resources to undertake to date.

To improve the accuracy of total estimates and decide what really should be put aside to fund proper and timely asset renewal, it is necessary to physically assess the condition of each individual asset and then consult with the community about what constitutes an acceptable level of service from that asset. Waverley Council's SAMP process progressively devises and improves the use of this approach. The advantages include:

- providing a finer focus on exactly where funds should be spent and in what order, not just on the total quantum that may need notionally to be put aside as assets are consumed,
- providing a language and means by which a meaningful discussion can be had with the community about which condition level for an asset will deliver the minimum acceptable level of service, and
- generally providing greater flexibility to asset managers to select cost effective investment programs, avoid over-servicing, and at the same time prevent the cost increases that arise when asset renewal is delayed too long.

Our general experience is that this approach also changes perceptions of appropriate depreciation rates for assets. In Waverley's case it has resulted in substantially lower estimates of cost to bring assets to a satisfactory standard than costs published in Schedule 7 of our *Annual Statements of Accounts* prior to the adoption of the new methodology.

While the approach has required fairly substantial investment in asset condition assessments, there has been a good return for this investment and the task of renewing assets to acceptable standards is achievable.

The method used in our SAMPs is consistent with the recently proclaimed amendments to the NSW Local Government Act 1993 which introduce a compulsory framework for Integrated Planning & Reporting (IP&R) to develop and finance asset renewal programs.

Details of how the methodology has been applied and how it's consistent with the IP&R requirements are provided in **Chapter 2**.

In 2010 Waverley Council won the Federal Government's National Award for Local Government in Asset and Financial Management for developing the SAMP estimating and community consultation methodology.



Implementation and validation of our methodology has led to it being the subject of significant interest by the local government sector across Australia, and Council has addressed various industry forums on its implementation (for an example see paper presented to the Western Australian Local

Government Managers Association Finance Professionals Conference at [http://www.waverley.nsw.gov.au/\\_\\_data/assets/pdf\\_file/0008/35288/Pres175-AssetPlanningWALGMA-Feb2012-f-handouts.pdf](http://www.waverley.nsw.gov.au/__data/assets/pdf_file/0008/35288/Pres175-AssetPlanningWALGMA-Feb2012-f-handouts.pdf)).

#### 1.4 Purpose of the Strategic Asset Management Plan 4 (SAMP4)

The purpose of SAMP4 is:

- to build on and update previous SAMPs, quantifying the extent of works necessary to bring assets in all Categories to an acceptable condition as defined by the community,
- to assess the cost of those works, and
- to do this within the context of Council's IP&R Framework including our:
  - Community Strategic Plan – *Waverley Together 2* and *Waverley Together 3* (WT2, WT3),
  - Environmental Action Plan – *Environmental Action Plan 2* and *Environmental Action Plan 3* (EAP2, EAP3),
  - Long Term Financial Plan – *Long Term Financial Plan 4* (LTFP4), and
  - Workforce Plan – *Workforce Plan 1* and *Workforce Plan 2* (WFP1, WFP2).

In general the purpose of past, present and future SAMPs is ultimately to achieve sustainability in asset management.

#### 1.5 Towards Sustainability in Asset Management

We define sustainable asset management as everything we have to do to make sure our assets are maintained at a satisfactory standard in a “quadruple bottom line” sense. It is:

***The amount and timing of investment in resources and systems necessary to make sure our assets can make the social, economic and environmental contribution that we need or want at the least cost, risk and impact in a sound governance and decision making framework.***

SAMP4 will summarise the actions required to continue with our progress towards sustainability in asset management. It will provide an **Asset Management Plan** of:

- actions and investments necessary to maintain various assets to the standard deemed to be “satisfactory” by Council and the Waverley Community to meet the levels of service we require,
- processes required to fill any further knowledge gaps, and
- the current estimated cost of achieving satisfactory levels of service.

Achieving sustainable asset management requires Council to integrate its strategic asset planning with its financial planning. The IP&R Framework provides the means of achieving this integration. Targets for asset condition have been checked with the Waverley Community through the compulsory community engagement process required under the IP&R legislation. The agreed targets have then been incorporated into the *Waverley Together 3 Community Strategic Plan 2012-24* (WT3) under *Direction G6 – Waverley’s assets are well maintained for their current purpose and for future generations.*

Costs to meet these targets as set out in this plan have been translated directly into Council's *Long Term Financial Plan 4* (LTFP4).

## 2. STRATEGIC ASSET MANAGEMENT PLANNING

### 2.1 Strategic Approach

Waverley's SAMPs involve standard activities that will need to be undertaken regularly to improve the effectiveness and cost-efficiency of maintenance programs for the very wide array of assets for which Council is the custodian. These activities consist in ensuring that we do the following as a minimum:

***Maintain data on assets:***

Consolidate and maintain up to date knowledge of our assets and their features within a comprehensive data base.

***Understand their condition:***

Survey the condition of assets in each category at specified regular intervals to suit effective planning timeframes for each asset category.

***Assess their suitability for use:***

Implement processes to periodically assess and review the relevance of assets in terms of their current and continuing capacity to service customer and community needs.

***Assess their risks, impacts and benefits:***

Assess and register risks associated with assets and factor key risks into maintenance plans. Assess any environmental, social and financial impacts of operation of assets.

***Revise the composition of the asset portfolio:***

Use all the knowledge gathered above and recommendations of other relevant plans such as the Investment Strategy to revise and confirm an optimum set of assets to be retained, disposed of and/or modified for use.

***Develop maintenance plans:***

Devise annual maintenance plans based on condition survey results taking into account:

- recommendations arising from strategic and direction-setting plans such as the Community Strategic Plan for Waverley and the Investment Strategy, and
- budget constraints.

***Plan for acquisition and allocation of resources:***

Prepare financial and human resource plans to support the delivery of maintenance programs.

The strategic approach is to base decisions on relevant knowledge about assets in addition to more traditional accounting approaches. Establishment of this cycle of activities effectively changes Council's operational processes for asset management from an uncoordinated approach to a business excellence approach focussing on:

- conducting condition assessments,

- integrating decisions with other plans and continually assessing the role of assets in achieving Council's Vision and priorities,
- performance measurement, and
- continuous improvement.

## 2.2 Activities Extending the Strategic Approach

Since SAMP1, we have completed some major projects consistent with the activities prescribed above. These have further enhanced our capacity to achieve business excellence in asset management and to meet the objectives of our SAMP as described in **Chapter 3**.

Key activities undertaken are:

<b>Table 1 Strategic Projects and Activities Undertaken for SAMPs</b>	
<b>Prescribed Activity</b>	<b>Projects Undertaken</b>
<b><i>Maintain data on assets:</i></b>	<ul style="list-style-type: none"> <li>▪ Condition data for Categories 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12 and 13 has been entered into our <i>Geographical Information System</i> (GIS) and other relevant data bases. Staff are updating data within <i>Mapinfo</i> and accessing information via <i>Exponare</i>. This centralises and preserves knowledge of our assets.</li> <li>▪ Further process improvement is required in this area via the introduction of a new works and assets module in our finance system. This is scheduled under our <b>Asset Management Continuous Improvement Program</b> for installation in 2013/14.</li> </ul>
<b><i>Understand their condition:</i></b>	<ul style="list-style-type: none"> <li>▪ Up to date condition data is now available as a result of the completion of:               <ul style="list-style-type: none"> <li>▪ <b>Categories 1, 2 and 3</b> – Condition data surveys of the road pavements, footpaths and kerbs &amp; gutters were undertaken in October 2011.</li> <li>▪ <b>Category 4</b> – A project to map stormwater drainage systems was completed in July 2007 and modelling was completed which defined effective programs to optimise the capacity of the stormwater systems. Further investigation of the drainage system was undertaken for SAMP3 using CCTV in selected high risk parts of the system to develop a program for rectification of structural issues in drains and extrapolate the cost of a progressive renewal program over 7 years.</li> <li>▪ <b>Category 5</b> – Asset Condition Surveys for Buildings was completed and received in March 2012. Ongoing asset condition surveys are conducted within a risk-based framework in between scheduled condition assessments.</li> <li>▪ <b>Category 6</b> – General condition assessments have been undertaken for the pedestrian malls (Oxford Street, Roscoe Street and Waverley Street). All malls are relatively new and can be maintained to the required standard using existing maintenance budgets.</li> <li>▪ <b>Category 7</b> – Visual condition assessments have been completed for SAMP4 of retaining infrastructure including retaining walls, fences, pools and cliff and coastal walks.</li> <li>▪ <b>Category 8</b> – Assessments of trees, garden beds, turf,</li> </ul> </li> </ul>

<b>Table 1</b>	
<b>Strategic Projects and Activities Undertaken for SAMPs</b>	
<b>Prescribed Activity</b>	<b>Projects Undertaken</b>
	<p>furniture, lighting, fences, stairs, retaining walls, playground equipment, irrigation and other miscellaneous assets have been completed for SAMP4.</p> <ul style="list-style-type: none"> <li>▪ <b>Category 9</b> – A full assessment of the condition of infrastructure assets in Waverley Cemetery was completed for SAMP3 and in South Head Cemetery for SAMP4. There has been no assessment undertaken of monuments within the cemeteries.</li> <li>▪ <b>Category 10</b> – On-street parking infrastructure is inspected and maintained on a daily basis. Total renewal of the parking meters is budgeted to occur every 5-7 years and funds are reserved for this purpose. Traffic and parking signs are generally maintained by Roads and Maritime Services. Off-street parking access infrastructure is inspected routinely and funds are provided for replacement every 7 to 10 years.</li> <li>▪ <b>Category 11</b> – A condition assessment of 8.5% of street trees was completed for SAMP4.</li> <li>▪ <b>Category 12</b> – Condition assessments of bus shelters, bus seats. Street seats and street bins have been undertaken for SAMP4. An inventory of monuments, sculptures and artworks in the public domain has been compiled and their condition assessed for SAMP4.</li> <li>▪ <b>Category 13</b> – A plant and equipment asset renewal schedule is in place and is included in SAMP4.</li> <li>▪ <b>Category 14</b> – A information technology asset renewal schedule is in place and is included in SAMP4.</li> </ul>
<b>Assess their suitability for use:</b>	<ul style="list-style-type: none"> <li>▪ The Investment Strategy was completed and adopted by Council in September 2007 resulting in a rationalisation of assets for service delivery and community use.</li> <li>▪ Consultation with the community has provided data for SAMP3 about the community views on the fitness of assets for purpose and the need for particular service levels from assets that are to be retained. These views were confirmed by the community as part of the consultation for <i>Waverley Together 3</i>.</li> </ul>
<b>Assess their risks, impacts and benefits:</b>	<ul style="list-style-type: none"> <li>▪ <b>Category 5</b> – An evaluation of the importance and capacity of various building assets to help us meet desired social and environmental outcomes has been conducted through the process of the Investment Strategy, the Waverley Together strategic planning process, and the SAMP process itself. This has confirmed the benefits of retaining and renewing large key assets such as the Bondi Pavilion and the Waverley Pavilion and diverse other assets such as child care centres and affordable housing.</li> <li>▪ <b>Categories 5 and 12</b> – Development of Council’s second <i>Environmental Action Plan</i>, EAP3, has provided a program for investment in buildings and street lighting to reduce their environmental impacts arising from energy and water</li> </ul>



<b>Table 1</b>	
<b>Strategic Projects and Activities Undertaken for SAMPs</b>	
<b>Prescribed Activity</b>	<b>Projects Undertaken</b>
	<p>consumption.</p> <ul style="list-style-type: none"> <li>▪ <b>Category 9</b> – Asset condition surveys have highlighted potential business, service and environmental risks in Waverley Cemetery. The Coastal Risks and Hazards Vulnerability Study 2011 commissioned by Council has identified the area of landfill in the cemetery as a considerable pollution and public liability risk if it is undermined, hence the funding estimate shown in Chapter 5.9, Table 19.</li> </ul>
<b>Revise the composition of the asset portfolio:</b>	<ul style="list-style-type: none"> <li>▪ <b>Investment Strategy 2</b> was adopted in 2007 and resulted in subsequent resolutions to optimise Council's property portfolio by sale of: <ul style="list-style-type: none"> <li>▪ the Waverley/Woollahra processing plant</li> <li>▪ Council's depot at Waterloo, and</li> <li>▪ various other pieces of closed road within the LGA</li> </ul> </li> <li>▪ This asset disposal has provided finance for the creation of a new set of assets to enable Council to accommodate staff, deliver services and support community projects more efficiently and at less cost than would have been the case with the old asset portfolio. New assets include offices and commercial space at Eastgate in Bondi Junction, a new child care centre, a new works depot and sub-depots, a new customer centre, a renovated Council Chamber and a new Waverley Pavilion.</li> <li>▪ The result of the above is an optimised portfolio consistent with our objectives as stated in <b>Chapter 3</b>. The optimised portfolio is capable of making a significantly greater contribution than the previous portfolio to the Vision for Waverley as expressed in <i>Waverley Together 3</i>.</li> <li>▪ <b>Investment Strategy 3</b> is currently in preparation and will be presented to council for consideration in late 2013. It is anticipated that Investment Strategy 3 will focus on redevelopment and rationalisation of assets in Bondi Junction which have recently been up-zoned in the Waverley LEP. This strategy has the potential to provide a significant increase in Council's capacity to deliver service cost-effectively from a newly optimised portfolio.</li> </ul>
<b>Develop maintenance plans:</b>	<ul style="list-style-type: none"> <li>▪ Annual Maintenance Plans have been prepared for infrastructure and buildings. These have contributed to our ability to assess funding gaps for asset maintenance into the future.</li> </ul>
<b>Plan for acquisition and allocation of resources:</b>	<ul style="list-style-type: none"> <li>▪ Business plans are being developed for Waverley Cemetery to extend its capacity for financial sustainability after the Cemetery runs out of accessible or saleable grave space – expected within 10 years with current patterns of consumption and demand. Depending on approval for implementation and confirmation of key capital costs, business models have been identified which can help the Cemetery achieve ongoing financial sustainability over the next 100 years and to maintain its assets after the major current backlog of infrastructure renewal has been cleared.</li> </ul>

Two of the most critical projects affecting future efficiency and productivity have been the development of the Investment Strategy and Asset Management Continuous Improvement Program. Details of these are contained in the subsequent sections.

### 2.2.1 Investment Strategy

Waverley has a significant portfolio of physical assets which it owns or controls. The total value of infrastructure, property, plant and equipment held as at 30 June 2012 is \$637 million. Additionally, Waverley is fortunate enough to own an investment property portfolio valued at in excess of \$117 million. Operational assets currently held for sale with a value of more than \$44 million. Highly valuable investment assets and potentially liquid operational assets on operational land (as defined in Chapter 6 Part 2 of the Local Government Act) include:

- substantial multi-storey car parks in the Bondi Junction CBD,
- multi-storey commercial premises in the Bondi Junction CBD, and
- a substantial works depot in Waterloo which occupies a central part of the Green Square redevelopment site within the City of Sydney, the value of which has been enhanced recently as a result of the gazettal of the Green Square LEP, effectively changing the zoning from industrial to residential.

Other highly valuable assets on community land (as defined in Chapter 6 Part 2 of the Local Government Act) or on roads include:

- the 16 hectare Waverley Cemetery, and of course
- parking system infrastructure which supplies well in excess of 20,000 parking opportunities a day in the commercial and tourist areas of Bondi Beach and Bondi Junction, and a high level of otherwise unattainable opportunities for parking in residential areas.

The capacity of these assets, especially the roads and the parking infrastructure, to provide continuous economic stimulus and returns to the Waverley area could be fairly said to be enormous.

The Investment Strategy adopted by Council in September 2007 investigated the potential of investment assets and potentially liquid operational assets to provide returns and deliver services cost-effectively into the future. The overarching aim of the resultant Strategy is to provide a flexible blueprint for dealing with key Council assets over a 10-year period to maximise their performance and achieve a number of social, environmental, economic, accommodation and financial objectives.

A report on progress of implementation of the Investment Strategy is at **Appendix 1**.

The Investment Strategy established a program for disposal of assets and reinvestment in new and existing assets to create an optimised portfolio of buildings and facilities which will enable Council to deliver increased services and meet community needs at less cost and impact than would otherwise have been the case. The revised portfolio will also generate greater financial returns and an ongoing stream of income to the Council.

The quantum of contribution made by this Investment Strategy has been updated in LTFP4.

Future Investment Strategies are scheduled to be developed in 2013. Successive revision of Investment Strategies, probably at 3 to 5 year intervals, will be a consistent part of the process of strategic asset management planning and long term financial planning at Waverley.

## 2.3 Continuous Improvement of the Strategic Approach

### 2.3.1 Department of Local Government Requirements for Strategic Asset Management

SAMP4 takes into account the requirements of the 2009 IP&R amendments to the Local Government Act. Hence SAMP4 includes:

- an **Asset Management Policy**,
- an **Asset Management Strategy**,
- an **Asset Management Plan**, and
- an **Asset Management Continuous Improvement Program**.

Compliance with the requirements of the IP&R legislation has been achieved as set out in **Table 2** below:

<b>Table 2 Strategic Asset Management Planning Legislative Requirements and Compliance in SAMP4</b>	
<b>Requirement</b>	<b>Compliance</b>
<b><i>Account for and plan for all existing and any new assets proposed in the Community Strategic Plan</i></b>	<ul style="list-style-type: none"> <li>▪ All assets are accounted for in Schedule 7 of Council's Annual Statements of Accounts.</li> <li>▪ New assets being created under Council's adopted Capital Works Program 2012/16.</li> </ul>
<b><i>An Asset Management Strategy with a time frame of at least 10 years</i></b>	<ul style="list-style-type: none"> <li>▪ Waverley Together 3, SAMP4 and the LTFP4 cover a period of 12 years from 2012 to 2024.</li> <li>▪ Chapter 4 of SAMP4 outlines Council's <b>Asset Management Strategy</b>.</li> </ul>
<b><i>An Asset Management Plan with a time frame of at least 10 years</i></b>	<ul style="list-style-type: none"> <li>▪ Chapter 5 is the <b>Asset Management Plan</b>. It has a time frame of 12 years from 2012 to 2024.</li> </ul>
<b><i>Asset Management Policy</i></b>	<ul style="list-style-type: none"> <li>▪ The <b>Asset Management Policy</b> is at Chapter 3.</li> <li>▪ This Policy has been adopted after community consultation through Council's Community Engagement Strategy for <i>Waverley Together 3</i>.</li> <li>▪ The revised <b>Policy</b> takes a quadruple bottom line approach to asset management.</li> </ul>
<b><i>Asset Management Strategy must identify all assets that are critical to Council's operations and outline risk management strategies for these</i></b>	<ul style="list-style-type: none"> <li>▪ The <b>Asset Management Strategy</b> identifies 14 Categories of Assets:               <ol style="list-style-type: none"> <li>1. Roads</li> <li>2. Footpaths</li> <li>3. Kerbs &amp; gutters</li> <li>4. Stormwater drainage</li> <li>5. Buildings</li> <li>6. Malls</li> <li>7. Coastal &amp; retaining infrastructure</li> </ol> </li> </ul>

<b>Table 2 Strategic Asset Management Planning Legislative Requirements and Compliance in SAMP4</b>	
<b>Requirement</b>	<b>Compliance</b>
	<ul style="list-style-type: none"> <li>8. Parks comprising: <ul style="list-style-type: none"> <li>▪ Parks infrastructure</li> <li>▪ Parks landscapes</li> </ul> </li> <li>9. Cemeteries</li> <li>10. Parking infrastructure comprising: <ul style="list-style-type: none"> <li>▪ On-street parking</li> <li>▪ Off-street parking</li> </ul> </li> <li>11. Street trees</li> <li>12. Other infrastructure comprising: <ul style="list-style-type: none"> <li>▪ street seats</li> <li>▪ bus seats</li> <li>▪ bus shelters</li> <li>▪ bins</li> <li>▪ monuments and sculptures</li> </ul> </li> <li>13. Plant &amp; equipment</li> <li>14. Information technology</li> <li>▪ The <b>Asset Management Plan</b> and <b>Asset Management Continuous Improvement Program</b> set out activities and process improvement to ensure continuous improvement in asset standards at minimised risk and impact.</li> </ul>
<b><i>Asset Management Strategy must include specific actions required to improve council's asset management capability</i></b>	<ul style="list-style-type: none"> <li>▪ The <b>Asset Management Continuous Improvement Program</b> provides a 3-year program for continuous improvement in asset management and planning to achieve agreed levels of performance in a business excellence framework under key result areas of: <ul style="list-style-type: none"> <li>▪ leadership,</li> <li>▪ strategy &amp; planning,</li> <li>▪ knowledge &amp; information,</li> <li>▪ people,</li> <li>▪ community focus &amp; delivery,</li> <li>▪ innovation quality &amp; improvement, and sustainability.</li> </ul> </li> </ul>
<b><i>Asset Management Strategy must include specific actions required to resource requirements and timeframes</i></b>	<ul style="list-style-type: none"> <li>▪ The <b>Asset Management Continuous Improvement Program</b> sets out resources necessary to deliver the Asset Management Strategy and Plan. Most of these resources have been established in a major review of structure.</li> </ul>
<b><i>The asset management plan must identify service standards</i></b>	<ul style="list-style-type: none"> <li>▪ SAMP4 identifies service standards and the asset conditions necessary to deliver them using the agreed portfolio of assets.</li> <li>▪ These service standards have been confirmed with the community through the Community Engagement Strategy for <i>Waverley Together 2</i>.</li> <li>▪ <i>Waverley Together 3</i> summarises the standards under "Targets and Indicators for community and</li> </ul>

<b>Table 2 Strategic Asset Management Planning Legislative Requirements and Compliance in SAMP4</b>	
<b>Requirement</b>	<b>Compliance</b>
	Corporate Governance” – Direction G6.
<b><i>The asset management plan must contain long term projections of asset maintenance rehabilitation and replacement costs.</i></b>	<ul style="list-style-type: none"> <li>▪ The <b>Asset Management Plan</b> sets out maintenance and renewal costs for assets for the planning period 2012-2024.</li> <li>▪ Costs for asset maintenance and renewal have been integrated into Council's LTFP4 in the: <ul style="list-style-type: none"> <li>▪ Base Layer (cost of maintaining existing programs for asset renewal),</li> <li>▪ the Investment Strategy Layer (cost of creation and maintenance plus returns to Council for selected new assets financed by sale of underperforming assets),</li> <li>▪ the Sustainable Assets Layer (costs to cover backlogs of maintenance of existing assets not currently funded in the Base Layer),</li> <li>▪ the Sustainable Environment Layer (costs to improve the environmental impact or QBL performance of existing Council assets), and in</li> <li>▪ the Capital Improvements layer (costs of capital upgrades of existing assets to be retained).</li> </ul> </li> </ul>
<b><i>Councils must report on the condition of their assets</i></b>	<ul style="list-style-type: none"> <li>▪ SAMP4 reports of the condition of assets using a 5-point rating scale.</li> <li>▪ Annual Financial Statements also shows the same 5-point rating scale.</li> <li>▪ Council has reported on the condition of its assets in the End of Term Report for <i>Waverley Together 2</i></li> </ul>

Waverley strongly supports the IP&R requirements. They provide a sound framework for protection of assets and maximisation of their contribution to desired QBL outcomes as expressed in *Waverley Together 2 and 3*. We have endeavoured to achieve a high level of compliance with the legislation as the best governance approach to sustainable asset management.

### **2.3.2 Improvement Program to Move Towards Best Practice in Asset Management**

In June 2006 Council commissioned Morrison Low to complete a study of Council's capacity to manage assets. This facilitated the development of defined benchmarks Waverley will strive to meet in terms of best practice in asset management.

Part of the study process was to provide examples of best practice in asset management in terms of each element of the business excellence framework. Morrison Low reported that while few if any councils in New South Wales could be said to have reached best practice in all elements of the business excellence framework, there are several examples of councils in NSW and other states and in New Zealand that have achieved excellence in one or more aspects of the framework. Morrison Low described what these councils were doing to warrant recognition for best practice in those elements and then facilitated a workshop with Waverley

staff to help us decide what level of practice we might want to achieve in relation to each element.

Participating staff did not think it feasible or necessary to achieve best practice in all elements in the first 3-year period of the continuous improvement program. In developing an improvement program, Council chose to focus on certain priority areas. In selecting the levels of desired excellence we did not propose to achieve a uniform standard of excellence and did not target an outcome of achieving best practice in any aspect of the framework within the 3-year period. The effort required to achieve best practice was thought to be intense, potentially beyond the resources that may be available to us and probably beyond the real needs of the Council at this stage. The resultant improvement program was considered to be a reasonable stretch over the first three years.

### **Appendix 2** provides a progress report on implementation of the **Asset Management Continuous Improvement Program**

SAMPG has monitored implementation of this plan in its quarterly meetings since SAMP2 was adopted and has revised and updated the plan.

Progress with implementation of the **Asset Management Continuous Improvement Program** is on track.

### **2.3.3 Integrating Strategic Asset Management Planning with Financial Planning**

Knowledge gained from all the above studies, projects and activities has allowed Council to consolidate more accurately than ever before the cost to bring assets to a satisfactory standard. This knowledge has been shared with Councillors and the community in the *Waverley Together 2* community consultation process. Through this process Councillors and the community have actively assisted officers to define what constitutes a “satisfactory standard” for Categories 1, 2, 3, 4, 5, 7, 8, 9, 11 and 12. The standard is defined in terms of:

- acceptable condition ratings for assets, and in terms of
- the target for the proportion of total assets in each category that should be in various condition ratings at any one time.

The standards and targets that have been chosen in SAMP4 are agreed by councillors and the community as being capable of delivering acceptable levels of service from our assets.

The standards have been set as shown in **Chapter 4** and costs to meet them within the next twelve years have been factored into the financial model of the LTFP4 as shown in **Chapter 5**. **Chapter 6** summarises the financial impact of this and shows the proposed financing strategy for works necessary to meet the agreed satisfactory standard.

When defining “satisfactory standard” at Waverley we talk in terms of the proportion of assets we are prepared to accept in each condition rating across a period. We have adopted a 5-point scale for describing condition ratings consistent with the requirements of the IP&R framework. The scale is:

- Condition 1: Good condition
- Condition 2: Minor deterioration
- Condition 3: Medium deterioration

- Condition 4: Major deterioration
- Condition 5: Unserviceable

Descriptors on these vary in a minor way from the descriptors suggested under the IP&R framework manual but the ranking system and results it produces will be the same as would have occurred using the IP&R descriptors. Descriptors have not been changed since SAMP2 as they were used in the *Waverley Together 2* Community Engagement Strategy and work well to help distribute various types of assets (physical or biological) into the correct condition ratings.

In adopting SAMP1, 2 and 3 Council adopted a general aim that the proportion of assets in Condition Ratings 3, 4 and 5 should not increase from the proportions as they were at March 2006. As a result of community feedback in the *Waverley Together 2* Community Engagement Strategy, targets for some asset categories have been tightened but the general basic principle of not letting the proportion of assets in poorer condition ratings increase remains in place as a floor. Key assets categories where the “floor” has been lifted, as it were, include:

- Category 2:** Footpaths
- Category 5:** Buildings
- Category 8:** Parks including:
  - Parks infrastructure – play equipment
- Category 9:** Cemeteries
- Category 12:** Other infrastructure, including:
  - street seats
  - bus seats
  - bus shelters
  - bins

The standard for footpaths has been raised after community feedback about the importance of mobility and the role of safe footpaths in facilitating access and preventing social isolation. Standards for other items have been raised due to the necessity for risk management. It has been determined that in order to achieve acceptable levels of risk associated with these assets, the proportion of assets in the poorer condition ratings of 3, 4 or 5 needs to decrease.

The cost estimates shown in SAMP4 to bring assets in all Categories to the standard accepted as satisfactory by councillors and the community constitute the “Sustainable Assets Layer” and “Capital Enhancements Layer” of the LTFP4. These costs require ongoing revision and certain minor gaps in the estimates will need to be filled in future SAMPs and LTFPs

The LTFP will be revised annually and as each SAMP provides finer detail about the cost to bring assets to a satisfactory standard.

### **2.3.4 Integrating Strategic Asset Management Planning with Community Planning**

In *Waverley Together 2* the key direction for asset management was ultimately adopted as:

*Council assets are well maintained for their current purpose and for future generations.*

Council's Asset Management Policy includes objectives to support this. These objectives were based on 3 strategic themes of:

- stewardship
- optimisation, and
- relevance.

Further detail on objectives is set out in **Chapter 3**.

## 2.4 General Outline

SAMP4 includes:

- up to date condition rating for assets in:
  - Category 1:** Roads
  - Category 2:** Footpaths
  - Category 3:** Kerbs & gutters
  - Category 4:** Stormwater drainage
  - Category 5:** Buildings
  - Category 6:** Malls
  - Category 7:** Coastal & retaining infrastructure
  - Category 8:** Parks assets comprising:
    - Parks infrastructure
    - Parks landscapes
  - Category 9:** Cemeteries
  - Category 10:** Parking infrastructure comprising:
    - On-street
    - Off-street
  - Category 11:** Street trees
  - Category 12:** Other infrastructure comprising:
    - street seats
    - bus shelters
    - bus seats
    - bins
    - monuments and sculptures
  - Category 13:** Plant & equipment
  - Category 14:** Information technology
- an updated program of works required for assets to achieve the minimum standards adopted in SAMP4 over the planning period from 2012 to 2024;
- a revision of estimates of funds required for the above;
- a revised assessment of Council's performance on asset management within a business excellence framework.

Actions arising from SAMP4 will be fed into, and monitored through, annual reviews of the Asset Management Continuous Improvement Plan.



### 3. POLICY & OBJECTIVES

#### 3.1 Asset Management Policy

Waverley Council is committed to ensuring that:

***Council's assets are well maintained for their current purpose and for future generations.***

**Source:** Direction G6, *Waverley Together 2 – 2010-2022*

It is anticipated that this overall policy commitment will remain the same in *Waverley Together 3*.

Our **Asset Management Policy** is to strive within an Integrated Planning & Reporting framework to provide sound:

- leadership,
- strategic planning,
- systems, processes & knowledge,
- human resources, and
- financial resources

to achieve business excellence in the management of our public assets. Assets will be maintained to a standard sufficient to maximise the Waverley community's chances of achieving sustainable "quadruple bottom line" social, environmental, economic and good governance outcomes for enhanced quality of life.

The full text of this Policy is provided at **Appendix 3**.

#### 3.2 Objectives

To translate Direction G6 of *Waverley Together 2* and *Waverley Together 3* into action, we have developed Asset Management Policy Objectives within three strategic theme areas of:

- **stewardship,**
- **optimisation, and**
- **relevance.**

Our adopted objectives for strategic asset management are therefore:

- |                     |  |
|---------------------|--|
| <b>Stewardship</b>  | • To ensure the protection of assets for current and future generations.   |
| <b>Optimisation</b> | • To ensure the asset portfolio maximises desired social, environmental and economic outcomes for the community at least cost, risk and impact in a sound governance and open decision making framework. |
| <b>Relevance</b>    | • To continuously improve the contribution of assets to enhanced service delivery and maintain the relevance of assets as service  |

demands change.

### 3.3 Measures and Targets

Ultimately the extent to which we have met the objectives of this plan and complied with the Policy will be measured by the condition of the assets relative to the overall standards that we consider satisfactory. **Chapter 4** sets out our **Asset Management Strategy** for achieving the Asset Condition Targets necessary to ensure that services can be safely delivered via our assets at the level demanded by the community.

**Table 6** in **Chapter 4** summarises the Targets considered capable of achieving these service levels and appropriate risk management. These Targets correspond with those proposed to be adopted in *Waverley Together 3* for Direction G6.

The condition of assets in relation to these Targets will be monitored regularly through implementation of our **Asset Management Continuous Improvement Program** and other Integrated Planning & Reporting processes including our End of Term Report. This **Asset Management Continuous Improvement Program** has numerous measures of performance to track progress.

Council's 4 year Delivery Program, required under the IP&R framework, provides summarised indications of progress against the objectives of SAMP4 and the revised Strategies anticipated to be adopted in *Waverley Together 3* which can be reported on annually. These indications are shown in **Table 3** below.

### 3.4 Consultation

Consultation on asset management standards and targets will be conducted as appropriate as part of the Integrated Planning & Reporting process.

The views of the Waverley community arising from *Waverley Together 2* and *Waverley Together 3* have been taken into account to revise this Policy.

The Policy has also been revised to comply with the requirements of the Integrated Planning & Reporting framework and now reflects the need to achieve sustainability in asset management at the "quadruple bottom line". Waverley is confident that its:

- Asset Management Policy,
- Asset Management Strategy,
- Asset Management Plan, and
- Asset Management Continuous Improvement Program

provide a reliable Strategic Plan for achievement of QBL sustainability in so far as assets can contribute to this outcome.

<b>Table 3</b>					
<b>Proposed Delivery Program 2013/2017</b>					
<b>Measures of Performance for Asset Management</b>					
<b>Direction: G6 – Waverley's assets are well maintained for their current purpose and for future generations</b>					
	<b>Strategy (WT3)</b>	<b>Deliverables</b>	<b>Desired Outcomes</b>	<b>Measures of Progress</b>	<b>Responsibility</b>
G6a	Regularly revise Strategic Asset Management Plans (SAMPs) and integrate with financial planning processes	<ul style="list-style-type: none"> <li>▪ Cost effective SAMPs that are compliant with legislative requirements</li> <li>▪ Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset Management Plans are fully funded</li> <li>▪ The proportion of residents in Council's next community survey who are satisfied with the maintenance of Council assets is steady or increasing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey results from 2011-12 community survey in relation to maintenance of Council's assets</li> <li>▪ SAMPs updated regularly</li> <li>▪ Asset maintenance and renewal estimates are shown in LTFPs and reported to Council each year</li> </ul>	Director, Corporate & Technical Services
G6b	Implement adopted Asset Management Plans	<ul style="list-style-type: none"> <li>▪ A program of capital works</li> <li>▪ An annual asset maintenance program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council assets are capable of delivering the desired levels of service</li> </ul>	<ul style="list-style-type: none"> <li>▪ The proportion of assets in Condition Ratings 1, 2 and 3 increases until adopted targets for the condition of assets in WT3 are achieved</li> <li>▪ On-time and on budget delivery of priority capital works</li> <li>▪ On-time and on budget delivery of the adopted annual maintenance programs</li> </ul>	Divisional Manager, Technical Services
G6c	Implement the adopted Asset Management Continuous Improvement Plan	<ul style="list-style-type: none"> <li>▪ On-track delivery of 80% of scheduled activities in adopted Asset Management Continuous Improvement Plan each year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agreed benchmarks are met for each element of the Business Excellence Framework for Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ On-going improvement in self-assessed scores on meeting agreed Business Excellence Framework benchmarks for asset management</li> </ul>	Divisional Manager, Technical Services

## 4. STRATEGY

### 4.1 Current Condition of Assets

Waverley Council's asset management system is based on a five point rating system for assets. The ratings are:

- Condition 1 – Good Condition
- Condition 2 – Minor Deterioration
- Condition 3 – Medium Deterioration
- Condition 4 – Major Deterioration
- Condition 5 – Unserviceable

The proportion of assets in each condition in SAMP4 is summarised in **Table 4**:

<b>Table 4</b>					
<b>Assessment of Asset Condition as at SAMP4</b>					
<b>Asset Category</b>	<b>Asset Condition</b>				
	<b>1 Good Condition</b>	<b>2 Minor Deterioration</b>	<b>3 Medium Deterioration</b>	<b>4 Major Deterioration</b>	<b>5 Un- serviceable</b>
<b>1. Roads</b> (% of area)	45	36	12	7	0
<b>2. Footpaths</b> (% of area)	40	35	23	2	0
<b>3. Kerbs &amp; Gutters</b> (% of length)	39	35	19	7	0
<b>4. Drainage</b> (% of length)	30	45	13	11	1
<b>5. Buildings</b> (% of buildings)	50	28	11	8	3
<b>6. Malls</b> (% of listed assets)	100	0	0	0	0
<b>7. Coastal &amp; Retaining Infrastructure</b> (% of listed assets)	17	39	38	5	<1
<b>8. Parks - Infrastructure</b> (% of listed assets)	51	31	13	5	1
<b>8. Parks - Landscape</b> (% of listed assets)	1	17	58	24	0
<b>9. Cemeteries – Waverley Cemetery</b> (% of listed assets)	7	34	27	24	8
<b>9. Cemeteries – South Head Cemetery</b> (% of listed assets)	0	33	42	25	0
<b>10. Parking Infrastructure – On-street</b> (% of listed assets)	20	40	40	0	0
<b>10. Parking</b>	60	0	40	0	0

SAMP4 – Chapter 4 – Strategy

Table 4 Assessment of Asset Condition as at SAMP4					
Asset Category	Asset Condition				
	1 Good Condition	2 Minor Deterioration	3 Medium Deterioration	4 Major Deterioration	5 Un- serviceable
<b>Infrastructure – Off-street</b> (% of listed assets)					
<b>11. Street trees</b> (% of listed assets)	35	37	15	13	<1
<b>12. Other infrastructure</b> (% of listed assets)	65	22	11	1	<1
<b>13. Plant &amp; Equipment</b> (% of listed assets)	40	30	30	0	0
<b>14. Information Technology</b> (% of listed assets)	40	30	30	0	0

Waverley Cemetery remains the asset in the poorest condition. A more detailed breakdown of Waverley Cemetery and its infrastructure is featured below:

Table 5 Assessment of Waverley Cemetery Asset Condition as at SAMP4					
Asset Category	Asset Condition				
	1 Good Condition	2 Minor Deterioration	3 Medium Deterioration	4 Major Deterioration	5 Un- serviceable
<b>Roads</b> % of area	0	2	0	98	0
<b>Footpaths</b> % of area	1	50	25	21	3
<b>Kerbs &amp; Gutters</b> % of length	0	64	26	10	0
<b>Drainage</b> % of length	5	52	36	7	0
<b>Fencing (internal)</b> % of length	36	3	39	6	16
<b>Fencing (perimeter)</b> % of length	0	39	13	13	36
<b>Retaining Walls</b> % of walls	4	41	45	9	1

When comparing asset condition ratings in SAMP3 to those in SAMP4, we can note that:

- The proportion of assets in Categories 1, 2, and 3 – Roads, Footpaths and Kerbs & Gutters – in conditions 1 and 2 has increased slightly;
- The condition of assets in Category 4 Stormwater Drainage has remained the same;

- The proportion of assets in Category 5 Buildings that are rated as condition 1, 2 or 3 has reduced slightly;
- The condition of assets in Category 7 Coastal & Retaining Infrastructure has remained the same;
- The condition of assets in Category 8 Parks Infrastructure has remained the same;
- In Category 9 Cemeteries, Waverley Cemetery is still in relatively poor condition overall and from a cost point of view is increasing;
- The condition of assets in Category 10 Parking Infrastructure has reduced slightly overall;
- In Category 11, the proportion of street trees in satisfactory condition has reduced from 94% to 87%;
- The condition of assets in Category 12 Other Infrastructure has increased slightly.
- The proportion of assets in Condition 5 across all asset categories has not changed. Most of these assets are located in Waverley Cemetery. The remaining assets in Condition 5 account for 1% or less of assets in their respective category.

It is generally agreed by the community, councillors as a whole and Council officers that:

- Our roads, kerbs & gutters and street trees are in acceptable condition overall.
- The condition of our footpaths should be improved slightly, from 75% in Conditions 1 and 2, to 80% in Conditions 1 and 2, as there is a gap between their current condition and the target.
- Stormwater assets require the establishment of a reserve fund which should be built up and used as needed in addition to the current annual maintenance program to keep all drainage in Conditions 1 – 3.
- Some building assets require capital improvements to improve their overall standard from Conditions 4 and 5 to Conditions 1 – 3 as a minimum.
- Parks infrastructure assets must all be upgraded or maintained to a satisfactory condition.
- All Waverley Cemetery assets must be upgraded to ensure they are in an acceptable condition, to a minimum standard of Condition 2 with the exception of its retaining walls, which must be kept at Condition 3 or above.
- No asset will be allowed to slip into Condition 5 (Unserviceable) unless Council has decided to decommission the asset (the future of some Condition 5 assets such as the Boot Factory building in Bondi Junction requires determination by Council).
- In general it is agreed that satisfactory and in fact very good service levels can be achieved by having assets in the conditions set out in **Table 6**.

## 4.2 Preferred Minimum Asset Condition Targets for SAMP4

The preferred minimum asset condition targets for SAMP 4 are detailed in **Table 6** below (for details about target variations from SAMP3 to SAMP4 see **Chapter 6**)

The framework for defining what condition ratings are acceptable for each category has been determined by:

- Technical and financial investigations which have established a “floor expenditure” level for each asset category that must be sustained annually if we are to prevent risk of asset failure and maintain the asset portfolio at the lowest long run cost.
- Community views and attitudes on whether they would prefer to spend more than the “floor expenditure” to achieve an increase in the proportion of assets in the better condition ratings (above what would be provided by the floor) and thereby achieve a higher level of service than would be delivered by the floor expenditure. The community views on the asset categories requiring higher levels of expenditure than the floor are detailed in the outcome of the community survey conducted in 2009 by Hunter Valley Research Foundation (HVRF) for *Waverley Together 2* and for the community survey conducted in 2010 by HVRF for *Funding the Future* (Effectively the only asset category for which the community has signalled a desire to spend more than the floor expenditure is footpaths).

Asset			Preferred Minimum Proportion		Preferred Maximum Proportion
No.	Asset Category	Asset type	Conditions 1 & 2	Conditions 1, 2 & 3	Conditions 3 &/or 4
1	Roads	Roads	79%		21%
2	Footpaths	Footpaths	80%		20%
3	Kerb and Gutters	Kerb & gutters	73%		27%
4	Stormwater Drainage	Stormwater and drainage		88%	
5	Buildings	Buildings		100%	
6	Malls	Malls		100%	
7	Coastal and Retaining Infrastructure	Pools		100%	
		Stairs	90%		
		Fences and bollards	90%		
		Retaining walls		90%	
		Sea walls		90%	
8.1	Parks Infrastructure	Furniture		95%	
		Lighting		94%	
		Fences and bollards	90%		

**Table 6  
Preferred Minimum Asset Condition Targets – SAMP4  
Minimum and Maximum Proportions of Assets Preferably Permitted in Each Condition Rating**

Asset		Preferred Minimum Proportion		Preferred Maximum Proportion	
No.	Asset Category	Asset type	Conditions 1 & 2	Conditions 1, 2 & 3	Conditions 3 &/or 4
		Footpaths	80%		
		Irrigation		97%	
		Retaining walls		90%	
		Stairs	90%		
		Signs	90%		
		Play equipment	90%		
8.2	Parks Landscape	Trees		90%	
		Garden beds		90%	
		Turf		100%	
9	Cemeteries	Roads	100%		
		Footpaths	100%		
		Kerb and gutters	100%		
		Fencing (internal)	100%		
		Fencing (perimeter)	100%		
		Stormwater and drainage	100%		
		Retaining walls		100%	
10	Parking Infrastructure	Traffic and parking signs		90%	
		Parking meters		100%	
		Off-street parking		100%	
11	Street Trees	Street trees		94%	
12	Other Infrastructure	Bus shelters	97%		
		Bus seats	90%		
		Street seats	90%		
		Street bins		98%	
		Monuments and sculptures	99%		
13	Plant and Equipment	Passenger vehicle		100%	
		Small plant		100%	
		Light commercial vehicle		100%	
		Light omnibus		100%	



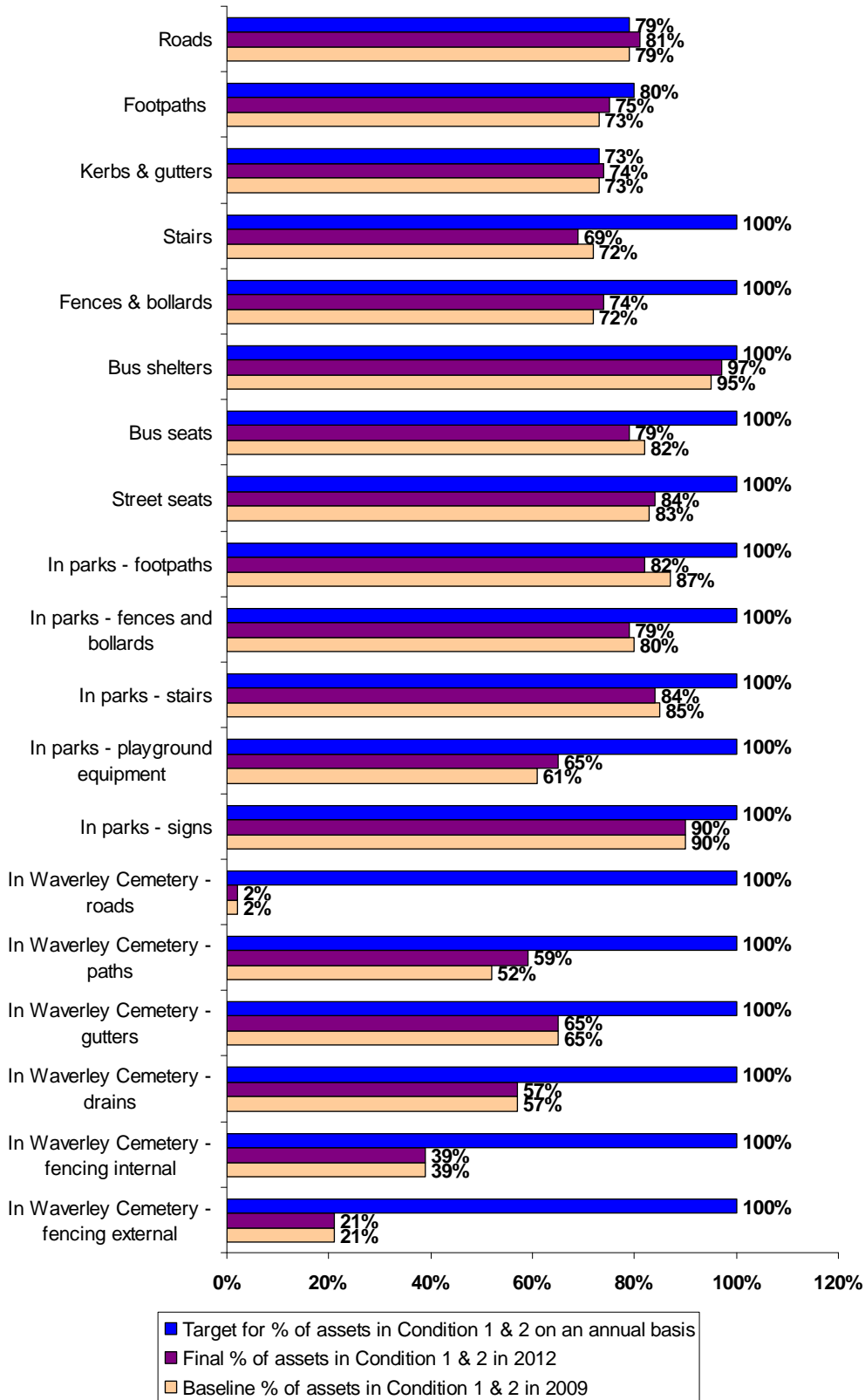
Table 6 Preferred Minimum Asset Condition Targets – SAMP4 Minimum and Maximum Proportions of Assets Preferably Permitted in Each Condition Rating					
Asset			Preferred Minimum Proportion		Preferred Maximum Proportion
No.	Asset Category	Asset type	Conditions 1 & 2	Conditions 1, 2 & 3	Conditions 3 &/or 4
		Truck fleet		100%	
		Major fleet		100%	
		Specialised equipment		100%	
14	Information Technology	Software	100%		
		Servers		100%	
		PCs and laptops	100%		
		Printers	100%		
		Data and telephony		100%	
		Library RFID	100%		

#### 4.2.1 Movement Towards or Away from Sustainable Assets

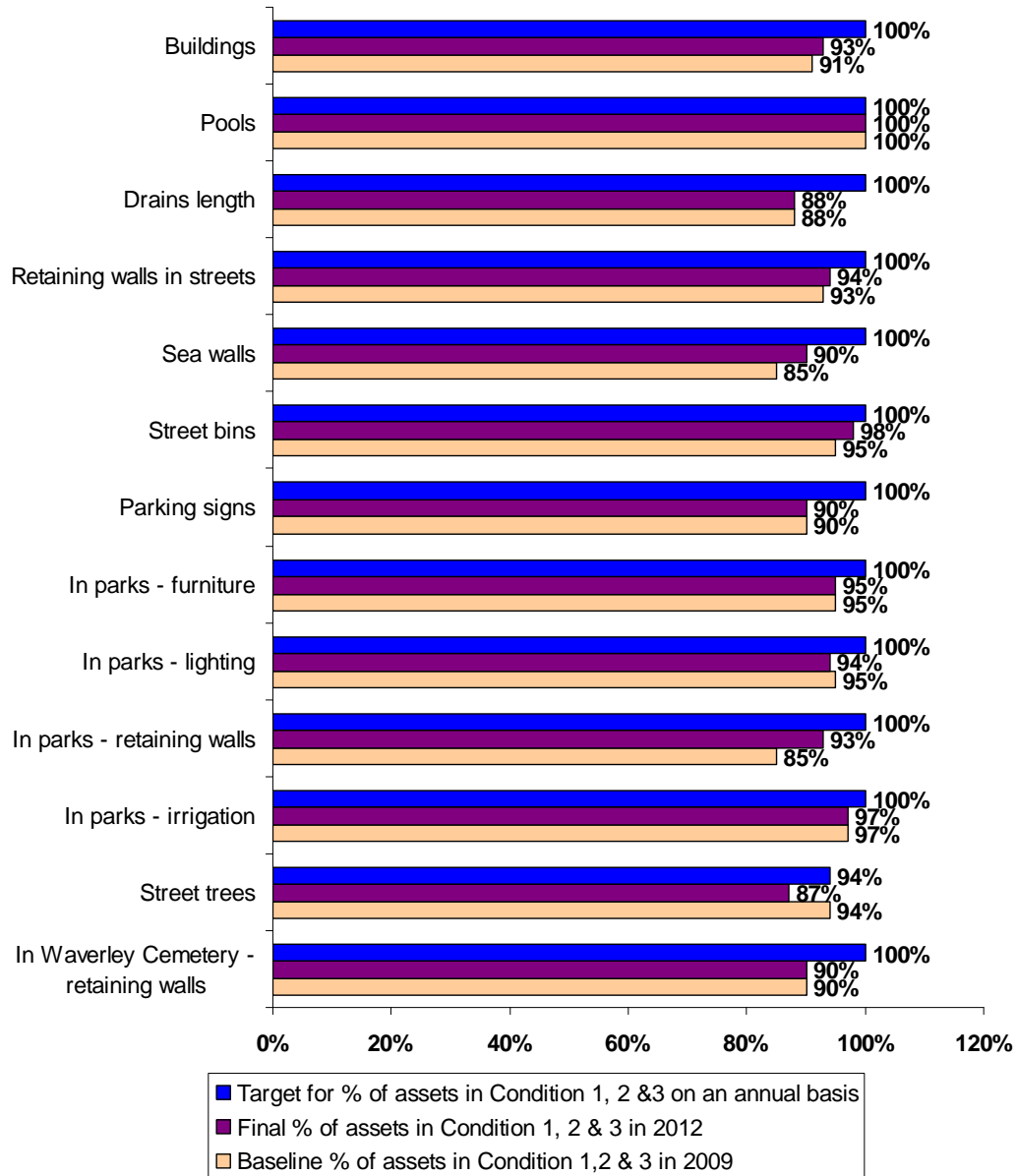
*Waverley Together 2* and *Waverley Together 3* assumes that acceptable service levels will be delivered from our assets as long as we are able to keep a certain proportion of each asset category in the top 2 or 3 condition ratings as set out in Table 6 above. The required proportions vary slightly as do the asset renewal intervals. However, this method is considered to be the best means of ensuring assets can be renewed sustainably and at the lowest long run cost.

The following graphs from the End of Term Report for *Waverley Together 2* (September 2012) show how we have progressed towards achieving the asset condition targets in SAMP 3.

**Waverley Together 2**  
**Performance against targets for sustainable assets**  
**For assets that can deliver acceptable service levels by being maintained in Condition 1 or 2**



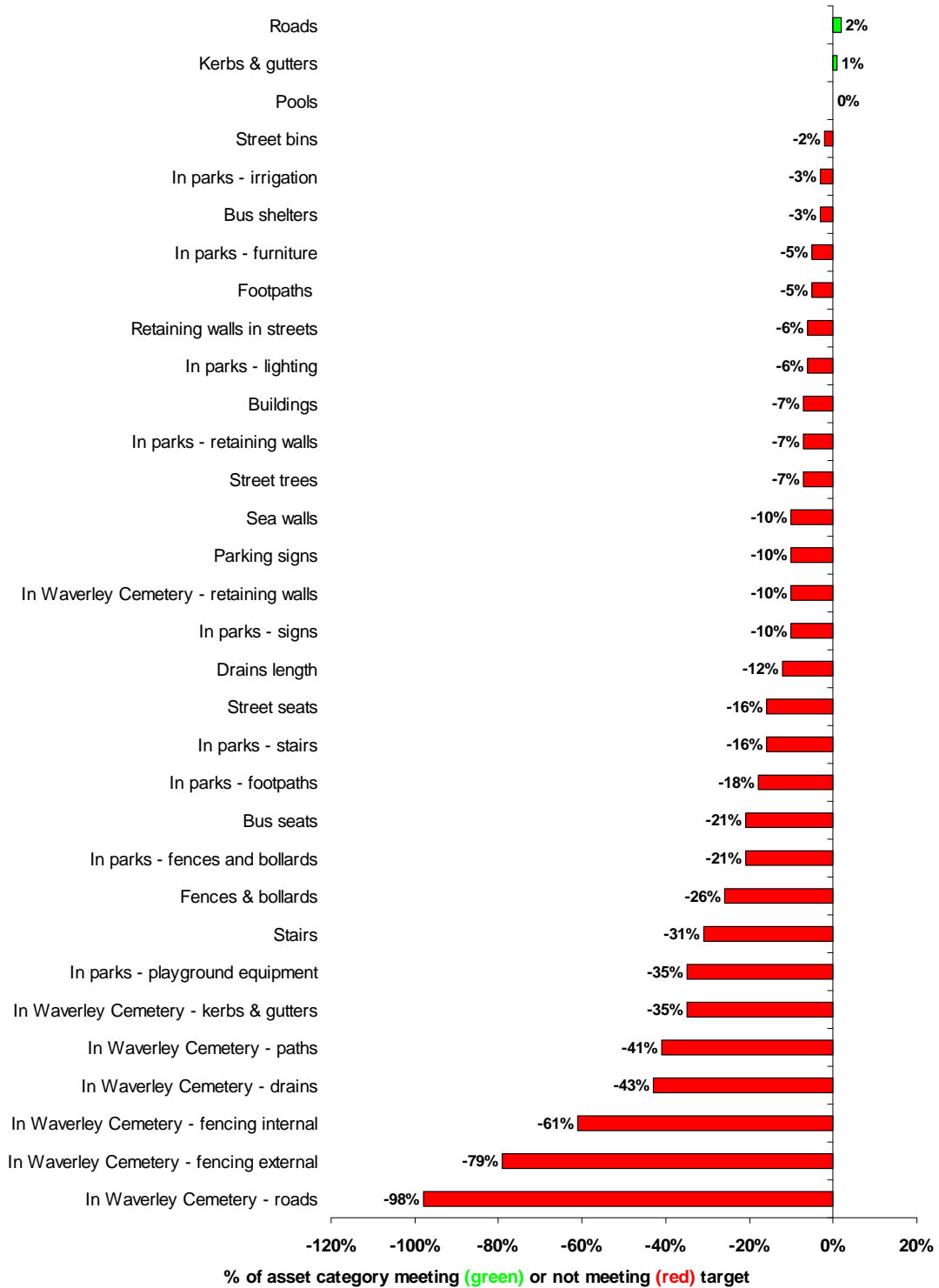
**Waverley Together 2**  
**Performance against targets for sustainable assets**  
**For assets that can deliver acceptable service levels by being maintained in Condition 1, 2 or 3**



Based on the above, the asset with the biggest gap between required condition ratings and actual ratings is Waverley Cemetery, followed closely by some infrastructure assets in parks, and stair, fences and bus seats in the street domain.

The gap per asset category as at SAMP3 and *Waverley Together 2* is shown in the following graph.

**SAMP 3 and Waverley Together 2**  
**Performance against targets for sustainable assets**  
**Gap to target for asset sustainability**



#### 4.2.2 Capacity to Enhance Assets and Service Levels

Notwithstanding the targets set as a minimum above it is recognised that Waverley should continue to maximise its capacity to achieve **enhanced** levels of service from selected priority assets as demand from the community grows.

Community demand for enhanced levels of service from assets is measured every four years through the process of consultation for the development of the Community Strategic Plan. Recent consultation for *Waverley Together 3* suggests there may be some increase in demand for enhanced streetscape presentation via tree planting. Council will consider the affordability of this and other required infrastructure investment during the LTFP planning process.

It should be noted that Council has been allocating funds from its adopted Investment Strategy 2 (2007) for expenditure on some major assets to enhance service levels and is disposing of assets deemed not capable of providing services in the most cost effective manner. In addition to helping us enhance the service levels provided by these assets, this rationalisation has had the effect of optimising our total portfolio so that more services should now be able to be delivered by the whole asset base, per unit of cost. Property investment strategies of this kind allow Council to tap into sources of sunk capital to finance renewal of assets which deliver a higher level of social, environmental and local economic return as well as improved financial returns to the Council.

A new Investment Strategy 3 for increasing output from the total property portfolio is currently under development. This will ensure that the proportion of buildings in the better Condition Ratings (1,2 and 3) continues to grow in the next ten years and that Council continues to deliver services with the highest possible efficiency and QBL returns.

Council's Long Term Financial Plans (LTFP) detail estimates of costs for enhancement of assets to meet the community's preferred service levels. These costs are outlined in the Sustainable Assets and Capital Improvements Layers of LTFPs. The LTFPs are reviewed annually. The costs outlined should cover additional capital enhancements of existing assets and creation of new ones. Costs to achieve the service levels set out in Table 6 are summarised in Chapter 6.

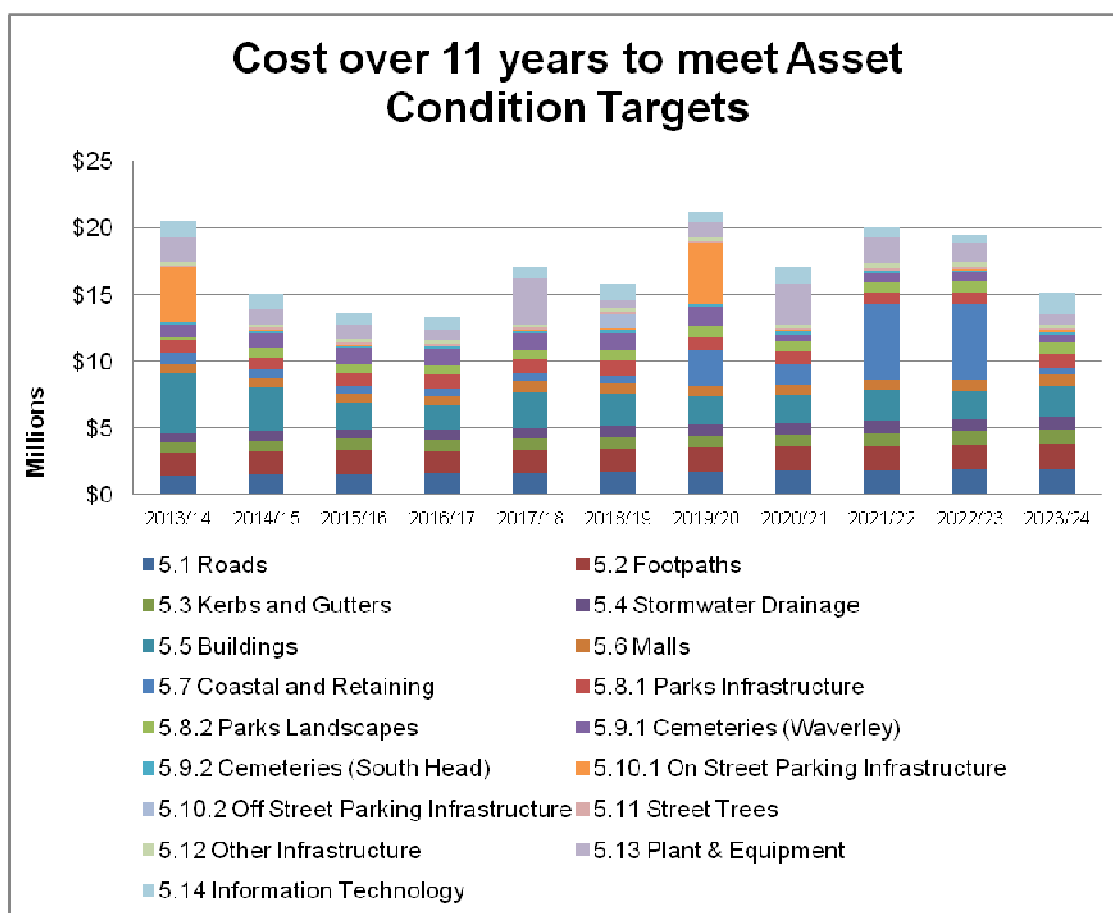
#### 4.3 Proposed Program to Achieve Targets

**Table 6** above showed asset condition targets for individual categories of assets. These targets are proposed for adoption in *Waverley Together 3*. The cost over 11 years, from 2013/14 to 2023/24, to meet these targets is shown below in **Table 7**.

Table 7 Cost over 11 years to meet Asset Condition Targets			
No.	Asset Category	Asset type	\$ Cost
1	Roads	Roads	\$19,377,613
2	Footpaths	Footpaths	\$21,058,114
3	Kerb and Gutters	Kerb & gutters	\$10,608,338
4	Stormwater Drainage	Stormwater drainage	\$12,787,362
5	Buildings	Buildings	\$27,623,809
6	Malls	Malls	\$8,419,162
7	Coastal and Retaining Infrastructure	Pools	\$19,716,571
		Stairs	
		Fences & bollards	

<b>Table 7</b>			
<b>Cost over 11 years to meet Asset Condition Targets</b>			
<b>No.</b>	<b>Asset Category</b>	<b>Asset type</b>	<b>\$ Cost</b>
		Retaining walls	
		Sea walls	
<b>8.1</b>	<b>Parks Infrastructure</b>	Furniture	\$10,795,667
		Lighting	
		Fences & bollards	
		Footpaths	
		Irrigation	
		Retaining Walls	
		Stairs	
		Signs	
		Play equipment	
<b>8.2</b>	<b>Parks Landscape</b>	Trees	\$7,822,016
		Garden beds	
		Turf	
<b>9</b>	<b>Cemeteries</b>	Roads	\$13,204,236
		Footpaths	
		Kerb & gutters	
		Fencing (internal)	
		Fencing (perimeter)	
		Stormwater & drainage	
<b>10</b>	<b>Parking Infrastructure</b>	Parking meters	\$10,656,458
		Parking signs	
		Off-street parking	
<b>11</b>	<b>Street Trees</b>	Street trees	\$1,544,578
<b>12</b>	<b>Other Infrastructure</b>	Bus shelters	\$3,184,975
		Bus seats	
		Street seats	
		Street bins	
		Monuments & sculptures	
<b>13</b>	<b>Plant and Equipment</b>	Passenger Vehicle	\$17,337,164
		Small Plant	
		Light Commercial Vehicle	
		Light Omnibus	
		Truck Fleet	
		Major Fleet	
<b>14</b>	<b>Information Technology</b>	Specialised Equipment	\$11,243,00
		Software	
		Servers	
		PCs Laptops	
		Printers	
		Data & Telephony	
		Library RFID	

The annual cost to meet the targets are shown in the graph below (for detailed costings see APPENDIX 4).



#### 4.4 Supporting the Strategy – Increasing Our Capacity

The **Asset Management Continuous Improvement Program** sets out our current plan for continuing process improvement in asset management and planning. At present it is considered that Council has sufficient human resources in place to develop effective Asset Management Plans. The important thing is to retain these resource levels, continuously develop skills and ensure access to the knowledge base being created via our SAMP processes.

Regular monitoring and revision of these processes and progress with Asset Management Plans will be undertaken by SAMPG, chaired by the Divisional Manager Technical Services (see Section 4.5.1 below).

#### 4.5 Monitoring of Performance and Review of the Plan

Monitoring performance in achievement of the targets of this SAMP will be undertaken through Council's usual process of translating key performance measures into *Waverley Together 3* and into annually revised Operational Plans required under the IP&R framework. Supervision of this task and oversight of performance reporting will be undertaken by the Divisional Manager Technical Services, who will also monitor and report on achievement of outcomes of the Capital Works Plan and other related plans as prescribed from time to time.

#### 4.5.1 Strategic Asset Management Planning Group – SAMPG

The Divisional Manager Technical Services will be assisted in this role by the Strategic Asset Management Planning Group (SAMPG). This group comprises:

- Divisional Manager, Technical Services (Chair)
- Director, Corporate and Technical Services
- Director Public Works & Services
- Divisional Manager, Finance & Information Systems & Services
- Divisional Manager, Environmental Services
- Divisional Manager, Businesses, Services & Property
- Divisional Manager, Parks & Open Space Operations
- Divisional Manager, Maintenance & Construction
- Manager, Strategic Asset Management Unit
- Executive Officer, Technical Services

SAMPG contains the bulk of Council's asset planning and management leadership expertise. It will also be responsible for ensuring the preparation of costed inspection and maintenance schedules and condition surveys for all assets, and for the regular assessment of the cost implications of the SAMP, feeding these into annual planning processes for asset maintenance and capital works.

#### 4.5.2 Assessment of Performance in a Business Excellence Framework

Waverley is one of many agencies embarking on a path of strategic asset management planning. Some agencies engaged in this are developing models to track and rate their performance in achieving best practice in asset management processes.

The Business Excellence Framework, already adopted at Waverley, is being used more frequently by major asset managers to assess performance in this. In SAMP1 we used a framework developed by Main Roads Western Australia as a self-diagnosis or self-assessment kit to assess our achievement in excellence in asset management (see **SAMP1 Appendix B.2**). The self assessment consisted of a list of 50 questions addressing seven key elements of the Business Excellence Framework:

1. Agency Objectives and Stakeholder Requirements
2. Strategy and Planning Process
3. Data, Information and Knowledge
4. Business Results
5. People
6. Leadership
7. Audit and Review.

Results of the self assessment can be scored to determine performance. The initial self-assessment of our performance conducted for SAMP1 indicated that Waverley was achieving a systematic approach to asset management with its scores falling into the range of 100-149.

In SAMP2, consultants assessed Waverley's asset management performance according to the Morrison Low Study. See **SAMP2 Appendix A.12** for the results of this assessment.

The Main Roads Western Australia self-assessment survey was conducted again for SAMP3 and SAMP4. In this kit, application of the scoring system provides the following indications of performance levels:



<b>Score</b>	<b>Indicates:</b>
200-250	<p><b><i>Best Practice in Asset Management</i></b></p> <ul style="list-style-type: none"> <li>▪ The agency has a well established asset management process in place that is periodically audited, reviewed and improved.</li> </ul>
150-199	<p><b><i>Competence in Asset Management</i></b></p> <ul style="list-style-type: none"> <li>▪ A good process is in place but audits and reviews are required to identify areas for improvement.</li> </ul>
100-149	<p><b><i>A Systematic Approach to Asset Management</i></b></p> <ul style="list-style-type: none"> <li>▪ The agency is in the process of developing the process. There are several good initiatives, however not fully deployed.</li> </ul>
50-99	<p><b><i>Early Phase of Development of Asset Management</i></b></p> <ul style="list-style-type: none"> <li>▪ Several concepts being developed, however not yet deployed.</li> </ul>
25-49	<p><b><i>Basic Understanding of the Process</i></b></p> <ul style="list-style-type: none"> <li>▪ Some initiatives at the conceptual level being developed.</li> </ul>
0-24	<p><b><i>Lack of Understanding of the Process</i></b></p>

For both SAMP3 and SAMP4 the results of the self-assessment for asset management indicated that Waverley has achieved Competence in Asset Management, with its scores falling within the 150 – 199 range. In the areas of community consultation, strategy and planning and leadership Waverley’s performance is considered to have strong features of best practice in asset management. The results of the self-assessment completed for SAMP4 are included at **Appendix5**.

## 5. ASSET MANAGEMENT PLAN

This Chapter details the specific actions proposed to set Council on a course to achieve the objectives, measures and targets set out in **Chapters 3 and 4** of the Plan above.

The **Asset Management Plan** provides:

- descriptions of assets and services delivered,
- information available on the existing condition and service levels of individual assets,
- processes for achieving continuous improvement in asset management (the **Asset Management Continuous Improvement Program**) and
- maintenance, renewal and enhancement programs for all Categories consistent with the targets for Sustainable Assets as at SAMP4.

The Asset Management Plan also shows, in maps and other forms, the specific assets that are scheduled for maintenance within the defined planning period in certain categories. Maintenance Plans based on the **Asset Management Plan** will be put to Council annually for adoption, ***subject to availability of funding***. Council's capacity to keep to the Asset Management Plan is discussed in the Long Term Financial Plan 4 (LTFP4). **Financial resources are not yet secured for the programs.**

The assumed life cycles for the assets vary by category and by type, as shown in **Table 8**. Medium term works programs have been developed for a number of the asset categories. Extending programs too far into the future becomes meaningless as there are always going to be unforeseen external influences that cause the assets to deteriorate at either a faster or slower rate than predicted.

It is important to note that while the "assumed life cycle" of an asset equates generally to a planned period of life and renewal for the asset, it is not intended to imply there will be a definite need to renew the asset by full re-construction at the end of that period. Waverley's method of life cycle costing does not uniformly assume across all asset categories that if an asset is maintained properly it will need to be reconstructed, as it were, from the ground up, at the end of a defined period. On the contrary, maintenance levels have generally been set to avoid the need for full reconstruction and extend the life of the asset beyond the planning period. Where an asset is considered to be one that will be required indefinitely for purposes of service delivery (eg. all our roads, footpaths, kerbs, drains, retaining infrastructure, parks infrastructure and the like), those assets are constructed and maintained so as to extend their life beyond the life cycle assumed for planning purposes. Waverley contends that this is cheaper in the long run and spreads the burden of asset maintenance more fairly across generations. Obviously this does not apply for short lived assets such as parking meters which in general are fully replaced by new machines at the end of a life cycle.

Aside from forming a planning horizon for each asset category, the assumed life cycles listed in Table 9 will also generally equate to the life cycles used for purposes of calculating depreciation annually. However, Waverley Council has recently held discussions with auditors on this issue and is considering developing an alternative approach to the calculation of depreciation for certain categories of assets. Waverley contends that the current method used by councils to calculate depreciation is flawed and will overstate the necessary depreciation expense for long lived, well constructed assets typically found in established cities. This overstatement of the depreciation expense will be likely to occur if valuations for

certain categories of assets invariably assume full reconstruction at the end of a notional lifecycle. Depending on the asset category and location of the asset, Waverley will be likely in future to subtract the reconstruction cost from any valuation and in calculating depreciation may also consider varying the assumed life cycle of the asset compared to that shown in Table 9 below. This will be done to ensure there are no “double counts” in the depreciation calculation and to ensure that the asset renewal ratios (of depreciation \$ to maintenance \$) reaches an equilibrium of approximately 1:1 without loss of asset service capacity.

<b>Table 8 Assumed Asset Life Cycle Length for Asset Maintenance</b>		
<b>Category</b>	<b>Asset</b>	<b>Assumed Asset Life Cycle (years)</b>
<b>1</b>	Roads	asphalt - 30 concrete - 120
<b>2</b>	Footpaths	asphalt - 20 concrete - 35 segmental - 30
<b>3</b>	Kerbs & gutters	concrete - 100 sandstone - 80
<b>4</b>	Stormwater assets	100
<b>5</b>	Buildings	50
<b>6</b>	Malls	20
<b>7</b>	Coastal & retaining infrastructure comprising: <ul style="list-style-type: none"> <li>▪ pools</li> <li>▪ retaining walls</li> <li>▪ stairs</li> <li>▪ fences</li> <li>▪ seawalls</li> </ul>	100 100 60 40 100
<b>8</b>	Parks comprising: <ul style="list-style-type: none"> <li>▪ furniture</li> <li>▪ lighting</li> <li>▪ fences</li> <li>▪ footpaths</li> <li>▪ stairs</li> <li>▪ retaining walls</li> <li>▪ signs</li> <li>▪ playground equipment</li> <li>▪ irrigation</li> <li>▪ trees</li> <li>▪ garden beds</li> <li>▪ turf (low use)</li> <li>      (high use)</li> </ul>	20 30 40 50 60 100 25 15 50 50 35 60 30
<b>9</b>	Cemeteries comprising: <ul style="list-style-type: none"> <li>▪ roads</li> <li>▪ kerbs &amp; gutters</li> <li>▪ footpaths</li> <li>▪ drainage</li> <li>▪ fencing</li> <li>▪ retaining walls</li> </ul>	30 80 50 100 40 80

<b>Table 8 Assumed Asset Life Cycle Length for Asset Maintenance</b>		
<b>10</b>	Parking infrastructure comprising: <ul style="list-style-type: none"> <li>▪ On-street</li> <li>▪ Off-street</li> </ul>	7 7
<b>11</b>	Street trees	50
<b>12</b>	Other infrastructure comprising: <ul style="list-style-type: none"> <li>▪ bus shelters</li> <li>▪ bus seats</li> <li>▪ street seats</li> <li>▪ bins</li> <li>▪ monuments and sculptures</li> </ul>	30 20 20 15 25-100
<b>13</b>	Plant & equipment	3-7
<b>14</b>	Information technology	3-5

## 5.1 Roads

### 5.1.1 Roads – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>▪ 133.16 kilometres of road comprising:             <ul style="list-style-type: none"> <li>- 1,022,310m<sup>2</sup> of road pavement (local and regional roads).</li> <li>- 93,341m<sup>2</sup> of road pavement (state road and freeway).</li> <li>- 112.86 kilometres of local road.</li> <li>- 10.60 kilometres of regional road.</li> <li>- 8.52 kilometres of state road.</li> <li>- 1.18 kilometres of freeway.</li> </ul> </li> <li>▪ Council is responsible for the maintenance of all local and regional roads (123.46 kilometres).</li> </ul>
<b>Available Data</b>	<p>See <b>Section 5.1.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.1 Map 1</b> – Road pavement treatment dates.</li> <li>▪ <b>5.1 Map 2</b> – Road pavement treatments.</li> <li>▪ <b>5.1 Map 3</b> – Present condition of road network in June 2012 (conditions 1 - 5).</li> <li>▪ <b>5.1 Map 4</b> – Present condition of road network in June 2012 (conditions 3 - 5).</li> <li>▪ <b>5.1 Map 5</b> – 12 year road works program (at March 2013 funding level).</li> <li>▪ <b>5.1 Map 6</b> – Predicted condition of road network in 2016 (at March 2013 funding level).</li> <li>▪ <b>5.1 Map 7</b> – Predicted condition of road network in 2020 (at March 2013 funding level).</li> <li>▪ <b>5.1 Map 8</b> – Predicted condition of road network in 2024 (at March 2013 funding level).</li> <li>▪ <b>5.1 Photo Reference – Roads</b> – Photograph indications of features of roads in each condition rating.</li> </ul>
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ Road pavement condition data was last collected in October 2011.</li> <li>▪ SAMP4 condition rating is based upon road condition at 30 June 2012 after the completion of 2011/12 upgrade and maintenance programs.</li> </ul>

<b>General Assessment of Condition</b>	<b>Condition Rating</b>		<b>% of Road Pavement Area</b>
	<b>1</b>	Good condition	45
	<b>2</b>	Minor deterioration	36
	<b>3</b>	Medium deterioration	12
	<b>4</b>	Major deterioration	7
	<b>5</b>	Unserviceable	0
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ 81% of our roads have been maintained in an acceptable condition. None are currently unserviceable.</li> <li>▪ The percentage of roads in categories 3 and 4 has been reduced from 21% to 19% since SAMP3.</li> </ul>		
<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ A minimum 79% of roads in Condition Ratings 1 and 2.</li> </ul>		
<b>Programs to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ See <b>5.1 Map 5</b> for 12 year road works program (based on funding as at March 2013).</li> </ul>		
<b>Budget Allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 9</b> shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> <li>▪ There are no budget implications to maintain our roads at their current conditions. The current program as detailed in SAMP4 has sufficient funds to ensure that the % of roads in categories 1 and 2 remains at a minimum of 79%.</li> </ul>		

**5.1.2 Roads - Program for Sustainable Assets**

Table 9 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 9</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Roads Repairs &amp; Maintenance</b>												
Wages & Salaries	351,844	402,047	420,019	438,920	457,969	476,471	495,196	514,409	531,898	549,982	568,681	588,016
Temporary Staff	10,000											
Signs	25,000	20,000	20,540	21,095	21,665	22,250	22,851	23,468	24,102	24,753	25,421	26,107
Concrete Purchases	18,000	18,000	18,486	18,985	19,498	20,024	20,565	21,120	21,690	22,276	22,877	23,495
Contractors	1,421,000	38,000	39,026	40,080	41,163	42,274	43,415	44,587	45,791	47,027	48,296	49,600
Waste Disposal	2,500	2,500	2,568	2,637	2,708	2,781	2,856	2,933	3,012	3,093	3,177	3,263
Stores & Materials	19,000	18,000	18,486	18,985	19,498	20,024	20,564	21,119	21,689	22,274	22,875	23,493
<b>Total Roads Repairs &amp; Maintenance</b>	<b>\$1,847,344</b>	<b>\$498,547</b>	<b>\$519,125</b>	<b>\$540,702</b>	<b>\$562,501</b>	<b>\$583,824</b>	<b>\$605,447</b>	<b>\$627,636</b>	<b>\$648,182</b>	<b>\$669,405</b>	<b>\$691,327</b>	<b>\$713,974</b>
<b>Capital Works – Roads Related</b>												
Oxford Street East streetscape upgrade				1,000,000					1,000,000			
Investigate the feasibility of light rail to service the key transport routes of Waverley LGA		100,000										
Implement the Waverley Transport Plan 2011			613,000	318,000	326,586	335,404	344,460	353,760	363,312	373,121	383,195	393,542
School Zone safety program			100,000				100,000		100,000		100,000	
Tamarama/Bronte 40km/hr zone Undertake traffic and pedestrian counts between Bronte Beach and Tamarama to enable application for a local traffic zone				550,000								
Wairoa Ave & Blair St intersection treatment				200,000								
Albion St & Bronte Rd investigation for traffic lights					500,000							
Arden St & Macpherson St investigation for roundabout			100,000									
Park Parade traffic calming & parking			250,000									
Penkivil St & Martins Ave investigation for roundabout				150,000								
Fletcher St & Sandridge St investigation for roundabout			200,000									
Military Road intersection treatments & traffic calming			500,000	500,000								
Bronte Rd, Ebley St, Hollywood Ave & Waverley St link road circulation, traffic improvements & road							3,500,000		3,500,000			
Road safety & traffic calming			200,000		200,000		200,000		200,000		200,000	
Bike Plan Implementation		50,000	100,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
<b>Total Capital Works – Roads Related</b>		<b>\$150,000</b>	<b>\$2,063,000</b>	<b>\$3,018,000</b>	<b>\$1,326,586</b>	<b>\$635,404</b>	<b>\$4,444,460</b>	<b>\$653,760</b>	<b>\$5,463,312</b>	<b>\$673,121</b>	<b>\$983,195</b>	<b>\$693,542</b>
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		<b>\$1,436,300</b>	<b>\$1,475,080</b>	<b>\$1,514,907</b>	<b>\$1,555,809</b>	<b>\$1,597,816</b>	<b>\$1,640,957</b>	<b>\$1,685,263</b>	<b>\$1,730,765</b>	<b>\$1,777,496</b>	<b>\$1,825,488</b>	<b>\$1,874,776</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$1,436,300</b>	<b>\$1,475,080</b>	<b>\$1,514,907</b>	<b>\$1,555,809</b>	<b>\$1,597,816</b>	<b>\$1,640,957</b>	<b>\$1,685,263</b>	<b>\$1,730,765</b>	<b>\$1,777,496</b>	<b>\$1,825,488</b>	<b>\$1,874,776</b>

### 5.1.3 Roads – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.1 Map 1</b> – Road pavement treatment dates.</li><li>▪ <b>5.1 Map 2</b> – Road pavement treatments.</li><li>▪ <b>5.1 Map 3</b> – Present condition of road network in June 2012 (conditions 1 - 5).</li><li>▪ <b>5.1 Map 4</b> – Present condition of road network in June 2012 (conditions 3 - 5).</li><li>▪ <b>5.1 Map 5</b> – 12 year road works program (at March 2013 funding level).</li><li>▪ <b>5.1 Map 6</b> – Predicted condition of road network in 2016 (at March 2013 funding level).</li><li>▪ <b>5.1 Map 7</b> – Predicted condition of road network in 2020 (at March 2013 funding level).</li><li>▪ <b>5.1 Map 8</b> – Predicted condition of road network in 2024 (at March 2013 funding level).</li><li>▪ <b>5.1 Photo Reference – Roads</b> – Photograph indications of features of roads in each condition rating.</li></ul>
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## 5.2 Footpaths

### 5.2.1 Footpaths – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>352,008 m<sup>2</sup> of footpath pavement in total.</li> </ul>																		
<b>Available Data</b>	<p>See <b>Section 5.2.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li><b>5.2 Map 1</b> – Present condition of footpath network in June 2012 (conditions 1 – 5).</li> <li><b>5.2 Map 2</b> – Present condition of footpath network in June 2012 (conditions 3 – 5).</li> <li><b>5.2 Map 3</b> – 12 year footpath works program (at March 2013 funding level).</li> <li><b>5.2 Map 4</b> – Predicted future condition of footpath network in 2016 (at March 2013 funding level).</li> <li><b>5.2 Map 5</b> – Predicted future condition of footpath network in 2020 (at March 2013 funding level).</li> <li><b>5.2 Map 6</b> – Predicted future condition of footpath network in 2024 (at March 2013 funding level).</li> <li><b>5.2 Photo Reference – Footpaths</b> – Photograph indications of features of footpaths in each condition rating.</li> </ul>																		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>SAMP4 condition rating is based upon road condition at 30 June 2012 after the completion of 2011/12 upgrade and maintenance programs.</li> <li>Footpath condition data was collected in October 2011.</li> </ul>																		
<b>General Assessment of Condition</b>	<table border="1"> <thead> <tr> <th></th> <th><b>Condition Rating</b></th> <th><b>% of Area</b></th> </tr> </thead> <tbody> <tr> <td><b>1</b></td> <td>Good condition</td> <td>40</td> </tr> <tr> <td><b>2</b></td> <td>Minor deterioration</td> <td>35</td> </tr> <tr> <td><b>3</b></td> <td>Medium deterioration</td> <td>23</td> </tr> <tr> <td><b>4</b></td> <td>Major deterioration</td> <td>2</td> </tr> <tr> <td><b>5</b></td> <td>Unserviceable</td> <td>0</td> </tr> </tbody> </table>		<b>Condition Rating</b>	<b>% of Area</b>	<b>1</b>	Good condition	40	<b>2</b>	Minor deterioration	35	<b>3</b>	Medium deterioration	23	<b>4</b>	Major deterioration	2	<b>5</b>	Unserviceable	0
	<b>Condition Rating</b>	<b>% of Area</b>																	
<b>1</b>	Good condition	40																	
<b>2</b>	Minor deterioration	35																	
<b>3</b>	Medium deterioration	23																	
<b>4</b>	Major deterioration	2																	
<b>5</b>	Unserviceable	0																	
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>75% of our footpaths have been maintained in acceptable condition. None are currently unserviceable.</li> <li>The % of footpath assets in the poorer condition ratings of 3 and 4 has decreased slightly compared to the condition assessment conducted for SAMP3.</li> </ul>																		
<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>A minimum 80% of footpaths in Condition Ratings 1 and 2.</li> </ul>																		

<p><b>Programs to meet Asset Condition Target</b></p>	<ul style="list-style-type: none"> <li>▪ See <b>5.2 Map 3</b> for 12-year footpath works program (based on funding as at March 2013).</li> </ul>
<p><b>Budget allocation to meet Asset Condition Target</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Table 10</b> shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> <li>▪ Community surveys have revealed that the community places a high importance upon the condition of footpaths. The community has indicated that they feel Council should increase the funding, upgrades and maintenance to footpaths to increase the % of footpaths in an acceptable condition (categories 1 and 2). Councillors and SAMPG determined that increasing the footpaths in conditions 1 and 2 from 75% to 80% by 2016.</li> <li>▪ An increase to the existing funding is required to ensure the proportion of assets in the acceptable condition ratings increase to a total of 80%.</li> </ul>

## 5.2.2 Footpaths - Program for Sustainable Assets

Table 10 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 10</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Footpaths Repairs &amp; Maintenance</b>												
Wages & Salaries	396,661	495,194	517,329	540,610	564,072	586,861	609,925	633,590	655,132	677,406	700,438	724,254
Temporary Staff	5,000											
Maintenance Internal	59,450	58,900	60,490	62,123	63,800	65,523	67,292	69,109	70,975	72,891	74,859	76,880
Concrete Purchases	40,000	65,000	66,755	68,558	70,408	72,308	74,260	76,265	78,325	80,440	82,611	84,841
Contractors	381,000	317,000	325,559	334,348	343,375	352,645	362,166	371,945	381,987	392,300	402,891	413,769
Plant Hire External	1,500	1,500	1,541	1,583	1,626	1,670	1,715	1,761	1,809	1,858	1,908	1,960
Waste Disposal	18,500	17,000	17,459	17,931	18,414	18,910	19,420	19,944	20,483	21,037	21,604	22,187
Stores & Materials	58,000	30,000	30,810	31,642	32,496	33,373	34,274	35,199	36,149	37,125	38,127	39,157
<b>Total Footpaths Repairs &amp; Maintenance</b>	<b>\$960,111</b>	<b>\$984,594</b>	<b>\$1,019,943</b>	<b>\$1,056,795</b>	<b>\$1,094,191</b>	<b>\$1,131,290</b>	<b>\$1,169,052</b>	<b>\$1,207,813</b>	<b>\$1,244,860</b>	<b>\$1,283,057</b>	<b>\$1,322,438</b>	<b>\$1,363,048</b>
<b>Capital Works – Footpath Related</b>												
BB PAMP Development & Implementation						200,000	500,000		500,000		500,000	500,000
BJ PAMP Implementation			550,000			550,000			550,000			550,000
Undertake selected Green Links Projects	107,157	100,000	85,582									
Local Village DCP Streetscape Improvements				1,000,000				1,000,000		1,000,000	1,000,000	1,000,000
Upgrade Rose Bay Village streetscape	75,000	75,000										
Improve Murrivierie Road Shops streetscape			150,000									
Streetscape improvements works Bondi Road Stage 2 - south side, Avoca St to Denham St. North side Bondi Rd from Castlefield St to Denham St to be completed in 2014/15	515,000		190,000									
Streetscape improvements works Bondi Road Stage 3 - north side, Penkivil to Wellington Streets	10,000	490,000										
Footpath upgrade of Military Road east side adjacent to bus terminus			100,000									
Undertake minor footpath adjustments to improve disability access	24,369		25,000		25,000		25,000		25,000		25,000	
<b>Total Capital Works – Footpath Related</b>	<b>\$731,526</b>	<b>\$665,000</b>	<b>\$1,100,582</b>	<b>\$1,000,000</b>	<b>\$25,000</b>	<b>\$750,000</b>	<b>\$525,000</b>	<b>\$1,000,000</b>	<b>\$1,075,000</b>	<b>\$1,000,000</b>	<b>\$1,525,000</b>	<b>\$2,050,000</b>
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		<b>\$1,703,571</b>	<b>\$1,749,568</b>	<b>\$1,796,806</b>	<b>\$1,645,867</b>	<b>\$1,690,305</b>	<b>\$1,735,943</b>	<b>\$1,782,814</b>	<b>\$1,830,950</b>	<b>\$1,880,386</b>	<b>\$1,931,156</b>	<b>\$1,983,297</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$1,703,571</b>	<b>\$1,749,568</b>	<b>\$1,796,806</b>	<b>\$1,645,867</b>	<b>\$1,690,305</b>	<b>\$1,735,943</b>	<b>\$1,782,814</b>	<b>\$1,830,950</b>	<b>\$1,880,386</b>	<b>\$1,931,156</b>	<b>\$1,983,297</b>

### 5.2.3 Footpaths – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.2 Map 1</b> – Present condition of footpath network in June 2012 (conditions 1 – 5).</li><li>▪ <b>5.2 Map 2</b> – Present condition of footpath network in June 2012 (conditions 3 – 5).</li><li>▪ <b>5.2 Map 3</b> – 12 year footpath works program (at February 2013 funding level).</li><li>▪ <b>5.2 Map 4</b> – Predicted future condition of footpath network in 2016 (at March 2013 funding level).</li><li>▪ <b>5.2 Map 5</b> – Predicted future condition of footpath network in 2020 (at March 2013 funding level).</li><li>▪ <b>5.2 Map 6</b> – Predicted future condition of footpath network in 2024 (at March 2013 funding level).</li><li>▪ <b>5.2 Photo Reference – Footpaths</b> – Photograph indications of features of footpaths in each condition rating.</li></ul>
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## 5.3 Kerbs and Gutters

### 5.3.1 Kerbs and Gutters – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>235 kilometres in total.</li> </ul>		
<b>Available Data</b>	<p>See <b>Section 5.3.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li><b>5.3 Map 1</b> – Present condition of kerb &amp; gutter network in June 2012 (conditions 1 – 5).</li> <li><b>5.3 Map 2</b> – Present condition of kerb &amp; gutter network in June 2012 (conditions 3 – 5).</li> <li><b>5.3 Map 3</b> – 12 year kerb &amp; gutter works program (at March 2013 funding level).</li> <li><b>5.3 Map 4</b> – Predicted future condition of kerb &amp; gutter network in 2016.</li> <li><b>5.3 Map 5</b> – Predicted future condition of kerb &amp; gutter network in 2020.</li> <li><b>5.3 Map 6</b> – Predicted future condition of kerb &amp; gutter network in 2024.</li> <li><b>5.3 Photo Reference – Kerbs and Gutters</b> – Photograph indications of features of kerbs and gutters in each condition rating</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>Kerb and gutter condition data was last collected in October 2011.</li> <li>SAMP4 condition rating is based upon kerb and gutter condition at 30 June 2012 after the completion of 2011/12 upgrade and maintenance programs.</li> </ul>		
<b>General Assessment of Condition</b>			
		<b>Condition Rating</b>	<b>% of Length</b>
	<b>1</b>	Good condition	39
	<b>2</b>	Minor deterioration	35
	<b>3</b>	Medium deterioration	19
	<b>4</b>	Major deterioration	7
<b>5</b>	Unserviceable	0	
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>74% of our kerbs and gutters are maintained in an acceptable condition. None are currently unserviceable. This remains the same as SAMP3.</li> <li>The % of kerb and gutter assets in the poorer condition ratings of 3 and 4 remains the same as SAMP3.</li> </ul>		

<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ A minimum 73% of kerb and gutters in Condition Ratings 1 and 2.</li> </ul>
<b>Programs to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ See <b>5.3 Map 3</b> for 12-year kerb and gutter works program (based on funding as at March 2013).</li> </ul>
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 11</b> shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> </ul>

**5.3.2 Kerb and Gutters - Program for Sustainable Assets**

Table 11 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 11</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Kerb and Gutter Repairs &amp; Maintenance</b>												
Wages & Salaries	33,503	34,154	35,681	37,287	38,905	40,477	42,068	43,700	45,186	46,722	48,311	49,954
Concrete Purchases	3,000	2,000	2,054	2,109	2,166	2,224	2,284	2,346	2,409	2,474	2,541	2,610
Contractors	15,000	20,000	20,540	21,095	21,665	22,250	22,851	23,468	24,102	24,753	25,421	26,107
Waste Disposal	10,000	7,500	7,703	7,911	8,125	8,344	8,569	8,800	9,038	9,282	9,533	9,790
Stores & Materials	5,000	5,000	5,135	5,274	5,416	5,562	5,712	5,866	6,024	6,187	6,354	6,526
<b>Total Kerb and Gutter Repairs &amp; Maintenance</b>	<b>\$66,503</b>	<b>\$68,654</b>	<b>\$71,113</b>	<b>\$73,676</b>	<b>\$76,277</b>	<b>\$78,857</b>	<b>\$81,484</b>	<b>\$84,180</b>	<b>\$86,759</b>	<b>\$89,418</b>	<b>\$92,160</b>	<b>\$94,987</b>
<b>Total Capital Works – Kerb and Gutter Related</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		<b>\$786,197</b>	<b>\$807,425</b>	<b>\$829,225</b>	<b>\$851,614</b>	<b>\$874,608</b>	<b>\$898,222</b>	<b>\$922,474</b>	<b>\$947,381</b>	<b>\$972,960</b>	<b>\$999,230</b>	<b>\$1,026,209</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$786,197</b>	<b>\$807,425</b>	<b>\$829,225</b>	<b>\$851,614</b>	<b>\$874,608</b>	<b>\$898,222</b>	<b>\$922,474</b>	<b>\$947,381</b>	<b>\$972,960</b>	<b>\$999,230</b>	<b>\$1,026,209</b>

### 5.3.3 Kerbs & Gutters – Available Data

<b>Available Data</b>	<p>Available data comprises:</p> <ul style="list-style-type: none"><li>▪ <b>5.3 Map 1</b> – Present condition of kerb &amp; gutter network in June 2012 (conditions 1 – 5).</li><li>▪ <b>5.3 Map 2</b> – Present condition of kerb &amp; gutter network in June 2012 (conditions 3 – 5).</li><li>▪ <b>5.3 Map 3</b> – 12 year kerb &amp; gutter works program (at March 2013 funding level).</li><li>▪ <b>5.3 Map 4</b> – Predicted future condition of kerb &amp; gutter network in 2016.</li><li>▪ <b>5.3 Map 5</b> – Predicted future condition of kerb &amp; gutter network in 2020.</li><li>▪ <b>5.3 Map 6</b> – Predicted future condition of kerb &amp; gutter network in 2024.</li><li>▪ <b>5.3 Photo Reference – Kerbs and Gutters</b> – Photograph indications of features of kerbs &amp; gutters in each condition rating.</li></ul>
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## 5.4 Stormwater Drainage

### 5.4.1 Stormwater Drainage – Holdings, Condition & Findings

<p><b>Holdings</b></p>	<ul style="list-style-type: none"> <li>▪ 90.74 kilometres of stormwater drains in Waverley.</li> <li>▪ 84.94 kilometres owned by and responsibility of Council             <ul style="list-style-type: none"> <li>- 22.03 km of drains with diameter greater than 600mm</li> <li>- 62.91 km of drains with diameter less than 600mm</li> </ul> </li> <li>▪ 5.8 kilometres owned by and responsibility of Sydney Water all greater than 600mm in diameter</li> <li>▪ Several Sub-catchments served:             <ul style="list-style-type: none"> <li>- North Bondi</li> <li>- Bellevue Hill</li> <li>- Wallis Parade</li> <li>- Penkivil Street</li> <li>- Mill Pond</li> </ul> </li> </ul>
<p><b>Available Data</b></p>	<p>See <b>Section 5.4.4</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.4 Map 1</b> – Stormwater system pipe diameters.</li> <li>▪ <b>5.4 Map 2</b> – Ownership of stormwater pipes.</li> <li>▪ <b>5.4 Map 3</b> – Major stormwater ponding basins.</li> <li>▪ <b>5.4 Map 4</b> – Stormwater system pipe capacities (sufficient capacity for 1 in 10 year storm).</li> <li>▪ <b>5.4 Map 5</b> – Stormwater system pipe capacities (insufficient capacity for 1 in 10 year storm).</li> <li>▪ <b>5.4 Map 6</b> – Stormwater inlet pit capacities (sufficient capacity for 1 in 10 year storm).</li> <li>▪ <b>5.4 Map 7</b> – Stormwater inlet pit capacities (insufficient capacity for 1 in 10 year storm).</li> <li>▪ <b>5.4 Map 8</b> – Peak overland flow rates.</li> <li>▪ <b>5.4 Map 9</b> – Stormwater pipes inspected by CCTV.</li> <li>▪ <b>5.4 Map 10</b> – 4 year stormwater pit amplification program.</li> <li>▪ <b>5.4 Map 11</b> – Present condition of inspected stormwater pipes.</li> <li>▪ <b>5.4 Photo Reference – Stormwater pipes</b> – Photograph indications of features of stormwater pipes in each condition rating.</li> </ul>
<p><b>Last Condition Survey</b></p>	<ul style="list-style-type: none"> <li>▪ CCTV program of drains under critical infrastructure and private property (approx 6km) completed in 2009.</li> <li>▪ CCTV program of drains within road reserve (approx 1 km)</li> </ul>

	<p>undertaken from 30 June 2010 to 30 June 2012.</p> <ul style="list-style-type: none"> <li>▪ Total system mapping completed June 2007.</li> <li>▪ Condition and capacity of pits assessed June 2007.</li> <li>▪ Capacity of drains assessed June 2007.</li> <li>▪ CCTV surveys at some 36 locations undertaken 1994 – 2005.</li> </ul>		
<b>General Assessment of Condition</b>	Note: Condition ratings are based on an extrapolation of the findings from the CCTV footage of drains under critical infrastructure and private property.		
	<b>Condition Rating</b>	<b>% of Length</b>	
	<b>1</b>	Good condition	30
	<b>2</b>	Minor deterioration	45
	<b>3</b>	Medium deterioration	13
	<b>4</b>	Major deterioration	11
	<b>5</b>	Unserviceable	1
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ It is estimated that 88% of stormwater assets are in an acceptable condition.</li> <li>▪ Only 11% of stormwater assets are in condition 4, with 1% in Condition 5.</li> </ul>		
<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ A minimum 88% of stormwater drainage assets in Condition Ratings 1, 2 and 3.</li> </ul>		
<b>Programs to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>See 5.4 Map 10</b> for 4-year pit amplification program.</li> </ul>		
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 12</b> shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> </ul>		

**5.4.2 Stormwater Pollution Control Devices – Holdings, Condition & Findings**

<p><b>Holdings</b></p>	<ul style="list-style-type: none"> <li>▪ Gross Pollutant Traps (GPT) are located in: <ul style="list-style-type: none"> <li>- Bronte Park (2 traps).</li> <li>- Upper Tamarama Park.</li> <li>- Bondi Park North.</li> <li>- Oceanview Avenue, Vaucluse.</li> <li>- Hunter Park (NetTech device).</li> </ul> </li> <li>▪ Sydney Water has 2 GPTs in Bondi Park.</li> <li>▪ Centennial Parklands has 1 GPT opposite Queens Park Road, Queens Park.</li> </ul>																			
<p><b>Available Data</b></p>	<ul style="list-style-type: none"> <li>▪ See <b>Section 5.4.4, 5.4 Map 12</b> for the mapped locations of the main Council, Sydney Water and Centennial Parklands stormwater pollution control devices.</li> </ul>																			
<p><b>Last Condition Survey</b></p>	<ul style="list-style-type: none"> <li>▪ All Council owned devices have been installed within the last 11 years.</li> <li>▪ No specific condition surveys have been undertaken to date other than those occurring during routine maintenance.</li> </ul>																			
<p><b>General Assessment of Condition</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 70%;">Condition Rating</th> <th style="width: 25%;">% of Devices</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">Good condition</td> <td style="text-align: center;">85</td> </tr> <tr> <td style="text-align: center;">2</td> <td style="text-align: center;">Minor deterioration</td> <td style="text-align: center;">0</td> </tr> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">Medium deterioration</td> <td style="text-align: center;">15</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">Major deterioration</td> <td style="text-align: center;">0</td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">Unserviceable</td> <td style="text-align: center;">0</td> </tr> </tbody> </table>			Condition Rating	% of Devices	1	Good condition	85	2	Minor deterioration	0	3	Medium deterioration	15	4	Major deterioration	0	5	Unserviceable	0
	Condition Rating	% of Devices																		
1	Good condition	85																		
2	Minor deterioration	0																		
3	Medium deterioration	15																		
4	Major deterioration	0																		
5	Unserviceable	0																		
<p><b>Main Findings</b></p>	<ul style="list-style-type: none"> <li>▪ Being all quite new, the devices are considered to be mainly in good condition.</li> <li>▪ They are cleaned and maintained on a regular basis to ensure optimum efficiency and risk minimisation.</li> <li>▪ Operation of the devices over the last 9 years has shown all other devices to be operating effectively according to design.</li> <li>▪ A NetTech device was installed in Marks Park (eastern end of Fletcher Street) in the 2011/12 year.</li> </ul>																			
<p><b>Asset Condition Target</b></p>	<ul style="list-style-type: none"> <li>▪ A minimum 88% of stormwater drainage assets in Condition Ratings 1, 2 and 3.</li> </ul>																			

**Budget  
allocation to  
achieve Asset  
Condition Target**

- A replacement schedule for the GPTs will be devised and costed in a future SAMP.

**5.4.3 Stormwater Drainage - Program for Sustainable Assets**

Table 12 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 12 Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Stormwater Drainage Repairs &amp; Maintenance</b>												
Wages & Salaries	193,015	221,116	231,000	241,395	251,871	262,046	272,345	282,912	292,531	302,477	312,761	323,395
Wages & Salaries Overtime	1,000	1,000	1,027	1,055	1,083	1,112	1,142	1,173	1,205	1,238	1,271	1,305
Temporary Staff	9,000											
Contractors	143,000	135,000	138,645	142,389	146,233	150,181	154,236	158,400	162,676	167,068	171,578	176,210
Plant Hire External	1,000	1,000	1,027	1,055	1,083	1,112	1,142	1,173	1,205	1,238	1,271	1,305
Waste Disposal	37,000	30,000	30,810	31,642	32,497	33,374	34,275	35,200	36,151	37,127	38,129	39,158
Stores & Materials	16,000	20,000	20,540	21,095	21,664	22,249	22,850	23,467	24,100	24,751	25,419	26,106
<b>Total Stormwater Drainage Repairs &amp; Maintenance</b>	<b>\$400,015</b>	<b>\$408,116</b>	<b>\$423,049</b>	<b>\$438,631</b>	<b>\$454,431</b>	<b>\$470,074</b>	<b>\$485,990</b>	<b>\$502,325</b>	<b>\$517,868</b>	<b>\$533,899</b>	<b>\$550,429</b>	<b>\$567,479</b>
<b>Total Capital Works – Stormwater Drainage Related</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		\$300,000	\$308,100	\$316,418	\$324,962	\$333,736	\$342,747	\$352,001	\$361,506	\$371,265	\$381,290	\$391,585
<b>Transfer to Reserve</b>		\$713,902	\$733,177	\$752,973	\$773,303	\$794,182	\$815,625	\$837,647	\$860,263	\$883,491	\$907,345	\$931,843
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		\$1,013,902	\$1,041,277	\$1,069,392	\$1,098,265	\$1,127,918	\$1,158,372	\$1,189,648	\$1,221,768	\$1,254,757	\$1,288,635	\$1,323,428

#### 5.4.4 Stormwater Drainage – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.4 Map 1</b> – Stormwater system pipe diameters.</li><li>▪ <b>5.4 Map 2</b> – Ownership of stormwater pipes.</li><li>▪ <b>5.4 Map 3</b> – Major stormwater ponding basins.</li><li>▪ <b>5.4 Map 4</b> – Stormwater system pipe capacities (sufficient capacity for 1 in 10 year storm).</li><li>▪ <b>5.4 Map 5</b> – Stormwater system pipe capacities (insufficient capacity for 1 in 10 year storm).</li><li>▪ <b>5.4 Map 6</b> – Stormwater inlet pit capacities (sufficient capacity for 1 in 10 year storm).</li><li>▪ <b>5.4 Map 7</b> – Stormwater inlet pit capacities (insufficient capacity for 1 in 10 year storm).</li><li>▪ <b>5.4 Map 8</b> – Peak overland flow rates.</li><li>▪ <b>5.4 Map 9</b> – Stormwater pipes inspected by CCTV.</li><li>▪ <b>5.4 Map 10</b> – 4 year stormwater pit amplification program.</li><li>▪ <b>5.4 Map 11</b> – Present condition of inspected stormwater pipes.</li><li>▪ <b>5.4 Map 12</b> – Stormwater Pollution Control Devices by Ownership.</li><li>▪ <b>5.4 Photo Reference – Stormwater pipes</b> – Photograph indications of features of stormwater pipes in each condition rating.</li></ul>
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## 5.5 Buildings

### 5.5.1 Buildings – Holdings, Condition & Findings

<p><b>Holdings</b></p>	<ul style="list-style-type: none"> <li>▪ 5 administration and service centres</li> <li>▪ 12 commercially leased premises</li> <li>▪ 70 premises for various community uses including:             <ul style="list-style-type: none"> <li>- 20 units of affordable housing owned in perpetuity (and another 7 under lease for various terms)</li> <li>- 5 blocks of social accommodation (45 units) Council owned</li> <li>- 3 blocks of social accommodation (14 units) owned with Dept. of Housing</li> <li>- 6 amenities blocks</li> <li>- 3 centres for arts &amp; culture</li> <li>- 9 centres providing child care and related services</li> <li>- 9 community services centres</li> <li>- 2 kiosk</li> <li>- 3 sporting facilities</li> <li>- 4 surf clubs</li> </ul> </li> <li>▪ 13 service delivery facilities, including:             <ul style="list-style-type: none"> <li>- 2 Heritage Tram Sheds (used as bus shelters)</li> <li>- 2 cemeteries</li> <li>- 3 depots (including an SES facility)</li> <li>- 1 library &amp; theatrette</li> <li>- 2 life guard towers</li> </ul> </li> <li>▪ Total assessed value of our building portfolio for insurance purposes as at June 2012 was \$335m.</li> </ul>
<p><b>Available Data</b></p>	<p>See <b>Section 5.5.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.5 Table 1</b> – full list of buildings and their Condition Rating.</li> </ul>
<p><b>Last Condition Survey</b></p>	<ul style="list-style-type: none"> <li>▪ A comprehensive asset condition survey for buildings was completed in 2006.</li> <li>▪ Bondi Pavilion comprehensive condition survey was completed in 2007.</li> <li>▪ Asset condition surveys on 6 child care centres, the Customer Service Centre and Technical Services offices were completed in 2010.</li> </ul>

<b>General Assessment of Condition</b>			
		<b>Condition Rating</b>	<b>% of Buildings</b>
	<b>1</b>	Good condition	50
	<b>2</b>	Minor deterioration	28
	<b>3</b>	Medium deterioration	11
	<b>4</b>	Major deterioration	8
	<b>5</b>	Unserviceable	3
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ 89% of our buildings are maintained in Condition Ratings 1, 2 and 3. This is the same as assessments conducted for SAMP3.</li> <li>▪ Three buildings have been rated as Condition 5. Council has resolved to decommission or remediate these assets by various means, to be completed by 2013/14.</li> </ul>		
<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ 100% of buildings in Condition Ratings 1, 2 and 3.</li> </ul>		
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 13</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the expenditure required to meet the Asset Condition Target.</li> </ul>		



**5.5.2 Buildings - Programs for Sustainable Assets**

Table 13 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the expenditure required to meet the Asset Condition Target

<b>Table 13</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Buildings Repairs &amp; Maintenance</b>												
Contractor	25,000	28,000	28,756	29,532	30,329	31,148	31,989	32,853	33,740	34,651	35,586	36,547
Strata Levy	107,204	98,101	100,750	103,469	106,261	109,130	112,076	115,103	118,209	121,401	124,680	128,048
Mtce General	658,456	760,639	781,181	802,280	823,939	846,189	869,034	892,508	916,605	941,363	966,782	992,894
Mtce-Mech/Elec	228,498	248,538	255,252	262,142	269,214	276,480	283,943	291,611	299,488	307,578	315,882	324,411
Mtce-fire Service	96,954	110,344	113,330	116,393	119,530	122,759	126,072	129,472	132,972	136,563	140,251	144,037
Asset Renewal	357,969	495,968	640,584	487,489	262,368	518,941	132,941	107,794	336,920	120,997	204,892	43,754
<b>Total Buildings Repairs and Maintenance</b>	<b>1,474,081</b>	<b>1,741,590</b>	<b>1,919,853</b>	<b>1,801,305</b>	<b>1,611,641</b>	<b>1,904,647</b>	<b>1,556,055</b>	<b>1,569,341</b>	<b>1,837,934</b>	<b>1,662,553</b>	<b>1,788,073</b>	<b>1,669,691</b>
<b>Capital Works – Building Related</b>												
Undertake works arising from Bondi Pavilion asset condition report and purpose statement		545,000	545,000				545,000	545,000	500,000	500,000	500,000	500,000
Public Toilet Upgrade - Bronte Community Centre, Bronte Surf, Bondi Beach North & South		300,000	1,000,000									
Renewal/Uplifting works on condition 4 & 5 buildings - Spotlight/Metro, Bondi Beach Cottage and 91 O'Brien Street						1,120,000						
Bondi Park sub-depot		1,000,000										
Undertake internal refurbishment and major maintenance works to School of Arts		82,111										
Upgrade the Tamarama Life Guards Facilities and Kiosk		575,000										
Waverley Pavilion Amenities Block	150,000	350,000										
Undertake a water efficiency building retrofit (of assets not already retrofitted)				150,000								
Energy & Water Saving Retrofit projects - Building Assets	700,500	380,000										
Hugh Bamford Parks Upgrade to building and fields							200,000	800,000	600,000			
Eastgate Façade Upgrade				3,000,000								
Purchase of land and construction of new Council depot	12,000,000	10,500,000										
Satellite sub depots within LGA	183,567	950,000	500,000	1,000,000								
Conversion of surplus carparking at Eastgate to commercial space	100,000		2,600,000	5,200,000								
Zetland Depot Sale	102,000	157,500										
Architectural plans, scope of works and cost estimates to improve the Tamarama Surf Life Saving Club clubhouse.		682,116										
Boot Factory	28,823	200,000										
Rodney Reserve - Sportsfield, fencing, lighting, amenities block, irrigation, resurfacing, upgrade to parking, goal posts				300,000	500,000	600,000						
<b>Total Capital Works – Building Related</b>	<b>\$13,264,890</b>	<b>\$15,721,727</b>	<b>\$4,645,000</b>	<b>\$9,650,000</b>	<b>\$500,000</b>	<b>\$1,720,000</b>	<b>\$745,000</b>	<b>\$1,345,000</b>	<b>\$1,100,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$4,475,817</b>	<b>\$3,286,590</b>	<b>\$1,919,853</b>	<b>\$1,801,305</b>	<b>\$2,731,641</b>	<b>\$2,449,647</b>	<b>\$2,101,055</b>	<b>\$2,069,341</b>	<b>\$2,337,934</b>	<b>\$2,162,553</b>	<b>\$2,288,073</b>

<b>5.5.3 Buildings – Available Data</b>
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<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.5 Table 1</b> – full list of buildings and their Condition Rating.</li></ul>
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## 5.6 Malls

### 5.6.1 Malls – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>▪ Carl Jeppesen Place - Roscoe Street Mall, Bondi Beach.</li> <li>▪ Oxford Street Mall, Bondi Junction.</li> <li>▪ Sir William Aston Place - Waverley Street Mall, Bondi Junction.</li> </ul>		
<b>Available Data</b>	<p>See <b>Section 5.6.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.6 Table 1</b> – full list of Malls and their Condition Ratings.</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ The condition data of the various pieces of infrastructure within the malls was collected in 2011.</li> </ul>		
<b>General assessment of condition</b>	<b>Condition Rating</b>		<b>% of Assets</b>
	<b>1</b>	Good condition	100
	<b>2</b>	Minor deterioration	0
	<b>3</b>	Medium deterioration	0
	<b>4</b>	Major deterioration	0
	<b>5</b>	Unserviceable	0
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ Major upgrades of Oxford Street Mall and Waverley Street Mall were undertaken in 2005.</li> <li>▪ A major upgrade and landscape improvements of Roscoe Street Mall was completed in June 2010.</li> </ul>		
<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ A minimum of 100% of Malls in Condition Ratings 1, 2 and 3.</li> </ul>		
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 14</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> </ul>		

**5.6.2 Malls - Program for Sustainable Assets**

Table 14 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 14</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Malls Repairs &amp; Maintenance</b>												
Contractors	275,500	275,500	282,939	290,578	298,424	306,481	314,756	323,254	331,982	340,946	350,152	359,606
Stores & Materials	11,000	11,000	11,297	11,602	11,915	12,237	12,567	12,906	13,254	13,612	13,980	14,357
<b>Total Malls Repairs and Maintenance</b>	<b>\$286,500</b>	<b>\$286,500</b>	<b>\$294,236</b>	<b>\$302,180</b>	<b>\$310,339</b>	<b>\$318,718</b>	<b>\$327,323</b>	<b>\$336,160</b>	<b>\$345,236</b>	<b>\$354,558</b>	<b>\$364,132</b>	<b>\$373,963</b>
<b>Total Capital Works – Malls Related</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital funding provided to meet SAMP4 Asset Condition Target (Transfer to Reserve)</b>		\$667,550	\$685,574	\$704,084	\$723,095	\$742,618	\$762,669	\$783,261	\$804,409	\$826,128	\$848,433	\$871,341
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		\$667,550	\$685,574	\$704,084	\$723,095	\$742,618	\$762,669	\$783,261	\$804,409	\$826,128	\$848,433	\$871,341

<b>5.6.3 Malls – Available Data</b>
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<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.6 Table 1</b> – full list of Malls and their Condition Ratings.</li></ul>
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## 5.7 Coastal & Retaining Infrastructure

### 5.7.1 Coastal & Retaining Infrastructure – Holdings, Condition & Findings

<p><b>Holdings</b></p>	<ul style="list-style-type: none"> <li>▪ 3 ocean pools:             <ul style="list-style-type: none"> <li>- Bronte Baths</li> <li>- North Bondi children's pool</li> <li>- Wally Weekes bathing pool</li> </ul> </li> <li>▪ 3 sea walls:             <ul style="list-style-type: none"> <li>- Bondi sea wall</li> <li>- Bronte sea wall</li> <li>- Tamarama sea wall</li> </ul> </li> <li>▪ 3 promenades:             <ul style="list-style-type: none"> <li>- Bondi</li> <li>- Bronte</li> <li>- Tamarama</li> </ul> </li> <li>▪ 442 staircases.</li> <li>▪ 9.408 km fencing.</li> <li>▪ 9.749 m<sup>2</sup> of retaining walls.</li> </ul>
<p><b>Available Data</b></p>	<p>See <b>Section 5.7.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.7 Table 1</b> for list of ocean pools and their condition ratings.</li> <li>▪ <b>5.7 Map 1</b> – Fences by type.</li> <li>▪ <b>5.7 Map 2</b> – Present condition of fences in June 2012.</li> <li>▪ <b>5.7 Map 3</b> – Stairs by type.</li> <li>▪ <b>5.7 Map 4</b> – Present condition of stairs in June 2012.</li> <li>▪ <b>5.7 Map 5</b> – Retaining walls by type.</li> <li>▪ <b>5.7 Map 6</b> – Present condition of retaining walls in June 2012.</li> <li>▪ <b>5.7 Photo Reference – Fences</b> – Photograph indications of features of fences in each condition rating.</li> <li>▪ <b>5.7 Photo Reference – Stairs</b> – Photograph indications of features of fences in each condition rating.</li> <li>▪ <b>5.7 Photo Reference – Retaining Walls</b> – Photograph indications of features of fences in each condition rating.</li> </ul>
<p><b>Last Condition Survey</b></p>	<ul style="list-style-type: none"> <li>▪ Condition data for assets in this category was last collected in 2011.</li> </ul>

<b>General Assessment of Condition</b>	<b>Condition Rating</b>			<b>% of Assets</b>
	<b>1</b>	Good condition		17
	<b>2</b>	Minor deterioration		39
	<b>3</b>	Medium deterioration		38
	<b>4</b>	Major deterioration		5
	<b>5</b>	Unserviceable		<1
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ Assessments have shown that almost 6% of assets are rated as Condition 4 and 5.</li> <li>▪ Repairs to sections of the Campbell Parade retaining wall and Queen Elizabeth Drive tunnels and wall are scheduled for 2013/14 and 2014/15 respectively.</li> </ul>			
<b>Asset Condition Targets</b>	<b>Asset type</b>	<b>Conditions 1 &amp; 2</b>	<b>Conditions 1, 2 &amp; 3</b>	
	Pools		100%	
	Stairs	90%		
	Fences & bollards	90%		
	Retaining walls		90%	
	Sea walls		90%	
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 15</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> <li>▪ Renewal funding requirements for coastal infrastructure, particularly retaining walls and sea walls, are substantial.</li> </ul>			

**5.7.2 Coastal & Retaining Infrastructure – Program for Sustainable Assets**

Table 15 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 15</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Coastal &amp; Retaining Infrastructure Repairs &amp; Maintenance</b>												
Wages & Salaries	113,865	121,662	127,100	132,820	138,584	144,182	149,848	155,662	160,955	166,427	172,085	177,936
Wages & Salaries Overtime	24,904	24,526	25,188	25,868	26,567	27,284	28,020	28,776	29,553	30,350	31,170	32,011
Maintenance Internal	10,000	15,000	15,405	15,821	16,248	16,687	17,138	17,601	18,076	18,564	19,065	19,580
Contractors	80,000	75,000	77,025	79,105	81,241	83,434	85,687	88,000	90,376	92,817	95,323	97,897
Plant Hire External	4,000											
Waste Disposal	15,000	15,000	15,405	15,821	16,248	16,687	17,138	17,601	18,076	18,564	19,065	19,580
Stores & Materials	20,500	25,500	26,189	26,896	27,622	28,368	29,134	29,920	30,728	31,557	32,409	33,284
<b>Total Coastal &amp; Retaining Infrastructure Repairs &amp; Maintenance</b>	<b>\$268,269</b>	<b>\$276,688</b>	<b>\$286,312</b>	<b>\$296,331</b>	<b>\$306,510</b>	<b>\$316,642</b>	<b>\$326,965</b>	<b>\$337,560</b>	<b>\$347,764</b>	<b>\$358,279</b>	<b>\$369,117</b>	<b>\$380,288</b>
<b>Capital Works – Coastal &amp; Retaining Infrastructure Related</b>												
Implement the recommendations of the Waverley Coastal Risk & Hazards Vulnerability		105,000				100,000						
Campbell Parade Retaining Wall adjacent to Park Drive		264,183										
Tamarama promenade & sea walls								1,000,000				
Structural renewal of Bronte Promenade & sea walls								2,000,000				
Structural renewal of Bondi Promenade & sea walls									5,000,000	5,000,000		
<b>Total Capital Works – Coastal &amp; Retaining Infrastructure</b>		<b>\$369,183</b>				<b>\$100,000</b>		<b>\$2,000,000</b>	<b>\$1,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		<b>\$251,862</b>	<b>\$258,662</b>	<b>\$265,646</b>	<b>\$272,818</b>	<b>\$280,184</b>	<b>\$287,749</b>	<b>\$295,518</b>	<b>\$151,879</b>	<b>\$155,979</b>	<b>\$160,191</b>	<b>\$164,516</b>
<b>Transfer to Reserve</b>		<b>\$309,814</b>	<b>\$318,179</b>	<b>\$326,770</b>	<b>\$335,593</b>	<b>\$344,654</b>	<b>\$353,959</b>	<b>\$363,516</b>	<b>\$373,331</b>	<b>\$383,411</b>	<b>\$393,763</b>	<b>\$404,395</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$825,859</b>	<b>\$576,841</b>	<b>\$592,415</b>	<b>\$608,411</b>	<b>\$624,838</b>	<b>\$641,708</b>	<b>\$2,659,035</b>	<b>\$1,525,210</b>	<b>\$5,539,390</b>	<b>\$5,553,954</b>	<b>\$568,911</b>



### 5.7.3 Coastal and Retaining Infrastructure – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.7 Table 1</b> – Ocean pools and their condition ratings.</li><li>▪ <b>5.7 Map 1</b> – Fences by type.</li><li>▪ <b>5.7 Map 2</b> – Present condition of fences in June 2012.</li><li>▪ <b>5.7 Map 3</b> – Stairs by type.</li><li>▪ <b>5.7 Map 4</b> – Present condition of stairs in June 2012.</li><li>▪ <b>5.7 Map 5</b> – Retaining walls by type.</li><li>▪ <b>5.7 Map 6</b> – Present condition of retaining walls in June 2012.</li><li>▪ <b>5.7 Photo Reference – Fences</b> – Photograph indications of features of fences in each condition rating.</li><li>▪ <b>5.7 Photo Reference – Stairs</b> – Photograph indications of features of fences in each condition rating.</li><li>▪ <b>5.7 Photo Reference – Retaining Walls</b> – Photograph indications of features of fences in each condition rating.</li></ul>
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## 5.8 Parks

### 5.8.1 Parks Infrastructure – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>▪ 28 parks</li> <li>▪ 44 reserves</li> <li>▪ 7 road closures maintained as park/reserves</li> </ul>		
<b>Available Data</b>	<p>See <b>Section 5.8.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.8 Table 1</b> – Full list of assets (furniture, lighting, fences and bollards, footpaths, irrigation, retaining walls, stairs, signs, play equipment) by location and their condition ratings.</li> <li>▪ <b>5.8 Map 1</b> – Parks and Reserves by location.</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ Asset condition survey of parks infrastructure was completed during 2009.</li> </ul>		
<b>General Assessment of Condition</b>	<b>Condition Rating</b>		<b>% of Assets</b>
	<b>1</b>	Good condition	51
	<b>2</b>	Minor deterioration	31
	<b>3</b>	Medium deterioration	13
	<b>4</b>	Major deterioration	5
	<b>5</b>	Unserviceable	<1
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ Parks infrastructure has been assessed as being among our best maintained assets, with 95% of assets rated as Condition 1, 2 or 3.</li> <li>▪ Within each park, the condition of the asset sub-groups of infrastructure (furniture, fencing, footpaths, retaining walls etc) varies markedly.</li> <li>▪ Maintenance of the parks and reserves is regular and frequent and most assets are in reasonable condition.</li> </ul>		

	<ul style="list-style-type: none"> <li>▪ Council has carried out considerable upgrades of parks infrastructure over the last 12 months, including: <ul style="list-style-type: none"> <li>- Upgrade of Waverley Pavilion and surrounding landscaping including turf, gardens, trees, irrigation and pathways.</li> <li>- Upgrade of Waverley Oval and No 2 &amp; 3 playing fields.</li> <li>- Bronte Park Playground upgrade.</li> <li>- Lower Tamarama Park playground and surrounding landscape upgrade and new picnic shelters installed.</li> <li>- Dudley Page Reserve bike path installed and upgrade of fitness area.</li> <li>- Wairoa Reserve playground upgrade.</li> </ul> </li> <li>▪ As demand for open space and active recreation is growing, it is appropriate for all assets in this category to be upgraded and maintained in a satisfactory condition.</li> </ul>		
<b>Asset Condition Targets</b>	<b>Asset type</b>	<b>Conditions 1 &amp; 2</b>	<b>Conditions 1, 2 &amp; 3</b>
	Furniture		95%
	Lighting		94%
	Fences & bollards	90%	
	Footpaths	80%	
	Irrigation		97%
	Retaining Walls		90%
	Stairs	90%	
	Signs	90%	
	Play equipment	90%	
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 16</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> <li>▪ A significant increase to the existing parks infrastructure budget is required to ensure that all assets in this category are in a satisfactory condition.</li> </ul>		

**5.8.1.1 Parks Infrastructure – Program for Sustainable Assets**

Table 16 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 16</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Parks Infrastructure Repairs &amp; Maintenance</b>												
Wages & Salaries	181,789	240,616	251,372	262,684	274,084	285,157	296,364	307,863	318,331	329,154	340,345	351,917
Wages & Salaries Overtime	9,217	9,217	9,466	9,722	9,984	10,254	10,531	10,815	11,107	11,407	11,715	12,031
Signs	6,150	6,150	6,316	6,487	6,662	6,842	7,027	7,217	7,412	7,613	7,818	8,029
Contractors	79,500	79,500	81,646	83,851	86,115	88,439	90,827	93,279	95,797	98,384	101,040	103,767
Trees & Turf Supplies	7,100	8,000	8,216	8,438	8,665	8,899	9,139	9,386	9,639	9,900	10,167	10,442
Waste Bin Purchases	5,110	5,110	5,248	5,390	5,535	5,685	5,838	5,996	6,158	6,325	6,496	6,671
Stores & Materials	38,800	42,500	43,648	44,827	46,037	47,280	48,556	49,867	51,213	52,595	54,015	55,474
<b>Total Parks Infrastructure Repairs &amp; Maintenance</b>	<b>\$327,666</b>	<b>\$391,093</b>	<b>\$405,912</b>	<b>\$421,399</b>	<b>\$437,082</b>	<b>\$452,556</b>	<b>\$468,282</b>	<b>\$484,423</b>	<b>\$499,657</b>	<b>\$515,378</b>	<b>\$531,596</b>	<b>\$548,331</b>
<b>Capital Works – Parks Infrastructure Related</b>												
Bondi Park PoM - completion of plan of management, undertake works identified	109,518		328,571	428,571	428,571	428,571	428,571	428,571	428,574			
QED Tunnels Remediation and Storage Space		124,382	1,750,000				2,000,000					
Bronte Replace Picnic Shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation.	88,243	200,000					100,000	100,000				
Tamarama PoM Works - Paths, playground, BBQs, landscaping, returfing, access issues, storage under the ramp.	285,700	114,300	100,000	100,000								
Waverley Park PoM - undertake works identified in plan of management	99,572							200,000	100,000	390,000		
Investigate the feasibility of and implement (where feasibility) recycled water systems for Marks Park, Tamarama Park and Hugh Barnford Reserve		50,000	725,000	725,000	660,000							
Playground Enhancements	144,986	250,000										
<b>Total Capital Works – Parks Infrastructure Related</b>	<b>\$728,019</b>	<b>\$738,682</b>	<b>\$2,903,571</b>	<b>\$1,253,571</b>	<b>\$1,088,571</b>	<b>\$428,571</b>	<b>\$2,528,571</b>	<b>\$728,571</b>	<b>\$528,574</b>	<b>\$390,000</b>		
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		<b>\$923,963</b>	<b>\$948,910</b>	<b>\$974,531</b>	<b>\$1,000,843</b>	<b>\$1,027,866</b>	<b>\$1,055,618</b>	<b>\$1,084,120</b>	<b>\$907,533</b>	<b>\$932,036</b>	<b>\$957,201</b>	<b>\$983,046</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$923,963</b>	<b>\$948,910</b>	<b>\$974,531</b>	<b>\$1,000,843</b>	<b>\$1,027,866</b>	<b>\$1,055,618</b>	<b>\$1,084,120</b>	<b>\$907,533</b>	<b>\$932,036</b>	<b>\$957,201</b>	<b>\$983,046</b>

## 5.8 Parks

### 5.8.2 Parks Landscapes – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>▪ 28 parks</li> <li>▪ 44 reserves</li> <li>▪ 7 road closures maintained as park/reserves</li> </ul>		
<b>Available Data</b>	<p>See <b>Section 5.8.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.8 Table 1</b> – Full list of assets (trees, garden beds and turf) by location and their condition ratings.</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ Condition assessment surveys were carried out on parks landscapes assets in 2008/09.</li> </ul>		
<b>General Assessment of Condition</b>	<b>Condition Rating</b>		<b>% of Assets</b>
	<b>1</b>	Good condition	1
	<b>2</b>	Minor deterioration	17
	<b>3</b>	Medium deterioration	58
	<b>4</b>	Major deterioration	24
	<b>5</b>	Unserviceable	0
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ Based on the condition assessments completed in 2012, 76% of parks landscapes assets are in an acceptable condition (Conditions 1-3).</li> <li>▪ Parks and reserves are subject to operational maintenance activities (such as mowing, weeding and irrigation) on a regular basis, generally every 6 weeks.</li> <li>▪ Inspections of the parks landscapes assets are also carried out regularly.</li> <li>▪ Community surveys reveal that Waverley residents are overall satisfied with the condition of parks and reserves landscapes.</li> </ul>		
<b>Asset Condition Target</b>	<b>Asset type</b>	<b>Conditions 1 &amp; 2</b>	<b>Conditions 1, 2 &amp; 3</b>
	Trees		90%
	Garden beds		90%
	Turf		100%

<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"><li>▪ <b>Table 17</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li><li>▪ An increase in funding for turf maintenance is appropriate due to the overall average condition of turfed areas in parks. This funding is specifically for turfing, fertilising, watering and weeding.</li></ul>
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**5.8.2.1 Parks Landscapes – Program for Sustainable Assets**

Table 17 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 17</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Parks Landscapes Repairs &amp; Maintenance</b>												
Wages & Salaries	2,375,584	2,560,984	2,675,460	2,795,856	2,917,197	3,035,051	3,154,329	3,276,717	3,388,126	3,503,322	3,622,434	3,745,596
Wages & Salaries Casuals	247,942	215,800	225,446	235,591	245,815	255,746	265,797	276,110	285,498	295,205	305,242	315,620
Wages & Salaries Overtime	107,192	92,449	94,945	97,509	100,142	102,845	105,622	108,474	111,402	114,410	117,499	120,672
Signs	2,610	2,610	2,681	2,753	2,828	2,904	2,983	3,064	3,146	3,231	3,318	3,408
Contractors	382,256	409,120	420,166	431,510	443,160	455,125	467,415	480,035	492,996	506,308	519,978	534,018
Trees & Turf Supplies	20,420	24,520	25,182	25,862	26,560	27,276	28,012	28,768	29,543	30,341	31,159	32,002
Plant Hire External	3,140	3,140	3,225	3,312	3,401	3,493	3,587	3,684	3,783	3,885	3,990	4,098
Mtce General	5,410	5,410	5,556	5,706	5,860	6,018	6,180	6,347	6,518	6,694	6,875	7,061
Mtce - Mech/Elec	3,000	10,000	10,270	10,547	10,832	11,124	11,424	11,732	12,049	12,374	12,708	13,051
Stores & Materials	93,970	97,470	100,102	102,806	105,582	108,433	111,360	114,366	117,454	120,625	123,882	127,227
<b>Total Parks Landscapes Repairs &amp; Maintenance</b>	<b>\$3,241,524</b>	<b>\$3,421,503</b>	<b>\$3,563,033</b>	<b>\$3,711,452</b>	<b>\$3,861,377</b>	<b>\$4,008,015</b>	<b>\$4,156,709</b>	<b>\$4,309,297</b>	<b>\$4,450,515</b>	<b>\$4,596,395</b>	<b>\$4,747,085</b>	<b>\$4,902,753</b>
<b>Capital Works – Parks Landscapes Related</b>												
Land Acquisition for Open Space - 5 Bondi Rd & 2A Waverley Crescent								1,850,000			1,850,000	
<b>Total Capital Works – Parks Landscapes Related</b>								<b>\$1,850,000</b>			<b>\$1,850,000</b>	
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		<b>\$167,216</b>	<b>\$677,012</b>	<b>\$695,291</b>	<b>\$714,064</b>	<b>\$733,343</b>	<b>\$753,144</b>	<b>\$773,479</b>	<b>\$794,363</b>	<b>\$815,810</b>	<b>\$837,837</b>	<b>\$860,459</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$167,216</b>	<b>\$677,012</b>	<b>\$695,291</b>	<b>\$714,064</b>	<b>\$733,343</b>	<b>\$753,144</b>	<b>\$773,479</b>	<b>\$794,363</b>	<b>\$815,810</b>	<b>\$837,837</b>	<b>\$860,459</b>

### 5.8.3 Parks – Available Data

#### Available Data

Available data comprises:

- **5.8 Table 1** – Full list of assets and their Condition Ratings.
- **5.8 Map 1** – Parks and Reserves by location.



## 5.9 Cemeteries

### 5.9.1 Waverley Cemetery – Holdings, Condition & Findings

<p><b>Holdings</b></p>	<ul style="list-style-type: none"> <li>- 16 hectares of land</li> <li>- 2.9 km of road</li> <li>- 17,800 m<sup>2</sup> of road pavement</li> <li>- 1.512 km of footpath</li> <li>- 6.395 km of kerb &amp; gutter</li> <li>- 2km of drainage</li> <li>- 50 drainage pits, 5 outlets</li> <li>- 5,272 m<sup>2</sup> of retaining walls</li> <li>- 1,074 metres of fencing</li> <li>- 7 shelters</li> <li>- 1 Amenities building</li> <li>- 1 Cemetery Residence</li> <li>- 6 toilets (4 public, 2 staff)</li> <li>- 1 Staff shower</li> <li>- 46,000 burial plots (including 4,867 vault sized plots)</li> <li>- 6,423 memorial garden locations</li> <li>- 200 memorial niche walls</li> </ul>
<p><b>Available Data</b></p>	<p>See <b>Section 5.9.3</b> for the following data.</p> <ul style="list-style-type: none"> <li>▪ <b>5.9 Map 1</b> – Waverley Cemetery &amp; surrounds.</li> <li>▪ <b>5.9 Map 2</b> – Waverley Cemetery roads (as at June 2012).</li> <li>▪ <b>5.9 Map 3</b> – Waverley Cemetery footpaths (as at June 2012).</li> <li>▪ <b>5.9 Map 4</b> – Waverley Cemetery kerb and gutters (as at June 2012).</li> <li>▪ <b>5.9 Map 5</b> – Waverley Cemetery fences, rails and gates (as at June 2012).</li> <li>▪ <b>5.9 Map 6</b> – Waverley Cemetery retaining walls (as at June 2012).</li> <li>▪ <b>5.9 Map 7</b> – Waverley Cemetery stormwater drainage (as at June 2012).</li> </ul>
<p><b>Last Condition Survey</b></p>	<ul style="list-style-type: none"> <li>▪ Integrated Plan for Infrastructure Renewal and Asset Management for Waverley Cemetery was completed in 2009, including:             <ul style="list-style-type: none"> <li>- Surveys of roads, footpaths, kerbs &amp; gutters and drainage completed October 2009.</li> <li>- Surveys of retaining walls completed October 2007 with</li> </ul> </li> </ul>

	<p>further monitoring recommended.</p> <ul style="list-style-type: none"> <li>- Surveys of gates, fences and rails completed November 2007.</li> <li>- Surveys of buildings completed as part of the Buildings Asset Condition Survey – November 2005.</li> </ul>						
<b>General Assessment of Condition</b>	<b>Condition Rating</b>		<b>% of Assets</b>				
	<b>1</b>	Good condition	7				
	<b>2</b>	Minor deterioration	34				
	<b>3</b>	Medium deterioration	27				
	<b>4</b>	Major deterioration	24				
	<b>5</b>	Unserviceable	8				
	<b>Condition Rating by sub-category</b>						
	<b>Asset</b>		<b>% Assets in Each Condition Rating</b>				
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	Roads (m <sup>2</sup> )		0	2	0	98	0
	Kerb & Gutters (m)		0	65	25	10	0
	Footpaths (m <sup>2</sup> )		1	58	21	17	3
	Drainage (m)		5	52	36	6	0
	Fencing (internal m)		36	3	39	6	16
	Fencing (perimeter m)		0	21	13	13	36
Retaining Walls (m <sup>2</sup> )		4	41	44	10	1	
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ A major infrastructure upgrade of Waverley Cemetery is required to prevent further assets from falling into Conditions 4 and 5 and to continue to support Cemetery business services. <ul style="list-style-type: none"> <li>- The poor condition of some retaining walls has resulted in emergency repairs being undertaken to the south eastern retaining wall.</li> </ul> </li> </ul>						
<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ 100% of retaining walls in Condition Ratings 1, 2 and 3 and 100% of all other assets in Condition Ratings 1 and 2.</li> </ul>						
<b>Programs to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ Refer to the adopted Integrated Plan for Infrastructure Renewal and Asset Management in Waverley Cemetery (2009).</li> </ul>						

<p><b>Budget allocation to meet Asset Condition Target</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Table 18</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> <li>▪ A significant increase to the existing cemetery maintenance funding is required to ensure the proportion of assets in the poorer condition ratings does not increase. Assets in the cemetery require substantial maintenance to restore their service levels.</li> <li>▪ Current budget allocations meet this requirement by an average of approximately \$1M per annum over 11 years from 2013/14.</li> <li>▪ <u>Important Note:</u> Waverley Cemetery reserves have been depleting due to the cost of infrastructure repairs. The increase required to bring the cemetery assets to a satisfactory condition will not be able to be financed by Waverley Cemetery reserves.</li> <li>▪ If Waverley Cemetery can implement a business plan to raise more budget surpluses, then once the infrastructure increase (as detailed below) has been completed the Cemetery should be able to provide sufficient funding for the continued maintenance of its assets.</li> </ul>
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## 5.9 Cemeteries

### 5.9.2 South Head Cemetery – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>- 0.2 hectares of land</li> <li>- 0 km of road</li> <li>- 0 m<sup>2</sup> of road pavement</li> <li>- 0.599 km of footpath</li> <li>- 0 km of kerb &amp; gutter</li> <li>- 0 km of drainage</li> <li>- 270 m<sup>2</sup> of retaining walls</li> <li>- 19.1 m of internal fencing; 461.7 m of external fencing</li> <li>- 2 Amenities buildings</li> <li>- 1 Staff toilet</li> <li>- 1 Staff shower</li> <li>- 6119 allotments accommodating 2 and up to 3 cremation internments each. Current occupancy rate 9763</li> <li>- 1 niche wall with 220 individual locations</li> </ul>		
<b>Available Data</b>	<p>See <b>Section 5.9.3</b> for the following data.</p> <ul style="list-style-type: none"> <li>▪ <b>5.9 Map 8</b> – South Head Cemetery and surrounds.</li> <li>▪ <b>5.9 Map 9</b> – South Head Cemetery footpaths (as at June 2012).</li> <li>▪ <b>5.9 Map 10</b> – South Head Cemetery fences, rails and gates (as at June 2012).</li> <li>▪ <b>5.9 Map 11</b> – South Head Cemetery retaining walls (as at June 2012).</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ Condition surveys of footpaths, fencing, retaining walls and stairs were completed in August 2012.</li> </ul>		
<b>General Assessment of Condition</b>			
	<b>Condition Rating</b>	<b>% of Assets</b>	
	<b>1</b>	Good condition	0
	<b>2</b>	Minor deterioration	33
	<b>3</b>	Medium deterioration	42
	<b>4</b>	Major deterioration	25
	<b>5</b>	Unserviceable	0

	Condition Rating by sub-category					
	Asset	% Assets in Each Condition Rating				
		1	2	3	4	5
	Footpaths (m <sup>2</sup> )	0	34	55	11	0
Fencing (internal m)	0	0	100	0	0	
Fencing (perimeter m)	0	100	0	0	0	
Retaining Walls (m <sup>2</sup> )	0	0	11	89	0	
Stairs	0	59	37	4	0	
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>The retaining wall along the Burge Street frontage, which also acts as a perimeter fence, has collapsed in a number of places. Remediation of the wall, including tree planting, is being undertaken in stages due for completion early in 2014.</li> </ul>					
<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>100% of retaining walls in Condition Ratings 1, 2 and 3 and 100% of all other assets in Condition Ratings 1 and 2.</li> </ul>					
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li><b>Table 18</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and South Head Cemetery related capital works as well as the capital expenditure required to meet the Asset Condition Targets.</li> </ul>					

**5.9.2.1 Cemeteries – Program for Sustainable Assets**

Table 18 shows the budget allocation for Waverley Cemetery and South Head Cemetery as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Targets for each cemetery.

<b>Table 18</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Cemeteries Repairs &amp; Maintenance</b>												
Signs	3,000	5,000	5,135	5,274	5,416	5,562	5,712	5,866	6,024	6,187	6,354	6,526
Contractors	10,000	4,500	4,622	4,747	4,875	5,007	5,142	5,280	5,423	5,569	5,720	5,874
Trees & Turf Supplies	5,500	5,500	5,649	5,802	5,958	6,119	6,284	6,453	6,627	6,806	6,990	7,179
General Expenses	10,000	500	514	528	542	557	572	587	603	619	636	653
Mtce General	19,584	22,000	22,594	23,204	23,830	24,474	25,135	25,814	26,511	27,227	27,962	28,717
Mtce - Mech/Elec	4,500	2,500	2,568	2,637	2,708	2,781	2,856	2,933	3,012	3,093	3,177	3,263
Mtce - Fire Services	416	2,000	2,054	2,110	2,166	2,224	2,284	2,346	2,410	2,476	2,542	2,610
Asset Renewal		24,000										
Stores & Materials	12,500	12,500	12,838	13,185	13,541	13,907	14,282	14,667	15,063	15,470	15,888	16,317
Urgent repairs to retaining wall South Head Cemetery		400,000										
<b>Total Cemeteries Repairs &amp; Maintenance</b>	<b>\$65,500</b>	<b>\$478,500</b>	<b>\$55,974</b>	<b>\$57,487</b>	<b>\$59,036</b>	<b>\$60,631</b>	<b>\$62,267</b>	<b>\$63,946</b>	<b>\$65,673</b>	<b>\$67,447</b>	<b>\$69,269</b>	<b>\$71,139</b>
<b>Waverley Cemetery</b>												
<b>Capital Works – Waverley Cemetery Related</b>												
Cemetery Pavilion Construction				3,100,000								
Cemetery gully remediation works & retaining wall			4,500,000									
Wav Cemetery external perimeter fencing & retaining structure		4,710,000										
Waverley Cemetery internal fencing & retaining structure						2,148,000						
Upgrade infrastructure from						4,577,501						
<b>Total Capital Works – Waverley Cemetery Related</b>		<b>\$4,710,000</b>	<b>\$4,500,000</b>	<b>\$3,100,000</b>		<b>\$6,725,501</b>						
<b>Capital funding provided to meet SAMP4 Asset Condition Target (Waverley Cemetery)</b>			\$72,629	\$74,590	\$76,604	\$78,673	\$1,361,614	\$1,398,378	\$555,389	\$570,384	\$585,785	\$601,601
<b>Transfer to Reserve</b>			\$1,099,057	\$1,128,731	\$1,159,207	\$1,190,506						
<b>Capital expenditure required to meet SAMP4 Asset Condition Target (Waverley Cemetery)</b>		\$1,082,459	\$1,171,686	\$1,203,322	\$1,235,811	\$1,269,178	\$1,361,614	\$1,398,378	\$555,389	\$570,384	\$585,785	\$601,601
<b>South Head Cemetery</b>												
<b>Capital Works – South Head Cemetery Related</b>												
Upgrade infrastructure from						717,670						
<b>Total Capital Works – South Head Cemetery Related</b>						\$717,670						
<b>Capital funding provided to meet SAMP4 Asset Condition Target (South Head Cemetery)</b>		\$35,959	\$36,931	\$37,928	\$38,951	\$40,003	\$196,450	\$201,754	\$207,202	\$212,796	\$218,541	\$224,442
<b>Transfer to Reserve</b>		\$135,990	\$139,661	\$143,432	\$147,305	\$151,282						
<b>Capital expenditure required to meet SAMP4 Asset Condition Target (South Head Cemetery)</b>		\$171,949	\$176,592	\$181,360	\$186,256	\$191,285	\$196,450	\$201,754	\$207,202	\$212,796	\$218,541	\$224,442

### 5.9.3 Cemeteries – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.9 Map 1</b> – Waverley Cemetery &amp; surrounds.</li><li>▪ <b>5.9 Map 2</b> – Waverley Cemetery roads (as at June 2012).</li><li>▪ <b>5.9 Map 3</b> – Waverley Cemetery footpaths (as at June 2012).</li><li>▪ <b>5.9 Map 4</b> – Waverley Cemetery kerb and gutters (as at June 2012).</li><li>▪ <b>5.9 Map 5</b> – Waverley Cemetery fences, rails and gates (as at June 2012).</li><li>▪ <b>5.9 Map 6</b> – Waverley Cemetery retaining walls (as at June 2012).</li><li>▪ <b>5.9 Map 7</b> – Waverley Cemetery stormwater drainage (as at June 2012).</li><li>▪ <b>5.9 Map 8</b> – South Head Cemetery and surrounds.</li><li>▪ <b>5.9 Map 9</b> – South Head Cemetery footpaths (as at June 2012).</li><li>▪ <b>5.9 Map 10</b> – South Head Cemetery fences, rails and gates (as at June 2012).</li><li>▪ <b>5.9 Map 11</b> – South Head Cemetery retaining walls (as at June 2012).</li></ul>
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## 5.10 Parking Infrastructure

### 5.10.1 Parking Infrastructure – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>▪ <b>On-Street Parking Infrastructure</b> <ul style="list-style-type: none"> <li>- 261 on-street parking meters.</li> <li>- 11437 traffic and parking signs</li> </ul> </li> <li>▪ <b>Off-Street Parking Infrastructure</b> <ul style="list-style-type: none"> <li>▪ 4 under-cover car parks:                             <ul style="list-style-type: none"> <li>- Eastgate Shopping Centre Car Park</li> <li>- Waverley Library Car Park</li> <li>- Hollywood Avenue Car Park</li> <li>- Wellington Place Car Park</li> </ul> </li> <li>▪ 5 open-air car parks:                             <ul style="list-style-type: none"> <li>- Bronte Beach Car Park</li> <li>- Hugh Bamford Reserve Car Park</li> <li>- Queen Elizabeth Drive, Bondi Beach</li> <li>- Park Drive Car Park, Bondi Beach</li> <li>- Victoria Street Car Park, Charing Cross</li> </ul> </li> </ul> </li> </ul>		
<b>Available Data</b>	See <b>Section 5.10.3</b> below for the following data: <ul style="list-style-type: none"> <li>▪ <b>5.10 Table 1</b> – Condition ratings of car park equipment, parking meters and traffic and parking signage.</li> <li>▪ <b>5.10 Map 1</b> – Parking meter locations.</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ None undertaken.</li> </ul>		
<b>General Assessment of Condition</b>	<b>On-Street Parking Infrastructure (Parking Meters)</b>		
		<b>Condition Rating</b>	<b>% of Assets</b>
	<b>1</b>	Good condition	20
	<b>2</b>	Minor deterioration	40
	<b>3</b>	Medium deterioration	40
	<b>4</b>	Major deterioration	0
	<b>5</b>	Unserviceable	0
	<b>Off-Street Parking Infrastructure (Car Parks)</b>		
		<b>Condition Rating</b>	<b>% of Assets</b>
<b>1</b>	Good condition	60	



	<b>2</b>	Minor deterioration	0
	<b>3</b>	Medium deterioration	40
	<b>4</b>	Major deterioration	0
	<b>5</b>	Unserviceable	0
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ The condition of parking meters is overall satisfactory.</li> <li>▪ Parking meters are being replaced and upgraded by 2013/14 to meet Euro Mastercard Visa compliance.</li> <li>▪ Maintenance of parking meters is included in the contract for parking meters.</li> <li>▪ 90% of traffic and parking signs have a Condition Rating of 1, 2 or 3.</li> <li>▪ Queen Elizabeth Drive and Bronte Beach car park equipment needs replacing and options are being examined.</li> </ul>		
<b>Asset Condition Target</b>	<b>Asset type</b>	<b>Conditions 1 &amp; 2</b>	<b>Conditions 1, 2 &amp; 3</b>
	Traffic & parking signs		90%
	Parking meters		100%
	Off-street parking infrastructure		100%
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 19 and 19A</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target for on- and off-street parking infrastructure respectively.</li> </ul>		

**5.10.2 Parking Infrastructure – Program for Sustainable Assets**

Table 19 shows the budget allocation for on-street parking infrastructure as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 19</b>												
<b>On-Street Parking Infrastructure – Program for Sustainable Assets</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>On-Street Parking Infrastructure Repairs &amp; Maintenance</b>												
Signs	40,000	190,000	191,080	42,189	43,328	44,498	45,699	46,933	48,200	49,502	50,838	52,211
General Expenses	1,000	1,000	1,027	1,055	1,083	1,112	1,142	1,173	1,205	1,238	1,271	1,305
Mfce General	550,000	550,000	564,850	580,101	595,764	611,850	628,370	645,336	662,760	680,655	699,033	717,907
Stores & Materials	20,000	20,000	20,540	21,095	21,665	22,250	22,851	23,468	24,102	24,753	25,421	26,107
Two Way Radio Expenses	125,000	30,000	30,810	31,642	32,496	33,373	34,274	35,199	36,149	37,125	38,127	39,156
<b>Total On-Street Parking Infrastructure Repairs &amp; Maintenance</b>	<b>\$736,000</b>	<b>\$791,000</b>	<b>\$808,307</b>	<b>\$676,082</b>	<b>\$694,336</b>	<b>\$713,083</b>	<b>\$732,336</b>	<b>\$752,109</b>	<b>\$772,416</b>	<b>\$793,273</b>	<b>\$814,690</b>	<b>\$836,686</b>
<b>Total Capital Works – On-Street Parking Infrastructure Related</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		<b>\$4,122,467</b>	<b>\$74,424</b>	<b>\$76,433</b>	<b>\$78,497</b>	<b>\$80,616</b>	<b>\$82,793</b>	<b>\$4,627,528</b>	<b>\$87,324</b>	<b>\$89,682</b>	<b>\$92,103</b>	<b>\$94,590</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$4,122,467</b>	<b>\$74,424</b>	<b>\$76,433</b>	<b>\$78,497</b>	<b>\$80,616</b>	<b>\$82,793</b>	<b>\$4,627,528</b>	<b>\$87,324</b>	<b>\$89,682</b>	<b>\$92,103</b>	<b>\$94,590</b>

**5.10.2 Parking Infrastructure – Program for Sustainable Assets**

Table 19A shows the budget allocation for off-street parking infrastructure as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 19A</b>												
<b>Off-Street Parking Infrastructure – Program for Sustainable Assets</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Off-Street Parking Infrastructure Repairs &amp; Maintenance</b>												
Signs	16,100	16,100	10,886	11,181	11,482	11,792	12,110	12,437	12,772	13,118	13,472	13,837
Strata Levy	316,000	210,000	215,670	221,493	227,473	233,614	239,922	246,400	253,053	259,886	266,903	274,110
General Expenses	2,000	2,000	1,028	1,056	1,084	1,114	1,144	1,174	1,206	1,238	1,272	1,306
Mtce General	190,300	199,600	148,402	152,408	156,522	160,748	165,087	169,544	174,123	178,824	183,652	188,610
Mtce - Mech/Elec	81,000	85,000	75,998	78,051	80,157	82,321	84,544	86,828	89,172	91,580	94,052	96,591
Mtce - Fire Services	60,750	60,900	62,134	63,812	65,535	67,304	69,121	70,987	72,904	74,872	76,893	78,969
Stores & Materials	280	280										
<b>Total Off-Street Parking Infrastructure Repairs &amp; Maintenance</b>	<b>\$666,430</b>	<b>\$573,880</b>	<b>\$514,118</b>	<b>\$528,001</b>	<b>\$542,253</b>	<b>\$556,893</b>	<b>\$571,928</b>	<b>\$587,370</b>	<b>\$603,230</b>	<b>\$619,518</b>	<b>\$636,244</b>	<b>\$653,423</b>
<b>Capital Works – Off-Street Parking Infrastructure Related</b>												
Replace off street parking equipment - access and payment equipment							1,150,000					
<b>Total Capital Works – Off-Street Parking Infrastructure Related</b>							<b>\$1,150,000</b>					
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>							<b>\$1,150,000</b>					

### 5.10.3 Parking Infrastructure – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.10 Table 1</b> – Condition ratings of car park equipment, parking meters and traffic and parking signage.</li><li>▪ <b>5.10 Map 1</b> – Parking meter locations.</li></ul>
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## 5.11 Street Trees

### 5.11.1 Street Trees – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>9667 street trees throughout road reserves in Waverley.</li> </ul>		
<b>Available Data</b>	See <b>Section 5.11.3</b> below for the following data: <ul style="list-style-type: none"> <li><b>5.11 Table 1</b> – Condition ratings.</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>Condition assessment survey of street trees was conducted in 2012.</li> </ul>		
<b>General Assessment of Condition</b>	<b>Condition Rating</b>		<b>% of trees</b>
	<b>1</b>	Good condition	35
	<b>2</b>	Minor deterioration	37
	<b>3</b>	Medium deterioration	15
	<b>4</b>	Major deterioration	13
	<b>5</b>	Unserviceable	<1
	<b>1</b>	<b>2</b>	<b>3</b>
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>87% of street trees are in Conditions 1, 2 and 3 – a decrease of 7% since the initial survey in 2009.</li> </ul>		
<b>Asset Condition Target</b>	<ul style="list-style-type: none"> <li>94% of street trees in Condition Ratings 1, 2 and 3.</li> </ul>		
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li><b>Table 20</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> </ul>		

**5.11.2 Street Trees – Program for Sustainable Assets**

Table 20 shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 20</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Street Trees Repairs &amp; Maintenance</b>												
Wages & Salaries	498,961	638,088	666,610	696,607	726,840	756,204	785,923	816,418	844,176	872,878	902,555	933,241
Wages & Salaries Overtime	3,269	4,358	4,476	4,597	4,721	4,848	4,979	5,113	5,251	5,393	5,539	5,689
Temporary Staff	40,000											
Signs	1,550	1,550	1,592	1,635	1,679	1,724	1,771	1,819	1,868	1,918	1,970	2,023
Contractors	241,300	216,300	222,140	228,138	234,297	240,622	247,119	253,790	260,642	267,679	274,906	282,328
Trees & Turf Supplies	19,000	19,000	19,513	20,040	20,580	21,136	21,706	22,292	22,894	23,513	24,148	24,799
Plant Hire External	2,550	2,550	2,619	2,690	2,763	2,838	2,915	2,994	3,075	3,158	3,243	3,331
Stores & Materials	27,800	31,800	32,659	33,541	34,446	35,376	36,330	37,311	38,319	39,354	40,417	41,508
<b>Total Street Trees Repairs &amp; Maintenance</b>	<b>\$834,430</b>	<b>\$913,646</b>	<b>\$949,609</b>	<b>\$987,248</b>	<b>\$1,025,326</b>	<b>\$1,062,748</b>	<b>\$1,100,743</b>	<b>\$1,139,737</b>	<b>\$1,176,225</b>	<b>\$1,213,893</b>	<b>\$1,252,778</b>	<b>\$1,292,919</b>
<b>Total Capital Works – Street Trees Related</b>												
			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>		\$122,469	\$125,775	\$129,171	\$132,659	\$136,241	\$139,919	\$143,697	\$147,576	\$151,561	\$155,653	\$159,856
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		\$122,469	\$125,775	\$129,171	\$132,659	\$136,241	\$139,919	\$143,697	\$147,576	\$151,561	\$155,653	\$159,856

### 5.11.3 Street Trees – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.11 Table 1</b> – Condition ratings by tree height.</li></ul>
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## 5.12 Other Infrastructure

### 5.12.1 Other Infrastructure – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>▪ 87 bus shelters (44 owned by Waverley Council)</li> <li>▪ 67 bus seats</li> <li>▪ 168 street seats</li> <li>▪ 177 street bins</li> <li>▪ 20 monuments</li> <li>▪ 18 sculptures</li> <li>▪ 49 public artworks</li> </ul>		
<b>Available Data</b>	<p>See <b>Section 5.12.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.12 Table 1</b> – Individual condition ratings for each sub-category.</li> <li>▪ <b>5.12 Table 2</b> – Inventory in monuments, sculptures and public artworks.</li> <li>▪ <b>5.12 Map 1</b> – Present bus shelter Condition Ratings.</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ Condition data for assets within this category was last collected in 2012.</li> </ul>		
<b>General Assessment of Condition</b>	<b>Condition Rating</b>		<b>% of Assets</b>
	<b>1</b>	Good condition	65
	<b>2</b>	Minor deterioration	22
	<b>3</b>	Medium deterioration	11
	<b>4</b>	Major deterioration	1
	<b>5</b>	Unserviceable	<1
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ Other infrastructure is one of Waverley’s best maintained asset categories with 87% of assets in Conditions 1 &amp; 2.</li> <li>▪ Maintenance and upgrading of bus shelters, seats and bins is completed on a regular basis, including an annual bus shelter replacement program.</li> <li>▪ Less than 2% of assets are rated as Conditions 4 and 5.</li> <li>▪ The increasing importance on streetscapes, including bins and facilities for pedestrians and public transport users means that it is important for all assets within Category 12 to be in a satisfactory condition.</li> </ul>		



Asset Condition Target	Asset type	Conditions 1 & 2	Conditions 1, 2 & 3
	Bus shelters	97%	
	Bus seats	90%	
	Street seats	90%	
	Street bins		98%
	Monuments & sculptures	99%	
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 21</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> </ul>		

**5.12.2 Other Infrastructure – Program for Sustainable Assets**

**Table 21** shows the budget allocation as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 21</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Other Infrastructure Repairs &amp; Maintenance</b>												
Wages & Salaries	103,512	140,899	147,197	153,821	160,496	166,980	173,542	180,276	186,405	192,742	199,295	206,070
Wages & Salaries Overtime	61,692	61,692	63,358	65,069	66,826	68,630	70,483	72,386	74,340	76,347	78,408	80,525
Temporary Staff	9,000											
Signs	16,000	41,500	42,621	43,772	44,953	46,167	47,413	48,693	50,008	51,358	52,744	54,167
Concrete Purchases	3,000											
Container Purchases	185,000	169,500	174,077	178,776	183,603	188,560	193,650	198,879	204,248	209,762	215,426	221,243
Mtce General	22,000	22,000	22,594	23,204	23,831	24,474	25,135	25,814	26,511	27,227	27,962	28,717
Minor Equipment Purchases	14,000	14,000	14,378	14,766	15,165	15,574	15,994	16,426	16,870	17,325	17,793	18,273
Stores & Materials	13,000	15,000	15,405	15,820	16,247	16,685	17,135	17,599	18,073	18,561	19,062	19,578
Contractors	157,060	132,000	135,564	139,224	142,983	146,843	150,808	154,880	159,061	163,356	167,767	172,298
<b>Total Other Infrastructure Repairs &amp; Maintenance</b>	<b>\$584,264</b>	<b>\$596,591</b>	<b>\$615,194</b>	<b>\$634,452</b>	<b>\$654,104</b>	<b>\$673,913</b>	<b>\$694,160</b>	<b>\$714,953</b>	<b>\$735,516</b>	<b>\$756,678</b>	<b>\$778,457</b>	<b>\$800,871</b>
<b>Capital Works – Other Infrastructure Related</b>												
Undertake an energy efficiency retrofit of Council owned public lighting			130,000									
Identify opportunities to and incorporate electric car recharge points into Council infrastructure			40,000									
Review and implement energy efficient street lighting opportunities following completion of the LED street light trial				200,000								
<b>Total Capital Works – Other Infrastructure Related</b>			<b>\$170,000</b>	<b>\$200,000</b>								
<b>Capital funding provided to meet SAMP4 Asset Condition Target</b>	<b>\$57,500</b>	<b>\$257,059</b>	<b>\$264,000</b>	<b>\$271,128</b>	<b>\$278,448</b>	<b>\$285,966</b>	<b>\$293,687</b>	<b>\$301,617</b>	<b>\$296,060</b>	<b>\$304,053</b>	<b>\$312,263</b>	<b>\$320,694</b>
<b>Capital expenditure required to meet SAMP4 Asset Condition Target</b>		<b>\$257,059</b>	<b>\$264,000</b>	<b>\$271,128</b>	<b>\$278,448</b>	<b>\$285,966</b>	<b>\$293,687</b>	<b>\$301,617</b>	<b>\$296,060</b>	<b>\$304,053</b>	<b>\$312,263</b>	<b>\$320,694</b>

### 5.12.3 Other Infrastructure – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.12 Table 1</b> – Individual condition ratings for each sub-category.</li><li>▪ <b>5.12 Table 2</b> – Inventory in monuments, sculptures and public artworks.</li><li>▪ <b>5.12 Map 1</b> – Present bus shelter Condition Ratings.</li></ul>
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## 5.13 Plant & Equipment

### 5.13.1 Plant & Equipment – Holdings, Condition & Findings

<b>Holdings</b>	<ul style="list-style-type: none"> <li>▪ 30 Passenger vehicles</li> <li>▪ 80 Small plant</li> <li>▪ 3 Light commercial vehicle</li> <li>▪ 1 Light omnibus</li> <li>▪ 17 Truck fleet</li> <li>▪ 18 Major fleet</li> <li>▪ 70 Specialised equipment</li> </ul>		
<b>Available Data</b>	<p>See <b>Section 5.13.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.13 Table 1</b> – Replacement schedule/upgrade for each category of asset.</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ November 2012 represents the first iteration of the Plant &amp; Equipment Replacement &amp; Upgrade Schedule.</li> </ul>		
<b>Replacement and Upgrade Schedule</b>	<b>Asset Category</b>		<b>Years/mileage</b>
	<b>1</b>	Passenger Vehicle	3 Yrs / 70,000
	<b>2</b>	Small Plant	2 Yrs
	<b>3</b>	Light Commercial Vehicle	7 Yrs
	<b>4</b>	Light Omnibus	7 Yrs
	<b>5</b>	Truck Fleet	7 Yrs
	<b>6</b>	Major Fleet	7 Yrs
	<b>7</b>	Specialised Equipment	7 Yrs
	<b>7</b>	Specialised Equipment	7 Yrs
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ The current condition of assets in this category is more than adequate to meet Council's day-to-day operations</li> </ul>		
<b>Asset Condition Target</b>	<b>Asset type</b>	<b>Conditions 1 &amp; 2</b>	<b>Conditions 1, 2 &amp; 3</b>
	Passenger Vehicle		100%
	Small Plant		100%
	Light Commercial Vehicle		100%
	Light Omnibus		100%
	Truck Fleet		100%
	Major Fleet		100%
	Specialised Equipment		100%

<b>Programs to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ See <b>5.13 Table 1</b> for replacement and upgrade schedule.</li> </ul>
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 22</b> below shows the funding provided and expenditure required as at March 2013 to meet the Asset Condition Target.</li> <li>▪ The expenditure required to achieve the Asset Condition Target is fully funded.</li> </ul>

**5.13.2 Plant & Equipment – Program for Sustainable Assets**

**Table 22** below shows the funding provided and expenditure required as at March 2013 to meet the Asset Condition Target.

<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Capital funding provided to meet SAMP4 Asset Condition Targets</b>		\$2,283,796	\$1,500,879	\$1,624,465	\$803,762	\$4,557,494	\$1,003,935	\$1,353,602	\$4,070,615	\$2,623,058	\$1,724,878	\$1,231,923
<b>Capital Expenditure to Meet SAMP4 Asset Condition Targets</b>												
Passenger Vehicle		223,532	586,076	690,093	167,561	692,106	659,340	251,315	658,588	775,550	188,348	777,818
Small Plant		181,393	27,845	61,868	152,524	147,287	92,360	203,361	57,638	208,929	104,494	79,617
Light Commercial Vehicle		35,302		35,077	63,720		38,833		107,402			42,716
Light Omnibus							52,894					
Truck Fleet		334,450	100,548	284,915	148,788	262,812		108,971	381,273	114,625	324,803	169,619
Major Fleet		997,135				2,954,204			2,301,789	1,156,676		
Specialised Equipment		246,284	668,935	433,213		377,993	35,444	512,864	434,756	235,970	823,730	26,393
Minor Equipment		265,700	117,476	119,300	271,169	123,090	125,064	277,090	129,170	131,308	283,504	135,761
<b>Residual value (disposal of plant)</b>		<b>-\$501,398</b>	<b>-\$331,426</b>	<b>-\$504,993</b>	<b>-\$65,912</b>	<b>-\$1,096,378</b>	<b>-\$365,290</b>	<b>-\$188,689</b>	<b>-\$1,014,069</b>	<b>-\$713,315</b>	<b>-\$210,419</b>	<b>-\$449,355</b>
<b>Total capital expenditure required to meet SAMP4 Asset Condition Targets</b>		<b>\$1,782,398</b>	<b>\$1,169,453</b>	<b>\$1,119,472</b>	<b>\$737,850</b>	<b>\$3,461,116</b>	<b>\$638,645</b>	<b>\$1,164,913</b>	<b>\$3,056,546</b>	<b>\$1,909,743</b>	<b>\$1,514,459</b>	<b>\$782,568</b>

### 5.13.3 Plant and Equipment – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪ <b>5.13 Table 1</b> – Replacement schedule/upgrade for each category of asset.</li></ul>
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## 5.14 Information Technology

### 5.14.1 Information Technology – Asset Replacement & Upgrade Schedule

<b>Holdings</b>	<ul style="list-style-type: none"> <li>▪ 22 software applications</li> <li>▪ 41 servers</li> <li>▪ 397 PCs/laptops</li> <li>▪ 75 printers</li> </ul>		
<b>Available Data</b>	<p>See <b>Section 5.14.3</b> below for the following data:</p> <ul style="list-style-type: none"> <li>▪ <b>5.14 Table 1</b> – Replacement schedule/upgrade for each category of asset.</li> </ul>		
<b>Last Condition Survey</b>	<ul style="list-style-type: none"> <li>▪ November 2012 represents the first iteration of the IT Asset Replacement &amp; Upgrade Schedule.</li> </ul>		
<b>Replacement &amp; Upgrade Schedule</b>	<b>Asset Category</b>		<b>Years</b>
	<b>1</b>	Software	3-5 years
	<b>2</b>	Servers	5 years
	<b>3</b>	Computers	4 years
	<b>4</b>	Printers	4 years
	<b>5</b>	Data & Telephony	10 years
	<b>6</b>	Library RFID	4 years
<b>Main Findings</b>	<ul style="list-style-type: none"> <li>▪ Generally speaking Waverley Council has managed to provide a relatively high level of IT service through a relatively small outlay of money.</li> </ul>		
<b>Asset Condition Targets</b>	<b>Asset type</b>	<b>Conditions 1 &amp; 2</b>	<b>Conditions 1, 2 &amp; 3</b>
	Software	100%	
	Servers		100%
	PCs Laptops	100%	
	Printers	100%	
	Data & Telephony		100%
	Library RFID	100%	
<b>Programs to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ See <b>5.14 Table 1</b> for replacement and upgrade schedule.</li> </ul>		
<b>Budget allocation to meet Asset Condition Target</b>	<ul style="list-style-type: none"> <li>▪ <b>Table 23</b> below shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.</li> </ul>		



**5.14.2 Information & Technology – Program for Sustainable Assets**

Table 23 shows the amount budgeted as at March 2013 for repairs and maintenance and capital works as well as the funding provided and expenditure required to meet the Asset Condition Target.

<b>Table 23</b>												
<b>Budget Allocation as at March 2013</b>												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Information Technology Repairs &amp; Maintenance</b>												
Computer Leasing		68,595	70,447	72,349	74,302	76,308	78,368	80,484	82,657	84,889	87,181	89,535
Software Licence & Mtce		854,459	877,533	901,229	925,562	950,552	976,216	1,002,575	1,029,648	1,057,450	1,086,001	1,115,323
Lan/Network Data Charges		213,080	218,833	224,745	230,810	237,042	243,443	250,015	256,764	263,700	270,820	278,134
Mtce Computer Equipment		44,500	45,702	46,936	48,203	49,505	50,842	52,215	53,625	55,073	56,559	58,086
<b>Total Information Technology Repairs &amp; Maintenance</b>		<b>\$1,180,634</b>	<b>\$1,212,515</b>	<b>\$1,245,259</b>	<b>\$1,278,877</b>	<b>\$1,313,407</b>	<b>\$1,348,869</b>	<b>\$1,385,289</b>	<b>\$1,422,694</b>	<b>\$1,461,112</b>	<b>\$1,500,561</b>	<b>\$1,541,078</b>
<b>Capital funding provided to meet SAMP4 Asset Condition Targets</b>		<b>\$358,556</b>	<b>\$368,237</b>	<b>\$378,179</b>	<b>\$388,390</b>	<b>\$398,877</b>	<b>\$409,646</b>	<b>\$420,707</b>	<b>\$432,066</b>	<b>\$443,732</b>	<b>\$455,713</b>	<b>\$468,017</b>
<b>Capital Works – Information Technology Related</b>												
IT Asset Replacement & Upgrade Schedule - TopUp		868,112	704,920	396,227	500,461	300,973	554,271	172,001	601,740	245,368	21,238	726,400
<b>Total Capital Works – Information Technology Related</b>		<b>\$868,112</b>	<b>\$704,920</b>	<b>\$396,227</b>	<b>\$500,461</b>	<b>\$300,973</b>	<b>\$554,271</b>	<b>\$172,001</b>	<b>\$601,740</b>	<b>\$245,368</b>	<b>\$21,238</b>	<b>\$726,400</b>
<b>Capital Expenditure to Meet SAMP4 Asset Condition Targets</b>												
Software		701,500	801,550	353,050	525,550	460,000	496,800	353,050	629,050	270,250	353,050	715,300
Servers		87,268	47,507	57,256	57,001	8,750	80,017	56,758	55,256	49,750	18,001	78,017
PCs & Laptops		84,000	127,200	265,200	84,000	127,200	265,200	84,000	127,200	265,200	84,000	127,200
Printers		28,900	21,900	23,900	22,300	28,900	21,900	23,900	22,300	28,900	21,900	23,900
Data & Telephony		325,000	75,000	75,000		75,000	100,000	75,000		75,000		250,000
Library RFID					200,000				200,000			
<b>Total Capital Expenditure to Meet SAMP4 Asset Condition Targets</b>		<b>\$1,226,668</b>	<b>\$1,073,157</b>	<b>\$774,406</b>	<b>\$888,851</b>	<b>\$699,850</b>	<b>\$963,917</b>	<b>\$592,708</b>	<b>\$1,033,806</b>	<b>\$689,100</b>	<b>\$476,951</b>	<b>\$1,194,417</b>

### 5.14.3 Information Technology – Available Data

<b>Available Data</b>	Available data comprises: <ul style="list-style-type: none"><li>▪</li></ul>
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## 6. FINANCE

### 6.1 Asset Maintenance and Renewal Estimating Methodology

Since 2004 Waverley Council has been at the forefront of developing and verifying methods of accurately calculating the cost to maintain and renew assets to a standard considered satisfactory by the community. In 2010 Council received the Federal Government's National Award for Local Government in Asset and Financial Management for its work in this area.

Asset backlog renewal and maintenance cost estimates quoted in SAMP4 have been calculated based on the method outlined in **Appendix 6**. This has resulted in a significant reduction of estimates to bring assets to a satisfactory standard and maintain them, compared to the estimates published in 2004 in Schedule 7 of Council's Annual Financial Statements.

Key features of the Waverley estimating method which will produce different, and in Waverley's case, lower estimates of asset renewal bills include adoption of principles that:

- assets do not have to be maintained in top condition all of the time to deliver acceptable levels of service;
- it is not always necessary, particularly in the case of roads, footpaths kerbs and gutters, drains, and retaining walls to completely rebuild an asset (foundations and all) at the end of a notional life cycle and appropriate maintenance regimes can avoid the need for reconstruction;
- if the designated proportions of each asset category are kept in the top condition ratings (see **Chapter 4 Table 6** for designated minimum proportions for SAMP4), this will deliver desired service levels; and
- "floor expenditure" levels for maintenance are set at the minimum deemed necessary to reduce risk of asset failure and to maintain/renew the assets at the lowest long run cost.

It is contended that methodologies which assume invariably that there will be a need to completely rebuild assets at the end of their life cycle (known as "full life cycle costing") will tend to overstate the cost to deliver service when the asset base in question is comprised of well built assets designed originally to have a long life (eg., a well constructed road in an established metropolitan area as opposed to, say, a gravel road in a rural area). The Waverley method contemplates that assets that are well built and properly maintained will in certain asset categories have a life that extends beyond the notional planning period life or beyond the life span used for depreciation purposes.

For a history of the evolution of this method **SAMP2 Appendix B5**. An up to date summary of how the Waverley method works in the context of Integrated Planning & Reporting is provided in **SAMP4 Appendix 6**.

### 6.2 Asset Maintenance and Renewal Cost Estimates

Taking the above principles and the methodology adopted by Waverley into account, the costs to bring assets to an acceptable standard for service delivery as outlined in **Table 6 of Chapter 4** are as follows:

<b>Table 24 Asset Maintenance Costs Projected in SAMP4</b>		
<b>Asset Group</b>	<b>Cost to bring to a satisfactory condition (backlog)</b>	<b>Cost to maintain at a satisfactory standard<sup>1</sup> 2013/14<sup>2</sup></b>
Roads	\$0	\$1,436,300
Footpaths	\$919,616 <sup>3</sup>	\$1,519,439
Kerbs & Gutters	\$0	\$786,197
Stormwater Assets	\$0	\$300,000 <sup>4</sup>
Buildings	\$3,877,116 <sup>5</sup>	\$1,823,701
Malls	\$0	\$667,550 <sup>6</sup>
Coastal & Retaining Infrastructure	\$955,400 <sup>7</sup>	\$435,853
Parks Infrastructure	\$1,297,181 <sup>8</sup>	\$753,129
Parks Landscapes	\$0	\$677,012 <sup>9</sup>
Waverley Cemetery	\$7,993,642 <sup>10</sup>	\$555,389 <sup>11</sup>
South Head Cemetery	\$1,693,433 <sup>12</sup>	\$37,678
On Street Parking Infrastructure	\$0	\$72,467 <sup>13</sup>
Street Trees	\$374,444 <sup>14</sup>	\$92,779
Other Infrastructure	\$86,334 <sup>15</sup>	\$245,689
<b>Total</b>	<b>\$17,197,167</b>	<b>\$9,403,183</b>

#### **Notes to Table 24**

<sup>1</sup> The costs to maintain assets at a satisfactory standard are the equivalent to the “floor” or minimum expenditure necessary to prevent risks associated with asset decline or failure on agreed service levels.

<sup>2</sup> Costs to maintain assets at a satisfactory standard are for 2013/14, unless otherwise stated. Escalations at CPI apply thereafter.

<sup>3</sup> Assumes expenditure on footpaths will need to be increased for 4 years (above the floor maintenance level) to lift the proportion of footpath assets in Conditions 1 & 2 from 75% in 2012/13 to 80% in 2015/16.

<sup>4</sup> Represents the annual maintenance cost for drainage. Escalations at CPI apply thereafter. However, in addition to this maintenance expenditure, transfers of funds to a reserve are being made to ensure funds are available in the event of major unforeseen structural issues. See **Table 27** below.

<sup>5</sup> Assumes expenditure on buildings will need to be increased over 5 years (above the floor maintenance level) to lift the proportion of building assets in Conditions 1, 2 & 3 from 89% in 2012/13 to 100% in 2017/18.

<sup>6</sup> Transfer to reserve to be used for renewal of mall assets in 20 year cycles. CPI escalations in subsequent years apply.

<sup>7</sup> Assumes expenditure on stairs and fences will need to be increased for 7 years (above the floor maintenance level):

- to lift the proportion of stair assets in Conditions 1 & 2 from 69% in 2012/13 to 90% in 2019/20; and
- to lift the proportion of fence assets in Conditions 1 & 2 from 74% in 2012/13 to 90% in 2019/20.

<sup>8</sup> Assumes expenditure on stairs, fences and playground equipment in parks will need to be increased for 7 years (above the floor maintenance level):

- to lift the proportion of parks stair assets in Conditions 1 & 2 from 84% in 2012/13 to 90% in 2019/20;
- to lift the proportion of parks fence assets in Conditions 1 & 2 from 79% in 2012/13 to 90% in 2019/20; and
- to lift the proportion of parks playground assets in Conditions 1 & 2 from 65% in 2012/13 to 90% in 2019/20.

<sup>9</sup> Parks landscapes maintenance on trees and garden beds commences at \$167,215 in 2013/14. The addition of turfing replacement commencing in 2014/15 raises the annual maintenance to \$677.012. CPI escalations apply thereafter.

<sup>10</sup> Assumes expenditure on Waverley Cemetery roads, footpaths, kerbs & gutter, drains, fences and retaining walls will need to be increased for 7 years (above the floor maintenance level):

- to lift the proportion of road assets in Conditions 1 & 2 from 2% in 2012/13 to 100% in 2019/20;
- to lift the proportion of kerb & gutter assets in Conditions 1 & 2 from 65% in 2012/13 to 100% in 2019/20;
- to lift the proportion of footpath assets in Conditions 1 & 2 from 59% in 2012/13 to 100% in 2019/20;
- to lift the proportion of drainage assets in Conditions 1 & 2 from 57% in 2012/13 to 100% in 2019/20;
- to lift the proportion of internal fencing assets in Conditions 1 & 2 from 39% in 2012/13 to 100% in 2019/20;
- to lift the proportion of external fencing assets in Conditions 1 & 2 from 21% in 2012/13 to 100% in 2019/20; and
- to lift the proportion of retaining wall assets in Conditions 1, 2 & 3 from 91% in 2012/13 to 100% in 2019/20.

<sup>11</sup> Represents maintenance costs commencing in 2020/21 after Waverley Cemetery infrastructure assets have been brought to satisfactory condition. Annual maintenance funds prior to 2020/21 are likely to be used for reactive maintenance or transferred to a reserve for replacement of assets.

<sup>12</sup> Assumes expenditure on South Head Cemetery roads, footpaths, kerbs & gutter, drains, fences and retaining walls will need to be increased for 11 years (above the floor maintenance level):

- to lift the proportion of footpath assets in Conditions 1 & 2 from 34% in 2012/13 to 100% in 2023/24;
- to lift the proportion of stair assets in Conditions 1 & 2 from 59% in 2012/13 to 100% in 2023/24; and
- to lift the proportion of retaining wall assets in Conditions 1, 2 & 3 from 11% in 2012/13 to 100% in 2023/24.

<sup>13</sup> Covers maintenance of signs. Meter replacement will occur in 2013/14 at a cost of \$4,050,000.

<sup>14</sup> Assumes expenditure on street trees will need to be increased for 7 years (above the floor maintenance level):

- to lift the proportion of street trees in Conditions 1, 2 & 3 from 87% in 2012/13 to 94% in 2019/20.

<sup>15</sup> Assumes expenditure on other infrastructure will need to be increased for 7 years (above the floor maintenance level):

- to lift the proportion of bus seats in Conditions 1, & 2 from 79% in 2012/13 to 90% in 2019/20; and
- to lift the proportion of street seats in Conditions 1, & 2 from 84% in 2012/13 to 90% in 2019/20.

## 6.2.1 Backlog costs

SAMP4 incorporates estimates for three extra asset categories of:

- South Head Cemetery,
- Plant & equipment, and
- Information technology.

In the case of plant & equipment and information technology there is no backlog. However, they are both expensive items to maintain and the following costs will be built into the Long Term Financial Plan 4 (LTFP4):

Asset Category	Cost to maintain to a satisfactory standard										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Plant & equipment	\$1,782,398	\$1,169,453	\$1,119,472	\$737,850	\$3,461,116	\$638,645	\$1,164,913	\$3,056,546	\$1,909,743	\$1,514,459	\$782,568
Information technology	\$1,259,788	\$1,131,891	\$838,842	\$988,806	\$799,572	\$1,131,000	\$714,222	\$1,279,388	\$875,792	\$622,556	\$1,601,146
<b>Total</b>	<b>\$3,042,186</b>	<b>\$2,301,344</b>	<b>\$1,958,314</b>	<b>\$1,726,656</b>	<b>\$4,260,688</b>	<b>\$1,769,645</b>	<b>\$1,879,135</b>	<b>\$4,335,934</b>	<b>\$2,785,535</b>	<b>\$2,137,015</b>	<b>\$2,383,714</b>

In the case of South Head Cemetery, backlog and maintenance costs are summarised in **Table 24**.

Backlog expenditure totals in **Table 24** are based on the patterns shown below:

										Total
Footpaths			\$352,172	\$184,132	\$189,103	\$194,209	\$0	\$0	\$0	\$919,616
<b>Total</b>										<b>\$919,616</b>

										Total
Spotlight / Metro			\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$600,000
Bondi Beach Cottage			\$0	\$0	\$0	\$0	\$400,000	\$0	\$0	\$400,000
91 O'Brien Street (aged accommodation)			\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	\$120,000
Bondi Beach Amenities Block (south)			\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Bondi Beach Amenities Block (north)			\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Bronte Beach & Marks Park Amenities Blocks			\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Tamarama Surf Club			\$682,116	\$0	\$0	\$0	\$0	\$0	\$0	\$682,116
Tamarama Beach Amenities			\$575,000	\$0	\$0	\$0	\$0	\$0	\$0	\$575,000
Tamarama Beach Kiosk			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Boot Factory			\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
<b>Total</b>										<b>\$3,877,116</b>

										Total
Stairs			\$44,969	\$46,183	\$47,430	\$48,711	\$50,026	\$51,377	\$52,764	\$341,461
Fences			\$80,854	\$83,037	\$85,279	\$87,581	\$89,946	\$92,374	\$94,869	\$613,939
<b>Total</b>										<b>\$955,400</b>

										Total
Parks fences			\$59,120	\$60,717	\$62,356	\$64,039	\$65,769	\$67,544	\$69,368	\$448,913
Parks stairs			\$13,831	\$14,204	\$14,588	\$14,981	\$15,386	\$15,801	\$16,228	\$105,019
Parks playgrounds			\$97,883	\$100,526	\$103,240	\$106,028	\$108,891	\$111,831	\$114,850	\$743,249
<b>Total</b>										<b>\$1,297,181</b>

										Total
Roads			\$71,562	\$73,494	\$75,479	\$77,517	\$79,610	\$81,759	\$83,967	\$543,387
Kerbs & gutters			\$358,012	\$367,678	\$377,605	\$387,801	\$398,271	\$409,025	\$420,068	\$2,718,460
Footpaths			\$8,956	\$9,198	\$9,446	\$9,701	\$9,963	\$10,232	\$10,508	\$68,004
Drainage			\$49,631	\$50,971	\$52,348	\$53,761	\$55,212	\$56,703	\$58,234	\$376,861
Retaining walls			\$242,738	\$249,292	\$256,022	\$262,935	\$270,034	\$277,325	\$284,813	\$1,843,159
Fencing internal (replacing like with like)			\$166,428	\$170,921	\$175,536	\$180,276	\$185,143	\$190,142	\$195,276	\$1,263,721
Fencing external (replacing like with like)			\$155,408	\$159,604	\$163,914	\$168,339	\$172,885	\$177,553	\$182,346	\$1,180,050
<b>Total</b>										<b>\$7,993,642</b>

												Total	
Footpaths		\$9,460	\$9,716	\$9,978	\$10,247	\$10,524	\$10,808	\$11,100	\$11,400	\$11,708	\$12,024	\$12,348	\$119,312
Retaining walls		\$123,813	\$127,156	\$130,589	\$134,115	\$137,736	\$141,455	\$145,274	\$149,197	\$153,225	\$157,362	\$161,611	\$1,561,534
Stairs		\$998	\$1,025	\$1,053	\$1,081	\$1,110	\$1,140	\$1,171	\$1,203	\$1,235	\$1,268	\$1,303	\$12,587
<b>Total</b>													<b>\$1,693,433</b>

Street trees backlog											Total	
Street trees	\$29,690	\$30,491	\$31,314	\$32,160	\$33,028	\$33,920	\$34,836	\$35,776	\$36,742	\$37,734	\$38,753	\$374,444
<b>Total</b>												<b>\$374,444</b>

Other infrastructure backlog										Total	
Bus seats		\$2,202	\$2,261	\$2,322	\$2,385	\$2,449	\$2,516	\$2,584	\$16,719		
Street seats		\$9,168	\$9,416	\$9,670	\$9,931	\$10,199	\$10,474	\$10,757	\$69,615		
<b>Total</b>									<b>\$86,334</b>		

Achievement of these expenditure patterns is obviously subject to available funding. At present, due to IPART's decision on the rate rise in 2011, funding shortfalls may be likely if investment patterns cannot be effectively managed (eg., due to unforeseen risks such as larger than assumed drainage failures). See discussion of risks being taken on below.

### 6.3 Variations from SAMP3 to SAMP4

In calculating necessary maintenance and renewal expenditures for SAMP4, adjustments have been made to assumptions made in SAMP 3 and *Waverley Together 2* about the necessary "floor expenditure" and target condition ratings for certain categories of assets. Adjustments have not occurred in relation to asset categories on which the community has been consulted as to their preferred service levels. As shown in **Appendix 6**, the Waverley asset estimating methodology assumes consultation will occur with the IP&R community engagement process on preferred service levels for roads, footpaths, kerbs & gutters, buildings, parks landscapes and trees. Consultation need not occur in other categories where Council will instead take a leadership and custodial position to determine the safe floor expenditure for assets and the minimum proportion (%) of assets that should be kept in the top condition ratings (1, 2 & 3), consistent with the principles of the adopted Asset Management Policy.

For SAMP4, revisions have been undertaken in some asset categories where custodial responsibilities under the Policy, and not community consultation, are the decision driver. This has resulted in a reduction in targets for the proportion of assets to be kept in the better condition ratings in some categories. The asset categories affected by the reduction in targets are shown in **Table 26** below.

Table 26 - Asset Target Condition Ratings		
Asset Category	Target % of assets in top condition ratings - SAMP3	Target % of assets in top condition ratings - SAMP4
Drains length	100%	88%
In parks - playground equipment	100%	90%
In parks - fences and bollards	100%	90%
In parks - stairs	100%	90%
In parks - signs	100%	90%
In parks - lighting	100%	94%
In parks - furniture	100%	95%
In parks - irrigation	100%	97%
In parks - footpaths	100%	80%
In parks - retaining walls	100%	90%
Retaining walls in streets	100%	90%
Stairs	100%	90%
Fences & bollards	100%	90%
Sea walls	100%	90%
Parking signs	100%	90%
Bus seats	100%	90%
Street seats	100%	90%
Bus shelters	100%	97%
Street bins	100%	98%

These adjustments have been made taking into account risk. The reduction in the floor expenditure effectively means Council is taking on a slightly higher risk in the above asset categories than was thought prudent or sustainable in SAMP3 and *Waverley Together 2*. For most assets the risk associated with the reduced target is negligible or zero. Where the risk is slightly above negligible, a management regime to prevent risk getting out of hand has been adopted as follows:

<b>Table 27</b>	
<b>Risk management planning approach for assets as at SAMP4</b>	
<b>Asset Category</b>	<b>Management approach</b>
For drainage	Cyclic maintenance will be undertaken as normal where local need is determined, based on CCTV assessments and other reported malfunctions. Pit amplification works will proceed if a need is identified in future SAMPs and will be the means of ensuring flood management. At present no flood mitigation activities are required. A reserve will be set aside for reactive structural work in the event of a drainage collapse. This approach is to avoid unnecessary structural works which, due to Waverley's heavily built environment, can create significant side effects of undermining built form if they are undertaken in the wrong way at the wrong time or before being absolutely necessary. Ongoing monitoring of risk on drainage will occur via use of CCTV.
For sea walls	Capital works funds are organised for renewal major structures within the 10 year plan (assuming funding is available). Minor structures will be monitored to prevent them slipping into Condition 5.
For other retaining infrastructure	Monitoring of movement in or undermining of walls in lower condition ratings will be regular. Major structures will be kept in condition ratings 1, 2 or 3. Minor structures will be monitored to prevent them slipping into Condition 5.
All assets	All assets will be prevented from slipping into Condition 5 as per the Policy.

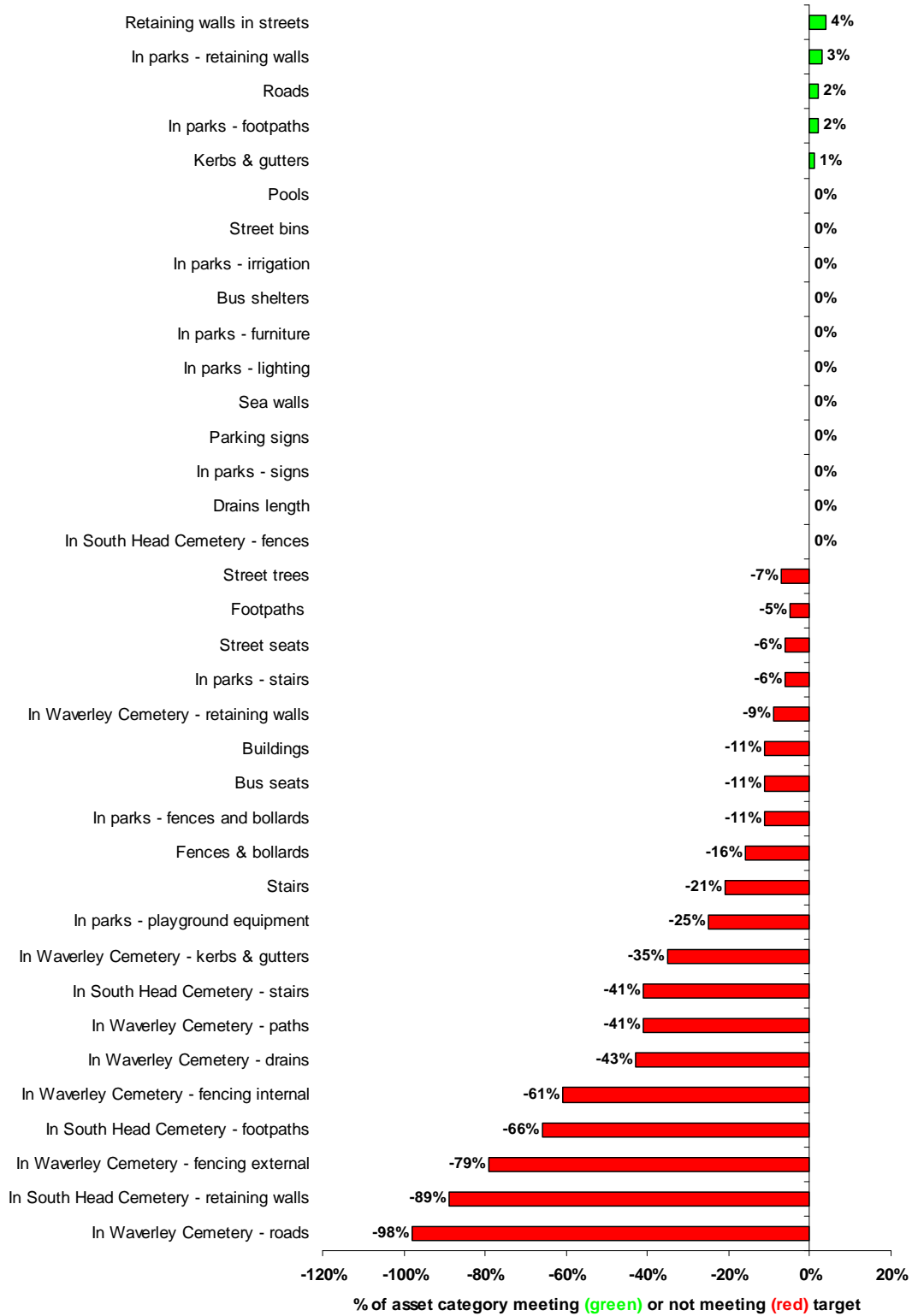
Taking into account the above reductions in the target proportion of assets to be kept in the top condition ratings, the gap between the current asset condition ratings and the target asset condition ratings has narrowed in some asset categories compared to SAMP3 and the End of Term Report for *Waverley Together 2*.

The following chart shows the gaps to target as at SAMP4 and *Waverley Together 3*. This chart includes South Head Cemetery which was not in SAMP3 or *Waverley Together 2*. However, it does not include the new categories of plant & equipment and information technology as these have no gap to target.

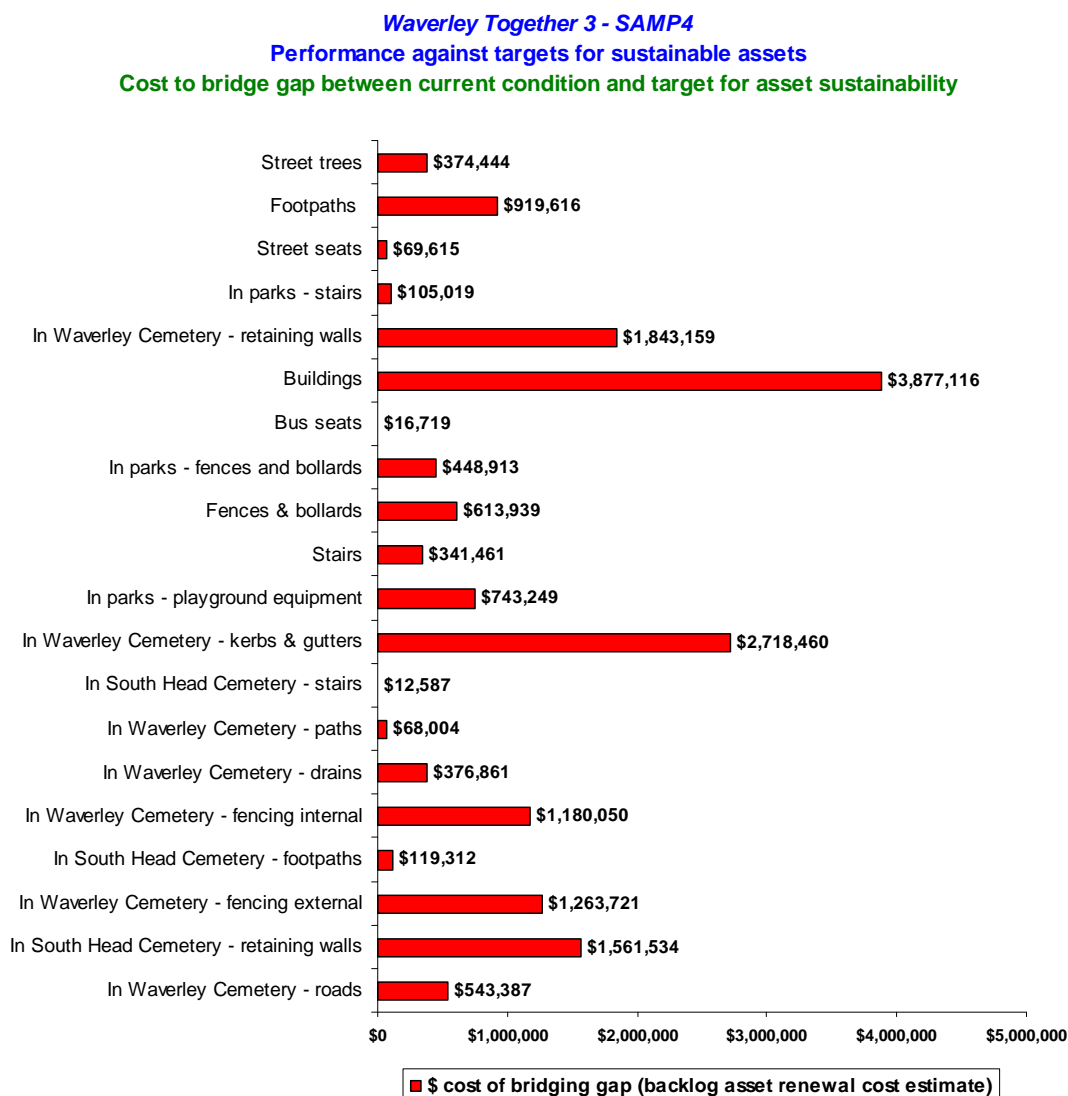
The Chart obviously shows an improvement in the proportion of assets meeting the target compared to the position as shown in the End of Term Report on *Waverley Together 2*. See Chapter 4 for the comparison chart. The improvement is the natural upshot of Council's having taken on more risk with the safety net of management regimes and planned funding described in **Table 27**.



**Waverley Together 3 - SAMP4**  
**Performance against targets for sustainable assets**  
**Gap to target for asset sustainability**



The cost to bridge the above displayed gaps between the current condition and the target condition ratings equates to the total backlog of \$17,197,167 shown in **Table 24** above. On a per category basis the costs to bridge gaps to target are shown in the following chart.



## 6.4 Conclusion

Council's asset estimating methodology and risk management approach have allowed us to reduce the cost of meeting targets for sustainable assets both in terms of the backlog and the ongoing maintenance. Compared to 2004, the backlog expenditure to bring the five main reportable categories of assets (roads, footpaths, kerbs & gutters, drainage, and buildings) to a satisfactory condition has dropped by 95% and the cost to maintain those assets has dropped by 33%. See the following tables.

Waverley Council Asset Maintenance Costs Reported June 2004		
Asset Category	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
<b>Total</b>	<b>\$93,235,000</b>	<b>\$8,738,000</b>

Waverley Council Asset Maintenance Costs SAMP4		
Asset Category	Cost to bring to a satisfactory condition	Cost to maintain at a satisfactory standard
Roads	\$0	\$1,436,300
Footpaths	\$919,616	\$1,519,439
Kerbs & gutters	\$0	\$786,197
Stormwater assets	\$0	\$300,000
Buildings	\$3,877,116	\$1,823,701
<b>Total</b>	<b>\$4,796,732</b>	<b>\$5,865,637</b>

Waverley Council Asset Maintenance Costs SAMP4		
Asset Category	Cost to bring to a satisfactory condition	Cost to maintain at a satisfactory standard
Reported 2003/04	\$93,235,000	\$8,738,000
Reported SAMP4 2013	\$4,796,732	\$5,865,637
<b>Reduction</b>	<b>95%</b>	<b>33%</b>

However, the total backlog cost of \$17,197,167, combined with ongoing maintenance bills of \$9,403,183 for the categories in **Table 24** plus the ongoing maintenance bills averaging \$2,598,197 over the next 11 years for plant & equipment and information technology, make the task of financing adequate assets for service delivery a sizeable challenge.

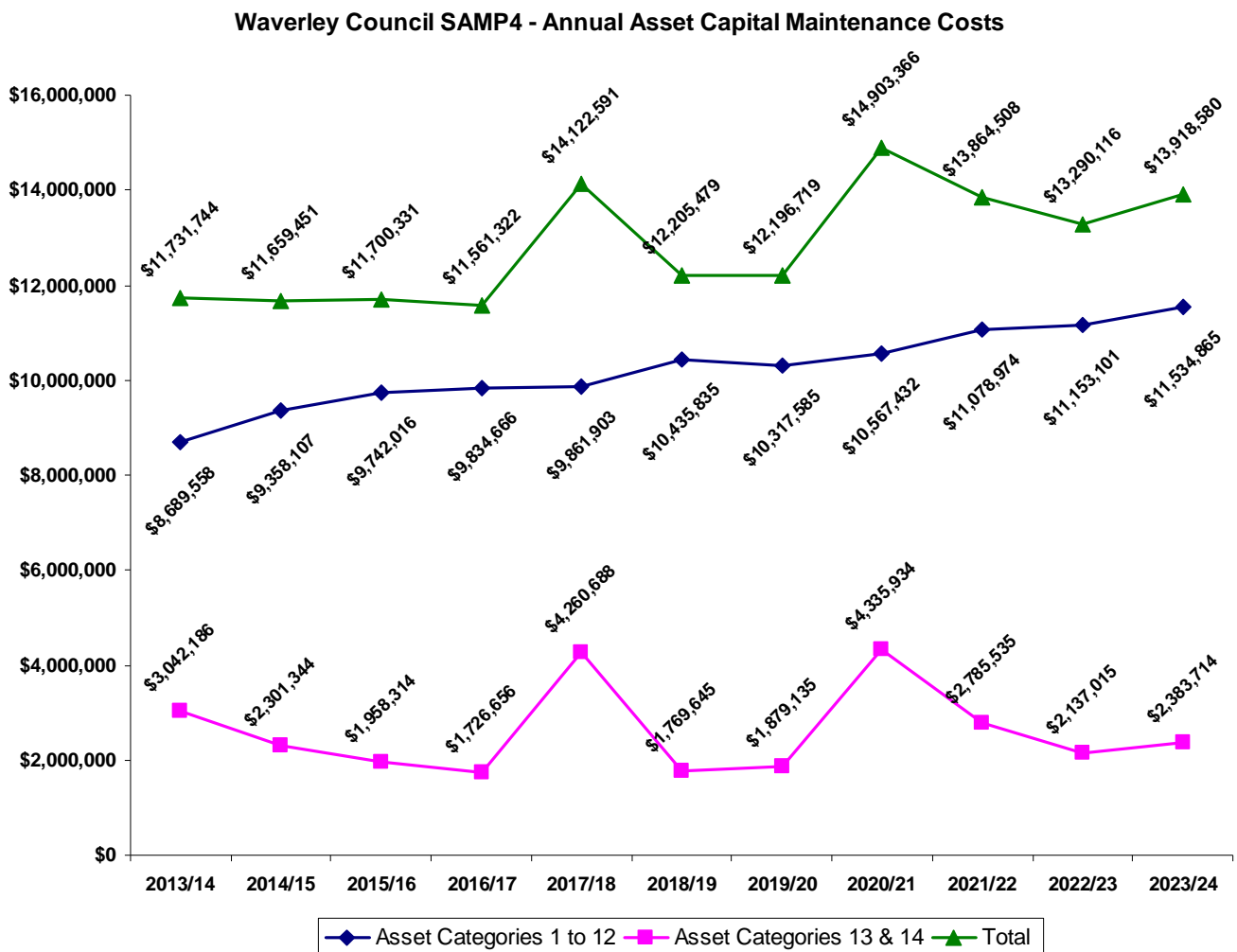
Capital maintenance costs programmed in the Sustainable Assets Layer of the LTFF4 are shown in the following table.

Table 28 - Asset Maintenance Costs Projected in SAMP4											
Asset Category	Cost to maintain to a satisfactory standard										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
1. Roads	\$1,436,300	\$1,475,080	\$1,514,907	\$1,555,809	\$1,597,816	\$1,640,957	\$1,685,263	\$1,730,765	\$1,777,496	\$1,825,488	\$1,874,776
2. Footpaths	\$1,519,439	\$1,560,464	\$1,602,597	\$1,645,867	\$1,690,305	\$1,735,943	\$1,782,814	\$1,830,950	\$1,880,386	\$1,931,156	\$1,983,297
3. Kerbs & Gutters	\$786,197	\$807,425	\$829,225	\$851,614	\$874,608	\$898,222	\$922,474	\$947,381	\$972,960	\$999,230	\$1,026,209
4. Stormwater Assets	\$300,000	\$308,100	\$316,419	\$324,962	\$333,736	\$342,747	\$352,001	\$361,505	\$371,266	\$381,290	\$391,585
5. Buildings	\$1,823,701	\$1,741,590	\$1,919,853	\$1,801,305	\$1,611,641	\$1,904,647	\$1,556,055	\$1,569,341	\$1,837,934	\$1,662,553	\$1,788,073
6. Malls	\$667,550	\$685,574	\$704,084	\$723,095	\$742,618	\$762,669	\$783,261	\$804,409	\$826,128	\$848,433	\$871,341
7. Coastal & Retaining Infrastructure	\$435,853	\$447,621	\$459,706	\$472,118	\$484,866	\$497,957	\$511,402	\$525,210	\$539,390	\$553,954	\$568,911
8. Parks Infrastructure	\$753,129	\$773,463	\$794,347	\$815,794	\$837,821	\$860,442	\$883,674	\$907,533	\$932,036	\$957,201	\$983,046
8. Parks Landscapes	\$167,215	\$677,012	\$695,291	\$714,064	\$733,343	\$753,144	\$773,479	\$794,363	\$815,810	\$837,837	\$860,459
9. Waverley Cemetery	\$351,561	\$421,053	\$432,422	\$444,097	\$456,088	\$526,570	\$540,788	\$555,389	\$570,384	\$585,785	\$601,601
9. South Head Cemetery	\$37,678	\$38,695	\$39,740	\$40,813	\$41,915	\$43,047	\$44,209	\$45,402	\$46,628	\$47,887	\$49,180
10. On Street Parking Infrastructure	\$72,467	\$74,424	\$76,433	\$78,497	\$80,616	\$82,793	\$85,028	\$87,324	\$89,682	\$92,103	\$94,590
11. Street Trees	\$92,779	\$95,284	\$97,857	\$100,499	\$103,213	\$105,999	\$108,861	\$111,800	\$114,819	\$117,919	\$121,103
12. Other Infrastructure	\$245,689	\$252,323	\$259,136	\$266,132	\$273,318	\$280,697	\$288,276	\$296,060	\$304,053	\$312,263	\$320,694
<b>Subtotal</b>	<b>\$8,689,558</b>	<b>\$9,358,107</b>	<b>\$9,742,016</b>	<b>\$9,834,666</b>	<b>\$9,861,903</b>	<b>\$10,435,835</b>	<b>\$10,317,585</b>	<b>\$10,567,432</b>	<b>\$11,078,974</b>	<b>\$11,153,101</b>	<b>\$11,534,865</b>
13. Plant & equipment	\$1,782,398	\$1,169,453	\$1,119,472	\$737,850	\$3,461,116	\$638,645	\$1,164,913	\$3,056,546	\$1,909,743	\$1,514,459	\$782,568
14. Information technology	\$1,259,788	\$1,131,891	\$838,842	\$988,806	\$799,572	\$1,131,000	\$714,222	\$1,279,388	\$875,792	\$622,556	\$1,601,146
<b>Subtotal</b>	<b>\$3,042,186</b>	<b>\$2,301,344</b>	<b>\$1,958,314</b>	<b>\$1,726,656</b>	<b>\$4,260,688</b>	<b>\$1,769,645</b>	<b>\$1,879,135</b>	<b>\$4,335,934</b>	<b>\$2,785,535</b>	<b>\$2,137,015</b>	<b>\$2,383,714</b>
<b>Total</b>	<b>\$11,731,744</b>	<b>\$11,659,451</b>	<b>\$11,700,331</b>	<b>\$11,561,322</b>	<b>\$14,122,591</b>	<b>\$12,205,479</b>	<b>\$12,196,719</b>	<b>\$14,903,366</b>	<b>\$13,864,508</b>	<b>\$13,290,116</b>	<b>\$13,918,580</b>

This equates to a total of:

Table 29 – Asset Maintenance and Renewal Costs Over 11 years from 2013/14 to 2023/24	
Funding type	\$ expenditure over 11 years
Capital maintenance	\$141,154,209
Backlog renewal	\$17,197,167
Recurrent maintenance	\$166,188,834
<b>Total</b>	<b>\$324,540,210</b>

Programmed spending patterns for capital maintenance (excluding recurrent maintenance and backlog) are shown in the following chart.



Reliable finance to sustain this level of expenditure will be sought through a variety of means including loans, business development, operational efficiency, asset sales and, if necessary, a rate rise at a time to be determined.

## REPORT TO COUNCIL

### **Waverley Business Forum (A06/1431)**

Report dated 19 March 2013 from the Director, Recreation, Customer and Community Services about establishing a new Waverley Business Forum.

**Recommendation:** That Council approves the Terms of Reference attached to this report for the Waverley Business Forum.

---

### **Purpose of Report**

To recommend to Council the establishment of the Waverley Business Forum to replace the Bondi Forum and the Bondi Beach Forum.

### **Background / Introduction**

Waverley Council formally created the Bondi Junction Forum in 2003 followed by the Bondi Forum in 2006. The establishment of the forums was in response to businesses wishing to work with Council to seek ways to support local businesses facing economic challenges, including the challenges caused by winter in Bondi and the development of Westfield Shopping Centre in Bondi Junction.

In November 2011 the terms of reference of the two Forums were reviewed and officers recommended amended terms of reference to Council. At that time, Council resolved to defer consideration of the terms of reference. Since then there have been no formal meetings of the Bondi Forum or Bondi Junction Forum.

It is timely to now establish a Business Forum for the following reasons:

- To share information between Council, the Bondi Chamber of Commerce and businesses on a strategic level and to address issues that affect the economic health of Waverley.
- To encourage businesses to work together to facilitate the growth of the business economy and employment opportunities in Waverley
- To provide a voice for business owners and operators on policy matters affecting business
- To facilitate discussions around business challenges and identify solutions to hurdles.

It is recommended that a single Business Forum be established for the whole Waverley Local Government Area. This is to be inclusive of business owners and operators across the whole of the Waverley area (that is, not just limited to Bondi or Bondi Junction businesses).

Wherever possible, Business Forum meetings will include presentations relevant to local issues and economic development strategies. Each meeting would also include a Q&A session.

## REPORT TO COUNCIL

### Analysis

- **Financial**

The only direct financial impact to Waverley Council of establishing the Waverley Business Forum is the limited cost of advertising and providing a venue to hold the meetings.

- **Delivery Program/Operational Plan**

Waverley Together 2, the Community Strategic Plan 2010-22 includes the following:

Direction L1: *"Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities".*

Strategy G2b: *"Provide opportunities in a variety of forums for all stakeholders to contribute to Council's decision making."*

- **Consultation**

Council has a number of channels by which it receives feedback, suggestions and ideas from the community. This business forum would be one of those many channels, alongside Council and Committee meetings, Precincts, submissions, representations to and by Councillors, specific purpose community meetings and formal consultation processes.

The Bondi and Districts Chamber of Commerce have been consulted in the development of the terms of reference.

### Timeframe

It is proposed that the Forum meet at least three times a year. For the coming year, June 2013, September 2013 and November 2013 are being considered as possible dates.

**Recommendation:** That Council approves the Terms of Reference attached to this report for the Waverley Business Forum.

Cathy Henderson

**Director, Recreation, Customer and Community Services**

Author: Lorna Bussell – Divisional Manager, Place Management

Attachment 1: Waverley Business Forum, Proposed Terms of Reference

# Waverley Business Forum

## Proposed Terms of Reference

March 2013

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### 1. PURPOSE

To provide a forum to encourage a vibrant and robust local economy, through co-operation between businesses, Council, The Bondi Chamber of Commerce and the community through advice and information sharing.

### 2. OBJECTIVES

- To share information between Council, The Bondi Chamber of Commerce and businesses on a strategic level and to address issues that affect the economic health of Waverley.
- To encourage businesses to work together to facilitate the growth of the business economy and employment opportunities in Waverley.
- To provide a voice for business owners and operators on policy matters affecting business.
- To facilitate discussions around business challenges and identify solutions to hurdles.

### 3. MEMBERSHIP / ATTENDANCE

- 3.1. Any local business owner or local business operator in the Waverley Local Government Area may attend.
- 3.2. The President and Executive of the Bondi and Districts Chamber of Commerce are welcome to attend.
- 3.3. The Waverley Mayor and Councillors are welcome to attend.
- 3.4. Business Enterprise Centre representatives are welcome to attend.
- 3.5. Police representative/s are welcome to attend.
- 3.6. Other key community members and stakeholders will be invited by the Chair or by the Forum from time to time as relevant, in a non-voting capacity.
- 3.7. Relevant Council staff will attend the Forum, in a non-voting capacity.

## **4. PROTOCOL AND PROCEDURES**

### **4.1. Chairperson**

The Mayor, Waverley Council and the President, Bondi and Districts Chamber of Commerce will co-chair the meeting.

In the absence of the Mayor, the deputy Mayor will co-chair the meeting. In the absence of the President of Bondi and Districts Chamber of Commerce, the Vice President will co-chair the meeting.

### **4.2. Regularity of Meetings**

A minimum of three (3) meetings will be held per annum.

Meeting frequency and times may be revised and altered from time to time at the discretion of the Chairperson.

Special meetings may also be determined by the Chairperson as required.

### **4.3. Venue**

A suitable venue will be provided by Waverley Council.

### **4.4. Procedural Matters**

The meeting will generally operate by consensus. At the discretion of the Chairpersons or at the request of a member present, a matter may be put to the vote.

In relation to any procedural matter, the ruling of the Chairpersons shall be final.

### **4.5. Variation of the Terms of Reference**

These Terms of Reference may be added to, repealed or amended by resolution of the Council in consultation with, or upon the recommendation of the Forum.

### **4.6. Agenda**

The usual agenda for a meeting will include these items:

- (a) Confirmation of minutes / matters arising
- (b) Report from Bondi & Districts Chamber of Commerce
- (c) Report from Waverley Council
- (d) Presentation on a topic relevant to the local economy including but not limited to tourism, transport and strategic planning directions
- (e) Q&A with panel.

The Chairpersons will set the agenda for each meeting. Council staff will distribute the agenda prior to the meeting.

### **4.7. Minutes**

Minutes of the Forum Meeting will be taken and produced alternately by a representative of the Chamber of Commerce and Waverley Council.

Council staff will electronically distribute the minutes to those attending.



#### **4.8. Items outside the scope**

Where items are raised outside of the Forum objectives these will be referred to appropriate avenues to be addressed. These may include Traffic Committee, Waverley Council Community Safety Advisory Committee or Council's Customer Service Centre.

#### **4.9. Conflicts of interest**

Prior to discussion on any item where they may have, or be perceived to have, a conflict of interest, the member present must declare and have this interest noted. This declaration is to be included in the meeting minutes.

#### **4.10. Confidentiality**

General information and discussion within the Forum is to be treated with care in an environment of expected confidentiality.

Any information, data or statistics, which are presented or distributed, should be seen as confidential and used only with the permission of the supplying agency.

#### **4.11. Media Protocol**

The Chairpersons of the Committee and Council's Media Officer are the only people permitted to speak to the media on behalf of the Forum.

## REPORT TO COUNCIL

### Review of the Independent Hearing and Assessment Panel – IHAP (A08/0556)

Report dated 9 April 2013 from the Director, Planning & Environmental Services providing details on the operation of Council's IHAP due for commencement in July 2013.

#### Recommendation: That:

1. Council adopts the draft Charter, draft Code of Conduct, draft Operational Guidelines and draft Memorandum of Understanding for the purposes of public consultation.
2. The public consultation and recruitment period commences on 24 April 2013 for a period of 4 weeks.
3. Following the public consultation and recruitment process, a report is provided to the June 2013 meeting of Council which details:
  - (a) Submissions from the consultation process.
  - (b) The Recruitment Selection outcomes.
  - (c) Any changes proposed to the draft Charter, Code of Conduct, Operational Guidelines and Memorandum of Understanding that are proposed in response to these process or further investigations.
  - (d) The Membership Pool.
  - (e) The Members of the first Panel meeting, including the Chairperson.
  - (f) The forecast budget for the Panel.
  - (g) The name of the Panel.
4. Council continue to recognise the commencement date for the new Panel is forecast for 1 July 2013.

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#### Background

On 12 March 2013, a report was presented recommending that Council commence a process towards a new Independent Hearing and Assessment Panel with delegations to determine development applications. The Council resolved that:

1. *Council commence a process towards an Independent Assessment Panel with delegation to determine development applications. This process to include:*
  - (a) *Development of a Charter, Code of Conduct, Operational Guidelines and Delegations, and a period of public consultation.*
  - (b) *Recruitment of members.*
  - (c) *Budgetary adjustments.*
2. *A further report be submitted to the May Council meeting to consider the above matters.*

## REPORT TO COUNCIL

3. *The commencement date for the new Panel be targeted for 1 July 2013.*
4. *The pool of members to be appointed to the Panel to include at least one Heritage Planner / Architect, a disability sector advocate, and an Aboriginal Heritage Planner.*

Each of these matters are now provided to the Council in this report.

### Item 1

**Council commence a process towards an Independent Assessment Panel with delegation to determine development applications. This process to include:**

- (a) Development of a Charter, Code of Conduct, Operational Guidelines and Delegations, and a period of public consultation.**
- (b) Recruitment of members.**
- (c) Budgetary adjustments.**

### **Charter, Code of Conduct, Operational Guidelines**

A draft Charter, Code of Conduct, Operational Guidelines have been prepared, as well as a Memorandum of Understanding that would be signed by Panel Members confirming their acceptance of these documents. These documents have been formulated by improving the existing Waverley IHAP guidelines by integrating the relevant sections of the Manly and Mosman IHAP models which are considered to be best practise for IHAPs in New South Wales.

The draft documents are attached to this report as Appendices:

- Appendix 1 – Charter
- Appendix 2 – Code of Conduct
- Appendix 3 – Operational Guidelines
- Appendix 4 – Memorandum of Understanding for Panel Members

### **Delegations**

It is proposed to amend the technical delegations of Council staff to align with the functions of the Panel, so that those items not referred to the Panel for determination under Section 4 of the Charter may be determined by Council's Development and Building Unit (DBU), a group made up of Council's Senior Planning Staff.

The current delegations of the DBU are as follows:

*To Approve, or approve subject to conditions, or refuse, or defer to enable a revision of the design or submission of any additional information, applications which are classified as local development in any Environmental Planning Instrument EXCEPT where:*

- *6 or more objections have been received; or*
- *The General Manager has requested, or any councillor has requested in writing, or a Council resolution requires, that the application be referred to Council, or the appropriate committee of Council, including the Development Control Committee; or*

## REPORT TO COUNCIL

- *The application is for affordable housing (eg boarding houses, rental housing provided by RFBs) or involves strata applications affected by either clause 18 of the Waverley LEP 1996;*
- *The application is for land owned or sold by Council within the last five years; or*
- *The application is for intensification of non-conforming uses in residential zones; or*
- *The application is for a residential flat building having a rise of more than 3 storeys; or*
- *The application is considered by the delegate to be a major development or a development which has a significant impact upon the locality; or*
- *The application is for any premises or building used or proposed to be used as a backpackers hostel, brothel, sex industry premises or a restricted premises.*
- *In the case of Section 82a reviews, the decision to review is not made by the person who made the determination. - The review is made by a delegate who is not subordinate to the delegate who made the determination.*

The delegations of the DBU that are proposed to align with the Panel functions are as follows:

*To Approve, or approve subject to conditions, or refuse, or defer to enable a revision of the design or submission of any additional information, applications which are classified as local development in any Environmental Planning Instrument EXCEPT where:*

- *In the case of buildings that are class 2 to 9 of the Building Code of Australia, involving new residential flat buildings, retail and commercial, industrial, motels, hospitals and clubs with a construction cost of \$3 million or more, or where there are six (6) or more objectors with unresolved objections, but with the exception of:*
  - i. land or strata subdivision of an existing or an already approved development;*
  - ii. change of use or fit out of a property/tenancy;*
  - iii. extension of hours of operation; and*
  - iv. signage.*

*The above exceptions also apply in the case of an application for modifications made under Section 96(2) or Section 96AA(1)*

- *Where the applicant or owner is Waverley Council, a Councillor or member of staff;*
- *Which involve an application to vary a development standard pursuant to clause 4.6 of the Waverley Local Environmental Plan 2012, or pursuant to SEPP 1 for any other environmental planning instrument, when there is a significant impact associated with the proposed variation as determined by the Director of Planning or delegate.*
- *The application is for a review made under Section 82a*
- *Any application as determined by the General Manager.*

## **REPORT TO COUNCIL**

The report to Council in June 2013 will also detail suggested improvements to the current process of the DBU to ensure its operations are publicly transparent and fully accountable.

### **Public Consultation Period**

The proposal is to advertise these documents for a period of 4 weeks, commencing on 24 April 2013 and concluding on 22 May 2013. Council's Community Engagement Unit will also facilitate further broadcasting of the material via other outlets including our Have Your Say Waverley subscribers, on Twitter, with information at Council's Customer Service Counter and on the Waverley Council website.

Submissions received during the public consultation period will be considered and reported back to Council on 18 June 2013.

### **Recruitment of Members**

Advertising for Expressions of Interest will commence on 24 April 2013 for a period of 4 weeks, to align with the public consultation period. This will include a targeted campaign to relevant institutions to ensure Council attracts the most suitable candidates. This will include notification of the position to the Planning Institute of Australia, the NSW Board of Architects, the Land and Environment Court and Universities, amongst other professional institutions. Existing members of Waverley Council's IHAP will also have the opportunity to express an interest in being part of the new Panel and will be subject to all other recruitment processes.

The advertisement will not dictate a rate of pay to Panel Members so as to not exclude any potential suitable candidates. Interviews will occur at the end of May / beginning of June and will be conducted by a Selection Panel determined by the General Manager.

### **Budgetary Adjustments**

Projected figures for budgetary adjustments will be provided in the following report to Council at their meeting on 18 June 2013 following the recruitment process. Currently the Council Budget for IHAP is \$50,000 a year and this is expected to increase with the new format proposed. Council's that have IHAPs determining Development Applications have reported a significant decrease in the number of Appeals being lodged in the Land and Environment Court as a result of more robust decision making processes. In the 2011-2012 financial year Waverley Council spent around \$755,000 on Appeals to the Land and Environment Court. Even a minor reduction in the number of Appeals would offset the increased budget for the new IHAP model.

Details will be provided on the projected costs of the IHAP in the report to Council on 18 June 2013. Monitoring of the IHAP and Legal Appeals budget will continue through the two year trial period and the draft Charter proposes annual reports to Council which will include budgetary analysis. The first of these reports would be due in July 2014.

## REPORT TO COUNCIL

### Item 2 and 3

**A further report be submitted to the May Council meeting to consider the above matters; and**

**The commencement date for the new Panel be targeted for 1 July 2013.**

This report has been prepared for the April meeting rather than the May meeting to ensure the commencement date of 1 July 2013 for the new Panel is achievable.

A further report will be prepared for the June Meeting of Council. It is forecast that the report in June will be the final report prior to the commencement of the Panel on 1 July 2013.

### Item 4

**The pool of members to be appointed to the Panel to include at least one Heritage Planner / Architect, a disability sector advocate, and an Aboriginal Heritage Planner.**

The Charter specifically includes this requirement in Section 2.2.

### Naming the Panel

For the purpose of this report, the name of the Panel has been altered to the 'Waverley Independent Planning Panel' (WIPP). This name more closely aligns with the more recent 'IHAPs' in NSW and is one of many potential titles available, with some examples given below. It is considered prudent to rename the Waverley IHAP as the proposed model is a significant step forward from the current model. Should Council prefer any of the following names at this stage, the documents would be amended accordingly. Alternatively, Council could consider the naming of this Panel at the June meeting of Council.

WIDAP	–	Waverley Independent Development Assessment Panel
WIAP	–	Waverley Independent Assessment Panel
WPAP	–	Waverley Planning Assessment Panel
WIPAP	–	Waverley Independent Planning Assessment Panel
WPP	–	Waverley Planning Panel

### Conclusion

This is the second of three reports to Council on the establishment of a new IHAP that determines development applications. Following endorsement of the program by Council at its meeting in March 2013, this current report provides the detail of operational matters and progress the program to the next stage to allow for public consultation, recruitment and detailed operational investigations (e.g. Council contact person for IHAP enquiries, room availability etc). Council will receive one further report at the June meeting of Council following the public consultation process, recruitment process, and further investigations into the final details.

## REPORT TO COUNCIL

### **Recommendation:** That:

1. Council adopts the draft Charter, draft Code of Conduct, draft Operational Guidelines and draft Memorandum of Understanding for the purposes of public consultation.
2. The public consultation and recruitment period commences on 24 April 2013 for a period of 4 weeks.
3. Following the public consultation and recruitment process, a report is provided to the June 2013 meeting of Council which details:
  - (a) Submissions from the consultation process.
  - (b) The Recruitment Selection outcomes.
  - (c) Any changes proposed to the draft Charter, Code of Conduct, Operational Guidelines and Memorandum of Understanding that are proposed in response to these process or further investigations.
  - (d) The Membership Pool.
  - (e) The Members of the first Panel meeting, including the Chairperson.
  - (f) The forecast budget for the Panel.
  - (g) The name of the Panel.
4. Council continue to recognise the commencement date for the new Panel is forecast for 1 July 2013.

Peter Monks  
**Director, Planning & Environmental Services**

Author: Lee Kosnetter, Executive Planner

## REPORT TO COUNCIL

### APPENDIX 1

# Waverley Independent Planning Panel

## Draft CHARTER



## 1 FUNCTIONS OF THE PANEL

The functions of the Waverley Independent Planning Panel (the "Panel") are to:

- a) Determine applications that are within the prescribed delegations of those functions to the Panel from the Council and/or the General Manager;
- b) Provide an independent and open forum for interested persons and the community to make submissions relevant to the applications being considered by the Panel;
- c) Provide a professional and technical assessment of significant applications with integrated transparency in the decision making process; and
- d) Achieve best practice urban design and development outcomes consistent with the relevant legislation and planning controls.

## 2 CONSTITUTION OF THE PANEL

### 2.1 Members

The Panel is a body constituted for the purpose of delegation of functions by the Council under Section 377 of the Local Government Act and consists of the following members with the following qualifications and appointed pursuant to this Charter:

- a) A chairperson, being a lawyer who is currently admitted or eligible for admission to practise law in New South Wales as a Barrister or Solicitor; or a non-lawyer but professional with exceptional levels of experience such as a retired Judge or Land and Environment Court Commissioner, and
- b) A professional expert with a qualifications and experience in urban design, planning or architecture; and
- c) A professional expert in a relevant environmental field;
- d) A member of the public, being a resident or owner of property in the Waverley Local Government Area, with professional expertise in the areas of urban design, planning or architecture, from which the member of the public shall be meritoriously drawn as and when required.

### 2.2 Membership pool

A pool of persons that satisfy the criteria in 2.1 above will be maintained and there will be a rotation of members for the purpose of each meeting as dictated by the General Manager or Director of Planning and Environmental Services or delegate.

The pool is to include at least one Heritage Planner / Architect, a disability sector advocate, and a Planner with experience in Aboriginal heritage issues.



## REPORT TO COUNCIL

The pool will include, as a minimum:

- a) 2 members that satisfy the criteria or 2.1(a);
- b) 3 members that satisfy the criteria or 2.1(b);
- c) 3 members that satisfy the criteria or 2.1(c); and
- d) 4 members that satisfy the criteria or 2.1(d);

To ensure the Panel has the widest available level of expertise, there is no maximum number of persons that may be accepted into the membership pool, provided they are appointed in accordance with the terms of section 2.3 of this Charter below, and satisfy the criteria of 2.1 above.

### **2.3 Appointment**

The Membership Pool shall be selected and appointed by the General Manager after consultation with the Council, with each member having signed the Memorandum of Understanding.

Members of the Panel for each Panel meeting will be selected from the Membership Pool by the General Manager, having regard to the suitability of expertise for the matters being considered by the Panel.

### **2.4 Term**

The term of the members of Panel appointed by the General Manager shall be for a period of two (2) years with an option to extend the term again a further 2 years.

### **2.5 Remuneration**

A member or an alternate member is entitled to be paid such remuneration as the General Manager shall from time to time determine in respect of the member.

### **2.6 Chairperson**

The Chairperson of the Panel shall be the lawyer member or as otherwise selected by the General Manager. Should the lawyer member not be present/available for a meeting the General Manager shall elect an alternate Chairperson.

### **2.7 Alternates**

- a) The General Manager may, from time to time, appoint a person to be the alternate to a member, and may revoke any such appointment, only after consultation with the Council.
- b) While acting in place of a member, the alternate member has all the functions of the member and is taken to be a member.

### **2.8 Vacancies**

The office of a member becomes vacant if the member:

- a) Dies, or
- b) Completes a term of office and is not re-appointed, or
- c) Resigns the office by instrument in writing addressed to the General Manager, or
- d) Is removed from his or her membership of the Panel by Council for breach of any relevantly

## REPORT TO COUNCIL

applicable requirements of the Panel Code of Conduct, Charter, Guidelines or Memorandum of Understanding, issued by the General Manager in respect of the Panel as in force from time to time, or

- e) Without reasonable excuse does not attend a meeting of the Panel in compliance with a call of the Panel or is otherwise absent (without a written explanation for any such absence given to and accepted by the General Manager) from 2 consecutive meetings of the Panel, or
- f) Becomes bankrupt, applies to take the benefit of any law for the relief of bankrupt or insolvent debtors, compounds with his or her creditors or makes an assignment of his or her remuneration for their benefit, or
- g) Becomes physically or mentally incapacitated to such an extent that he or she is unable to continue discharging the responsibilities of being a member of the Panel, or
- h) After consultation with the Council, is removed by the General Manager from office for any or no reason and without notice.

### 2.9 Filling of Vacancies

If the office of a member becomes vacant, a person may, subject to this charter, be appointed to fill the vacancy.

### 2.10 Meetings

- a) A meeting of the Panel will generally consist of four (4) members, being the chairperson, an urban designer/planner, an environmental or other relevant expert and one (1) community representative.
- b) Meetings shall be held each calendar month except where there are no matters. Additional meetings may be called at the discretion of the General Manager.
- c) At least 5 days notice must be given of any meeting specifying the time and place and date on which the meeting is to be held and the business proposed to be transacted. The applicant and any persons who have made a written submission to the application during the notification period will receive written invitation. Agendas will be made publically available at that time.
- d) Additional to the hearing agenda containing the Assessment Officer's Report, Panel members shall be provided with associated documents, including all written submissions.
- e) Unless otherwise determined by the General Manager, the Panel recesses in the month of January.

### 2.11 Quorum

A minimum of three (3) Panel members shall form a quorum for a meeting.

### 2.12 Meeting and Other Processes

- a) The Panel may, subject to this Charter and any guidelines issued by the General Manager in respect of the Panel as in force from time to time, determine its own procedure.
- b) The Panel is not bound by the rules of evidence and may inquire into and inform itself on any matter in such manner as it thinks fit, subject to the rules of natural justice (the rules of procedural fairness).
- c) The Panel is to act with as little formality as the circumstances of the case permit and according to equity, good conscience and the substantial merits of the case without regard to technicalities or legal forms.

## REPORT TO COUNCIL

- d) Proceedings of the Panel shall be open to the public. However, the Panel may close part of a public meeting to the public where the Panel is of the opinion that such action is strictly necessary in order to protect commercial information of a confidential nature.
- e) The Panel shall not receive substantive additional information or amended applications once the Agenda for a hearing has been finalised. If a request to submit substantive additional information is made the Panel shall consult with Council staff as to the need to reassess the proposal in its entirety prior to the consideration of the matter. If in the staff view the request does not require reassessment of the Application, the Panel may choose to accept the information and proceed to hear the matter. Subject to the endorsement of the Panel, any instance where staff advises that reassessment is necessary, the matter shall be deferred, reassessed and reported back to a subsequent Panel hearing.
- f) Councillors may attend the Panel meeting in an observer capacity only. Councillors can not make representations to the Panel.

### 2.13 Determinations/Decisions

- a) Determinations and any relevant decision of the Panel shall be by a majority of votes of members present at a meeting. If votes are tied the Chairperson will have the casting vote.
- b) Voting is to be recorded for the public record.
- c) Where the Panel determines to refuse an application, the reasons for refusal must be given.

## 3 OBLIGATIONS OF MEMBERS

All Panel members are required to perform their obligations under this agreement faithfully and diligently and must, at all times, act in accordance with the following documents associated with the Panel:

- the Code of Conduct;
- the Charter;
- the Guidelines; and
- the Memorandum of Understanding

If members do not comply the General Manager may terminate the Panel member's appointment without notice.

Panel members must attend all meetings reasonably required by the General Manager or the Director of Planning and Environmental Services or delegate.

Panel members will have read and be familiar with the documents provided by Council prior to attending a Panel meeting.

The relationship between the Council and the Panel member is that of a client and independent contractor, and nothing shall be taken as constituting the Panel members or any of their employees as an employee or servant of the Council.

## 4 MATTERS TO BE REFERRED TO PANEL

Matters not otherwise delegated to the General Manager will be referred to the Panel for determination where they are:

## REPORT TO COUNCIL

### 4.1 Development Applications:

- a) Classes 2 to 9 buildings involving new residential flat buildings, retail and commercial, industrial, motels, hospitals and clubs with a construction cost of \$3 million or more, or where there are six (6) or more objectors with unresolved objections, but with the exception of:
  - i. land or strata subdivision of an existing or an already approved development;
  - ii. change of use or fit out of a property/tenancy;
  - iii. extension of hours of operation; and
  - iv. signage.
- b) Where the applicant or owner is Waverley Council, a Councillor or member of staff;
- c) Which involve an application to vary a development standard pursuant to clause 4.6 of the Waverley Local Environmental Plan 2012, or pursuant to SEPP 1 for any other environmental planning instrument, when there is a significant impact associated with the proposed variation as determined by the Director of Planning or delegate.

### 4.2 Section 82a Reviews:

- a) Applications for review of determination pursuant to Section 82A of the Environmental Planning and Assessment Act 1979 provided the meeting of the Panel determining any such application for review will consist only of members who did not make the determination the subject of the application for review.

### 4.3 Section 96 Modifications

- a) Applications to modify development consents under Section 96 (2) and 96AA(1) only, and where the terms of 4.1 above apply.

### 4.4 Any application or matter which the General Manager considers should be brought before the Panel.

## 5 EVALUATION OF PANEL PROGRAM

The Panel is proposed for a two year trial period.

Council will undertake an annual review of the performance on the Panel program mindful of the following measures of success:

### 5.1 Direct Customer feedback:

- a) Measured perception on whether "submissions have been properly heard"
- b) Measured perception on whether "Council dealt professionally with complications in DA assessment"

### 5.2 Direct Feedback from Councillors:

- a) Measured perceptions on whether there was effective consideration of DA policy

### 5.3 Staff

- a) Measured perceptions that the Panel improves expertise in the DA process
- b) Quantitative measurement of time spent at Panel meetings on DA assessment.

### 5.4 Land and Environment Court

- a) Reduction in number and costs of appeal.
- b) Success rates at appeal.

## REPORT TO COUNCIL

### APPENDIX 2

# Waverley Independent Planning Panel

## Draft CODE OF CONDUCT



### **Purpose of the Code of Conduct**

The Council seeks the highest ethical standards in delivering services to its community.

This Code of Conduct (the "Code") applies to all members of the Waverley Independent Planning Panel (the "Panel") when exercising or purporting, at all times, to exercise their duties, responsibilities and functions under the Panel Charter. It is designed to assist in maintaining the reputation and integrity of the Panel and to provide a basis for fair dealings, reaching findings and making recommendations/decisions on matters before it.

This Code is to be read in conjunction with the Panel Charter, Guidelines and Memorandum of Understanding.

Panel members must perform their obligations under this agreement faithfully and diligently and must, at all times, act in accordance with the Memorandum or Understanding, the Charter and the Guidelines associated with the Panel. If members do not comply the General Manager may terminate the Panel member's appointment without notice.

### **Contact with others**

Panel members may communicate with senior designated staff of Waverley Council or other staff nominated by the General Manager in a protocol for interaction between Panel members and staff.

The Panel must not approach an applicant, objector or Councillor, or their representative, or if approached by those parties, must not discuss any application which is either before the Panel or will come before the Panel at some future time, except during the course of a Panel meeting where the application forms part of the business paper and the person has a right to be heard by the Panel.

Outside of the meeting process, Panel members must immediately report in writing to the General Manager any contact or approach by an applicant, resident, consultant, technical expert, Council or unauthorized staff member in connection with the Panel functions.

### **Conflicts of Interest and Disclosure**

Panel members must:

- Consider and comply with all disclosure requirements under the Code including but not limited to disclosing interests arising out of a personal and/or pecuniary nature and of a direct and/or indirect nature and if a conflict exists or arises, shall disclose the nature and extent of such interest and conflict in accordance with the provisions below;
- Ensure no conflict exists for themselves, or those people closely associated with them, which could influence or affect the impartial performance of their duties;
- Consider both perceived and actual conflicts for the purposes of this clause.

## REPORT TO COUNCIL

Pecuniary Interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

Non-pecuniary interest a private or personal interest the person has that does not amount to a pecuniary interest (for example; a friendship, membership of an association, society or trade union or involvement or interest in an activity).

### **Pecuniary Interest**

The Panel shall adhere to the Charter, Guidelines and Memorandum of Understanding signed with the Council acknowledging and accepting that if a Member has a pecuniary interest in any matter (as defined in Sections 442 and 443 of the Local Government Act 1993) to be considered by a meeting of the Panel, then:

- i. Upon being notified of a draft list of agenda items, if a Panel member identifies a possible or actual pecuniary interest the member shall withdraw as nominated member for that meeting and an alternative shall be invited to attend.
- ii. At the Panel meeting, if a member identifies a possible or actual pecuniary interest the member will immediately disclose the nature of that interest prior to any consideration of the matter, and
- iii. Will not be present at or in the sight of the Panel meeting at any time during which the matter is being considered or discussed by the Panel.

A member having declared a pecuniary interest shall not attend the site inspection or public hearings associated with the item or participate in discussion or voting on the item.

The first item of business at Panel Site Inspections and Panel meetings will be members declaring any pecuniary interest that may prevent them from participating in or considering any item within the business paper. If at any time during a Panel meeting, either at the Site Inspection, or at the public meeting, or during consideration of the item, a member identifies a possible or actual pecuniary interest the member shall immediately notify the Chairperson and withdraw from the meeting during the consideration of that item.

However, a member of the Panel is not disqualified to vote on any matter with which the Panel is concerned if, in the absence of any other probative material that would give rise to a pecuniary interest or a conflict of interest as referred to above, the person or any member of the person's family has from time to time personal, familial, business or professional connections or dealings with persons, organisations or associations or bodies within the Waverley local government area of a kind that could not reasonably be regarded as likely to influence any decision the person might make in relation to the particular matter before the Panel.

Each Panel member shall complete their Pecuniary Interest Declaration Return (the "Return") and submit it to the General Manager upon appointment to the Panel and shall also submit an annual Return in July each year covering the period to 30 June of the previous 12 months.

### **Non Pecuniary Conflict of Interest**

If at any time, upon notification of the draft list of agenda items, at site inspections, public meeting or during consideration of an item, a member identifies a possible or actual non pecuniary conflict of interest, the member shall notify the Chairperson.

If having declared a non-pecuniary conflict of interest, a member has a broad range of options for managing the conflict. The option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary conflict of interests must be dealt with in at least one of these ways:

## REPORT TO COUNCIL

- It may be appropriate that no action is taken where the potential for conflict is minimal or can be eliminated by disclosure. However, the Member should provide an explanation to the Chairperson and the Chairperson should advise that the explanation is accepted.
- Remove the source of the conflict, for example, relinquishing or divesting the personal interest that creates the conflict.
- Have no involvement by leaving and not taking part in any debate or voting on the issue and not have access to any relevant information.

### **Other Business or Employment**

Public perception of bias/conflict of interest requires that Panel Members not engage in any of the following while they are members of Panel:

- Appearing for or against Council in development matters, for example, as consultants acting on behalf of applicants or Council, giving evidence in Court for or against Council;
- Making representations to the Panel on behalf of others, for example, making a submission in support of a development, or on behalf of an objector;
- Making representations to Council in relation to planning and development matters, for example, supporting an application for a rezoning;
- Deriving income (other than remuneration for being a Panel Member) through contracts with Council.

Any other work conducted within the Waverley Local Government area shall be the subject of a declaration of interest in accordance with the Code.

### **Public Comment**

Panel members shall not make oral or written statements of any description to any media outlet, newspaper, television station, radio network or the like, or to any person associated with such organisations, in connection with any work undertaken in connection with Panel function, with the exception of the Chairperson and only with prior approval from the General Manager.

Panel members must not make comment through social media, including but not limited to Facebook, Twitter, and others that may arise over time, in connection with any work undertaken in connection with Panel function.

### **Use of Information /Confidentiality**

Panel Members must:

- Not use information obtained in the course of carrying out their duties for anything other than for exercising their functions, powers and duties for the Panel;
- Keep information obtained or provided confidentially, confidential; and
- Determine what information and material is to be retained by the Panel and how it is to be treated for the purposes of retention.

## REPORT TO COUNCIL

### **Gifts & Benefits**

Members must never receive, accept, demand, solicit, request or accept a gift or benefit in connection with their duties on the Panel. Facilities, transportation, equipment, meals etc provided by Council as part of Panel meetings shall not be considered as gifts or benefits under this part.

### **Occupational Health and Safety**

Panel members must comply with the provisions of the Occupational Health and Safety Act 2000 (NSW), to the extent to which those provisions are relevantly applicable to members of the Panel as regards the performance of their respective duties as such, as well as with all occupational health and safety policies and procedures of Waverley Council as in force from time to time.

### **Resources**

Members must use resources provided by the Council in an effective and efficient manner; and not use such resources for private purposes.

### **Breach of Code**

#### *Misconduct*

Where any complaint alleging misconduct by a Member is made, the complaint is to be made in writing to the General Manager and be signed by the complainant. Anonymous complaints need not be investigated, but the General Manager has the discretion to determine what action if any will be taken. Upon receipt of a written complaint alleging misconduct, the General Manager shall take such action as appropriate.

#### *Corrupt and Unlawful Conduct*

Members must not engage in corrupt or unlawful conduct and must report any actual or potential corrupt or unlawful conduct to the General Manager of the Council.

#### *Sanctions for Breach of Code of Conduct*

Upon receipt of advice from the Chairperson of a breach of the Code of Conduct by a Member, the following action may be taken by the General Manager:

- Counselling of the member;
- Suspension from the Panel;
- Suspension from hearing a particular matter;
- Removal from the Panel; and/or
- Report to another authority

The Code may be reviewed from time to time as required by the General Manager or the Director of Planning or delegate, with the assistance of the Panel. Any changes are subject to the approval of Council.



## REPORT TO COUNCIL

### APPENDIX 3

# Waverley Independent Planning Panel

## Draft GUIDELINES



These guidelines are issued pursuant to Section 3 of the Charter of the Waverley Independent Planning Panel (the "Panel") and shall remain in force in their present form unless and until any one or more of these guidelines is altered, amended, varied, replaced or superseded by some subsequent guideline or set of guidelines.

### Before the public meeting

1. Any resident, objector, applicant or supporter wishing to address the Panel at any meeting of the Panel must register with the Panel Co-ordinator on 9369 [redacted] or via email to [redacted]@waverley.nsw.gov.au by 12 noon on the day before the meeting their intention to do so.
2. Unless the Panel otherwise permits, any such person must have already lodged a written submission on the subject development application OR must no later than 24 hours prior to the meeting provide a written summary (no longer than one A4 page) of the matters upon which the person wishes to address the Panel. Documents, plans, etc, which have not been submitted as outlined above will not be received or considered by the Panel at the meeting.

### Site inspections

3. Site inspections are to be held ordinarily in respect of each matter that is to come before any meeting of the Panel or when otherwise considered necessary by the Panel. Site inspections shall not take place except as a Panel, and shall, so far as practicable, be held on the same day as the meeting of the Panel at which the particular matter is to be considered.
4. Unless otherwise determined by the Panel in any particular case, any one site inspection shall ordinarily be held and concluded within 20 minutes.
5. Appropriate planning staff of Council shall accompany the Panel on site inspections.
6. Site inspections are not to be used for lobbying, but as means of procuring probative material for the purpose of good administrative decision making. Site inspections are for the Panel to acquaint themselves with the site and relevant issues and conversation/dialogue will not be entered into except in clarification through the Chairperson.

### The public meeting

7. The Panel will meet on the [redacted] day of the month at [redacted] am in the Waverley Council Chambers on Bondi Road, cnr Paul Street, Bondi Junction.
8. Agendas for meetings are to be publicly available 5 days preceding the meeting.
9. Speakers at the public hearing of the Panel shall be heard in the following order:
  - (a) Any objectors or other persons who wish to make submissions or representations; and then
  - (b) The applicant or the applicant's representative; or

## REPORT TO COUNCIL

Unless through the Chairperson any Panel Member wishes to clarify any matter with the speaker or Council Officer.

10. A person is not entitled to be legally represented at any meeting of the Panel unless the Chairperson grants permission in any particular case. On granting any such permission the Chairperson shall have regard to the following matters;
  - (a) The nature and complexity of the matter and whether it involves a question of law,
  - (b) Whether the person has the capacity to present their submission without legal representation, and
  - (c) Such other matters as the Chairperson considers relevant.
11. Unless the Panel otherwise permits, no resident, objector, applicant or supporter who addresses the Panel at any meeting of the Panel may speak for more than 3 minutes in respect of any one matter before any particular meeting.
12. The Chairperson shall be responsible for the good and orderly conduct of the Panel meetings and may do all things and take all steps necessary to control the good and orderly conduct of any meeting of the Panel or site inspection carried out by the Panel in the performance of its functions.
13. A person, whether a member of the Panel or a member of the public, shall not speak while another person is speaking or otherwise interrupt that person while speaking. Nothing in this guideline prevents a member of the Panel from raising a point of order in the manner otherwise relevantly applicable to meetings of the Council.
14. Following the address from residents, objectors, applicants and supporters as above for each matter, the Panel will deliberate for the express purpose of deciding upon its findings, conclusions and decisions. There is to be no interjection or further debate from the members of the public except at the express request from Panel members through the Chairperson.
15. Determinations and any relevant decision of the Panel shall be by a majority of votes of members present at a meeting and entitled to vote. If votes are tied the Chairperson will have the casting vote. Voting is to be recorded for the public record.

### **After the public hearing**

16. Minutes of the Panel are to be made publicly available by 9:00am on the day immediately following the meeting.
17. The Decision Notice will be prepared on the day immediately following the meeting.

## REPORT TO COUNCIL

### APPENDIX 4

# Waverley Independent Planning Panel

## Draft MEMORANDUM OF UNDERSTANDING



I \_\_\_\_\_ hereby accept appointment to the Waverley Independent Planning Panel (the "Panel") on the following terms and conditions:

1. I have read and agree with the Waverley Independent Planning Panel's Code of Conduct, Charter and Guidelines.
2. I acknowledge and agree that my appointment:  
  
Begins on \_\_\_\_\_  
and ends on \_\_\_\_\_,  
  
and that the term is renewable by Council at its absolute discretion.
3. I understand and accept that each member of the Panel is entitled to receive such remuneration for attending meetings and taking part in the business of the Panel as determined by the General Manager and advised in writing.
4. I acknowledge and accept that if I have a pecuniary interest in any matter (as defined in section 442 and 443 of the *Local Government Act 1993* (NSW)), to be considered by a meeting of the Panel, or a conflict of interest as defined in the Waverley Code of Conduct, then:
  - a. I will immediately disclose the nature of that interest to the Panel at the commencement of a meeting prior to any consideration of any matter, and
  - b. Unless otherwise permitted by the Panel Charter, I will not be present at any time when the matter is being considered or discussed by the Panel.
5. I understand and accept that the business conducted by the Panel shall be subject to the provisions of section 148 of the *Environmental Planning and Assessment Act 1979* (NSW) and I will not disclose or misuse any information provided to me as a member of the Panel.
6. I acknowledge and agree that the Council may immediately terminate my appointment to the Panel by notice in writing, given to me or posted by pre-paid letter addressed to my last known place of residence or business or post office box, if, among other things, I act in breach of the requirements of this Memorandum of Understanding, the Panel Charter or Panel Guidelines, or if I fail to attend 2 consecutive meeting of the panel which I should attend, without a written explanation for my absences given to and accepted by the General Manager.

#### Panel Member

Name (Printed) \_\_\_\_\_ Date \_\_\_\_\_  
Signed \_\_\_\_\_

#### General Manager

Signed \_\_\_\_\_ Date \_\_\_\_\_

## REPORT TO COUNCIL

### **Small Grants Program 2012-2013 – Round 2 (A13/0063-01, A13/0063-02 and A13/0063-03)**

Report dated 5 April 2013 from the Director, Recreation Customer and Community Services about the Small Grants Program (Round 2) 2012-2013.

**Recommendation:** That Council approve the Small Grants Program (Round 2) 2012-2013 grants to the groups and activities as set out in the report.

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#### **Purpose of Report**

This report provides an outline of all applications and recommendations for grant approvals under the Small Grants Program (Round 2) 2012-2013.

#### **Background / Introduction**

The Small Grants Program is run in two funding rounds each year, in August and February. Information about the Grants Program is available on Council's web site throughout the year. Guidelines are attached for information. Submissions are accepted at any time but are assessed only twice a year. Because of the competitive nature of the program and restricted funds, applications are limited to one per organisation in each round. Groups receiving a grant are advised that acquittal is required before they become eligible to receive another grant.

The Program has a full year budget of \$79,000 for the Community category (groups and activities meeting social, recreational and cultural outcomes), while \$6,000 is available for groups meeting Environmental Sustainability and Education outcomes.

In the previous round (round 1, 2012-13), Council approved the allocation of \$46,932 cash grants in total.

In this round (round 2, 2012-13), a total of \$35,154.60 cash grants is recommended as follows:

- \$32,154.60 for dispersal in the Community category (Community Development and Arts & Culture);
- \$3,000 for dispersal in the Environmental Sustainability and Education Category;
- In addition, room hire fee waivers are also recommended.

Criteria used in the assessment process include to what extent the applicant's proposal:

- delivers outcomes that have an environmental, social, cultural or recreational benefit to the Waverley community;
- supports the vision of Waverley as a safe, culturally rich, inclusive and cohesive community, complementing Council's Strategic Plan, Waverley Together 2;
- addresses the needs of young people and families; older people; people with a disability; Aboriginal and Torres Strait Islander people; culturally and linguistically diverse groups;
- demonstrates potential to be self sustaining.

## REPORT TO COUNCIL

The program allows sufficient funds to either support interesting new initiatives or to provide enhanced services to existing programs. In certain circumstances Council may decide to offer groups funding in successive years but generally groups are encouraged not to depend on small grants. Most groups have applied for up to \$3,000 as recommended in the criteria. Council may approve higher amounts.

### Analysis

Applications for the Small Grants Program (Round 2) for 2012-2013 are identified in the following which includes summary information, assessment comments and recommendations. The applications are arranged into three groupings, Community Development, Arts and Culture, and Environment and Education. Most groups are requesting a grant payment with a few asking for a fee waiver for use of Council's rooms or facilities.

### *1. Community Development*

Organisation	<b>COA Sydney</b> <span style="float: right;"><b>A13/0063-03</b></span>
The Activity	Caring for Women – Care & support skills for male partners
Assistance Sought	\$3,000
Background	<p>This application seeks funding for an 8 week program. The program will provide education, skills and respite for older men who care for their partners suffering from dementia and serious illness. While one of the couple receives small group respite care, the male partner attends a talk on aspects of caring. The men will then be given an opportunity to take a brief break from caring to attend to appointments, go shopping in Bondi Junction or make time to see friends.</p> <p>Council supported different aspects of this organisation's activities over recent years. In 2012, Council provided funding for a transcultural support project in nursing homes.</p>
Comment	This is a worthwhile project. The needs of men, in particular older men in a caring role, are often overlooked by other services. Upskilling of male carers and socialisation of both partners in the relationship are combined in this project to support couples who depend on each other in often very demanding circumstances.
Recommendation	\$3,000 grant

## REPORT TO COUNCIL

Organisation	<b>Sisters of Charity Outreach</b>	<b>A13/0063-03</b>
The Activity	Eastern Area Visit Program	
Assistance Sought	\$2,000	
Background	<p>This program provides a free in-home respite service that covers Waverley as well as neighbouring municipalities. It provides companionship and emotional/practical support for socially isolated, ageing clients with a disability or those with a medical condition. Volunteers visit clients and the application includes provision of minor equipment, and funding for social events and functions which are a particularly important aspect of the program. 38% of the client group is between 85 and 96 years old. Volunteers also go into nursing homes to reach out to socially isolated clients.</p>	
Comment	<p>The proposed activity targets a high need group. Clients experience social isolation as a particularly significant issue that impacts on their mental, emotional and physical well being. Increased socialisation for residents in nursing homes has been continually identified as a high unmet need.</p>	
Recommendation	\$2,000 grant	

Organisation	<b>The Moniker Group Inc</b>	<b>A13/0063-02</b>
The Activity	Timbre Café – Youth Hospitality Training	
Assistance Sought	\$3,000	
Background	<p>The Moniker Group (previously known as Gallery for Justice) has applied for funds to deliver a youth training and job skills project in Bondi Junction at the Timbre Café, located at the Church in the Market Place on Oxford St. The project targets 16-25 year olds, particularly those who experienced homelessness or are accessing local youth services. The hospitality training program seeks to provide job skills to support young people in their search for work. One of their key performance indicators is to secure for 90% of young people who complete the program secure casual or full time employment for a minimum of 6 months. Formal training and hands on experience will be provided along with support in resume writing and interview skills.</p>	
Comment	<p>Hospitality industry skills and experience are useful tools in the local job market. Program attendance may result in a range of casual, part time or permanent placements or provide a pathway into apprenticeships. The project is focused on assisting a priority target group – homeless young people and/or those who may already be accessing some form of support. It provides formal skills, hands-on experience as well as job seeking skills and gives marginalised and vulnerable young people a chance to build confidence and positively contribute in the job market.</p>	
Recommendation	\$3,000 grant	

## REPORT TO COUNCIL

Organisation	<b>Waverley Action for Youth Services (WAYS)</b>	<b>A13/0063-02</b>
The Activity	<b>S-K-A-T-E</b>	
Assistance Sought	\$2,954.60	
Background	WAYS proposes to run a novel 'one on one' skate boarding competition for an hour and a half weekly on a Thursday afternoon or Saturday for a 12 month period using the concrete block adjacent to the Bondi Skate Park, and overseen by a WAYS Youth Worker. In the competition, developed by prominent board riders in the US, two riders compete trick for trick through 5 or more turns until one wins. This structure makes it suitable for riders of a range of ages and abilities.	
Comment	This is a novel proposal that requires some further development to ensure safety of pedestrians on the promenade, and qualified oversight. In addition to providing skating activities and engagement for young people, it provides opportunity to promote essential youth services to the young people participating.	
Recommendation	\$2954.60 grant, contingent on safety concerns being fully addressed.	

Organisation	<b>Bondi Toy Library</b>	<b>A13/0063-02</b>
The Activity	Attractive toys, games and puzzles	
Assistance Sought	\$3,000	
Background	This small project is to improve the games, puzzles and other toys available to children and families by having a thorough stock take, invest in attractive toys and re-organising the space used by the Library to make the area more appealing and provide better visual display of available resources. This would also involve re-packaging games and puzzles, rating the toys age appropriately and providing labels for describing their use.	
Comment	<p>The Bondi Toy Library is a volunteer managed community organisation located in a Council building shared with the playgroups and the early childhood nurses in Wairoa Ave. It receives a small grant from Council to assist with staff costs. The only other income is derived from fund raising and membership fees. Council provided funding under the small grants program to help with promotional activities culminating in the recent 30<sup>th</sup> birthday celebrations which attracted a large gathering of young families and resulted in successful fund raising activities.</p> <p>An injection of funds to upgrade the tired looking toys would be money well spent and contribute to the library's aim of attracting new members and raising fees to increase its financial viability.</p>	
Recommendation	\$3,000 grant, contingent on completion of acquittal of 2012 grant	

## REPORT TO COUNCIL

Organisation	<b>Bondi Outreach Project (BOP)</b>	<b>A13/0063-02</b>
The Activity	Youth Mentoring and Engagement	
Assistance Sought	\$2,995	
Background	This project supports a partnership approach in engaging with young people who are truanting to connect them with appropriate support, outreach and referral services to achieve re-engagement with education and training opportunities. The application also identifies the need to provide support for young people at police interviews, working with families to help resolve issues, connect them to relevant services required and assist in emergency accommodation. BOP would be working closely with partner agencies to achieve this.	
Comment	BOP is working with vulnerable and marginalised young people who often need a lot of support. This is a worthwhile extension of BOP's current activities that will utilise their existing networks.	
Recommendation	\$3,000 grant	

Organisation	<b>Jewish Care</b>	<b>A13/0063-02</b>
The Activity	Cook 'n Lunch Club	
Assistance Sought	\$3,000	
Background	This project is fund cooking utensils (pots and pans, small appliances) to help with a program that proposes to serve nutritious meals to isolated seniors within Jewish Care's premises. The cost of food will be covered by donations/fees. The long term plan is for the project to take place on a monthly basis and coordinated by case workers.	
Comment	While this project is targeting a high need group, the budget attached to the application indicates that Council's grant of \$3,000 would be used to fund cooking utensils. This appears to be a significant expense for a small scale project and a smaller amount is recommended.	
Recommendation	\$1,000 grant	



## REPORT TO COUNCIL

Organisation	<b>Playgroup NSW C/- Bondi Beach Playgroups</b> <span style="float: right;"><b>A13/0063-01</b></span>
The Activity	Outdoor Educational Child Size Road Area
Assistance Sought	\$3,000
Background	Bondi Beach Playgroups project is to build a low retaining wall around the already existing bicycle track at the Wairoa Community Centre to prevent soil moving down onto the path. Also within this project is to paint pavement marks on the tracks and to install child size traffic signs. Discussions have been held with Recreation Customer Planning & Partnerships to help the development of this project.
Comment	This project builds on previous work undertaken to improve the outdoor play area of the Bondi playgroups. Determining the feasibility of this project will require further liaison between the Playgroups, and Council's Property & Business Services and Technical Services divisions.  On a recent site visit with Council's Technical Services and a representative from Ausgrid, the need to fence the existing electricity kiosk was raised to minimise safety risks. The kiosk is located in the front section of the play area and essentially bisects the bike track which loops around the kiosk. This work may impact on the Playgroup's proposal which as a result would need to be modified.
Recommendation	\$3,000, subject to the project being feasible and satisfactory arrangements being made.

Organisation	<b>Karitane</b> <span style="float: right;"><b>A13/0063-01</b></span>
The Activity	Engaging Fathers
Assistance Sought	\$2,400
Background	This program is building on Karitane's services to mothers and aims to assist fathers with children aged 0-3 years with behavioural problems. Targeted are fathers already accessing Karitane services which are based at the Randwick Children's Hospital. The project will give fathers skills and techniques in dealing with behavioural issues of their children.
Comment	This project is worthwhile supporting as it extends to fathers vitally important services currently only available to mothers. The application lists Waverley, Randwick, Woollahra and South Sydney as target areas and it would be useful to request more detailed information about how Waverley residents are being targeted and to what extent this program achieves its objectives in serving the needs of local fathers.
Recommendation	\$2,400 grant, contingent on provision of additional information about Waverley's target group

## REPORT TO COUNCIL

Organisation	<b>Waverley Historical Society</b>	<b>A13/0063-01</b>
The Activity	Waiver Meeting Room Fees	
Assistance Sought	\$750.00	
Background	The Waverley Historical Society has requested a waiver of fees for 10 meetings to be held in the Mill Hill Centre. The Society has had to vacate the previous premises and made a formal request to the Director of RCCS. The Director advised the Society to submit their request under the Small Grants Program.	
Comment	Council has a long standing relationship with the Waverley Historical Society which has contributed to many activities and events over the years. Last year was the Waverley Historical Society's 50 <sup>th</sup> Jubilee.	
Recommendation	\$750 room hire fee waiver	

Organisation	<b>Waratah CLT Association</b>	<b>A13/0063-01</b>
The Activity	Bondi Community Land Trust Education Program	
Assistance Sought	\$3,000	
Background	The project requests funding to enable this group to hold five 2-hour workshops in 2013 to educate Bondi locals on affordable housing concept of Community Land Trust and sustainable developments and living.	
Comment	<p>This group has sought funding from Council on previous occasions. The lack of affordable housing and the need for sustainable development are significant community issues, although this proposal does not directly address Council's priority groups. The project proposes to educate the community on affordable housing issues and in particular, the Community Land Trust model. It is not entirely clear how this model could be applied in the local housing market as the model appears to rely on land acquisitions through bequests, donations and/or philanthropy.</p> <p>The grant application is for \$2,400 to run the five workshops, and \$600 for room hire for the five workshops.</p>	
Recommendation	Up to \$600 in waiver of room hire fees for five workshops.	

## REPORT TO COUNCIL

Organisation	<b>Speech Pathology, POW – Espresso Group</b>	<b>A13/0063-03</b>
The Activity	“Espresso Choir”	
Assistance Sought	\$3,000	
Background	<p>Speech Pathology at POW Hospital has formed a choir for people with chronic aphasia which is a form of speech disorder (which can be brought on by a stroke).</p> <p>A Music Therapist will be working with the choir for 3 months culminating in a Christmas concert at Council’s Christmas Carols By the Sea. The choir brings patients and families together in group singing, helping to enhance mood and wellbeing for all.</p>	
Comment	<p>The speech pathology program is a state funded service at POW hospital. The Espresso Conversation Group has been operating for about 20 years to provide a supportive social environment for people with aphasia. This activity is proposed as an additional community benefit, with research showing that people with non-fluent aphasia may be able to sing when they cannot speak. However, the area covered by this proposed activity does not include Waverley. Participating suburbs are Randwick, Kingsford, Maroubra, Matraville, Bexley and Pagewood.</p>	
Recommendation	Not recommended	

Organisation	<b>Bondi Beach Cottage</b>	<b>A13/0063-01</b>
The Activity	Circle of Security attachment Parent/Caregiver Program	
Assistance Sought	\$3,000	
Background	<p>The Circle of Security is an 8 week program covering relationship parenting. This program teaches parents new ways of understanding children’s needs and behaviours and encourages them to learn effective ways on how to respond.</p>	
Comment	<p>Council provided funding under the Small Grants Program in the last round. Bondi Beach Cottage is yet to fully deliver on the activity proposed and expend the grant money provided in last year’s round.</p>	
Recommendation	Not recommended in this round.	

## REPORT TO COUNCIL

Organisation	<b>Holdsworth Street Community Centre</b>	<b>A13/0063-01</b>
The Activity	Re-Vive, Yoga	
Assistance Sought	\$3,000	
Background	This project is to hold a Yoga Program twice weekly for 40 weeks for seniors. The grant is proposed to fund a specialised yoga teacher. There will be varying levels of fitness and abilities and so there will be yoga instructors to help tailor these for the individuals. The program will also be focusing on nutrition, weight loss and exercise programs for seniors.	
Comment	Various active and gentle exercise classes are already being run at the Waverley Community & Seniors Centre. Looking at the details provided, it is difficult to ascertain how this activity would become sustainable so that the needs of the identified group could continue to be met. It is recommended that discussions about partnerships be explored.	
Recommendation	Not recommended	

Organisation	<b>Friends of Refugees of Eastern Europe</b>	<b>A13/0063-01</b>
The Activity	Senior Citizens Club	
Assistance Sought	\$3,000	
Background	The program is for the provision of a seniors club for the elderly within this community who may be isolated and unable to socialise outside of the community due to the language barrier. The club will have entertainment and hold exercise classes both of which will help improve physical and mental health and allow the members to be much more social. The area the club will cover is Randwick, Redfern, Inner City and Waverley LGA.	
Comment	Various active and gentle exercise classes are already being run at the Waverley Community & Seniors Centre. Looking at the details provided, it is difficult to ascertain how this activity would become sustainable so that the needs of the identified group could continue to be met. It is recommended that discussions about partnerships be explored.	
Recommendation	Not recommended	

## REPORT TO COUNCIL

Organisation	<b>Chinese Australian Services Society Ltd</b>	<b>A13/0063-02</b>
The Activity	Connect Calls for Chinese-speaking Seniors	
Assistance Sought	\$3,000	
Background	The project aims to provide “connect calls” service for Chinese elderly people who are house-bound.	
Comment	The needs of socially isolated house bound people are recognised and acknowledged, particularly if they are from culturally and linguistically diverse backgrounds experiencing additional barriers to participation. However, it is unclear from this application, how Waverley residents are being identified and referred for service provision through the proposed ‘connect call’ service. The organisation is based in Campsie and while the application lists Waverley suburbs as areas to cover, it is not clear how this is being achieved, who their local partner/referral agencies are and what numbers of Chinese speaking residents in this area would receive support. It is also not clear how the project would become self sustainable/ would develop follow up support as it is proposed to cover a timeframe from July to December 2013 only but it may be assumed that this group would require more ongoing support.	
Recommendation	Not recommended	

Organisation	<b>TheMamaClub</b>	<b>A13/0063-01</b>
The Activity	Salon Series at TheMamaClub	
Assistance Sought	\$3,000	
Background	This project is to host a guest speaker to a High Tea each month. Each speaker is invited to discuss their story on their careers, motherhood and other life experiences. By speakers sharing their stories, it is hoped that this will inspire other women to establish new businesses, share ideas and work together within the community.	
Comment	This is a business development project targeting mothers on maternity leave. The cost of the event is \$45 per person and the grant is proposed to subsidise places (\$1,000) and pay for advertising and promotion (\$2,000). Last year’s guest speakers include social media experts, editors, and Mrs Australia 2011. The promotion and advertising budget seems quite high and could be minimised by utilising social media, email groups and established networks. This application does not meet identified needs of priority groups.	
Recommendation	Not recommended	

## REPORT TO COUNCIL

### 2. Arts and Culture

Organisation	<b>Estelle Rozinski</b>	<b>A13/0063-03</b>
The Activity	Same, Same but Different	
Assistance Sought	\$3,000	
Background	<p>Building on the success of the March 2012 <i>Inheritance</i> exhibition for the Shirmadness Jewish Music Festival, this project is a joint exhibition of Jewish/Aboriginal artists around the theme of 'Inheritance'. The proposal involves a group of Shirmadness artists to work with indigenous artists and the parents of the Ngala Nanga Mai pARenT Group (Sydney Children's Hospital). This group receives some non government funding, however, the Jewish artists and Estelle's contribution are unfunded.</p> <p>The exhibition will open on 9 July 2013 and contribute to Waverley's celebration of NAIDOC Week (7<sup>th</sup> to 14<sup>th</sup> July 2013). It also coincides with Council's school holiday workshops for children.</p>	
Comment	<p>This art exhibition explores some very interesting themes and sounds like a worthwhile project, incorporating a community development aspect that will empower Aboriginal and Torres Strait Islander community members to contribute and share aspects of their culture and artistic expression in a positive and meaningful way.</p> <p>The funding sought would go towards paying for the hours and expertise contributed by the Jewish and Aboriginal artists and is in addition to Council's in-kind support which is itemised at \$4,870 (through the Bondi Pavilion Gallery).</p> <p>It is recommended that a more detailed description of project outputs and budget breakdown of the grant be provided.</p>	
Recommendation	\$3,000 grant, contingent on provision of detailed budget breakdown and project outputs	

## REPORT TO COUNCIL

Organisation	<b>Junction House Inc.</b>	<b>A13/0063-03</b>
The Activity	Cabaret Chaos	
Assistance Sought	\$700.00	
Background	<p>This project consists of an evening of performances to be held at the Eastern Suburbs Legion Club by musicians and actors with disabilities who will perform in a mainstream venue alongside other performers who do not have a disability. Waverley residents will be targeted but performers from Woollahra, Randwick, Botany and the City of Sydney would be eligible to audition. The benefits of this activity are for people with disabilities to collaborate with other performers on an 'even turf'. Everyone will have the opportunity to showcase their talents, entertain the audience and receive recognition.</p>	
Comment	<p>This project focuses on people's performing talents as a basis for mutual respect and collaboration. It showcases the abilities and talents of people with a disability, thereby engaging the audience in a positive way. The project complements Council's application to Arts NSW / NSW Ageing, Disability &amp; Home Care (ADHC) for Life is a Cabaret project with Junction House and the Bondi Pavilion.</p>	
Recommendation	\$700 grant	

Organisation	<b>Waverley Woollahra School of Arts</b>	<b>A13/0063-03</b>
The Activity	Teen Art	
Assistance Sought	\$3,000	
Background	<p>The project is to offer teenagers aged 13-17 years the opportunity, through a special animation workshop, to express themselves in a creative and visual way, working together in a group. The term for the project will be 8 weeks and an exhibition with a prize will be held at the end of the course.</p>	
Comment	<p>The Waverley Woollahra School of Arts is currently looking to make their programs attractive and relevant to this age group. Partially this is being achieved by introducing a new category into the Waverley Art Prize successfully sponsored by Shillington College. Teenagers would benefit by channelling their energy and creativity in a safe and exciting environment. It is not entirely clear from the application if the laptop needs to be purchased (\$900) to deliver the animation workshop or what added benefit this would bring to the stated aim of engaging young people in creative activities.</p> <p>The Bondi Pavilion, partly as a result of Council's Better Futures work has introduced animation, video art and photography workshops to capture the interest of this age group (slightly younger, targeting 9-15 year olds) and this has been very successful. Joint planning and coordination of these programs and activities could perhaps deliver better outcomes. There is no indication in the application of how the Waverley Woollahra School of Arts proposes to follow up on this activity in future to build on and maximise on any engagement achieved with this age group through the proposed activity.</p>	
Recommendation	\$2,100 grant	

## REPORT TO COUNCIL

Organisation	<b>Bardic Studio</b> <span style="float: right;"><b>A13/0063-03</b></span>
The Activity	The Waverley Schools Filmmaking Capacity Development Program
Assistance Sought	\$3,000
Background	This project is to support children in schools without film making programs so that every child within the Waverley LGA has a teacher who can support the children's film making. A simple film making model has been developed that is easy to understand and apply. Bardic intends to support teachers to establish student film production hubs in four government primary schools and two Council preschools.
Comment	Following a successful pilot undertaken with the Montessori School, this development program proposes to enable engagement of public schools in the development of children's film making hubs. Through this program, children engage in critical self reflection and self expression and develop skills in creative problem solving, growth and learning. The stated objective is for children to become advocates of community issues and agents in their community development.
Recommendation	\$3,000 grant

Organisation	<b>Malcolm Whittaker</b> <span style="float: right;"><b>A13/0063-03</b></span>
The Activity	Journey to the Centre of the Earth
Assistance Sought	\$3,000
Background	A Kinetic sculpture and installation at Bondi Pavilion Gallery from 14 October to 3 November 2013, engaging the local community/visitors to participate in this classic science fiction story by digging a commensurate amount of dirt as would be needed to reach the Earth's core. This will be accomplished by shovelling single cubic meters of dirt around in a cyclical fashion.
Comment	This project, which coincides with the Sculpture by the Sea, sounds interesting as it proposes to engage the community in a more experimental art project uncharacteristic for the area and the exhibition space. The artist's aim is to unite the Waverley community by the quest - the journey to the centre of the Earth - as an allegory for how communities form and act. However, it is not entirely clear how these community building objectives can be achieved through this activity.
Recommendation	Not recommended



## REPORT TO COUNCIL

### 3. Environment and Education

Organisation	<b>Moriah College</b> <span style="float: right;"><b>A13/0063-01</b></span>
The Activity	Expansion of the Moriah Community Garden (Wildlife garden)
Assistance Sought	\$3,000
Background	This project proposes to create a wildlife garden adjacent to the Eastern Suburbs Banksia Scrub. As part of a broader plan, it builds on previous work the college has done with gardening and bushland regeneration. It is aligned with and contributes to Council's Biodiversity targets and complements work done with regeneration in this area with Centennial Park. There is some education benefit with the school and possibly broader community – this could be built on. The school is contributing financially and with time, so the proposal represents good value for money.
Comment	This project should be funded for the full requested amount of \$3,000. The school should contact Council's Biodiversity Officer for further advice.
Recommendation	\$3,000 grant

Organisation	<b>Transition Bondi</b> <span style="float: right;"><b>A13/0063-01</b></span>
The Activity	Blue Starfish
Assistance Sought	\$3,000
Background	This project has potential and Council supports the promotion of sustainable seafood and recognises the need for this. However, the project is currently not good value for money and needs to be more developed. The guidelines are repeating existing work and are a significant undertaking for a relatively new group. Engagement with local business would be beneficial but how this would work is not clear enough. The debate is a good idea but the proposed budget expensive.
Comment	Environmental Services could work with the organisation to organise a similar event as first step. As the project becomes more developed Council may be able to reconsider funding. Environmental Services could work with Blue Starfish to fund in kind a Sustainable Seafood Debate or education event. The proposed guidelines are not recommended to be funded at this stage. Blue Starfish may want to reapply for 2013/14 funding with a new project plan.
Recommendation	Not recommended in this round.

## REPORT TO COUNCIL

- **Financial**  
Sufficient funds are available in recurrent budgets for this program from 1022, 2250, 2252, 2253 and 4360.
- **Delivery Program/Operational Plan**  
The Small Grants Program is outlined in the Operational Plan 2012-2013 and the two small grant rounds will provide funds which support Council's vision as outlined in the Strategic Plan WT2.
- **Consultation**  
Consultation was undertaken with relevant Council staff including staff of Environmental Services, and Council's Cultural Development Officer and Community Workers.

### **Timeframe**

The disbursement of funds can take place immediately after approval, provided conditions are met.

**Recommendation:** That Council approve the Small Grants Program (Round 2) 2012-2013 grants to the groups and activities as set out in the report.

Cathy Henderson  
**Director, Recreation, Customer & Community Services**

Authors: Annette Trubenbach, Community Planner and Leisa Simmons, Community Programs Coordinator

## REPORT TO COUNCIL

### **Draft Estimates of Income and Expenditure for the Financial Year 2013/14, Proposed Estimates for 2014/15, 2015/16 and 2016/17, Capital Works Expenditure Estimates and Long Term Financial Plan 4 (A03/2236)**

Report dated 9 April 2013 from the Director, Corporate & Technical Services proposing adoption of the draft budget estimates for 2013/14, 2014/15, 2015/16 and 2016/17 for the purposes of public display.

**Recommendation:** That Council:

1. Receive and note the report.
2. Adopt, for purposes of public display, the draft estimates of income and expenditure, including capital expenditure, for the financial year 2013/14 for inclusion in the Draft Operational Plan, for community consultation.
3. Adopt, for purposes of public display, the draft estimates of income and expenditure, including capital expenditure, for the financial years 2013/14, 2014/15, 2015/16 and 2016/17 for inclusion in the Draft Delivery Program, for community consultation.
4. Note the Draft Long Term Financial Plan (LTFP4) for an 11 year period from 2013/14 – 2023/24 including Income Statement, Balance Sheet, Statement of Cash Flows, Reserves Balances, Assumptions and Sensitivity Analysis.
5. Include the proposed 2013/14 Revenue Policy in the Draft Operational Plan for community consultation.

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### **1. Purpose**

As part of the Integrated Planning Framework Council is required to prepare and exhibit a draft one year Operational Plan and a four year Delivery Program to allow for public consultation. Both the one year Operational Plan and the four year Delivery Program comprise a number of elements including draft estimates of income and expenditure.

Council is also required to update its Long Term Financial Plan.

The purpose of this paper is to ask Council to consider:

- The draft budget estimates for 2013/14 and adopt them for purposes of inclusion in the draft 2013/14 Operational Plan prior to public display and community consultation.
- The draft budget estimates for 2013/14, 2014/15, 2015/16 and 2016/17 and adopt them for purposes of inclusion in the draft 2013/14 – 2016/17 Delivery Program.
- The draft revised Long Term Financial Plan (LTFP4) for the period 2013/14 – 2023/24.

### **2. Background**

In March 2011, after substantial community consultation, Council adopted Long Term Financial Plan 3.1 (LTFP3.1) and on the basis of this plan applied to the Independent Pricing and Regulatory Tribunal (IPART) for a special variation to rates. This application was to raise funds to cover an identified \$186 million shortfall for delivery over 11 years of the program of services called *Service Plus*. *Service Plus* is Council's contribution to the achievement of the Waverley

## REPORT TO COUNCIL

community's vision and targets for quality of life as defined in their adopted Community Strategic Plan (CSP), *Waverley Together 2*.

IPART approved the rate rise application in part as follows:

Year	Financial Year	Increase
1	2011/12	14.5%
2	2012/13	13.5%
3	2013/14	12.5%

While this approval will ultimately result in additional rates revenue to Waverley Council of \$110 million over the 11 years between 2011/12 and 2021/22 and provides for a significant improvement in Council's capacity to deliver *Service Plus*, it nevertheless represented a \$76 million funding shortfall for *Service Plus* over the 11 years to 2021/22.

In March 2012, while preparing the 2012/13 budget, Council also revised its LTFP (LTFP3.1.1) to 2021/22 and through the work of Council's Service Efficiency and Performance Reporting Committee (SEPR) was able to reduce this \$76 million budget shortfall to \$58 million through delaying implementation of operational enhancements such as additional staff in several areas and by deleting capital expenditure on some small projects. All other service expenditure per *Service Plus* and LTFP3.1 were retained but the operational expenditure delays resulted in a reduction of expected output under *Service Plus*.

As part of preparing the 2013/14 Operational Plan and 2013/14 – 2016/17 Delivery Program Council's executive and senior management have also critically reviewed the organisation's financial position and have been able to provide for consideration by the Council a LTFP4 with a forecast cumulative budget deficit of \$4.24 million. This reduction in the overall deficit has been achieved via a range of strategies some of which may impact service levels. See discussion below.

### 3. 2013/14 Draft Budget and Long Term Financial Plan (LTFP4)

The table below shows the 2013/14 draft budget compared to the current 2012/13 budget:

Estimated Operating Result	2012/13 Q2 Budget	2013/14 Draft Budget
Operating Income	(102,462,288)	(110,026,806)
Operating Expenditure (excl. depreciation)	93,228,906	95,730,481
<b>(A) Recurrent Operating Result</b>	<b>(9,233,382)</b>	<b>(14,296,325)</b>
Capital Income	(16,799,197)	(47,446,823)
Capital Works Expenditure	28,479,057	33,329,767
Other Capital Expenditure	5,108,238	3,134,620
New Borrowings	(2,816,255)	(5,365,177)
Loan Repayments	1,371,842	1,252,352
<b>(B) Capital &amp; Borrowing Costs</b>	<b>15,343,685</b>	<b>(15,095,261)</b>
Transfer from Reserve	(26,882,538)	(26,285,593)
Transfer to Reserve	20,728,474	55,595,636
<b>(C) Net Reserve Movement</b>	<b>(6,154,064)</b>	<b>29,310,043</b>
<b>Net Budget Result (A + B + C):</b>	<b>(43,761)</b>	<b>(81,543)</b>

*Negative figures, in brackets, denote revenue or a surplus. Positive figures denote expenditure or a deficit.*

## REPORT TO COUNCIL

The draft budget/LTFP reflects:

1. The application of IPART's approved special rates variations of 12.5% in 2013/14.
2. Expansion of Council's asset management, maintenance and renewal program that requires increases in both recurrent and capital expenditure.
3. Continuation of Council's support of environmental services programs as per Environmental Action Plan 2 (EAP3) but with a reduced net cost compared to EAP2 and LTFP3.1.
4. No new staff positions or enhancement of service levels across several operational areas.
5. A reduction in targets for the condition of some assets but without a service level drop in asset categories that have been set based on community consultation.
6. A major assumption of sustained operational efficiencies equal to \$1.5 million per annum.
7. Forecasting budget surpluses in each year of the 4 year Delivery Program.
8. A considerably improved budget position from LTFP3.1.1 to LTFP4.
9. Forecasting a cumulative budget deficit of \$4.24 million for the 11 years of the LTFP4.

Effectively the budget and LTFP4 assume a slightly truncated implementation of the full *Service Plus* program, through delays in commencement of some projects, no staff increases, a review of the minimum standard of acceptable asset conditions, a service efficiency dividend and revenue upturn from additional funding sources.

As such the budget has been designed to help ensure that Council will make its minimum necessary contribution to the achievement of the adopted targets of *Waverley Together 3* in a financially sustainable way. The budget is considered to be balanced over the 11 years, providing:

- a cumulative budget surplus of \$301,301 at the end of the four years of the Delivery Program, 2013/14 - 2016/17; and
- a cumulative budget deficit of \$4,244,662 or 0.25% shortfall at the end of the LTFP4, 2013/14 - 2023/24.

The table below provides a summary of the main items which have contributed to the improved bottom line position from a deficit in LTFP3.1.1 of \$58.28 million to a deficit in LTFP4 of \$4.24 million:

<b>Major contributions to the improved bottom line position from a deficit in LTFP3.1.1 of \$58.28 million to a deficit in LTFP4 of \$4.24 million</b>	
<b>Comparison period up to 2021/22</b>	
<b>Expenditure</b>	<b>Reduction/ (Increase)</b>
Efficiency	13,500,000
Employee costs saving from workforce plan	9,890,314
Employee costs saving on lower year on year %	19,281,374
Capital works program expenditure	(49,859,717)
<b>Revenue</b>	<b>Increase/ (Reduction)</b>
0.5% above CPI on rate increase	7,259,002
VPA	7,000,000
Parking and Fine income	21,803,201
Interest earned on Investments	5,225,345
Grant Income	10,713,531
New	11,358,000

Note: Figures in this table do not represent the full value of these items to 2023/24. Comparisons between LTFP3.1.1 and LTFP4 shortfalls can only be made validly up to 2021/22; hence the real value of these savings and income increases is greater over the 11 year period to 2023/24 than shown in the table .

## REPORT TO COUNCIL

### 4. Base Layer Assumptions

The Base Layer (which captures all income and expenditure for fully funded items) has been funded and balanced on the following assumptions.

<b>Key Assumptions – Income</b>	
CPI	As per Access Economics (December 2012) assumes CPI increases of 2.7% per annum from 2014/15.
Rates	The IPART approved special rate variation of 12.5% for 2013/14 has been included in the Operating Income (amended for Carbon Pricing Advance, see below). Increases for subsequent years have been assumed at CPI plus 0.5% with no Special Rate Variation.
Local Government Cost Index (LGCI)	LGCI is the annual rate peg amount set by IPART. It is assumed that for the period to 2023/24 this will be CPI plus 0.5% or 3.2% per annum.
Carbon Pricing Advance	IPART approved Councils application for a variation to the 2012/13 of an additional 0.4% in rates in recognition of the expected impact of carbon pricing on Council expenditure. This advance is being countered by the subsequent reductions of 0.1% in 2013/14 and 0.3% in 2014/15 so that over the 3 years the effect on rates income will be neutral.
Domestic Waste Charges	The domestic waste charge to be increased from \$420 to <ul style="list-style-type: none"> <li>• 2013/14 - \$449 an increase of \$29 or 6.9%</li> <li>• 2014/15 - \$469 an increase of \$20 or 4.5%</li> <li>• 2015/16 - \$484 an increase of \$15 or 3.2%</li> <li>• 2016/17 - \$499 an increase of \$15 or 3.1%</li> <li>• 2017/18 - \$519 an increase of \$20 or 4%</li> <li>• 2018/19 - \$529 an increase of \$10 or 1.9%</li> <li>• 2019/20 - \$539 an increase of \$10 or 1.9%</li> <li>• 2020/21 - \$549 an increase of \$10 or 1.9%</li> <li>• 2021/22 - \$559 an increase of \$10 or 1.8%</li> <li>• 2022/23 - \$569 an increase of \$10 or 1.8%</li> <li>• 2023/24 - \$579 an increase of \$10 or 1.8%</li> </ul>
Parking Meters	Set at \$7.75 million in 2013/14 (up from the 2012/13 budget of \$7.55 million). To increase by 5% per annum plus a further \$0.50 per hour generates \$454,000) every 4 years commencing 2013/14.
Car Parking	Assumes additional revenue from Eastgate Car Park after August 2013 following introduction of charging for 0-1 hour (presently no charge).
Parking Fines	Set at \$12 million in 2013/14 (up from the original budget amount of \$9.5 million in 2012/13 but only slightly higher than expected actual income in 2012/13 due to State Government's 12.5% increase in the value parking fines in July 2012) followed by increase of 1% plus CPI in 2014/15 and thereafter CPI.
New External Loans	Assumes new external loans of: <ul style="list-style-type: none"> <li>▪ \$4.71 million to fund the external fencing at Waverley Cemetery in 2013/14 at 6.82% per annum over 30 years.</li> <li>▪ \$4.5 million to fund Waverley Cemetery gully remediation works and retaining wall from 2014/15 at 7.03% over 20 years.</li> </ul>

## REPORT TO COUNCIL

<b>Key Assumptions – Income</b>	
	<ul style="list-style-type: none"> <li>▪ \$3.1 million in 2015/16 to construct Waverley Cemetery Pavilion, subject to Council approval, at 7.21% over 15 years.</li> <li>▪ \$2.148 million in 2017/18 to construct Waverley Cemetery internal fencing and retaining structures at 7.71% over 15 years.</li> </ul> <p>Repayment of the above loans assumes a combination of income from Council's rate variation and Cemetery sales from entry into the funeral industry. Should this entry not occur, loans will not be taken for a pavilion; however, loans will still be required for fencing and infrastructure remediation.</p>
New Internal Loans	Assumes a new internal loan of \$655,177 in 2013/14 from the Domestic Waste Reserve (as approved by the Minister) to fund the payout of gratuity entitlements.
User Charges	Revenue for 2013/14 forecasted as per Council's Pricing Policy, Fees & Charges and thereafter escalated by CPI.
Voluntary Planning Agreements (VPA's)	A total of \$5 million in VPA's over the 11 years to 2023/24 comprising: \$3 million in 2015/16 \$2 million in 2018/19.
DA Fees	Assumes fees in 2013/14 of \$1.2 million (up from the original 2012/13 estimate of \$1.02 million) then by CPI.
Section 94 Fees	Assumes income of \$1.25 million in 2013/14 (down from the original 2012/13 estimate of \$1.6 million) then by CPI.
Hoardings & Construction Fee	Assumes income in 2013/14 of \$650,000 (up from the original \$630,000 2012/13 estimate of \$630,000) then by CPI.
Cranes Permits and Temporary Truck Zone Permits	Assumes income in 2013/14 of \$690,000 (down from \$750,000 in the original 2012/13 budget) then by CPI.
Interest on Investments	Assumed to be generating returns at or above the 90 day bank bill rate (BBSW) based on advice from Council's Independent Financial Adviser, Oakvale Capital, per the following: 2013/14 – \$2.270 million 2014/15 – \$2.296 million - 4.21% - 0.75% above BBSW 2015/16 – \$2.419 million - 4.47% - 0.5% above BBSW 2016/17 – \$2.686 million - 4.56% - 0.5% above BBSW 2017/18 – \$2.900 million - 4.84% - 0.5% above BBSW 2018/19 – \$3.245 million - 5.04% - 0.5% above BBSW 2019/20 – \$2.041 million - 5.23% - 0.5% above BBSW 2020/21 – \$3.362 million - 5.26% - 0.5% above BBSW 2021/22 – \$3.619 million - 5.36% - 0.5% above BBSW 2022/23 – \$4.164 million - 5.61% - 0.5% above BBSW 2023/24 – \$4.506 million - 5.61% - 0.5% above BBSW
Commercial Property Rents	Increased by CPI.
Commercial Waste	Increased from \$2.172 million in 2012/13 to \$2.269 million in 2013/14 thereafter by CPI.
Bus Shelter Advertising	Increased from \$1.252 million in 2012/13 to \$1.289 million in 2013/14 thereafter by CPI.
Outdoor Seating	Increased from \$720,000 in 2012/13 to \$750,000 2013/14 and CPI thereafter.

## REPORT TO COUNCIL

<b>Key Assumptions - Expenditure</b>	
Staff Establishment	Based on a full staff establishment with no additions to the staff establishment across the 11 year period 2013/14 – 2023/24.
Staff Award Increases	Assumed to be 3.2% per year.
Service Margin & Annual Step Increases	2014/15 – 1.04% 2015/16 – 0.84% 2016/17 – 0.68% 2017/18 – 0.38% 2018/19 – 0.27% 2019/20 – 0.22% thereafter – 0.2%
Superannuation Guarantee	Increased from the existing 9% to 12% in 2019/20 based on the following: 2013/14 – 9.25% 2014/15 – 9.5% 2015/16 – 10% 2016/17 – 10.5% 2017/18 – 11% 2018/19 – 11.5% 2019/20 – 12% thereafter – 12%
Workers Compensation	The premium for 2013/14 estimated at \$2.855 million (marginally up from the 2012/13 budget estimate of \$2.793 million) and thereafter increased by estimated growth in employee costs per the following: 2014/15 – 4.47% 2015/16 – 4.5% 2016/17 – 4.34% 2017/18 – 4.04% 2018/19 – 3.93% 2019/20 – 3.88% thereafter – 3.4%
Materials and Contracts	Increased by CPI.
Capital Works Program	Funded from internally & externally restricted reserves, general revenue, grants and contributions, VPA's, proposed loans and the special rate variation.
Parking Fine Bad Debt	Continuation of the gradual abandonment of parking fine aged/bad debt at \$200,000 per year for the years 2013/14, 2014/15, 2015/16 and 2016/17.
Legal Costs – DAs	Increased slightly on the 2012/13 level of \$550,000 to \$552,250 in 2013/14 then increased by CPI in subsequent years.
Legal Costs – Other	Forecasted at \$474,250 for 2013/14 (a reduction against the 2012/13 budget of \$588,230) and increased by CPI in subsequent years.
Car Parking	Assumes reduction in labour expenditure in off-street car parking of \$4,424,388 due to automation of Bronte and Bondi Beach car parks in 2014.
Insurance – Premiums and Brokerage	Forecasted at \$959,000 for 2013/14, a small increase to the \$945,338 original budget for 2012/13 and increased by CPI in subsequent years.
Efficiency Dividend	Assumes a \$1.5 million reduction in existing expenditure (or new revenue opportunities) per year contributing to a bottom line improvement to LTFP4 of \$16.5 million between 2013/14 - 2023/24.



## REPORT TO COUNCIL

A more detailed breakdown of LTFP4 including Income Statement, Balance Sheet, Statement of Cash Flows, Reserves Balances and Assumptions is included as **Attachment 1** to this report.

### 5. Sensitivity Analysis – LTFP4

The DLG Guidelines for development of long term financial plans require councils to consider optimistic and pessimistic scenarios and predict potential variations to modeled results. The budget is sensitive to multiple influences over any 10 year period. Sensitivity scenarios analysed in previous versions of the LTFP have been revised for LTFP4 as follows. **Attachment 2** to this report shows the potential effects of these scenarios on net budget outcomes on an annual basis.

<b>Impact of Positive and Negative Scenarios on LTFP4</b>				
Item	Optimistic Scenario		Pessimistic Scenario	
	Positive effect on LTFP4		Negative effect on LTFP4	
Zetland Depot	Impact on investment revenue interest earned due to a sale of depot achieving 10% more than budgeted.	\$2.615 million	Land sale achieves the price modeled in the financial model and its impact on investment revenue.	\$0
Parking fines	Parking fine income increases by 3.2% per annum (i.e. CPI plus 0.5%)	\$2.495 million	Parking fines increase by CPI.	\$0
Parking fines	Parking fines increase by CPI.	\$0	Parking fine income increases by 2.2% per annum (i.e. CPI less 0.5%)	(\$2.429) million
Parking meter income	Parking meter revenue is increased by 5% plus an additional \$0.50 per hour each 4 years.	\$0	Parking meter revenue is increased by 5% but not by an additional \$0.50 per hour each 4 years.	(\$0.908) million
Increased Superannuation Guarantee	Increases to Super are negotiated to be included as part of the award increase.	\$9.585 million	Increases to Super are not included in the award increase.	\$0
VPAs	Council receives an additional revenue from Voluntary Planning Agreements	\$10 million	Council receives forecast \$5 million in Voluntary Planning Agreements	\$0
Efficiency dividend	Proposed \$1.5 million per annum in cost savings/income opportunities are realised	\$0	Proposed \$1.5 million per annum in cost savings/income opportunities are only 50% realised.	(\$8.249) million
Entry by Council to the funeral industry	Proposed entry to funeral industry continues.	\$0	Proposed entry to funeral industry does not proceed.	(\$6.886) million
Workers compensation premiums	Reduced workers compensation premiums through outsourcing of domestic waste.	\$4.225 million**	Workers' compensation premiums reflect domestic waste remaining in house.	\$0
Eastgate Car Park income	Changes to parking rates through charging for 1 <sup>st</sup> hour and increasing subsequent hours are implemented.	\$0	Changes to parking rates in through charging for 1 <sup>st</sup> hour and increasing subsequent hours are not implemented.	(\$24.251) million
Rate Peg	Local government cost index (LGCI) is 0.5% higher than CPI.	\$0	Local government cost index (LGCI) is same as CPI.	(\$11.744) million

## REPORT TO COUNCIL

Impact of Positive and Negative Scenarios on LTFP4				
Item	Optimistic Scenario		Pessimistic Scenario	
	Positive effect on LTFP4		Negative effect on LTFP4	
Beach Car Park income	The current subsidy to residents for Beach Parking is removed.	\$26.090 million	The current subsidy to residents for Beach Parking is retained.	\$0
<b>Total Potential Net Effect</b>		<b>\$55.010 million</b>		<b>(\$54.467) million</b>
	Current draft deficit	(\$4.244) million	Current draft deficit	(\$4.244) million
	<b>Optimistic draft surplus</b>	<b>\$50.766 million</b>	<b>Pessimistic draft deficit</b>	<b>(\$58.711) million</b>

*\* Note: Negative figures, in brackets, denote deficits. Positive figures denote budget improvements.*

*\*\* Note: Effect of this change on bottom line would actually be \$0 due to the need to correspondingly revise the Domestic Waste Charge (DWC) downwards. But the community would receive the benefit in the form of the lower DWC.*

### 6. Capital Works Program

For 2013/14 the capital works program comprises expenditure of \$33.329 million across the following 38 projects:

#### Draft Capital Works Program 2013/14

Project Code	Project Objective/Description	Draft 2013/14 Budget
Bondi Park PoM #	Bondi Park sub-depot	1,000,000
Bondi Pav 11 (1642)	Undertake works arising from Bondi Pavilion asset condition report and purpose statement	545,000
Bronte Park PoM (1745)	Bronte Replace Picnic Shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation.	200,000
Cemetery	SAMP Category 9.2 - South Head Cemetery	35,959
Cemetery	Wav Cemetery external perimeter fencing & retaining structure	4,710,000
Coastal & Retaining Infrastructure	SAMP Category 7 - Coastal & Retaining Infrastructure construction	251,862
EAP - Alternative water sources	Investigate the feasibility of and implement (where feasibility) recycled water systems for Marks Park, Tamarama Park and Hugh Bamford Reserve	50,000
EAP - Other	Implement the recommendations of the Waverley Coastal Risk & Hazards Vulnerability	105,000
EAP - Residential Transport (1707)	Investigate the feasibility of light rail to service the key transport routes of Waverley LGA	100,000
EAP - Energy & Water Saving Retrofit project (1703)	Energy & Water Saving Retrofit projects - Building Assets	380,000
Footpath Construction Program	SAMP 4 Category 2- Footpath Construction & Upgrades	1,703,571

## REPORT TO COUNCIL

Project Code	Project Objective/Description	Draft 2013/14 Budget
Green Links (1852)	Undertake selected Green Links Projects	100,000
Invest Strategy 05 (1810)	Purchase of land and construction of new Council depot	10,500,000
Invest Strategy 10 (1844)	Satellite sub depots within LGA	950,000
Invest Strategy 14 (1958)	Zetland Depot Sale	157,500
IT Asset	IT Asset Replacement & Upgrade Schedule - TopUp	868,112
Kerb & Gutter	SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)	786,197
Misc Buildings 03 (1675)	Undertake internal refurbishment and major maintenance works to School of Arts	82,111
Misc Buildings 16 (1608)	Waverley Pavilion Amenities Block	350,000
Misc Buildings 17 (1606)	Public Toilet Upgrade - Bronte Community Centre, Bronte Surf, Bondi Beach North & South	300,000
Misc. Buildings 09 (1684)	Architectural plans, scope of works and cost estimates to improve the Tamarama Surf Life Saving Club clubhouse.	682,116
Misc. Buildings 13 (1694)	Boot Factory	200,000
On Street Parking	SAMP - Category 10.1 - street signage	72,467
Open Spc/Rec 17 (1779)	Playground Enhancements	250,000
Other	SAMP Category 12 - Other: Fences, Stairs, Bus Shelters, Street Furniture & Signage	257,059
Parking 06	SAMP - Category 10.1 - On Street Parking Infrastructure - Replace on street parking meters	4,050,000
Parks Infrastructure	SAMP Category 8.1 - Parks Infrastructure construction	923,963
Parks Landscapes	SAMP Category 8.2 - Parks Landscapes	167,216
QED Tunnels (Bondi Park 05) (1760)	QED Tunnels Remediation and Storage Space	124,382
Risk 06 (1699)	Campbell Parade Retaining Wall adjacent to Park Drive	264,183
Roads Construction Program	SAMP Category 1- Roads Construction & Upgrades	1,436,300
Stormwater Drainage	SAMP Category 4 - Stormwater drainage construction & upgrades	300,000
Street Tree	SAMP Category 11 - Street Trees	122,469
Streets 05 (1849)	Upgrade Rose Bay Village streetscape	75,000
Streets 11 (1834)	Streetscape improvements works Bondi Road Stage 3 - north side, Penkivil to Wellington Streets	490,000
T&T 30	Bike Plan Implementation	50,000

## REPORT TO COUNCIL

Project Code	Project Objective/Description	Draft 2013/14 Budget
Tama Pk 03 (1714)	Upgrade the Tamarama Life Guards Facilities and Kiosk	575,000
Tamarama PoM (1841)	Tamarama PoM Works - Paths, playground, BBQs, landscaping, returfing, access issues, storage under the ramp.	114,300
<b>Total Proposed Capital Works Program</b>		<b>33,329,767</b>

Funding Sources for the Capital Works Program		Draft 2013/14 Budget
	Grants/Contributions	889,167
	Section 94A Contributions	1,375,000
	New Loan	4,710,000
	Reserves	19,577,500
	Consolidated General Revenue	6,778,100
<b>Total Proposed Capital Works Program Funding</b>		<b>33,329,767</b>

The draft capital works program for 2013/14, providing further project detail particularly in relation to the footpath, kerb and gutter and road program, is included in **Attachment 3** to this report and the proposed 2013/14 – 2016/17 capital works program, together with funding sources, is included in **Attachment 4** to this report.

### 7. Revenue Policy

In the Operational Plan consultation process, councils are required to display a Revenue Policy which states how for the subsequent financial year the council proposes to raise rates and charges, including the Domestic Waste Charge.

The Revenue Policy is included in the Draft Operational Plan circulated with this Agenda.

Council is requested to note the Revenue Policy and approve its inclusion in the Draft Operational Plan so that it can be considered by the community along with the rest of the Plan prior to adoption of a final Revenue Policy in June 2013.

The 2013/14 Revenue Policy gives specific reference to the proposed rate increase of 12.4% for 2013/14 as per IPART's approved special rate variation for 2013/14 of 12.5% (less the 0.1% reduction due to the carbon pricing advance from 2012/13).

The revenue policy also reflects the proposal to increase the Domestic Waste Charge from the existing 2012/13 charge of \$420 to a charge in 2013/14 of \$449.

### 8. Comment

Council is forecasting to post a small budget surplus in 2013/14 and for each year of the Delivery Program. At the end of 2023/24 it is forecast that Council will have a relatively small cumulative budget deficit of \$4.244 million given the expenditure during the LTFP4 period of \$1.683 billion. This financially sustainable position can be further built upon through the diligent management of risks and opportunities and a long term surplus position should not be unexpected.

## REPORT TO COUNCIL

Council has this month received advice from NSW Treasury Corp which provides the results of a Financial Sustainability Rating (FSR) and Outlook for each council. These FSRs and Outlooks have been developed by TCorp to provide an overall position of the sustainability of Councils when compared with each other Council within NSW.

TCorp has assigned Waverley Council a rating of:

Financial Sustainability Rating (FSR)	Moderate
Outlook	Neutral

These ratings are defined by TCorp as:

Moderate	<ul style="list-style-type: none"> <li>▪ Local government with an adequate capacity to meet its financial commitments in the short to medium term and an acceptable capacity in the long term.</li> <li>▪ While it has some record of reporting minor to moderate operating deficits the local government may also have recently reported a significant operating deficit.</li> <li>▪ It is likely able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business, with moderate revenue and/or expense adjustments. The expense adjustments are likely to result in a number of changes to the range of and/or quality of services offered.</li> <li>▪ Its capacity to manage core business risks is moderate.</li> </ul>
Neutral	<ul style="list-style-type: none"> <li>▪ There are no known foreseeable events that would have a direct impact on the financial sustainability of the local government. It may be possible for a rating upgrade or downgrade to occur from a neutral outlook, if warranted by an event or circumstance.</li> </ul>

This is considered a good rating. However, bearing in mind that the rating is based on Council’s financial position as at LTPF 3.1.1, we may assume that if the rating were taken now it would be significantly higher given the cumulative long term deficit being reduced from \$58 million to \$4 million.

TCorp has acknowledged Waverley Council’s strong “strong management focus on planning in respect of their finances, assets and services” and rates Waverley as “well managed and resourced” for a sustainable future. See TCorp report extracts below.

## REPORT TO COUNCIL

### **Extracts from NSW Treasury Corp's Report: Waverley Council, Financial Assessment and Benchmarking, September 2012.**



*The Council reported \$28.7m of Infrastructure Backlog in 2011 with an infrastructure asset value of \$426.3m. This is a relatively small backlog compared to other NSW councils. Other observations include:*

- *The Council's infrastructure backlog is on a downward trend.*
- *Council's methodology for measuring the backlog is ahead of most NSW councils. The Council is constantly refining estimates of costs to bring assets to satisfactory condition, which has resulted in the backlog estimate being revised downwards.*

*A significant portion of the backlog, 56%, is related to "other structures". Other structures consist of items such as land improvement, sports fields, and miscellaneous structures.*

*Council has a relatively low Infrastructure Backlog ratio of 0.07x compared to many councils which have ratios of over 0.20x.*

*The quality of management plans, asset management plans, and the long term financial plan also suggest that Council are well managed and resourced.*

- *Council has a relatively small infrastructure backlog at \$28.7m that equates to only 0.7% of total IPP&E.*
- *Council has been proactive in measuring the backlog since 2004 and completed three asset management plans, so is well aware of the status of the backlog and how best to manage it.*
- *Council is among the most compliant and up to date councils TCorp have analysed in regard to the IP&R framework indicating a strong management focus on planning in respect of their finances, assets and services.*

The proposed budget and LTFP4 net results demonstrate that TCorp's positive view of Waverley's financial management capacity is well warranted especially insofar as the Council has been able to reduce budget shortfalls from \$186 million to \$4 million without demonstrable service loss through a variety of leading edge financial management strategies, including:

- substantial efficiency gains / net savings;
- a strong and highly innovative commercial business focus;
- a rate rise to achieve a more sustainable mix of variable versus reliable revenue streams;
- a strong management capacity in terms of cash and property investments;
- a very strong, leading edge award winning approach to asset management planning and estimating;
- a strong risk management focus for assets;
- one of the state's best and most transparent integrated planning and reporting systems capturing the full costs for and income from diverse services and reporting on the achievement of targets for service delivery as demanded by the community.

This planning capacity has placed Waverley Council in a much stronger position than it otherwise might have been to negotiate as an equal and respected partner in service sharing, amalgamation, joint ventures or other forms of productive partnership with public, private and not-for-profit sector players to maximise service output for the Waverley community and materially enhance their chances of achieving the vision of *Waverley Together 3*.

## REPORT TO COUNCIL

### 9. Next Steps

Steps in the process towards adoption of the budget are:

#### **Council Meeting - 16 April 2013**

- The 2013/14 Draft Operational Plan to be considered by Council including the Draft Revenue Policy, Draft Fees and Charges, Draft Budget, Draft Capital Expenditure Programs and LTFP4.
- Council adopts the 2013/14 Draft Operational Plan for purposes of public exhibition.
- Council adopts the 2013/14 – 2016/17 Draft Delivery Program for purposes of public exhibition.

#### **Public Exhibition – 18 April 2013 to 17 May 2013**

- The 2013/14 Draft Operational Plan, including Draft Revenue Policy, Draft Fees and Charges, Draft Budget and Draft Capital Expenditure Program are placed on public exhibition as per statutory requirement.
- The 2013/14 – 2016/17 Draft Delivery Program, including Draft Budgets and Draft Capital Expenditure Programs are placed on public exhibition as per statutory requirement.
- LTFP4 is not required to be exhibited. However, links will be provided on the website for those wishing to comment.

#### **Council Meeting – 18 June 2013**

- Council adopts the 2013/14 Operational Plan including Revenue Policy, Fees and Charges, Budget and Capital Expenditure Programs
- Council adopts the 2013/14 – 2016/17 Delivery Program including Budget and Capital Expenditure Programs.
- Council adopts the latest version of the Long Term Financial Plan (LTFP4).

### 10. Recommendation: That Council:

1. Receive and note the report.
2. Adopt, for purposes of public display, the draft estimates of income and expenditure, including capital expenditure, for the financial year 2013/14 for inclusion in the Draft Operational Plan, for community consultation.
3. Adopt, for purposes of public display, the draft estimates of income and expenditure, including capital expenditure, for the financial years 2013/14, 2014/15, 2015/16 and 2016/17 for inclusion in the Draft Delivery Program, for community consultation.

## REPORT TO COUNCIL

4. Note the Draft Long Term Financial Plan (LTFP4) for an 11 year period from 2013/14 – 2023/24 including Income Statement, Balance Sheet, Statement of Cash Flows, Reserves Balances, Assumptions and Sensitivity Analysis.
5. Include the proposed 2013/14 Revenue Policy in the Draft Operational Plan for community consultation.

Bronwyn Kelly  
**Director, Corporate & Technical Services**

*Author: Ian Mead*

<b>Attachment 1</b>	LTFP4 – including Income Statement, Balance Sheet, Statement of Cash Flows, Reserves Balances and Assumptions.
<b>Attachment 2</b>	Sensitivity Analysis – Impact of Optimistic and Pessimistic Scenarios on LTFP4.
<b>Attachment 3</b>	Draft Capital Works Program 2013/14
<b>Attachment 4</b>	Draft Capital Works Program 2013/14 – 2016/17









<b>WAVERLEY COUNCIL - PROPOSED BUDGET</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
<b>RESERVE BALANCE</b>											
<b>External Restriction</b>											
Voluntary Planning Agreement	2,935,000	2,385,000	1,385,000	1,385,000	1,000,000	1,000,000	1,000,000	0	0	0	0
SEPP 10	468,053	468,053	468,053	468,053	468,053	468,053	468,053	468,053	468,053	468,053	468,053
Clause 18	458,330	458,330	458,330	458,330	458,330	458,330	458,330	458,330	458,330	458,330	458,330
Section 94A	521,061	521,061	521,061	521,061	521,060	521,059	521,058	521,057	521,056	521,054	521,052
Affordable Housing	2,874,938	1,605,624	2,355,624	3,105,624	855,624	1,605,624	2,355,624	105,624	855,624	1,605,624	5,624
Unexpended Grants/Subsidy	150,429	150,429	150,429	150,429	150,429	150,429	150,429	150,429	150,429	150,429	150,429
Environmental Levy	46,706	0	0	0	0	0	0	0	0	0	0
Domestic Waste Reserve	2,936,997	5,364,382	7,962,225	10,688,042	11,993,674	15,050,138	18,079,776	19,182,162	21,048,079	23,747,973	26,286,259
<b>Total External Restricted Reserve</b>	<b>10,391,515</b>	<b>10,952,879</b>	<b>13,300,722</b>	<b>16,776,539</b>	<b>15,447,170</b>	<b>19,253,633</b>	<b>23,033,270</b>	<b>20,885,655</b>	<b>23,501,571</b>	<b>26,951,463</b>	<b>27,889,747</b>
<b>Internal Restriction</b>											
Employees Leave Entitlements	3,670,351	3,307,093	3,177,093	3,087,093	3,077,093	3,077,093	3,047,093	3,017,093	3,067,093	3,117,092	3,167,090
Replacement - Plant & Vehicles	672,154	350,109	72	335,845	2,414	204,286	102,741	110,090	21,425	33,396	200,181
Computer	207,803	287,803	367,803	447,803	527,803	607,803	687,803	767,803	847,803	927,803	1,007,803
Centralised Reserve	3,164,374	0	0	0	0	0	0	0	0	0	0
Infrastructure Asset Renewal Reserve	1,827,256	4,802,904	7,858,895	10,997,397	8,925,468	10,857,721	12,842,145	14,880,148	16,973,178	19,122,720	21,330,299
Election Reserve	133,996	211,021	290,126	51,367	134,802	220,490	308,492	53,270	146,088	241,412	339,310
DA Digitising Reserve/SRV	1,051,055	0	800,000	0	0	0	0	0	0	0	0
Sale Surplus Lands (GreenLinks)	0	0	0	0	0	0	0	0	0	0	0
Looking Good	359,080	359,080	359,080	359,080	359,080	359,080	359,080	359,080	359,080	359,080	359,080
State Government Taxes Crown Land	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Sculpture by the Sea	0	0	0	0	0	0	0	0	0	0	0
Deposits & Bonds	6,638,072	6,638,072	6,638,072	6,638,072	6,638,072	6,638,072	6,638,072	6,638,072	6,638,072	6,638,072	6,638,072
Insurance Risk	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Parking Meters	728,359	1,493,359	2,273,659	3,069,565	3,881,389	4,709,449	1,011,570	1,873,083	2,751,826	3,648,144	4,562,388
Off-Street Parking Facilities	502,673	630,173	760,223	892,874	1,028,178	16,188	156,958	300,543	446,999	596,384	748,757
Housing Stock	1,320,133	1,474,856	1,602,301	1,703,032	1,831,917	2,002,039	2,180,678	2,353,051	2,430,088	2,571,080	2,735,176
Social Housing	281,757	412,743	547,115	684,960	706,367	851,428	1,000,232	1,152,874	1,309,454	1,470,076	1,634,840
Street Tree (Sewer)/Bundling Cables	252,479	252,479	252,479	252,479	252,479	252,479	252,479	252,479	252,479	252,479	252,479
Unexpended Loans	188,292	0	0	0	0	0	0	0	0	0	0
Legal	0	0	0	0	0	0	0	0	0	0	0
Carry Overs	236,563	236,563	0	0	0	0	0	0	0	0	0
Bondi Rd Liability	0	0	0	0	0	0	0	0	0	0	0
Waverley Cemetery	662,008	754,591	835,422	904,806	964,188	1,013,769	983,326	946,094	901,693	849,723	789,765
Investment Strategy	24,737,172	19,013,374	9,918,178	10,021,175	10,122,550	10,222,501	10,321,241	10,418,999	10,516,019	10,612,565	10,708,918
<b>Total Internal Restriction</b>	<b>47,083,578</b>	<b>40,674,221</b>	<b>36,130,519</b>	<b>39,895,549</b>	<b>38,901,801</b>	<b>41,482,399</b>	<b>40,341,911</b>	<b>43,572,680</b>	<b>47,111,298</b>	<b>50,890,027</b>	<b>54,924,159</b>
<b>Total Restricted Reserve Balance</b>	<b>57,475,093</b>	<b>51,627,101</b>	<b>49,431,242</b>	<b>56,672,089</b>	<b>54,348,972</b>	<b>60,736,033</b>	<b>63,375,182</b>	<b>64,458,336</b>	<b>70,612,870</b>	<b>77,841,491</b>	<b>82,813,907</b>

<b>General Assumptions</b>										
Financial year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
CPI - Access Economics (December 2012)	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
<b>Revenue:</b>	-	-	-	-	-	-	-	-	-	-
Council Rate - increased by IPART SRV approved % to 2013/14, thereafter 0.5% above CPI (note: 2013/14 has reduced by 0.1% and 2014/15 has reduced by 0.3% carbon pricing factor)	2.90%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%
Domestic Waste Charge	4.45%	3.20%	3.10%	4.01%	1.93%	1.89%	1.86%	1.82%	1.79%	1.76%
Car Park Revenue - year on year increase on 2012/13 base revenue by CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Eastgate Car Park Revenue - introduce 1st hour charge no other increase for the first 3 years	1,912,920	2,156,159	2,214,375	2,274,164	2,335,566	2,398,626	2,463,389	2,529,901	2,598,208	2,668,360
Parking Meter Revenue - year on year increase on 2012/13 base revenue by 5 % per annum	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Parking Meter revenue - plus \$0.50 increase every four years (908,000 tickets x \$0.50 = \$454,000 each increase)	\$0	\$0	\$0	\$454,000	\$0	\$0	\$0	\$454,000	\$0	\$0
Parking Fine income - increase by CPI and plus 1% growth in 2014/15	3.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Investment Revenue - based on Oakvale's advice on 07 March 2013	4.21%	4.47%	4.56%	4.84%	5.04%	5.23%	5.26%	5.36%	5.61%	5.61%
User Charges - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Operating Grant & Contribution - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Other Operational Revenue - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
<b>Capital Revenue:</b>										
Capital Grant & Contribution - Section 94 increased by CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Capital Grant & Contribution - Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Operating Expenditure:</b>										
<b>Employee Costs</b>										
Direct Employment Costs:										
Award % increases to end of 2013/14 then 3.2%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%
Annual step increase in salary system	0.84%	0.64%	0.48%	0.18%	0.07%	0.02%	0.00%	0.00%	0.00%	0.00%
Service Margin - 20% of staff become eligible each year	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
Additional Employer Superannuation Contribution	0.23%	0.46%	0.46%	0.46%	0.46%	0.46%	0.00%	0.00%	0.00%	0.00%
<b>Total Direct Employee Costs % increase (incl additional Super)</b>	<b>4.47%</b>	<b>4.50%</b>	<b>4.34%</b>	<b>4.04%</b>	<b>3.93%</b>	<b>3.88%</b>	<b>3.40%</b>	<b>3.40%</b>	<b>3.40%</b>	<b>3.40%</b>
Workers Compensation Premium	4.47%	4.50%	4.34%	4.04%	3.93%	3.88%	3.40%	3.40%	3.40%	3.40%
Materials - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Contracts - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Borrowing Costs - based on Oakvale's advice on 07 March 2013	7.03%	7.21%	7.59%	7.71%	7.81%	7.89%	8.20%	8.26%	8.28%	8.28%
Other Operating Expense - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
<b>Capital Expenditure:</b>										
Office Furniture & Equipment - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Library Resources - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Operating Plant & Equipment	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Infrastructure Improvements - increased based on CPI	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%

Examines the financial impact to the current budget forecasts when the Optimistic and Pessimistic assumptions applies												
<b>A) - Optimistic Scenario</b>												
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Current result - (Surplus)/Deficit	(81,543)	(24,506)	(155,781)	(39,471)	19,033	2,552,679	2,837,100	2,419,126	(405,329)	1,981,282	(4,857,928)	4,244,662
<i>Add- optimistic assumptions</i>												
Impact on investment revenue interest earned due to a sale of depot achieving 10% more than budgeted.	0	(174,294)	(192,849)	(205,526)	(228,093)	(249,014)	(271,425)	(287,259)	(308,117)	(339,774)	(358,835)	(2,615,188)
Parking fine income increases by 3.2% per annum (i.e. CPI plus 0.5%)	(0)	0	(47,391)	(97,579)	(150,685)	(206,842)	(266,181)	(328,842)	(394,972)	(464,719)	(538,239)	(2,495,451)
Additional increase on Superannuation is incorporate into the award increase	0	(108,969)	(460,555)	(242,480)	(667,866)	(935,886)	(1,138,183)	(1,381,170)	(1,496,000)	(1,551,026)	(1,603,056)	(9,585,190)
Additional \$10 million VPA contributions	0	(2,000,000)	0	(2,000,000)	0	(2,000,000)	0	(2,000,000)	0	(2,000,000)	0	(10,000,000)
Reduced workers compensation premiums through outsourcing of domestic waste.	(310,500)	(322,720)	(337,476)	(351,632)	(368,036)	(383,722)	(399,897)	(415,392)	(430,248)	(445,222)	(460,680)	(4,225,525)
The current subsidy to residents for Beach Parking is removed	0	(2,609,000)	(2,609,000)	(2,609,000)	(2,609,000)	(2,609,000)	(2,609,000)	(2,609,000)	(2,609,000)	(2,609,000)	(2,609,000)	(26,090,000)
<b>Optimistic Budget Result - (Surplus)/Deficit</b>	<b>(392,043)</b>	<b>(5,239,489)</b>	<b>(3,803,052)</b>	<b>(5,545,687)</b>	<b>(4,004,648)</b>	<b>(3,831,786)</b>	<b>(1,847,586)</b>	<b>(4,602,537)</b>	<b>(5,643,667)</b>	<b>(5,428,459)</b>	<b>(10,427,739)</b>	<b>(50,766,692)</b>
<b>B) - Pessimistic Scenario</b>												
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Current result - (Surplus)/Deficit	(81,543)	(24,506)	(155,781)	(39,471)	19,033	2,552,679	2,837,100	2,419,126	(405,329)	1,981,282	(4,857,928)	4,244,662
<i>Add- Pessimistic assumptions</i>												
Local government cost index (LGCI) is same as CPI.	0	93,472	300,378	519,417	751,119	996,024	1,254,734	1,527,853	1,816,006	2,119,829	2,366,086	11,744,916
Changes to parking rates in through charging for 1st hour and increasing subsequent hours are not implemented.	700,000	1,912,920	2,156,159	2,214,375	2,274,164	2,335,566	2,398,626	2,463,389	2,529,901	2,598,208	2,668,360	24,251,667
Parking meter revenue is increased by 5% but not by an additional \$0.50 per hour each 4 years.	0	0	0	0	454,000	0	0	0	454,000	0	0	908,000
Proposed \$1.5 million per annum in cost savings/income opportunities are only 50% realised.	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	8,249,995
Parking fine income increases by 2.2% per annum (i.e. CPI less 0.5%)	(0)	0	47,391	97,104	149,226	203,844	261,049	320,936	383,602	449,148	517,678	2,429,979
Entry to funeral industry does not proceed	626,000	626,000	626,000	626,000	626,000	626,000	626,000	626,000	626,000	626,000	626,000	6,886,000
<b>Pessimistic Budget Result - (Surplus)/Deficit</b>	<b>1,994,456</b>	<b>3,357,885</b>	<b>3,724,146</b>	<b>4,167,425</b>	<b>5,023,541</b>	<b>7,464,112</b>	<b>8,127,509</b>	<b>8,107,304</b>	<b>6,154,179</b>	<b>8,524,466</b>	<b>2,070,195</b>	<b>58,715,219</b>

## Attachment 3 – Draft Capital Works Program 2013/14

Project Code	Project Objective/Description	Draft 2013/14 Budget
Bondi Park PoM #	Bondi Park sub-depot	1,000,000
Bondi Pav 11 (1642)	Undertake works arising from Bondi Pavilion asset condition report and purpose statement	545,000
Bronte Park PoM (1745)	Bronte Replace Picnic Shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation.	200,000
Cemetery	SAMP Category 9.2 - South Head Cemetery	35,959
Cemetery	Waverley Cemetery external perimeter fencing & retaining structure	4,710,000
Coastal & Retaining Infrastructure	SAMP Category 7 - Coastal & Retaining Infrastructure construction	251,862
EAP - Alternative water sources	Investigate the feasibility of and implement (where feasibility) recycled water systems for Marks Park, Tamarama Park and Hugh Bamford Reserve	50,000
EAP - Other	Implement the recommendations of the Waverley Coastal Risk & Hazards Vulnerability	105,000
EAP - Residential Transport (1707)	Investigate the feasibility of light rail to service the key transport routes of Waverley LGA	100,000
EAP - Energy & Water Saving Retrofit project (1703)	Energy & Water Saving Retrofit projects - Building Assets	380,000
Footpath Construction Program	SAMP 4 Category 2- Footpath Construction & Upgrades	1,703,571
	<i>ARNOLD STREET (BOTH SIDES) , DEAD END TO YENDA AVENUE</i>	10,000
	<i>BARRACLUFF AVENUE, LAMROCK AVENUE to RICKARD AVENUE</i>	8,600
	<i>BAYVIEW STREET, (BOTH SIDES) HEWLETT STREET to BRONTE MARINE DRIVE</i>	8,600
	<i>BIRRELL STREET, (BOTH SIDES) DICKSON ST to PARK PARADE</i>	42,700
	<i>BIRRELL STREET, (BOTH SIDES) TASMAN STREET to JACKSON STREET</i>	21,200
	<i>BLENHEIM LANE, (BOTH SIDES) ARNOLD STREET to QUEENS PARK ROAD</i>	10,000
	<i>BONDI ROAD TGSIS , (N/SIDE) PENKIVILE ST TO WELLINGTON ST</i>	20,000
	<i>BONDI ROAD TGSIS , (S/SIDE) PARK PDE TO DENHAM ST</i>	20,000
	<i>BONDI ROAD, (NORTH SIDE) IMPERIAL AVENUE to HENDERSON STREET</i>	40,000
	<i>BONDI ROAD, (NORTH SIDE) CASTLEFIELD STREET TO IMPERIAL AVENUE</i>	45,000
	<i>BONDI ROAD, (NORTH SIDE) WELLINGTON STREET TO HENDERSON STREET</i>	35,000
	<i>BOURKE STREET, (BS) BIRRELL ST TO CUTHBERT ST</i>	50,000
	<i>BRONTE ROAD, (NORTH SIDE) OUSTIDE BRONTE HOUSE (#470)</i>	45,500

<b>Project Code</b>	<b>Project Objective/Description</b>	<b>Draft 2013/14 Budget</b>
	COLLINGWOOD STREET, (BOTH SIDES) DEAD END to TRAFALGAR STREET	10,000
	COLLINGWOOD STREET, (BOTH SIDES) MACPHERSON ST TO DEAD END	10,000
	COMPLIANCE OF BUS STOPS WITH DIABILITY STANDARDS (STAGE 2)	115,000
	CUTHBERT STREET, (BOTH SIDES) DENISON STREET to NEWLAND STREET	68,000
	DENHAM STREET, (BOTH SIDES ) FRANCIS STREET to EDWARD STREET	30,000
	DENISON STREET (WEST SIDE) EBLEY ST TO HOUGH ST	20,000
	EBLEY STREET (SOUTH SIDE) DENISON STREET TO LAWSON STREET	12,000
	EBLEY STREET (SOUTH SIDE) LAWSON STREET TO NEWLAND STREET	34,000
	EBLEY STREET, (NORTH SIDE) 10 TO NEWLAND STREET	97,000
	EDMUND ST, (WEST SIDE) ADJACENT TO 13 VICTORIA ST	10,000
	EDWARD STREET, (BOTH SIDE) CASTLEFIELD ST to DENHAM ST	31,100
	GLEN STREET, ANDREW AVE to BONDI ROAD	48,000
	HASTINGS PARADE, CAMPBELL PARADE TO BAY STREET	111,600
	HENRIETTA STREET, (WEST SIDE) 57 TO VICTORIA STREET	35,000
	JOHN STREET, ( NORTH SIDE) CARRINGTON ROAD to HENRY STREET	27,000
	LEICHHARDT STREET, ( BOTH SIDES) MACPHERSON STREET TO BRONTE ROAD	60,000
	LEWSELL STREET, (BOTH SIDES F/L) GRAFTON ST TO OXFORD ST	35,000
	MANNING STREET, ( BOTH SIDES) CUTHBERT STREET TO QUEENS PARK ROAD	80,000
	MILITARY ROAD, ( BOTH SIDES) DOUGLAS PARADE to LOOMBAH ROAD	10,000
	MILITARY ROAD, ( BOTH SIDES) KIPPARA ROAD to ARTHUR ST	13,800
	MURRIVERIE ROAD, ( BOTH SIDES) OLD SOUTH HEAD RD TO PLOWMAN ST	40,000
	NORTON AVENUE, (EAST SIDE) OCEANVIEW AVENUE to DEAD END	20,000
	O'DONNELL STREET, ( BOTH SIDES) MITCHELL STREET to GLENAYR AVENUE	15,671
	SEAVIEW STREET, ( BOTH SIDES) LANGLEE AVENUE TO DEAD END	27,100
	TRAFALGAR STREET, (NORTH SIDE) CALGA AVENUE TO ST THOMAS STREET	70,000
	WAIROA AVENUE, ( BOTH SIDES) MURRIVERIE ROAD to O'DONNELL STREET	78,000
	WAIROA AVENUE, ( BOTH SIDES) RAMSGATE AVENUE to CAMPBELL PARADE	54,700
	WARNERS AVENUE, (BOTH SIDES) WAIROA AVENUE to GOULD STREET	82,000
	WELLINGTON STREET, (BOTH SIDES) FRANCIS STREET to EDWARD STREET	10,000
	WILEY STREET, (BOTH SIDES-FULL LENGTH) VICTORIA STREET to SAILISBURY STREET	80,000
	WONDERLAND AVENUE, FLETCHER STREET to DELLVIEW LANE	12,000



<b>Project Code</b>	<b>Project Objective/Description</b>	<b>Draft 2013/14 Budget</b>
Green Links (1852)	Undertake selected Green Links Projects	100,000
Invest Strategy 05 (1810)	Purchase of land and construction of new Council depot	10,500,000
Invest Strategy 10 (1844)	Satellite sub depots within LGA	950,000
Invest Strategy 14 (1958)	Zetland Depot Sale	157,500
IT Asset	IT Asset Replacement & Upgrade Schedule - Top Up	868,112
Kerb & Gutter	SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)	786,197
	<i>AVOCA LANE, IMPERIAL AVENUE TO BONDI ROAD</i>	<i>45,000</i>
	<i>BRIGHTON BLVD (EAST SIDE) CAMPBELL PDE TO BEND</i>	<i>80,000</i>
	<i>CASTLEFIELD STREET, MILLERS TREET TO BONDI ROAD (WEST SIDE)</i>	<i>25,000</i>
	<i>GLENAYR AVENUE, BEACH ROAD TO CURLEWIS STREET (BOTH SIDES)</i>	<i>62,000</i>
	<i>HEWLETT STREET, MIRIMAR AVENUE TO TAMARAMA MARINE DRIVE (SOUTH SIDE)</i>	<i>55,000</i>
	<i>MACLEAY STREET, DEAD END TO HARDY STREET (SOUTH SIDE)</i>	<i>120,000</i>
	<i>MILITARY ROAD, OCEANVIEW AVENUE TO KOBODA RD</i>	<i>145,000</i>
	<i>NEWLAND STREET, CUTHBERT STREET TO QUEENS PARK ROAD - BOTH SIDES</i>	<i>154,197</i>
	<i>WILEY STREET, VICTORIA STREET TO CHANGE OF WIDTH - BOTH SIDES</i>	<i>100,000</i>
Misc Buildings 03 (1675)	Undertake internal refurbishment and major maintenance works to School of Arts	82,111
Misc Buildings 16 (1608)	Waverley Pavilion Amenities Block	350,000
Misc Buildings 17 (1606)	Public Toilet Upgrade - Bronte Community Centre, Bronte Surf, Bondi Beach North & South	300,000
Misc. Buildings 09 (1684)	Architectural plans, scope of works and cost estimates to improve the Tamarama Surf Life Saving Club clubhouse.	682,116
Misc. Buildings 13 (1694)	Boot Factory	200,000
On Street Parking	SAMP - Category 10.1 - street signage	72,467
Open Spc/Rec 17 (1779)	Playground Enhancements	250,000
Other	SAMP Category 12 - Other: Fences, Stairs, Bus Shelters, Street Furniture & Signage	257,059
Parking 06	SAMP - Category 10.1 - On Street Parking Infrastructure - Replace on street parking meters	4,050,000
Parks Infrastructure	SAMP Category 8.1 - Parks Infrastructure construction	923,963
Parks Landscapes	SAMP Category 8.2 - Parks Landscapes	167,216
QED Tunnels (Bondi Park 05) (1760)	QED Tunnels Remediation and Storage Space	124,382
Risk 06 (1699)	Campbell Parade Retaining Wall adjacent to Park Drive	264,183
Roads Construction Program	SAMP Category 1- Roads Construction & Upgrades	1,436,300

Project Code	Project Objective/Description	Draft 2013/14 Budget
	BEACH ROAD, BONDI BEACH GLENAYR AVE TO BLAIR ST	77,000
	BLAIR STREET, SIMPSON STREET TO OLD SOUTH HEAD ROAD	87,869
	BULGA ROAD, EASTERN AVENUE TO DEAD END	55,000
	EWELL STREET, OCEAN STREET to BENNETT STREET	74,000
	JAKES AVENUE, HALL STREET TO LAMROCK AVENUE	95,000
	O'BRIEN STREET, GLENAYR AVE TO OLD SOUTH HEAD ROAD	84,000
	PHILLIP STREET, DEAD END TO TAMARAMA STREET	85,000
	POLYBLANK PARADE, THE AVENUE TO STEWART STREET	50,000
	ROSCOE STREET, O'BRIAN STREET TO GLENAYR STEEET	75,000
	ST JAMES ROAD, YORK PLACE TO BIRRELL STREET	70,000
	STEPHEN STREET, OCEAN STREET to DEAD END	60,000
	WELLINGTON STREET, O'BRIEN ST TO FRANCIS ST	100,000
	Regional Roads	150,000
	BOTANY STREET, WAVERLEY ST TO BIRRELL ST (FULL WIDTH)	90,000
	HALL STREET, CAMPBELL PARADE TO GLENAYR AVENUE	113,431
	ALBION LANE - ALBION ST TO DEAD END	40,000
	DELLVIEW LANE, WONDERLAND AVENUE TO SILVA STREET	40,000
	FIG TREE LANE - ST THOMAS ST TO DEAD END	40,000
	Traffic Islands - Sandridge Street @ Bondi Road	18,000
	Other Traffic Islands - TBA	32,000
Stormwater Drainage	SAMP Category 4 - Stormwater drainage construction & upgrades	300,000
Street Tree	SAMP Category 11 - Street Trees	122,469
Streets 05 (1849)	Upgrade Rose Bay Village streetscape	75,000
Streets 11 (1834)	Streetscape improvements works Bondi Road Stage 3 - north side, Penkivil to Wellington Streets	490,000
T&T 30	Bike Plan Implementation	50,000
Tama Pk 03 (1714)	Upgrade the Tamarama Life Guards Facilities and Kiosk	575,000
Tamarama PoM (1841)	Tamarama PoM Works - Paths, playground, BBQs, landscaping, returfing, access issues, storage under the ramp.	114,300
<b>Total Proposed Capital Works Program</b>		<b>33,329,767</b>

Funding Sources for the Capital Works Program		Draft 2013/14 Budget
	Grants/Contributions	889,167
	Section 94A Contributions	1,375,000
	New Loan	4,710,000
	Reserves	19,577,500
	Consolidated General Revenue	6,778,100

	<b>Total Proposed Capital Works Program Funding</b>	<b>33,329,767</b>
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## Attachment 4 – Draft Capital Works Program 2013/14 – 2016/17

Project Code	Project Objective/Description	Draft 2013/14 Budget	2014/15 Projection	2015/16 Projection	2016/17 Projection
BJ PAMP	BJ PAMP Implementation	-	550,000	-	-
Bondi Park PoM #	Bondi Park sub-depot	1,000,000	-	-	-
Bondi Park PoM (1753)	Bondi Park PoM - completion of plan of management, undertake works identified	-	328,571	428,571	428,571
Bondi Pav 11 (1642)	Undertake works arising from Bondi Pavilion asset condition report and purpose statement	545,000	545,000	-	-
Bronte Park PoM (1745)	Bronte Replace Picnic Shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation.	200,000	-	-	-
Cemetery	SAMP Category 9.1 - Waverley Cemetery	-	72,629	74,590	76,604
Cemetery	SAMP Category 9 - South Head Cemetery	35,959	36,931	37,928	38,951
Cemetery	Waverley Cemetery - external perimeter fencing & retaining structure	4,710,000	-	-	-
Cemetery 07	Waverley Cemetery - gully remediation works & retaining walls	-	4,500,000	-	-
Cemetery Pavilion Construction	Waverley Cemetery - Pavilion Construction	-	-	3,100,000	-
Coastal & Retaining Infrastructure	SAMP Category 7 - Coastal & Retaining Infrastructure construction	251,862	258,662	265,646	272,818
EAP - Alternative water sources	Investigate the feasibility of and implement (where feasible) recycled water systems for Marks Park, Tamarama Park and Hugh Bamford Reserve	50,000	725,000	725,000	660,000
EAP - Energy reduction and renewable opportunities	Undertake an energy efficiency retrofit of Council owned public lighting	-	130,000	-	-

<b>Project Code</b>	<b>Project Objective/Description</b>	<b>Draft 2013/14 Budget</b>	<b>2014/15 Projection</b>	<b>2015/16 Projection</b>	<b>2016/17 Projection</b>
EAP - Other	Implement the recommendations of the Waverley Coastal Risk & Hazards Vulnerability	105,000	-	-	-
EAP - Residential Transport (1707)	Investigate the feasibility of light rail to service the key transport routes of Waverley LGA	100,000	-	-	-
EAP - Residential Transport	Identify opportunities to incorporate electric car recharge points into Council infrastructure	-	40,000	-	-
EAP - Residential Transport	Implement the Waverley Transport Plan 2011	-	613,000	318,000	326,586
EAP - Street Lighting	Review and implement energy efficient street lighting opportunities following completion of the LED street light trial	-	-	200,000	-
EAP - Water efficiency	Undertake a water efficiency building retrofit (of assets not already retrofitted)	-	-	150,000	-
EAP - Energy & Water Saving Retrofit project (1703)	Energy & Water Saving Retrofit projects - Building Assets	380,000	-	-	-
Footpath Construction Program	SAMP 4 Category 2- Footpath Construction & Upgrades	1,703,571	1,749,568	1,796,806	1,645,867
Green Links (1852)	Undertake selected Green Links Projects	100,000	85,582	-	-
Invest Strategy ##	Eastgate Façade Upgrade	-	-	3,000,000	-
Invest Strategy 05 (1810)	Purchase of land and construction of new Council depot	10,500,000	-	-	-
Invest Strategy 10	Satellite sub depots within LGA	950,000	500,000	1,000,000	-
Invest Strategy 11	Conversion of surplus car parking at Eastgate to commercial space	-	2,600,000	5,200,000	-
Invest Strategy 14	Zetland Depot Sale	157,500	-	-	-

<b>Project Code</b>	<b>Project Objective/Description</b>	<b>Draft 2013/14 Budget</b>	<b>2014/15 Projection</b>	<b>2015/16 Projection</b>	<b>2016/17 Projection</b>
IT Asset	IT Asset Replacement & Upgrade Schedule - TopUp	868,112	704,920	396,227	500,461
Kerb & Gutter	SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)	786,197	807,425	829,225	851,614
Local Village DCP Improvement	Local Village DCP Streetscape Improvements	-	-	1,000,000	-
Misc Buildings 03 (1675)	Undertake internal refurbishment and major maintenance works to School of Arts	82,111	-	-	-
Misc Buildings 16 (1608)	Waverley Pavilion Amenities Block	350,000	-	-	-
Misc Buildings 17 (1606)	Public Toilet Upgrade - Bronte Community Centre, Bronte Surf, Bondi Beach North & South	300,000	1,000,000	-	-
Misc. Buildings 09	Architectural plans, scope of works and cost estimates to improve the Tamarana Surf Life Saving Club clubhouse.	682,116	-	-	-
Misc. Buildings 13	Boot Factory	200,000	-	-	-
On Street Parking	SAMP - Category 10.1 - street signage	72,467	74,424	76,433	78,497
Open Spc/Rec 17 (1779)	Playground Enhancements	250,000	-	-	-
Other	SAMP Category 12 - Other: Fences, Stairs, Bus Shelters, Street Furniture & Signage	257,059	264,000	271,128	278,448
Oxford Street East Upgrade	Oxford Street East streetscape upgrade	-	-	1,000,000	-
Parking 06	SAMP - Category 10.1 - On Street Parking Infrastructure - Replace on street parking meters	4,050,000	-	-	-
Parks Infrastructure	SAMP Category 8.1 - Parks Infrastructure construction	923,963	948,910	974,531	1,000,843
Parks Landscapes	SAMP Category 8.2 - Parks Landscapes	167,216	677,012	695,291	714,064

<b>Project Code</b>	<b>Project Objective/Description</b>	<b>Draft 2013/14 Budget</b>	<b>2014/15 Projection</b>	<b>2015/16 Projection</b>	<b>2016/17 Projection</b>
QED Tunnels (Bondi Park 05) (1760)	QED Tunnels Remediation and Storage Space	124,382	1,750,000	-	-
Risk 06 (1699)	Campbell Parade Retaining Wall adjacent to Park Drive	264,183	-	-	-
Roads Construction Program	SAMP Category 1 - Roads Construction & Upgrades	1,436,300	1,475,080	1,514,907	1,555,809
Rodney Reserve	Rodney Reserve - Sports field, fencing, lighting, amenities block, irrigation, resurfacing, upgrade to parking, goal posts	-	-	300,000	500,000
School Zone safety program	School Zone safety program	-	100,000	-	-
Stormwater	SAMP Category 4 - Stormwater drainage construction & upgrades	300,000	308,100	316,418	324,962
Street Tree	SAMP Category 11 - Street Trees	122,469	125,775	129,171	132,659
Streets 05 (1849)	Upgrade Rose Bay Village streetscape	75,000	-	-	-
Streets 08 (1832)	Improve Murrivierie Road Shops streetscape	-	150,000	-	-
Streets 10 (1833)	Streetscape improvements works Bondi Road Stage 2 - south side, Avoca St to Denham St. North side Bondi Rd from Castlefield St to Denham St to be completed in 2014/15	-	190,000	-	-
Streets 11 (1834)	Streetscape improvements works Bondi Road Stage 3 - north side, Penkivil to Wellington Streets	490,000	-	-	-
Streets 13 (1829)	Footpath upgrade of Military Road east side adjacent to bus terminus	-	100,000	-	-
T&T 05	Undertake minor footpath adjustments to improve disability access	-	25,000	-	25,000
T&T 16 (1896)	Implement contra flow bike lane in Spring St BJ with streetscape plantings/WSUD design element, and On-Street bicycle parking provision is made	-	-	-	-

Project Code	Project Objective/Description	Draft 2013/14 Budget	2014/15 Projection	2015/16 Projection	2016/17 Projection
T&T 21	Wairoa Ave & Blair St intersection treatment	-	-	200,000	-
T&T 22	Albion St & Bronte Rd investigation for traffic lights	-	-	-	500,000
T&T 23	Arden St & Macpherson St investigation for roundabout	-	100,000	-	-
T&T 24	Park Parade traffic calming & parking	-	250,000	-	-
T&T 25	Penkivil St & Martins Ave investigation for roundabout	-	-	150,000	-
T&T 26	Fletcher St & Sandridge St investigation for roundabout	-	200,000	-	-
T&T 27	Military Road intersection treatments & traffic calming	-	500,000	500,000	-
T&T 29	Road safety & traffic calming	-	200,000	-	200,000
T&T 30	Bike Plan Implementation	50,000	100,000	300,000	300,000
Tama Pk 03 (1714)	Upgrade the Tamarara Life Guards Facilities and Kiosk	575,000	-	-	-
Tamarara PoM (1841)	Tamarara PoM Works - Paths, playground, BBQs, landscaping, returfing, access issues, storage under the ramp.	114,300	100,000	100,000	-
Tamarara/Bronte 40km/hr zone (1898)	Tamarara/Bronte 40km/hr zone	-	-	550,000	-
<b>Total Proposed Capital Works Program</b>			<b>22,885,589</b>	<b>25,599,871</b>	<b>10,411,754</b>



<b>Funding Sources For Capital Works Program</b>	<b>Draft 2013/14 Budget</b>	<b>2014/15 Projection</b>	<b>2015/16 Projection</b>	<b>2016/17 Projection</b>
Grants/Contributions	889,168	1,167,253	1,193,191	1,003,395
Section 94A Contribution	1,375,000	1,313,750	1,348,411	1,384,008
Voluntary Planning Agreements contribution	-	-	3,000,000	-
New External Loans	4,710,000	4,500,000	3,100,000	-
Reserves	19,577,500	7,731,008	10,436,563	-
Consolidated General Revenue	6,778,100	8,173,578	6,521,706	8,024,351
<b>Total Proposed Capital Works Program Funding</b>	<b>33,329,767</b>	<b>22,885,589</b>	<b>25,599,871</b>	<b>10,411,754</b>

## REPORT TO COUNCIL

### Boot Factory (A08/1326)

Report dated 9 April 2013 from the Director, Corporate and Technical Services about the Boot Factory building at 27 Spring Street, Bondi Junction.

**Recommendation:** That Council approves commencement of the process for urgent demolition of the Boot Factory building located at 27-29 Spring Street, Bondi Junction.

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### Purpose of Report

To update Council on the current condition of the Boot Factory following a reassessment of the building by Council's consultant engineer from the Building Diagnosis, and to recommend demolition of the building.

### Background

Councillors will recall the previous reports detailing structural problems in the Boot Factory building and arrangements to relocate the community group occupants based on safety concerns dating back to early 2008.

In 2008, Council was advised of major structural issues with the building and approval was given to close the building, relocate the community tenants into alternate Council accommodation, and temporary make safe works were undertaken. The relocation and make safe works undertaken have cost over \$220,000 to date.

The make safe works provided a short term solution only and after 'mothballing' in 2010, ongoing annual inspections with make safe works are necessary primarily from a safety aspect for public areas around the building.

### Current condition and deterioration

In late 2012, a further inspection was carried by the Building Diagnosis Centre with the following observations made:

1. The outward bowing of the front facade masonry wall has increased at the first and second floor junctions.
2. Cement render dislodgement is occurring and is falling to the ground as a result.
3. Cracking has increased to the internal face of the second floor level wall above and below windows.
4. The steel tie rods installed in March 2010 connecting both the front and rear walling have become extremely loose and possibly detached due to tension stresses caused by the bowing outward wall movements. (3 on the 1<sup>st</sup> floor and 4 on the 2<sup>nd</sup> floor and 1 behind stairwell door have moved 100mm.)
5. Water penetrating through the non-waterproofed external perimeter masonry brick wall has increased.
6. A strong musty moist odour lingers throughout the interior. This damp condition is a concern as termite activity will increase.

## REPORT TO COUNCIL

### Comment

The Boot Factory building continues to deteriorate. Council will recall options to carry out major upgrade works were essentially ruled out because:

- The high cost of the works,
- The fact that they would simply result in a building that is still non compliant with the BCA and Australian Standards and therefore has little if any real value in terms of being able to be re-let as reasonable business or community accommodation, and
- There will be continuing deterioration requiring major works every 10 years.

Annual recurrent costs including engineering consultancy fees, pest and termite protection, perimeter mesh fence hire and security patrols of around \$25,000 continue which does not account for any further make safe works required.

If we continue along the present course, the building will continue in a theoretically “mothballed” but unsafe state suffering further deterioration with demolition being inevitable in any scenario as the building is completely beyond repair. Although BSP is going through the process of seeking quotes to address the issues outlined in point 4 above, it is clear that further expenditure on make safe works cannot be justified when it is known that any and all options for “restoration” of the building or re-creation of some of its heritage aspects would necessarily involve demolition.

On 8<sup>th</sup> April 2013, in the light of the Swanson St wall collapse in Melbourne and the death of three people, further contact was made with Council’s consultant. He has responded as follows:

“In summary, the Boot Factory building is in structurally unsafe condition as the brick walls have continued to settle and rotate outwards and inwards, including increased cracking since installing temporary wall supports in recent years. Our \$1,000,000 + estimate to repair the building, is not a rebuild nor modernisation, nor to make compliance with NCC 2013 BCAv1. Sydney’s unprecedented rains and winds would continue to have a detrimental effect on the shell structure including continue to allow water to penetrate the structural timber floor beams including the already unsatisfactory foundations. As it is not economically viable, and includes more structural bracing as time progresses, **demolishing the Boot Factory building now will provide a safer adjacent community.**”

The Boot Factory is again due for a structural re-assessment by the consultant. In that process we will raise the question of whether the safety fencing perimeter needs to be extended given the prospect of a worst case scenario building collapse. This may result in the closure of the entire courtyard and installation of a hoarding along the Mill Hill colonnade access. If it proves necessary, immediate action will be taken to provide acceptable levels of public safety.

While it is a regrettable step the only viable option is to proceed to immediate demolition of the building. A photographic study of the building will be carried out for historical purposes with appropriate advice from Council’s heritage officer. If required, some materials or features from the building can be dismantled and stored for future inclusion in any new development on the site. All necessary approvals will be sought through a DA process.

## REPORT TO COUNCIL

### Heritage conservation and community involvement

The Boot Factory is listed as a heritage item in the Waverley LEP. The statement of significance for the building reads:

*Former industrial building restored by Council and now leased. Operated as a footwear manufacturer between 1892 and 1969. Acquired by Council in 1984 and restored at that time. A long-lived industrial building and the sole remnant of 19th century industrial architecture in this area.*

In accordance with advice provided by the Director of Council's Department of Planning & Environment, any proposal to demolish the building will need to be accompanied by an independent heritage and conservation report indicating the relative heritage values and how its significance can be recognised in other ways if demolition is to be approved given it is listed in the LEP.

The proposed development application for demolition will meet these requirements.

In addition, Council's Communications Unit has been working with BSP to develop appropriate communications and community interaction on this matter.

### Conclusion

In the interests of public safety, Council cannot afford to delay a decision any longer and approval to commence urgent demolition needs to be resolved.

### Analysis

**Financial:** Demolition costs of \$200,000 are estimated.

**Delivery Plan:** Accords with Direction G7 – Council maintains sound safety and risk management practices to protect the community and our employees.

**Consultation:** A communications and community involvement plan has been developed to engage people in working with Council to preserve and curate heritage aspects of the building.

**Timeframe:** Steps to undertake demolition will proceed following Council approval.

**Recommendation:** That Council approves commencement of the process for urgent demolition of the Boot Factory building at 27-29 Spring Street, Bondi Junction.

Bronwyn Kelly  
**Director, Corporate & Technical Services**

*Authors: Steve Gillett, Fiona Chan and Greg Worner*

MINUTES OF THE DEVELOPMENT  
CONTROL COMMITTEE MEETING  
HELD AT THE WAVERLEY COUNCIL  
CHAMBERS ON TUESDAY, 19  
MARCH 2013

**PRESENT**

Councillor Kay (Chair)  
Councillors Betts, Burrill, Cusack, Goltsman, Guttman-Jones,  
Kanak, Mouroukas, Strewe and Wakefield.

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At the commencement of proceedings at 7.01pm, those present were as listed above with the exception of Cr Wakefield who arrived at 7.13pm.

**D-1303.O      OPENING PRAYER & ACKNOWLEDGMENT OF INDIGENOUS HERITAGE**

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

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

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

**D-1303.A      LEAVES OF ABSENCE AND APOLOGIES**

**D-1303.A.1  
Leave of Absence**

Cr Clayton was previously granted a leave of absence by Council for this meeting.

**D-1303.A.2  
Apologies**

Apologies were received and accepted from Cr Masselos.

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This is page 1 of the Minutes of the Development Control Committee Meeting held on Tuesday, 19 March 2013

**D-1303.DI**  
**Declarations of Interest**

The Chair called for any Declarations of Interest and the following were received:

1. Cr Kanak declared a less than significant non pecuniary interest in Item D-1303.5 – 364 Birrell Street, Tamarama – Alterations and additions to existing dwelling (DA-612/2011) and informed the meeting that he knows the Applicant.
2. Cr Mouroukas declared a pecuniary interest in Item D-1303.7 – 50 Waverley Street, Bondi Junction – Modification to residential flat building including reconfiguration of parking, internal layout and an additional storey (DA-363/2011/A) and informed the meeting that he and his family own property in close proximity to the subject property and that he will not be present in the Chamber during the consideration and vote on this item.

**D-1303.1**  
**78 Campbell Parade, Bondi Beach – Section 96 Modification to extend trading between 7am-12 midday (overall trading being 7am to 12 midnight), increase seating in atrium (overall numbers unchanged), and provision of coffee cart and children’s play area in arcade (DA-168/2005/E)**

Report dated 6 March 2013 from the Development and Building Unit.

**MOTION / DECISION (Betts / Goltsman)**

That the application be approved in accordance with the conditions contained in this report subject to the following additional sub clause (b) being included in Condition 1A – General Modifications:

- “(b) That the garbage storage receptacles, once they have been emptied after collection, are not to be left on the footpath. After garbage collection these receptacles are to be immediately taken inside the property boundary and are to be stored in a proper location not visible from the public domain or have any pollution or odour impacts on the neighbouring properties.”

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Mouroukas and Strewe.

**Against the Motion:** Cr Wakefield.

*L. Kulauskas (an Objector representing the Bondi Beach Precinct) and R. Smyth (on behalf of the Applicant) addressed the meeting.*

**D-1303.2**

**78 Campbell Parade, Bondi Beach – Provision of outdoor seating to Campbell Parade for 36 seats and 11 tables (FPS-45/2012)**

Report dated 6 March 2013 from the Development and Building Unit.

**MOTION (Betts / Goltsman)**

That the application be approved in accordance with the conditions contained in this report subject to the following:

1. The provision of outdoor seating and particularly the number of tables and seats approved in this recommendation is to be reflected in the Section 96 Modification to DA-168/2005/E.
2. Condition 1 of the Approval to be amended to read as follows:

“The plan shall be amended as follows:

- (a) The boundaries of the approved footpath seating area are not to encroach beyond the adjacent properties so that the tables numbered T6, T7, T8, T9 and T10 only, on the plan, are approved comprising a total of 5 tables and 14 chairs.
- (b) The seating area shall be contained under fixed umbrella style structures consistent with other outdoor areas in the vicinity.
- (c) Plastic (transparent) type blinds or similar shall be attached to the southern most umbrella to reduce patron noise from the area.
- (d) No tables and chairs are to be placed directly in front of the adjacent shop known as Bondi Surf Co.
- (e) The seating area is not to obstruct any existing roundels in the footpath and that the footpath seating area is to be reconfigured to avoid any Council roundels within the approved area.
- (f) The proposed outdoor seating arrangement will provide a minimum setback of one metre from the existing artwork fence located on the edge of the Campbell Parade kerb.

The amended plan shall be submitted to the Director, Planning and Environmental Services for approval and then submitted to the Police within 30 days from the date of this approval.”

**AMENDMENT 1 (Kanak / Wakefield)**

That Conditions 11, 12 and 13 of the Approval be deleted and replaced with the following wording:

“The sale, supply and consumption of liquor is prohibited within this footpath seating area.”

AMENDMENT 1 WAS PUT AND DECLARED LOST.

**Division**

**For the Amendment:** Crs Kanak and Wakefield.

**Against the Amendment:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay, Mouroukas and Strewe.

**AMENDMENT 2 (Wakefield / Kanak)**

That a new barrier be placed at the eastern edge of the newly defined footpath seating area which is setback one metre from the boundary fence to Campbell Parade and that the barrier also clears the roundel.

AMENDMENT 2 WAS PUT AND DECLARED LOST.

**Division**

**For the Amendment:** Crs Kanak and Wakefield.

**Against the Amendment:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay, Mouroukas and Strewe.

AT THIS STAGE IN THE PROCEEDINGS, CR CUSACK MOVED THE FOLLOWING MOTION IN ACCORDANCE WITH SECTION 11.15 OF COUNCIL'S CODE OF MEETING PRACTICE:

**MOTION / DECISION (Cusack)**

That the Motion be now put.

THE MOTION WAS PUT AND DECLARED CARRIED.

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay, Mouroukas and Strewe.

**Against the Motion:** Crs Kanak and Wakefield.

THE SUBSTANTIVE MOTION WAS THEN PUT AND DECLARED CARRIED.

**DECISION:** That the Motion be adopted.

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay, Mouroukas and Strewe.

**Against the Motion:** Crs Kanak and Wakefield.

*L. Kulakauskas (an Objector representing the Bondi Beach Precinct), another Objector and R. Smyth (on behalf of the Applicant) addressed the meeting.*



**D-1303.3**

**80 Campbell Parade, Bondi Beach – Provision of outdoor seating to Campbell Parade for 40 seats and 20 tables (FPS-53/2012)**

Report dated 6 March 2013 from the Development and Building Unit.

**MOTION / UNANIMOUS DECISION (Kanak / Wakefield)**

That the application be refused in accordance with the reasons contained in this report.

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Mouroukas, Strewe and Wakefield.

**Against the Motion:** Nil.

*L. Kulakauskas (an Objector representing the Bondi Beach Precinct) addressed the meeting.*

**D-1303.4**

**135 Newland Street, Bondi Junction – Conversion of rear lane garage and attic into a secondary dwelling (DA-493/2012)**

Report dated 13 February 2013 from the Development and Building Unit.

**MOTION / UNANIMOUS DECISION (Cusack / Burrill)**

That:

1. The application be refused for the following reasons:
  - (a) The substandard nature of the accommodation in terms of various non compliance with the Building Code of Australia.
  - (b) The development is not in the public interest.
  - (c) Privacy issues relating to change of use.
2. Council commence appropriate legal proceedings to have the illegal structure removed.
3. The relevant person responsible for the illegal works be prosecuted.

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Mouroukas, Strewe and Wakefield.

**Against the Motion:** Nil.

*A. Pham and M. Aherns (Objectors) and M Bolduan (on behalf of the Applicant) addressed the meeting.*

**D-1303.5**

**364 Birrell Street, Tamarama – Alterations and additions to existing dwelling (DA-612/2011)**

*Cr Kanak declared a less than significant non pecuniary interest in this Item and informed the meeting that he knows the Applicant.*

Report dated 28 February 2013 from the Development and Building Unit.

**MOTION / UNANIMOUS DECISION (Kay / Mouroukas)**

That the application be approved in accordance with the conditions contained in this report subject to the following:

1. Condition 2 – General Modifications, sub clause (b) be amended to read as follows:  
“(b) The western side boundary fence shall be altered to not exceed 1400mm in height and shall be of at least 50% transparent open design with horizontal timber railings allowing views through from No. 362 Birrell Street to protect significant views to the east of the site.”
2. Condition 2 – General Modifications, an additional sub clause (d) be added to read as follows:  
“(d) A bin enclosure be installed for bin storage opposite the new entry with a lockable door to prevent the general public using the bins.”
3. Condition 3 – Landscaping, Council’s Biodiversity Officer’s name and telephone number to be deleted from paragraphs two and three of this condition.
4. Condition 6:
  - (a) The title of this condition to be amended to read as follows:  
“DUE CARE TO BE TAKEN IN RESPECT OF THE ADJOINING UNDERCUT CLIFF”.
  - (b) The first sentence of this condition to read as follows:  
“The applicant / owner is to note that the undercut cliff located in the adjoining site to the west has been identified as a potential place of Aboriginal heritage significance under the National Parks & Wildlife Act and this consent does not allow for any works to this place.”

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Mouroukas, Strewé and Wakefield.

**Against the Motion:** Nil.

*D. Kaiber (the Applicant) addressed the meeting.*

**D-1303.6**

**287 Birrell Street, Tamarama – Section 96 modifications to approved dwelling house (DA-313/2008)**

Report dated 7 March 2013 from the Development and Building Unit.

**MOTION / UNANIMOUS DECISION (Mouroukas / Kay)**

That the application be refused in accordance with the reasons contained in this report.

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Mouroukas, Strewé and Wakefield.

**Against the Motion:** Nil.

*E. Sellar (Objector) and G. Betzler (Applicant) and H. Stone (on behalf of the Applicant) addressed the meeting.*

**D-1303.7**

**50 Waverley Street, Bondi Junction – Modification to residential flat building including reconfiguration of parking, internal layout and an additional storey (DA-363/2011/A)**

*Cr Mouroukas declared a pecuniary interest in this Item and informed the meeting that he and his family own property in close proximity to the subject property.*

*Cr Mouroukas was not present, or in sight of, the Chamber during the consideration and vote on this item.*

Report dated March 2013 from the Development and Building Unit.

**MOTION / DECISION (Burrill / Cusack)**

That the application be approved in accordance with the conditions contained in this report subject to the deletion of sub clause (a) of Condition 2 – General Modifications.

**Division**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones and Kay.

**Against the Motion:** Crs Kanak, Strewé and Wakefield.

**D-1303.8.1**

**253-255 Oxford Street - Demolition of existing buildings and construction of a 19 storey mixed-use development containing 90 residential units, 6 retail premises and 3 levels of basement parking (DA 386/2012).**

*Cr Wakefield was not present in the Chamber during the consideration and vote that this item be considered by the Committee as an Item of Urgent Business.*

Report dated 18 March 2013 from the Development Building Unit.

**MOTION / UNANIMOUS DECISION (Burrill / Betts)**

That this matter be considered by the Committee as an Item of Urgent Business.

THE MOTION WAS PUT AND DECLARED UNANIMOUSLY CARRIED.

**Division:**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Mouroukas and Strewe.

**Against the Motion:** Nil.

THE FOLLOWING SUBSTANTIVE MOTION WAS SUBSEQUENTLY MOVED, SECONDED AND UNANIMOUSLY DECLARED CARRIED.

**MOTION / DECISION (Burrill / Cusack)**

That Council:

1. Receive and note the report.
2. Endorses the Development and Building Unit recommendation that the application be refused in accordance with the reasons contained in the report.
3. Makes a submission in relation to this application to the Joint Regional Planning Panel.

**Division:**

**For the Substantive Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Mouroukas, Strewe and Wakefield.

**Against the Substantive Motion:** Nil.

*M. Georghiu (Applicant) and N Dickson (on behalf of the Applicant) addressed the meeting.*

**D-1303.8.2**

**Bronte RSL Club – 113 Macpherson Street Bronte – Demolition of Bronte RSL and construction of six storey mixed use building (DA-72/2013)**

*Cr Wakefield was not present in the Chamber during the consideration and vote that this item be considered by the Committee as an Item of Urgent Business.*

*Cr Wakefield was not present in the Chamber when the vote on the substantive motion was taken.*

**MOTION / UNANIMOUS DECISION (Betts / Goltsman)**

That this matter be considered by the Committee as an Item of Urgent Business.

THE MOTION WAS PUT AND DECLARED UNANIMOUSLY CARRIED.

**Division:**

**For the Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Mouroukas and Strewe.

**Against the Motion:** Nil.

THE FOLLOWING MOTION WAS THEN MOVED AND SECONDED.

**MOTION (Betts / Burrill)**

That:

1. Council notes that a Development Application has been lodged for the Bronte RSL site at 113 Macpherson Street, Bronte, and the estimated cost is in excess of \$20million.
2. Council notes that the consent authority will be the Joint Regional Planning Panel.
3. Council's Planning Department undertake the Development Application assessment as a matter of urgency to ensure, if possible, the legislative requirement for assessment time can be met.
4. Every attempt be made to schedule the Joint Regional Planning Panel meeting to coincide with the legislative requirements to circumvent the Applicant from lodging the Development Application in the Land and Environment Court.
5. Councillors be given an urgent briefing on the Development Application to establish if they wish Council to make a submission to the Assessing Officer or to the Joint Regional Planning Panel so that the matter can be dealt with at the next scheduled full Council meeting.
6. An Extraordinary Meeting of Council be held if time constraints do not allow for the matter to be dealt with at the next full Council meeting before the scheduled Joint Regional Planning Panel meeting.

## **MOTION OF DISSENT (Wakefield)**

Cr Wakefield moved a Motion of Dissent on the Chair's (Cr Kay's) ruling that this item can be dealt with by this Committee as an Item of Urgent Business.

THE MOTION OF DISSENT WAS PUT AND DECLARED LOST.

### **Division**

**For the Motion of Dissent:** Crs Kanak, Streve and Wakefield.

**Against the Motion of Dissent:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

THE SUBSTANTIVE MOTION WAS THEN PUT AND DECLARED CARRIED.

**DECISION:** That the Substantive Motion be adopted.

### **Division**

**For the Substantive Motion:** Crs Betts, Burrill, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.

**Against the Substantive Motion:** Crs Kanak and Streve.

## **D-1303.RM                    SUBMISSION OF RESCISSION MOTIONS**

***Note from the General Manager: Rescission motions must be submitted to the General Manager, or in the absence of the General Manager a member of Council's Governance Unit, and announced before the close of the meeting. The date and time of receipt will be noted on all rescission motions.***

***Rescission motions received before 10am on the next working day following the meeting will stay action to implement Council's decision until the rescission motion has been determined. This is in line with Section 372 of the Local Government Act and Council's Code of Meeting Practice.***

***Rescission motions received after 10am on the next working day following the meeting may not stay action on implementing Council's decision.***

***Rescission motions will generally be dealt with at the next Council meeting.***

The Chair will call for the submission of any rescission motions.

**THE MEETING CLOSED AT 9.33PM**

**SIGNED AND CONFIRMED            MAYOR  
16 APRIL 2013**

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This is page 10 of the Minutes of the Development Control Committee Meeting held on Tuesday, 19 March 2013

**MINUTES OF THE WAVERLEY TRAFFIC  
COMMITTEE MEETING HELD AT THE  
WAVERLEY COUNCIL CHAMBERS ON  
THURSDAY, 28 MARCH 2013**

**Voting Members Present:**

Cr T Kay	Waverley Council (Chair)
Mr S Ison	Representing Bruce Notley-Smith, MP, Member for Coogee
Mr J Morrison	Representing Gabrielle Upton, MP, Member for Vacluse
Sgt R Robins	NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr N Prasad	Roads and Maritime Services – Traffic Management (South)

**Also Present:**

Mr G Garnsey	Waverley Council – Manager, Transport & Development
Mr G Holding	Waverley Council – Senior Traffic Engineer, Technical Services
Mr D Joannides	Waverley Council – Divisional Manager, Technical Services
Mr L Kosnetter	Waverley Council – Executive Planner
Cr B Mouroukas	Waverley Council (Alternate Chair)
Snr Cnst N Rutgers	NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr C Ryan	Sydney Buses – Eastern Region

**Administrative Support:**

Ms S Colt	Waverley Council – Secretary / Governance & Integrated Planning Officer
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*At the commencement of proceedings at 10.10am, those present were as listed above.*

*At 10.11am, prior to consideration of Item WTC-1303.AM, Cr Kay relinquished the Chair and Cr Mouroukas assumed the Chair.*

*At 10.12am, after consideration of Item WTC-1303.AM, Cr Mouroukas relinquished the Chair and Cr Kay assumed the Chair.*

*At 12.23pm, Mr L Kosnetter left the meeting.*

*At 12.52pm, Mr S Ison left the meeting.*

**WTC-1303.A  
Apologies**

Apologies were received and accepted from Mr E Graham and Senior Constable D Muscroft.

## **WTC-1303.DI**

### **Declarations of Interest**

The Chair called for Declarations of Interest and the following was received:

1. Cr Kay declared a significant non-pecuniary interest in Item WTC-1303.AM – Adoption of Previous Minutes by Council – 28 February 2013 in relation to clause WTC-1302.L1 – Ramsgate Avenue, North Bondi – Construction Zone (A03/2514-03), and informed the Committee that his parents in law own property in close proximity to the subject site and that he will be leaving the Chamber during the consideration and vote on this item.
2. Mr J Morrison, representing the Member for Vacluse, declared a significant non pecuniary interest in Item WTC-1303.TEAC1 – 113 Macpherson Street, Bronte – Bronte RSL Club (DA 72/2013), and informed the Committee that he is a member of the Bronte RSL Sub Branch and that he will be leaving the Chamber during the consideration and vote on this item.

## **WTC-1303.AM**

### **Adoption of Previous Minutes by Council – 28 February 2013**

*Cr Kay declared a significant non pecuniary interest in this item and informed the Committee that his parents in law own property in close proximity to the subject site. Cr Kay was not present in the Chamber during the consideration and vote on this item.*

The recommendations contained in Part 1 – Matters Proposing That Council Exercise Its Delegated Functions – of the Minutes of the Waverley Traffic Committee meeting held on 28 February 2013 were adopted by Council at its meeting on 12 March 2013, subject to the following change:

1. Waverley Traffic Committee Meeting – 28 February 2013 – Clause WTC-1302.C1 – Grafton Street, Bondi Junction – RPPS Survey Results (A03/0635-03)

Council resolved that the recommendation of the Waverley Traffic Committee be adopted, subject to being amended to read as follows:

“That Council change the existing ten spaces of ‘½P Ticket 8am-12pm, 2P Ticket 12pm-6pm’ on the northern side of Grafton Street, Bondi Junction, west of Leswell Street, to ‘½P Ticket 8am-12 Noon Permit Holders Excepted Area 20, 2P Ticket 12Noon-6pm Permit Holders Excepted Area 20’.

**Council’s Proposal:** That the Committee receive and note this information.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council’s proposal be supported.

*Voting members present for this item: Representative of the Member for Coogee, representative of the Member for Vacluse, NSW Police representative, RMS representative and Waverley Council representative (Alternate Chair).*



## PART 1 – MATTERS PROPOSING THAT COUNCIL EXERCISE ITS DELEGATED FUNCTIONS

**NOTE:** *The matters listed under this part of the Agenda propose that Council either does or does not exercise the traffic related functions delegated to it by the RTA. The recommendations made by the Committee in this part of the Agenda will be submitted to Council for adoption.*

### **WTC-1303.C     STATE ELECTORATE OF COOGEE**

#### **WTC-1303.C1**

#### **Grafton Street, Bondi Junction – Resource Recovery Parking (A02/0637-02)**

Report dated 18 March 2013 from the Divisional Manager, Technical Services about the relocation of the existing Resource Recovery parking, signposted 'No Parking Council Authorised Vehicles Excepted' in Grafton Street, Bondi Junction.

**Council's Proposal:** That Council:

1. Extend the existing 10m of 'No Stopping' on the northern side of Grafton Street, Bondi Junction, west of Vernon Street, to 15m.
2. Replace 20m of the existing '½P Ticket 8am-12Noon, 2P Ticket 12Noon-6pm' on the northern side of Grafton Street, Bondi Junction, west of Vernon Street, with 'No Parking Council Authorised Vehicles Excepted'.
3. Retain the existing 9m long 'No Parking Council Authorised Vehicles Excepted' zone on the northern side of Grafton Street adjacent to the statutory 'No Stopping' zone east of Vernon Street.
4. Increase the 12m long 'No Parking Council Authorised Vehicles Excepted' zone to 18m on the eastern side of Vernon Street to the north of the driveway to Council's street cleansing depot.
5. Install a 15m long painted island on the northern side of Grafton Street, Bondi Junction, west of Vernon Street, and a Give-way Line in Vernon Street, as per Attachment 1 to this report.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal be supported, subject to it being amended to read as follows:

1. Replace 20m of the existing '½P Ticket 8am-12Noon, 2P Ticket 12Noon-6pm' on the northern side of Grafton Street, Bondi Junction, west of Vernon Street, with 'No Parking Council Authorised Vehicles Excepted'.
2. Retain the existing 9m long 'No Parking Council Authorised Vehicles Excepted' zone on the northern side of Grafton Street adjacent to the statutory 'No Stopping' zone east of Vernon Street.
3. Increase the 12m long 'No Parking Council Authorised Vehicles Excepted' zone to 18m on the eastern side of Vernon Street to the north of the driveway to Council's street cleansing depot.

4. Install a 10m long painted island on the northern side of Grafton Street, Bondi Junction, west of Vernon Street, and a Give-way Line in Vernon Street, as per Attachment 1 to this report subject to the length being reduced from 15m to 10m.

*Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

#### **WTC-1303.C2**

##### **Birrell Street, Bondi Junction – Drop-off / Pick-up Zone for Waverley Park (A02/063)**

Report dated 18 March 2013 from the Divisional Manager, Technical Services about the installation of a drop-off / pick-up zone in Birrell Street, Bondi Junction.

**Council's Proposal:** That Council install 20m of 'No Parking 3.30pm-6.30pm Mon-Fri 8.30am-5pm Sun' on the northern side of Birrell Street, Bondi Junction, west of the existing Bus Zone adjacent to Waverley Park.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal be supported.

*Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

#### **WTC-1303.C3**

##### **Birrell Lane, Queens Park – Parking Adjacent to Driveway (A02/0637)**

Report dated 18 March 2013 from the Divisional Manager, Technical Services about parking adjacent to a driveway in Birrell Lane, Queens Park.

**Council's Proposal:** That Council:

1. Install a 1.2m 'No Parking' zone across the rear gate access to 5 Rawson Avenue, Queens Park at the resident's cost.
2. Reduce the existing 10m of 'No Stopping' on the eastern side of Birrell Lane, Queens Park, south of Birrell Street, to 9m.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal not be supported and be replaced with the following:

That Council:

1. Not proceed with the installation of a 1.2m 'No Parking' zone across the rear gate access to 5 Rawson Avenue, Queens Park as it would set an undesirable precedent in the Waverley Local Government Area.
2. Reduce the existing 15m of 'No Stopping' on the eastern side of Birrell Lane, Queens Park, south of Birrell Street, to 12m.

*Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

*S Bell and E Tucker addressed the meeting.*

#### **WTC-1303.C4**

##### **Lawson Lane at Lawson Lane II, Bondi Junction – Installation of ‘No Stopping’ signs (A02/0637-02)**

Report dated 18 March 2013 from the Divisional Manager, Technical Services about installing ‘No Stopping’ signs to improve sight distance and manoeuvrability at the intersection of Lawson Lane and Lawson Lane II.

**Council’s Proposal:** That Council install 10m of ‘No Stopping’ at the intersection of Lawson Lane and Lawson Lane II, Bondi Junction:

- (a). On the southern side of Lawson Lane II, west of Lawson Lane.
- (b). On the southern side of Lawson Lane II, east of Lawson Lane.
- (c). On the eastern side of Lawson Lane, south of Lawson Lane II.
- (d). On the western side of Lawson Lane, south of Lawson Lane II.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council’s proposal be supported.

*Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

#### **WTC-1303.C5**

##### **Wonderland Avenue, Tamarama – Motor Bike Only Parking (A02/0637-2)**

Report dated 18 March 2013 from the Divisional Manager, Technical Services regarding the installation of a ‘P Motor Bikes Only’ zone in Wonderland Avenue, Tamarama.

**Council’s Proposal:** That Council install a 5m ‘P Motor Bikes Only’ zone on the southern side of Wonderland Avenue, Tamarama, west of 4 Wonderland Avenue.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council’s proposal be supported, subject to being amended to now read as follows:

That Council install a 4m ‘P Motor Bikes Only’ zone on the southern side of Wonderland Avenue, Tamarama, beginning 1m to the west of the driveway to 4 Wonderland Avenue.

*Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

**WTC-1303.V     STATE ELECTORATE OF VAUCLUSE**

**WTC-1303.V1**

**Martins Avenue at Penkivil Street, Bondi – Give-way Line (A03/0042)**

Report dated 18 March 2013 from the Divisional Manager, Technical Services about the installation of a painted island and Give-way line in Martins Avenue, Bondi at the intersection of Penkivil Street.

**Council's Proposal:** That Council install a painted island and Give-way line in Martins Avenue, Bondi, at Penkivil Street, as per Figure 2 in this report.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal be supported.

*Voting members present for this item: Representative of the Member for Vauclose, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

**WTC-1303.V2**

**Onslow Street, Rose Bay – Motor Bike Parking (A02/0637– 02)**

Report dated 18 March 2013 from the Divisional Manager, Technical Services about the installation of a 'P Motor Bikes Only' zone in Onslow Street, Rose Bay.

**Council's Proposal:** That a 3.5m long 'P Motor Bikes Only' zone be installed between the two driveways of 5 Onslow Street, Rose Bay.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal be supported.

*Voting members present for this item: Representative of the Member for Vauclose, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

**WTC-1303.V3**

**Penkivil Street, Bondi – No Parking across Driveway (A02/0637-02)**

Report dated 18 March 2013 from the Divisional Manager, Technical Services about the installation of a 'No Parking' zone across a driveway in Penkivil Street, Bondi.

**Council's Proposal:** That Council:

1. Install a 'No Parking' zone in Penkivil Street, Bondi across the driveway to 64 Penkivil Street at the residents' cost.
2. Relocate the existing 'No Parking (L)' sign on the southern side of the driveway to 56A-60 Penkivil Street, Bondi 2m to the north and adjust the painted island accordingly.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal be supported, subject to the following amendments and additional clause:

1. Install a 'No Parking' zone in Penkivil Street, Bondi across the driveway to 64 Penkivil Street and extending 2m to the north of the driveway.
2. Relocate the existing 'No Parking (L)' sign on the southern side of the driveway to 56A-60 Penkivil Street, Bondi 2m to the north, and adjust the painted island accordingly and so that it complies with Australian Standards.
3. The above works are to be undertaken concurrently and at the expense of the residents (Body Corporate) of 64 Penkivil Street, Bondi.

*Voting members present for this item: Representative of the Member for Vacluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

*O Polmear addressed the meeting.*

#### **WTC-1303.V4**

#### **World Jewish Youth Day and Lag BaOmer Special Event – Bondi Park to Barracluff Park (A02/0203)**

Report dated 21 March 2013 from the Divisional Manager, Technical Services about the Lag BaOmer Parade and Fair to be held on Sunday, 28 April 2013.

**Council's Proposal:** That Council approves the Lag BaOmer Special Event and associated rolling closure of Campbell Parade, then Hall Street, then O'Brien Street, then Glenayr Avenue, then Blair Street and then Warners Avenue on Sunday, 28 April 2013, subject to the following conditions:

1. The Event Organiser shall:
  - (a). Obtain NSW Police Force approval.
  - (b). Prepare a detailed Transport Management Plan to the satisfaction of Council's Divisional Manager, Technical Services.
  - (c). Notify the State Transit Authority, NSW Ambulance Service and NSW Fire & Rescue (Bondi, Woollahra & Randwick Fire Stations) seven days prior to the event.
  - (d). Notify local residents and businesses seven days prior to the event.
  - (e). Only use Roads & Maritime Services accredited Traffic Controllers.
  - (f). Cover all costs associated with Traffic Control.
2. Roads & Maritime Services to approve the Transport Management Plan submitted.
3. This approval may be cancelled, without notice and refund, at the discretion of the Divisional Manager Technical Services and / or their representative.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal be supported, subject to the following additional clause:

1. The event organiser to be advised that if their application for the 2014 event is not lodged with the NSW Police at least four months prior to the event taking place, the Waverley Traffic Committee may not provide support for the event.

*Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

## **WTC-1303.Z     ELECTORATES OF COOGEE AND VAUCLUSE**

### **WTC-1303.Z1**

**Barracluff Avenue, Bennett Street, Birrell Street (south side near York Lane), Birrell Street (south side near Birrell Lane), Birrell Street (south side near Alt Street), Birrell Street (north side near Park Parade), Blair Street, Brisbane Street and Langlee Avenue - additional locations for car share parking zones (A05/0078-02)**

Report dated 14 March 2013 from the Divisional Manager, Technical Services about the installation of nine additional car share parking zones.

**Council's Proposal:** That Council:

1. Receive and note the contents of this report.
2. Approve the installation of signage for a 5.5m car share parking zone in the following locations:
  - (a). Barracluff Avenue, Bondi Beach – east side, just south of the driveway entry to 2 Rickard Avenue.
  - (b). Bennett Street, Bondi – east side, adjacent to the playground in Stephen Street road closure.
  - (c). Birrell Street, Queens Park – south side, just west of York Lane.
  - (d). Birrell Street, Queens Park – south side, just east of Birrell Lane.
  - (e). Birrell Street, Queens Park – south side, just east of Alt Street.
  - (f). Birrell Street, Bondi – north side, just west of Park Parade.
  - (g). Blair Street, North Bondi –north side, adjacent to 60B Blair Street (the first unrestricted parking space).
  - (h). Brisbane Street, Bondi Junction – east side, just south of the road closure at Bronte Road / Ebley Street, adjacent to the electricity substation.
  - (i). Langlee Avenue, Bondi – west side, just south of Birrell Street.
3. Approve the installation of No Stopping signage 10m from the following intersections:
  - (a). Birrell Street – south side, just east of Alt Street.

(b). Langlee Avenue – west side, just south of Birrell Street.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal be supported.

*Voting members present for this item: Representative of the Member for Coogee, representative of the Member for Vacluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

**WTC-1303.L     ITEMS WITHOUT NOTICE**

**WTC-1303.L1**

**Hastings Parade, North Bondi – Construction Zone (A03/2514-03)**

Report dated 26 March 2013 from the Divisional Manager, Technical Services about a request for the installation of a Construction Zone in Hastings Parade, North Bondi.

**Council's Proposal:** That Council:

1. Install a 10m long 'No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted' zone in Hastings Parade, North Bondi outside 174 Hastings Parade for a period of 13 weeks.
2. Delegate authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zone as necessary.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council's proposal be supported.

*Voting members present for this item: Representative of the Member for Vacluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).*

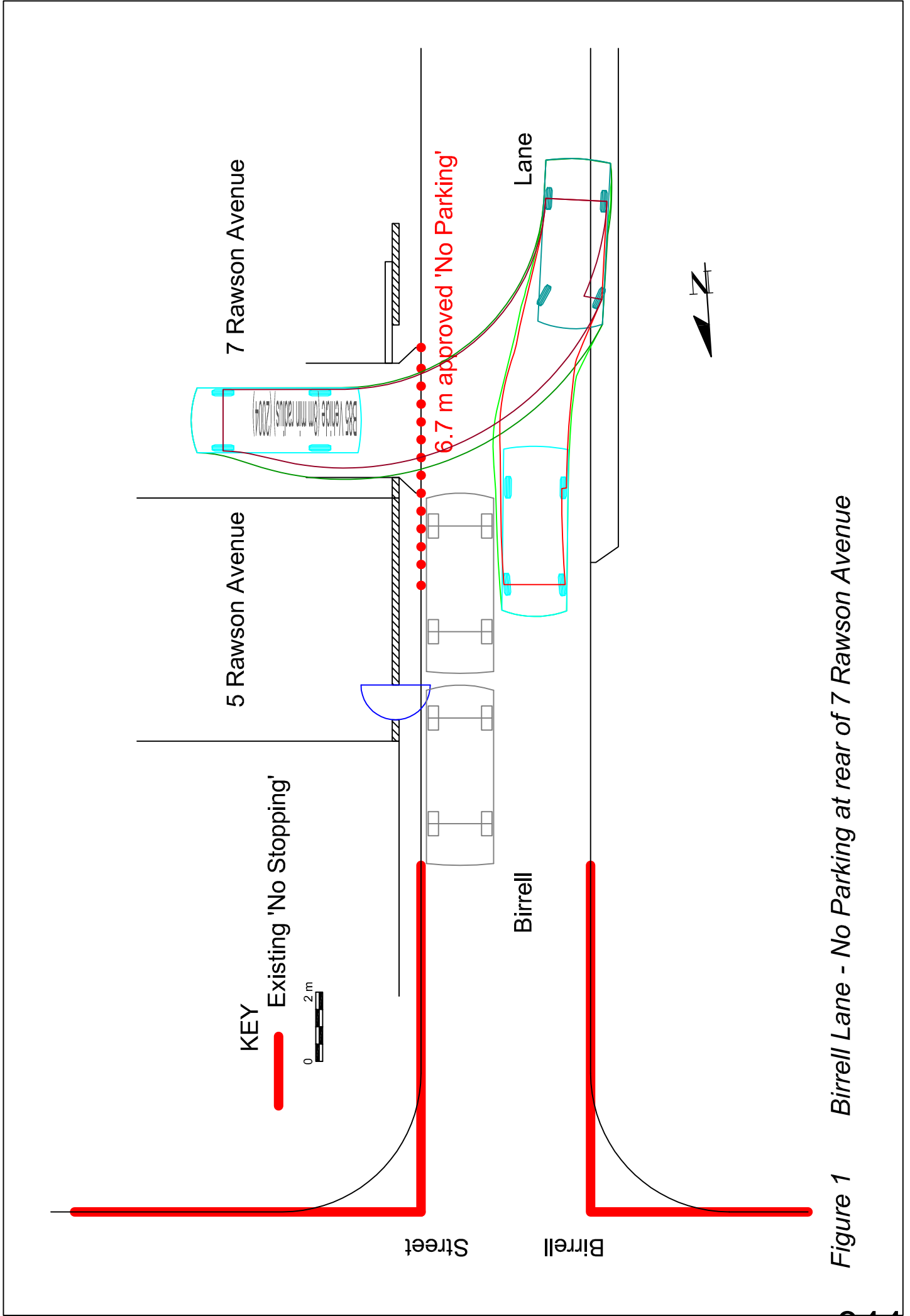


Figure 1 Birrell Lane - No Parking at rear of 7 Rawson Avenue



## LATE REPORT TO WAVERLEY TRAFFIC COMMITTEE

### Hastings Parade, North Bondi – Construction Zone (A03/2514-03)

Report dated 26 March 2013 from the Divisional Manager, Technical Services about a request for a Construction Zone in Hastings Parade, North Bondi.

**Council's Proposal:** That Council:

1. Install a 9m long 'No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted' zone in Hastings Parade, North Bondi, outside 174 Hastings Parade, for a period of 13 weeks.
2. Delegate authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zone as necessary.

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### Purpose of Report

Council has received applications, from the developers/builders of 174 Hastings Parade, North Bondi, to install a Construction Zone outside their site. Council will need to exercise its delegated functions to implement the proposal.

### Introduction

In accordance with standard practice, in Waverley Council, it is proposed that the Construction Zones be signposted 'No Parking Council Authorised Vehicles Excepted' for the approved construction hours under the DA Consent. Council will then issue the applicant with a number of transferable permits to be used on their construction-related vehicles.

The Traffic Committee and Council generally only approve Construction Zones at the same length as the frontage, regardless of the location of driveways, for a minimum of thirteen weeks.

### Technical Analysis

*Table 1 174 Hastings Parade, North Bondi*

<b>Applicant</b>	John Moran
<b>Development Application</b>	DA-502/2011/A
<b>Works</b>	Modification to reconfigure internal layout, windows, floor and roof height
<b>Approved Hours of Construction</b>	7am-5pm Mon-Fri 8am-3pm Sat*
<b>Frontage Length</b>	9.1 m
<b>Road</b>	Hastings Parade
<b>Existing Parking</b>	unrestricted
<b>Requested Length</b>	8 m
<b>Proposed Length</b>	9 m

## LATE REPORT TO WAVERLEY TRAFFIC COMMITTEE

<b>Duration</b>	13 weeks
<b>Beginning</b>	Immediately
<b>Fee Area</b>	Residential, without metered parking

Guidelines used:

- RMS's *Signs Database*
- [NSW] *Road Rules 2008*.

### Financial Information for Council's Consideration

Each applicant has been required to pay the approved application fee, which covers the cost of administration and signage changes.

The approved usage charges for the 2012/13 financial year are:

- \$40 per metre per week in a residential developments
- \$65 per metre per week in a commercial & mixed-use developments

An additional fee of \$250 per metered/ticketed parking space per week is applicable where Council would normally charge for on-street parking.

**Council's Proposal:** That Council:

1. Install a 9m long 'No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted' zone in Hastings Parade, North Bondi, outside 174 Hastings Parade, for a period of 13 weeks.
2. Delegate authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zone as necessary.

Dan Joannides  
**Divisional Manager, Technical Services**

Author: Qian Liu – Traffic Engineer

# LATE REPORT TO WAVERLEY TRAFFIC COMMITTEE



Figure 1 Aerial photograph of 174 Hastings Parade, North Bondi

## REPORT TO COUNCIL

### Location of State Emergency Services Headquarters (A02/0171)

Report dated 26 March 2013 from the General Manager regarding the possible relocation of the Waverley/Woollahra SES Unit to under Syd Einfeld Drive.

**Recommendation:** That Council:

1. Receive and note the report of the General Manager on the possible relocation of the Waverley Woollahra State Emergency Services Unit Headquarters to under Syd Einfeld Drive, Bondi Junction.
2. Confirm with Roads & Maritime Services Council's interest in entering into a lease to occupy the site under Syd Einfeld Drive for the purpose of construction and operation of the Waverley Woollahra State Emergency Services Unit Headquarters.
3. Authorise the General Manager or his representative to negotiate the conditions of the lease in principle, and prepare a further report seeking approval of the draft lease conditions.
4. Receive a further report detailing options for construction of the Headquarters and possible funding strategies.
5. Seek the support of the Minister for Transport, The Hon. Gladys Berejiklian, MP, and the Minister for Police & Emergency Services, The Hon. Michael Gallacher, MLC, in reducing the quantum of the lease fee given the occupation of the land by an emergency services volunteer association.

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### Purpose of Report

The purpose of this report is to update Council on the possible relocation of the Waverley/Woollahra SES Unit to under Syd Einfeld Drive and to formally commence negotiations with the Roads & Maritime Services.

### Background / Introduction

The Waverley/Woollahra SES Unit services both the Waverley Council and Woollahra Municipal Council local government areas. The Unit also assists in responding to local disasters throughout NSW on an as needs basis. Waverley Council and Woollahra Municipal Council jointly fund the operation of the SES Unit in accordance with the requirements of the Emergency Management Act.

In 2003 the Waverley/Woollahra SES Unit was relocated to the southern area of the Waverley Council Depot site at a cost of \$670,000. Development approval associated with this relocation was subject to a sunset date given the proposed Green Square LEP was soon to be gazetted and the fact that the Council Depot site at 97-115 Portman Street was a significant holding within the Green Square Town Centre. Given the sunset provisions of the approval, the SES Depot facility at the Portman Street site was constructed using demountable buildings; refer to the attached photographs.

In 2009 the then RTA advertised for expressions of interest to occupy the land underneath Syd Einfeld Drive. Waverley Council was successful in making a bid on one of the sites but did not progress with the proposal as the anticipated commercial rent associated with

## REPORT TO COUNCIL

occupancy of the site was \$210,000 per annum. At this stage Council was still actively investigating opportunities to relocate the central depot.

The Depot Strategy has advanced since 2009 and Council has a contractual commitment to vacate the northern portion of the Portman Street site by March 2015. Waverley Council is also in the process of finalising documents to go to sale of the southern portion of the site which incorporates the existing SES depot. The development consent for the operation of the SES depot at Portman Street lapsed in October 2012.

Obviously when it became quite clear that the Council would be purchasing a depot facility in an appropriate industrial zoning in Alexandria, further investigations were undertaken by officers from Waverley and Woollahra Councils to identify an appropriate site for the SES Unit if possible within their area of operations.

Following the analysis of possible sites it was acknowledged that there were no plausible sites available which were owned or under the care and control of either Council which could be used for the relocation of the SES Unit headquarters. Most of the land identified as being possibly available were primarily existing open space parcels. It was decided that we should approach RMS once again in regards to the possible occupancy of the available land underneath Syd Einfield Drive. Currently three of the four land parcels are leased. The most western parcel is occupied by Waverley Council for the public cleansing team sub depot. Two of the remaining parcels are leased by Wilsons Parking.

The local SES Unit Controller, Ms Kim Edwards, is very keen to access a site in the LGA and considers Bondi Junction to be a preferred location given its central location and ready access to public transport.

RMS has recently advised Council that they are prepared to offer a 5 year lease to occupy Lot 2 in DP262917 bounded by Grafton, Grosvenor and Junction Streets. RMS have nominated a commercial rent at \$245,000 pa increasing by 3% per annum, refer to the attachment. It is understood the rent quantum is based on the market and their recent negotiations with Wilsons Parking.

Clearly the intended use of the parcel is not for commercial purposes but to support a volunteer organisation established under the Emergency Management Act. It is proposed that Waverley Council and Woollahra Municipal Council approach the respective Ministers responsible for the RMS and SES in an attempt to negotiate a more appropriate rent for the occupancy of the land by the SES.

Although the current SES Unit Headquarters located at Portman Street is constructed of portable buildings initial investigations indicate that there would be significant costs associated with the relocation and fit out of these buildings to the Bondi Junction site. Costs received in 2009 from various contractors ranged from \$500,000 to \$650,000 at the time. The demountable buildings are now 10 years old. A requirement of RMS is that any structures constructed on the parcel are to be easily removed in case there is a need for RMS to occupy the site into the future. The construction of the facility will involve the use of demountable buildings.

It is proposed to undertake an options analysis to assess whether relocation of the existing buildings or the construction of a completely new facility is the preferred option. This analysis will be undertaken in conjunction with the Unit Controller and will be reported to Council around July 2013. This report will also include funding strategies for the provision of capital works funds to undertake the works. With respect to the share of costs applying to Waverley

## REPORT TO COUNCIL

Council it is anticipated that these costs will be covered by the income generated through the sale of the southern portion of the Portman Street site.

It is proposed that Council formally confirm with RMS its interest in occupying the site for the development of a SES Unit Headquarters and advise them that Council is preparing preliminary concept drawings for occupation of the site for consideration by Council and the local SES. It is also proposed that Council seek formally from the RMS a reduction in the proposed rental fee associated with the lease agreement given the community service nature of the proposed occupation.

Should the negotiations prove to be successful in respect to the rent associated with occupancy by the Waverley/Woollahra SES Unit on the Syd Einfeld Drive parcel and Waverley and Woollahra Councils agree to progress with the development of the proposed depot facility it will be necessary to progress a development application to construct and operate the facility. Given the timeframes associated with the location of the Council workforce at the new site of 67A Bourke Road it will be necessary to lodge the development application in August 2013.



Figure 1: Location Plan of Subject Sites

## REPORT TO COUNCIL

**Recommendation:** That Council:

1. Receive and note the report of the General Manager on the possible relocation of the Waverley Woollahra State Emergency Services Unit Headquarters to under Syd Einfeld Drive, Bondi Junction.
2. Confirm with Roads & Maritime Services Council's interest in entering into a lease to occupy the site under Syd Einfeld Drive for the purpose of construction and operation of the Waverley Woollahra State Emergency Services Unit Headquarters.
3. Authorise the General Manager or his representative to negotiate the conditions of the lease in principle, and prepare a further report seeking approval of the draft lease conditions.
4. Receive a further report detailing options for construction of the Headquarters and possible funding strategies.
5. Seek the support of the Minister for Transport, The Hon. Gladys Berejiklian, MP, and the Minister for Police & Emergency Services, The Hon. Michael Gallacher, MLC, in reducing the quantum of the lease fee given the occupation of the land by an emergency services volunteer association.

Tony Reed  
**General Manager**

Reo.

3 December 2012

Mr Tony Reed  
General Manager  
Waverley Council  
PO Box 9  
Bondi Junction NSW 1355

A12/0785  
ACTION OFFICER *Gary Womer*  
RECORDS  
D12/0785

Dear Tony

**LEASING PROPOSAL – STATE EMERGENCY SERVICES (SES) FACILITY UNDER SYD EINFELD DRIVE, BONDI JUNCTION**

We refer to our previous discussion regarding this matter and submit the following Leasing Proposal for your consideration:

**Lessor:** Roads and Maritime Services  
ABN: 76 236 371 088

**Lessee:** Waverley Council  
ABN: 12 502 583 608

**Premises:** Lot 2 in DP 262917. Land under Syd Einfeld Drive, Bondi Junction bounded by Grafton, Grosvenor and Junction Streets and shown as "Area 2" on the attached plan.

**Area:** 2,261 m<sup>2</sup>

**Permitted Use:** State Emergency Services facility

**Lease Term:** Five (5) Years

**Lease Commencement:** TBA

**Rent Commencement:** Lease commencement date

**Rent:** \$245,000 per annum (plus GST)

**Rent Reviews:** Three percent per annum

**Guarantors:** Not applicable

Received  
12 DEC 2012  
Business, Services and Property



**Outgoings:** The Lessee will be responsible for all rates, taxes, levies and outgoings charged or levied in respect of the Premises.

**Public Liability Insurance:** The Lessee must provide proof that public liability insurance exists to the value of \$20 million (insurance) for any one event.

**Improvements:** The Lessee must ensure that the Lessor and the relevant statutory authorities approve all works carried out in the Premises. No works are to take place without the Lessor's written consent.

**Makegood:** The whole of the Premises will be made-good by the Lessee at or prior to such time that they vacate, to the satisfaction of the Lessor.

**Contamination:** The Lessee must ensure that the Premises remain uncontaminated throughout the term of the lease, excepting any contamination that is present at the commencement of the lease. The Lessee must, prior to the lease commencement date, and at the Lessee's cost and expense, provide to the Lessor a baseline contamination report prepared by an environmental consultant approved by the Lessor. If additional contamination does occur, the Lessee must remediate the Premises and provide a certified validation report to verify that remediation has taken place.

**Subleasing & Assignment:** The Lessee will not sublease or assign part or the whole of the Premises without the prior written consent of the Lessor.

**GST on Leases:** Any Goods and Services Tax (GST) levied under the conditions of this contract will be an additional cost to the Lessee.

**Legal fees:** The Lessee will be responsible for all of the Lessor's legal fees incurred in the preparation of and incidental to the Lease and in this regard the Lessee is required to pay a deposit of \$2,000.00 to be held in the Lessor's nominated solicitor's Trust Account.

**Special Conditions:** Clearances and access to the supporting columns will be required to be provided to the Lessor for maintenance purposes.

Acceptance of the terms and conditions of this Leasing Proposal does not constitute nor form any legally binding agreement or lease and remains subject to final Lessor approval and execution of a formal lease agreement.

Should you wish to discuss any of the above or require any further information, please contact me on telephone no. 8588 5317.

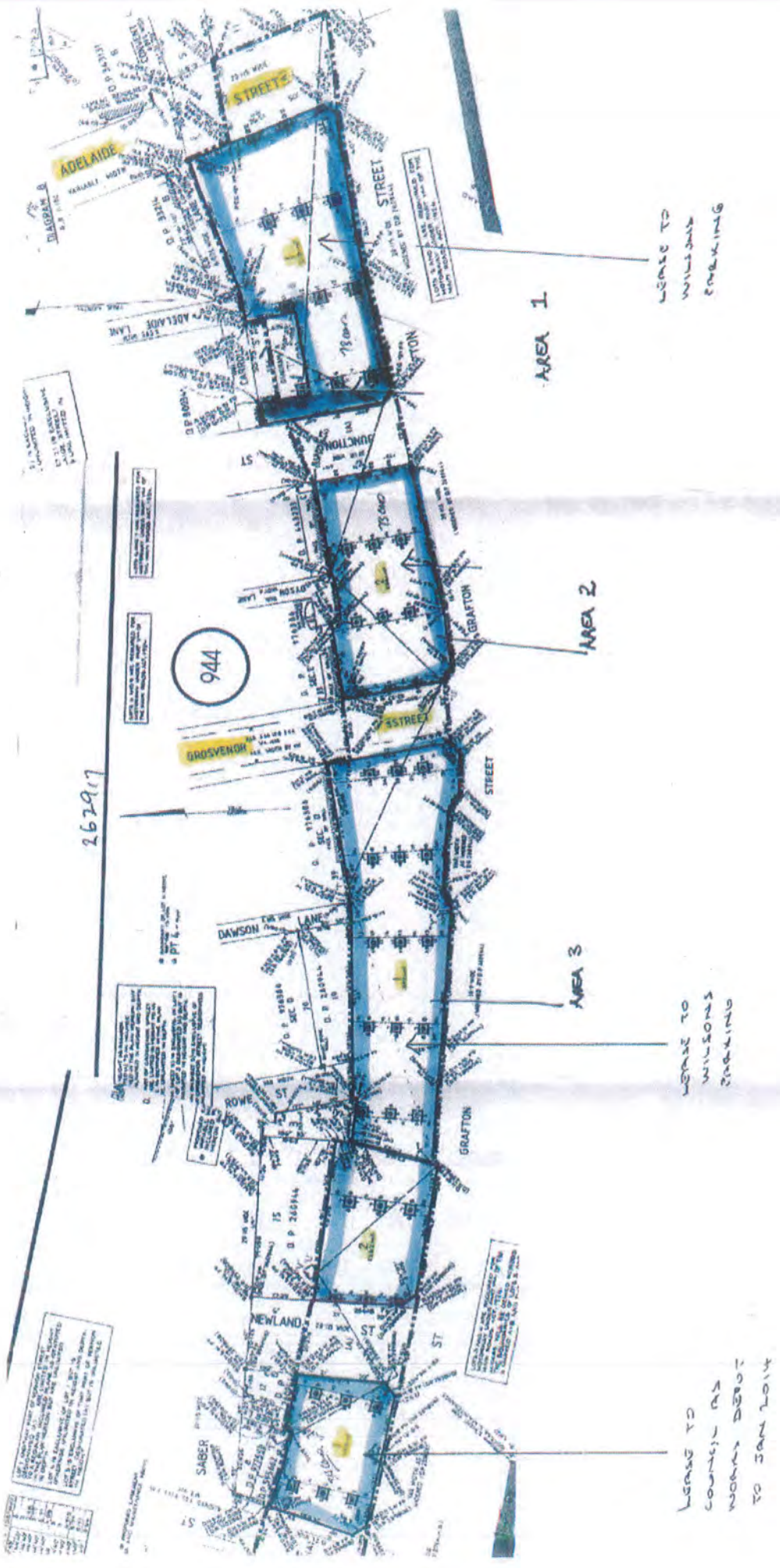
Yours sincerely,



Tim Saunders  
Manager Property Leasing

RMS LAND BENEATH

SYD EINFELD DRIVE, BONDI JUNCTION



262917

944

AREA 1

AREA 2

AREA 3

WALK TO WILSON PARKING

WALK TO WILSON PARKING

WALK TO WILSON PARKING



2013/03/26



2013/03/26



2013/03/26