



WAVERLEY
COUNCIL

COUNCIL MEETING

BUSINESS PAPER

PART 1

6.30 PM, TUESDAY, 19 MAY 2015

A handwritten signature in black ink, appearing to read 'Kyron'.

Athanasios (Arthur) Kyron
General Manager

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AGENDA

COUNCIL MEETING

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

6.30 pm, Tuesday, 19 May 2015

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

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

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

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

1. Apologies/Leaves of Absence

2. Declarations of Pecuniary and Non-Pecuniary Interests

3. Addresses to Council by Members of the Public

4. Confirmation and Adoption of Minutes

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

CM/10.1/15.05	CONFIDENTIAL REPORT – Lease – Spotlight, Upper Floor, 65 Ebley Street, Bondi Junction
	This matter is considered to be confidential under Section 10A(2)(c) of the Local Government Act.
CM/10.2/15.05	CONFIDENTIAL REPORT – Balcony Air Space Lease – 38 Campbell Parade, Bondi
	This matter is considered to be confidential under Section 10A(2)(c) of the Local Government Act.

CM/10.3/15.05 CONFIDENTIAL REPORT – Evaluation of Tender – North Bondi and Marks Park Amenities Upgrade

This matter is considered to be confidential under Section 10A(2)(c) of the Local Government Act.

CM/10.4/15.05 CONFIDENTIAL REPORT – 67A Bourke Road, Alexandria

This matter is considered to be confidential under Section 10A(2)(c) of the Local Government Act.

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Confirmation of Minutes No. CM/4.1/15.05



Subject: Confirmation of Minutes – Council Meeting –
21 April 2015

Trim File No.: A08/1053

Author: Richard Coelho, Governance Officer

Director: Arthur Kyron, General Manager

Recommendation

That the Minutes of the Council Meeting held on 21 April 2015 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

1. Executive Summary

The minutes of the Council meeting held on 21 April 2015 are submitted to Council for confirmation, in accordance with Section 375 of the Local Government Act 1993.

2. Introduction/Background

Not applicable.

2.1 Relevant Council Resolutions

Not applicable.

3. Discussion

Not applicable.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction: G1 – Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption-resistant and based on sound integrated planning.

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

Deliverable: Regular reporting to Council on progress with implementation of integrated corporate plans.

5. Financial impact statement/Timeframe/Consultation

Not applicable.

6. Conclusion

It is recommended that the minutes of the previous meeting of Council be confirmed at this meeting.

7. Attachment/s:

1. Council Meeting Minutes – 21 April 2015.

Attachment 1



WAVERLEY
COUNCIL

**MINUTES OF THE ORDINARY COUNCIL MEETING OF WAVERLEY COUNCIL
HELD AT WAVERLEY COUNCIL CHAMBERS
ON TUESDAY 21 APRIL 2015**

Present:

Councillor Sally Betts (Mayor) (Chair)	Hunter Ward
Councillor Tony Kay (Deputy Mayor)	Waverley Ward

Councillor Joy Clayton	Bondi Ward
Councillor Dominic Wy Kanak	Bondi Ward
Councillor John Wakefield	Bondi Ward

Councillor Miriam Guttman-Jones	Hunter Ward
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Councillor Angela Burrill	Lawson Ward
Councillor Andrew Cusack	Lawson Ward
Councillor Paula Masselos	Lawson Ward

Councillor Bill Mouroukas	Waverley Ward
Councillor Ingrid Strewé	Waverley Ward

Staff in Attendance:

Arthur Kyron	General Manager – Waverley Corporate
Mark Wood	Director – Waverley Renewal
Peter Monks	Director – Waverley Futures
Cathy Henderson	Director – Waverley Life
Ian Roberts	Acting Internal Ombudsman, Waverley Corporate

At the commencement of proceedings at 6.30pm those present were as listed above with the exception of Cr Wakefield who arrived at 6.37pm.

Opening Prayer and Acknowledgement of Local Indigenous Heritage

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

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

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

1. Apologies / Leave of Absence

Apologies were received and accepted from Cr Goltsman.

2. Declarations of Pecuniary and Non-Pecuniary Interests

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

1. Cr Kanak declared a less than significant non-pecuniary interest in Item CM/7.1/15.04 - Waverley Cemeteries, and informed the meeting that he has undertaken some work of benefit to Deloitte in the past.
2. Cr Kanak declared a less than significant non-pecuniary interest in Item CM/7.8/15.04 - Bronte House and Immediate Grounds Aboriginal Study, and informed the meeting that he is mentioned in the report in connection with the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum.

3. Addresses to Council by Members of the Public

1. B Kelly (objector) – Item CM/7.1/15.04 – Waverley Cemeteries.
2. B Kelly (objector) – Item CM/7.7/15.04 – Operational Plan 2015-16.
3. B Kelly (objector) – Item CM/7.9/15.04 – Draft Estimates of Income and Expenditure; Long Term Financial Plan and Pricing Policy.
4. K Spooner (supporter) – Item CM/8.4/15.04 – Planning Proposal to change Clause 608 under the WLEP (2012) on certain land in Bronte.

4. Confirmation and Adoption of the Minutes

CM/4.1/15.04 Council Meeting – 17 March 2015 (A08/1053)

MOTION / DECISION:

Mover: Cr Mouroukas
Seconder: Cr Guttman-Jones

That the Minutes of the Council Meeting of 17 March 2015 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

CM/4.2/15.04 Waverley Traffic Committee Meeting – 26 March 2015 (A08/0077)

MOTION / DECISION:

Mover: Cr Kay
Seconder: Cr

That Part 1 of the Minutes of the Waverley Traffic Committee Meeting held on 26 March 2015 be received and noted, and that the recommendations contained in Clauses TC.01/15.03 to TC.04/15.03, TV.01/15.03 to TV.02/15.03, TCV.01/15.03, TCV.02/15.03 and TL.01/15.03 be adopted.

5. Mayoral Minute

CM/5.1/15.04 Driving Greater Sustainability Outcomes across the Eastern Suburbs (A13/0130)

MOTION / UNANIMOUS DECISION:

Mover: Cr Betts

That Council requests that the Steering Committee for the 3-Council Regional Environment Program investigates the incorporation of community-wide water, waste, and greenhouse gas reduction targets into the draft Regional Environment Strategy to drive greater sustainability outcomes across the Eastern Suburbs.

BACKGROUND

The 3 Council Regional Environment Program is a collaboration between Randwick, Woollahra and Waverley Councils aimed at reducing water, greenhouse gas emissions and waste across the three Local Government Areas (LGAs). The Program is an extension of the 3 Council Ecological Footprint Project, which started in 2007.

To identify new, strategic priorities for the next phase of the Program, an overarching Regional Environment Strategy is being developed.

It is understood that the Strategy will go before Council in August 2015 and that all Councillors will be invited to participate in further discussions prior to the report to Council.

When complete, this Strategy will demonstrate that the 3-Councils are taking a proactive approach to driving regional collaboration on sustainability. In the past we have concentrated on our own corporate operations which are only about 1% of total water usage or greenhouse gas emissions of our region. If we are committed to achieving greater sustainability outcomes, we need to focus on the community-wide projects that can achieve reductions that are meaningful, achievable and cost effective.

CM/5.2/15.04 Subregional Delivery Plan (A10/0225)

MOTION / DECISION:

Mover: Cr Betts

That:

1. Council makes a submission for the Department of Planning and Environment's consideration in preparing the Central Subregional Delivery Plan. The submission should identify matters of strategic planning importance to Council and the Waverley community that need to be taken into consideration in preparing the Subregional Delivery Plan.
2. Council needs to address in the submission how Waverley can accommodate expected population growth and community concerns about residential housing intensification and the resulting traffic generation and access to open space.
3. Council officers conduct a Councillor workshop to compile a list of issues to be considered and included in the submission, and report back to Council.
4. The Council submission become a part of the Council's Agenda.

BACKGROUND

In December 2014, the Department of Planning and Environment released 'A Plan for Growing Sydney' (previously the Metropolitan Strategy). The Plan provides a 20 year strategy for Sydney's "productivity, environmental management, and liveability; and for the location of housing, employment, infrastructure and open space."

The next step in the process is the preparation of the Subregional Delivery Plans. Waverley is located within the Central Subregion and has been involved in technical working groups that are currently identifying matters of regional significance.

It is appropriate for Council to make a submission that highlights the strategic planning priorities for the Waverley community so that they are taken into consideration by the Department of Planning and Environment in preparing the Central Subregional Delivery Plan. Some key matters of significance to the community include:

- Population and dwelling density
- Traffic congestion and accessibility to reliable public transport
- Access to sufficient open space for passive and active recreation.

AT THIS STAGE IN THE PROCEEDINGS, COUNCILLOR KANAK MOVED A MOTION TO MOVE ITEM CM/9/15.04 – URGENT BUSINESS FORWARD.

THE SUBJECT MOTION IS RECORDED AT ITEM CM/9/15.04 OF THESE MINUTES.

6. Obituaries

CM/6/15.04 Obituaries (A02/0017)

MOTION / DECISION:

Mover: Cr Kanak
Seconded: Cr Mouroukas

Richie Benaud
Malcolm Fraser
Alan Seymour

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

Council rose for a minute's silence as a mark of respect for the deceased and for the souls of people generally who have died in our Local Government area.

7. Reports

CM/7.1/15.04 Waverley Cemeteries (A08/1293)

Cr Kanak declared a less than significant non-pecuniary interest in this Item and informed the meeting that he has undertaken some work of benefit to Deloitte in the past.

MOTION / DECISION:

Mover: Cr Burrill
Seconded: Cr Cusack

That Council:

1. Notes that the attachment to the report, which has been issued separately, 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 Act.
2. Receives and notes the summary of the independent financial viability assessment of the cemeteries' by Deloitte consulting group.
3. Reviews the 2008 Waverley Cemetery Plan of Management (POM) with a view to developing a revised POM and detailed business plans for the cemeteries' that will:
 - Secure a sustainable future for the cemeteries'.
 - Protect the cemeteries' for the near and long term as a valuable heritage asset.
 - Ensure a continued positive contribution from the cemeteries' to the amenity of the surrounding areas and coastal zones.
 - Continue to involve the community in planning for the cemeteries' future.
 - Incorporate a master landscape plan.
4. Receives and note the Cemeteries' Capital Works and maintenance backlog completed to date, and forecast for the remainder of FY 14-15 and FY 15-16.

5. Agrees not to proceed with building a pavilion or Centennial Park style perimeter fence and agrees to delete the loan funding for these proposed Capital Works from the Long Term Financial Plan.

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

B Kelly (objector) addressed the meeting.

CM/7.2/15.04 Multi Function Poles - Request for Tender (A15/0133)

MOTION / UNANIMOUS DECISION:

Mover: Cr Burrill
Seconder: Cr Mouroukas

That:

1. Council receives and notes this report.
2. Council approves the calling of tenders for the supply of Multi Function Poles.
3. The tender documents will request detail on the multifunction polls design having the ability to optimise environmental performance.

CM/7.3/15.04 Amended Planning Agreement associated with approved development at 33-37 Waverley Street, Bondi Junction (DA-184/2013)

MOTION / UNANIMOUS DECISION:

Mover: Cr Cusack
Seconder: Cr Burrill

That Council:

1. Endorses the Planning Agreement applying to the land at 33-37 Waverley Street, Bondi Junction which contributes \$337,092 to Council's Complete Streets Program.
2. Authorises the Mayor and General Manager to sign and execute the agreement and affix the Council Seal to the documentation.

CM/7.4/15.04 Bronte House Update - Leasing Arrangements (A02/0520-06)

MOTION:

Mover: Cr Burrill
Seconder: Cr Cusack

That:

1. Council receives and notes this report.

2. Council notes that an expression of interest process will be conducted for a suitable tenant for Bronte House, as set out in this report.
3. Council notes that after the expression of interest process has concluded, Council will receive a report on a recommended tenant and lease conditions, together with the proposed updated Bronte House Plan of Management.
4. The Executive Team gives consideration to the outsourcing of the property management of Bronte House.

AMENDMENT

Mover: Cr Strewé
Seconder: Cr Wakefield

That an additional Clause is added, to read as follows:

“Council outsources the ongoing property management of Bronte House”

THE AMENDMENT WAS PUT AND DECLARED LOST.

DIVISION

For the Amendment: Crs Wakefield, Kanak, Masselos.
Against the Amendment: Crs Betts, Burrill, Clayton, Cusack, Guttman-Jones, Kay, Mouroukas and Strewé.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.

CM/7.5/15.04 Lifeguard Service Winter Coverage (A03/2191)**MOTION / UNANIMOUS DECISION**

Mover: Cr Betts
Seconder: Cr Burrill

That Council:

1. Receives and notes the report.
2. Agrees to provide a year round Lifeguard Service at Bronte Beach, as set out in the report.
3. Refers any required funding to the budget process for 2015-16.

CM/7.6/15.04 SSROC Sydney Metropolitan RID Squad (A08/1321)**MOTION / DECISION**

Mover: Cr Burrill
Seconder: Cr Mouroukas

That Council:

1. Receives and notes this report.

2. Commits to a two year financial contribution for the establishment of the Sydney Regional Illegal Dumping squad.

CM/7.7/15.04 Operational Plan 2015-2016 (A15/0065)

MOTION / DECISION

Mover: Cr Betts
Seconder: Cr Burrill

That Council agrees to place the draft Operational Plan 2015 – 2016 on public exhibition.

B Kelly (objector) addressed the meeting.

CM/7.8/15.04 Bronte House and Immediate Grounds Aboriginal Study (A13/0628)

Cr Kanak declared a less than significant non-pecuniary interest in this Item and informed the meeting that he is mentioned in the report in connection with the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum.

MOTION / DECISION:

Mover: Cr Burrill
Seconder: Cr Kanak

1. That Council endorses the Aboriginal study prepared for Bronte House and its immediate grounds.
2. That the Aboriginal study prepared for Bronte House and its immediate grounds is published on the Waverley Council website.

CM/7.9/15.04 Draft Estimates of Income and Expenditure for the Financial Year 2015/16, Long Term Financial Plan 4.2 and Pricing Policy Schedule of Fees & Charges (A03/2236)

MOTION / DECISION:

Mover: Cr Kay
Seconder: Cr Betts

That Council:

1. Receives and notes this report.
2. Adopts, for purposes of public display, the draft budget estimates of income and expenditure, including capital expenditure, for the financial year 2015/16 for inclusion in the Draft Operational Plan, for community consultation.
3. Includes the proposed 2015/16 Revenue Policy in the Draft Operational Plan for community consultation.

4. Includes the draft 2015/16 Pricing Policy Schedule of Fees & Charges in the Draft Operational Plan for community consultation, subject to the following amendments:
 - a. In the Parking / Bondi Junction Eastgate Car Park section on page 34 (page 338 of the papers), the text "Earlybird parking (arrive before 9.30am - leave after 3.30pm)" be replaced with "All Day Parking (Rooftop Level only)", with the corresponding fee being \$15.
 - b. In the Parking / Parking Meters section on page 33 (page 337 of the papers), the fee for Residential Streets be changed from the 2014/15 fee of \$5.00 to \$5.20, approximately in line with CPI.
 - c. In the Parking / Parking Meters section on page 33 (page 337 of the papers), the fees for Bondi Junction – inner core commercial and outer core commercial be retained at the 2014/15 fee of \$5.00.
5. Notes the Draft Long Term Financial Plan (LTFP4.2) for an 11 year period from 2015/16 to 2025/26 including Income Statement, Balance Sheet, Statement of Cash Flows, Reserve Balances, Assumptions and Sensitivity Analysis.
6. Prior to exhibition of any of the above documents, deletes the Waverley Cemetery Pavilion and Centennial Park style perimeter fence around the Waverley Cemetery from all financial plans, as appropriate.

B Kelly (objector) addressed the meeting.

CM/7.10/15.04 Investment Portfolio Report – February 2015 (A03/2211)

MOTION / DECISION:

Mover: Cr Cusack
 Secunder: Cr Burrill

That Council:

1. Receives this report.
2. Notes that all investments have been made in accordance with the requirements of section 625 of the Local Government Act 1993 and directions from the Minister for Local Government, including Ministerial Investment Orders and Council's Investment Policy.

CM/7.11/15.04 Adoption of Waverley Traffic Committee Recommendation – 21-23 Niblick Street, North Bondi – Construction Zone (A03/2514-04)

MOTION / DECISION:

Mover: Cr Betts
 Secunder: Cr Guttman-Jones

That Council defer the matter of a construction zone outside 21-23 Niblick Street, North Bondi, until after negotiations between Council and Sydney Water have been completed relating to the remediation process and the sale of the land.

CM/7.12/15.04 Petition – Installation of metered parking in Walter Street (A13/0131 and A13/0100-03)**MOTION / DECISION:**

Mover: Cr Cusack
Seconded: Cr Burrill

That the petition be received and noted and forwarded to the Executive Manager, Creating Waverley.

8. Notices of Motion**CM/8.1/15.04 Centennial Parklands Fees (A05/0837)**

Notice of Motion submitted by Cr Kanak.

MOTION: (LAPSED)

Mover: Cr Kanak
Seconded: Cr

That Council:

1. Notes:

- a. That Centennial Parklands are raising fees on their sporting grounds to a rate that will make it unaffordable for public schools to use these facilities the way they currently do, most notably for the region's weekly inter-school sports activities through the PSSA (Primary Schools Sports Association).
 - b. In 2014, the Centennial Parklands charged the Sydney Coastal branch of the Primary Schools Association Sports Association (SCPSSA) \$15,040 for one season of ground hire of Queens Park, Centennial Park and Moore Park fields and courts. The total bill for the year was nearly \$23,000.
 - c. By comparison, in 2013 Centennial Parklands charged \$3,481 for all ground and carnival hire and in 2001 the total cost for the hire of park grounds was just \$75.
 - d. The SCPSSA organises weekly inter-school tournaments in Centennial, Queens and Moore parks between the region's 17 public schools.
 - e. If affordable fees are not restored for 2015, public school parents will have to bear the increased costs to be able to continue current arrangements for PSSA in the Eastern Suburbs.
2. Supports parents, schools and members of the community and the recently formed community action group "Save PSSA in Centennial Park" in their efforts to lobby the State government to ensure affordable access for public schools for the use of sporting fields at Centennial Park.
 3. Writes to the NSW Education Minister Adrian Piccoli and the Minister responsible for the Parklands, NSW Environment Minister Rob Stokes calling on them to commit to ensuring that the SCPSSA and public school students are guaranteed access to the Centennial Park playing fields now and into the future at a fair and affordable rate.

**CM/8.2/15.04 Combatting anti-social behaviour in and around Tamarama Park
(A03/0094-04)**

Amended Notice of Motion submitted by Cr Kay.

MOTION / DECISION:

Mover: Cr Kay
Seconder: Cr Mouroukas

That Council:

1. Notes efforts to address anti-social behaviour at Biddigal Reserve in response to residents' complaints, including co-operation between rangers and Police on the weekends.
2. Notes recent feedback from residents in relation to antisocial behaviour at Tamarama Park, and the recent presence and actions of rangers and Police at the Park on weekends.
3. Requests that a report be prepared in relation to anti-social behaviour across Waverley's beachside parks, Bondi Park, Tamarama Park, and Bronte Park, focusing on weekends during the warmer months of 2015/16, with the report to include:
 - a. Identification of the issues that need to be addressed and resolved.
 - b. Identification and assessment of further options to address antisocial behaviour, including signage, zero tolerance approach to alcohol consumption, any alternative approaches to enforcement, and family friendly activities.
 - c. Recommendations for community engagement and communications.
4. Requests that in preparation of the above report, consultation take place with the Community Safety Advisory Committee, relevant Police representatives, local residents who have made contact about this matter, and appropriate precinct committees.
5. Officers investigate options to address inappropriate camping in Waverley and provide advice to Council.
6. Investigates changes to legislation that would allow Council greater powers to prevent anti-social behaviour, and that SSROC and the local State Members be consulted and requested for their support.
7. Requests that the above report and advice be received in time for implementation as required in September 2015.
8. Officers prepare an urgent report for May Operations Committee indicating what actions are currently being taken to address the anti-social behaviour in Tamarama Park.
9. Requires The General Manager to table the issue of antisocial behaviour at the next Executive meeting to discuss what immediate operational initiatives are available.

AMENDMENT:

Mover: Cr Kanak
Seconder: Cr Masselos

That Clause 4 is amended to read as follows:

4. Requests that in preparation of the above report, consultation take place with the Community Safety Advisory Committee, relevant Police representatives, local residents who have made contact about this matter, appropriate precinct committees and sleeping rough/homeless persons consultative networks.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Crs Kanak and Masselos requested that it be recorded in the minutes that they voted for the Amendment.

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.

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

CM/8.3/15.04 Planning proposal to change zoning of 109-113 Macpherson Street, Bronte under the WLEP (2012) (PP-4/2013)

Notice of Motion submitted by Crs Masselos, Strewé and Wakefield.

MOTION: Mover: Cr Masselos
Seconder: Cr Wakefield

That Council prepares a planning proposal to amend the Waverley Local Environmental Plan 2012 to:

1. Change the zoning of 109-113 Macpherson Street, Bronte from B1 Neighbourhood Centre to R3 Medium Density Residential, to be consistent with the adjoining zoning.
2. Draft a new clause, under Part 6 Additional local provisions, that requires the ground floor use of any future development on the land at 109-113 Macpherson Street to be retained as an RSL club, but in the instance that an RSL club use is no longer financially viable for the site, the ground floor use is to revert to a use permissible in the R3 zone.

AFTER DELIBERATION ON THIS ITEM, THIS NOTICE OF MOTION WAS WITHDRAWN BY THE MOVER AND THE SECONDER.

CM/8.4/15.04 Planning Proposal to change Clause 6.8 under the WLEP (2012) on certain land in Bronte (PP-2/2013)

Notice of Motion submitted by Crs Masselos, Strewé and Wakefield.

MOTION: Mover: Cr Masselos
Seconder: Cr Strewé

That Council prepares a planning proposal to amend the Waverley Local Environmental Plan 2012 to change Clause 6.8 Maximum gross floor area of retail premises on certain land in Bronte, as follows:

6.8 Maximum gross floor area of retail premises on certain land in Bronte

- (1) *The objective of this clause is to limit the gross floor area of retail premises on certain land at Macpherson Street and St Thomas Street, Bronte.*
- (2) *This clause applies to the land shown coloured light blue and marked "1" on the Key Sites Map.*
- (3) *Development consent must not be granted to development for the purpose of retail premises on land to which this clause applies if the gross floor area of the retail premises exceeds 100 square metres to ensure consistency with the area's B1 Neighbourhood Centre zoning.*

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

MOTION / DECISION: Mover: Cr Cusack

That the Motion be now put.

THE NOTICE OF MOTION WAS THEN PUT AND DECLARED LOST.

Division

For the Motion: Crs Guttman-Jones, Kanak, Masselos, Strewe and Wakefield.

Against the Motion: Crs Betts, Burrill, Clayton, Cusack, Kay and Mouroukas.

DECISION: That the Motion not be adopted.

K Spooner (supporter) addressed the meeting.

CM/8.5/15.04 B1 Neighbourhood Centre under the WLEP (2012) 100sqm gross floor area cap (PP-2/2013)

Amended Notice of Motion submitted by Crs Masselos, Strewe and Wakefield.

MOTION / DECISION: Mover: Cr Masselos
Seconder: Cr Strewe

That Council officers investigate, as part of the annual review of the WLEP (2012), the implications of imposing a 100sqm gross floor area cap on retail premises for all land zoned R3 and B1 Neighbourhood Centre and retail uses in other zones under WLEP (2012). A Councillor workshop is to be included as part of the investigation; this is to ensure the small-scale character and operation of retail premises as well as the amenity of residential areas is maintained in neighbourhood centres throughout Waverley.

CM/8.6/15.04 Seeking legal advice on the WLEP 2012 with regard to the Planning Proposal received for 194-214 Oxford Street and 2 Nelson Street, Bondi Junction (A13/0636-02)

Notice of Motion submitted by Crs Wakefield, Masselos and Strewe.

MOTION / DECISION:

Mover: Cr Wakefield
Seconded: Cr Burrill

That Council urgently seeks legal advice concerning the deliberation of the Operation Committee March 31st at Item OC/5.1/15.03(2) Clause 4 (b) "That any decision on whether changes to the WLEP 2012 are warranted relating to blocks 1, 2 and 3a as identified on Map 2 be deferred until the assessment of the Planning Proposal received for 194–214 Oxford Street and 2 Nelson Street has taken place".

This legal advice is to provide expert opinion on the strength and efficacy of the existing Waverley LEP 2012 controls relating to these blocks subsequent to the cited decision of Council.

CM/8.7/15.04 Support of extending the Community Consultation period on the Commercial Television Industry Code of Practice

Amended Notice of Motion submitted by Cr Kanak.

MOTION:

Mover: Cr Kanak
Seconded: Cr Masselos

That Council writes to the Australian Communications and Media Authority and the Member for Wentworth Mr Malcolm Turnbull requesting support in extending the community consultation period on the Commercial Television Industry Draft Code of Practice, especially in regards to the issues raised in the Foundation for Alcohol Research and Education (FARE) submission about children being put at risk to further exposure to free TV alcohol sports related advertisements.

THE MOTION WAS PUT AND DECLARED LOST.

DECISION: That the Motion not be adopted.

Division

For the Motion: Crs Guttman-Jones, Kanak, Masselos, Stewe and Wakefield.

Against the Motion: Crs Betts, Clayton, Cusack, Kay and Mouroukas.

Cr Burrill was not present in the Chamber during the consideration and vote on this Item.

CM/8.8/15.04 Establishment of Animal Advisory Committee (A07/1205)

Notice of Motion submitted by Cr Kanak.

MOTION:

Mover: Cr Kanak
Seconded: Cr Wakefield

That Council in principle agrees to request the preparation of a report identifying the costs and benefits of establishing an Animal Advisory Committee, and if agreed, have Council Officers prepare a report to Council, in consultation with Veterinary practices in the Waverley LGA, identifying the roles, responsibilities and reporting structure for an Animal Advisory Committee for consideration at the earliest opportunity.

Cr Kanak requested that it be recorded in the minutes that he voted for the Motion.

THE MOTION WAS PUT AND DECLARED LOST.

DECISION: That the Motion not be adopted.

9. Urgent Business

MOTION:

Mover: Cr Kanak
Seconder: Cr Wakefield

That Urgent Business Items be brought forward.

THE GENERAL MANAGER INFORMED COUNCIL THAT HE HAD PREVIOUSLY ADVISED CR KANAK THAT THE MATTER PROPOSED TO BE RAISED AS AN ITEM OF URGENT BUSINESS WAS UNLAWFUL AND COULD NOT BE CONSIDERED AT THIS MEETING.

THE MOTION WAS PUT AND DECLARED LOST.

DECISION: That the Motion not be adopted.

Division

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

Against the Motion: Crs Betts, Burrill, Clayton, Cusack, Guttman-Jones, Kay and Mouroukas.

10. Closed Session

There were no Closed Session items.

11. Resuming in Open Session

There were no Closed Session items.

12. Meeting Closure

THE MEETING CLOSED AT 10.53PM.

.....
SIGNED AND CONFIRMED
MAYOR
19 MAY 2015

Adoption of Minutes No. CM/4.2/15.05

Subject: Adoption of Minutes – Waverley Traffic Committee Meeting – 23 April 2015

Trim File No.: A08/0077

Author: Richard Coelho, Governance Officer

Director: Arthur Kyron, General Manager



Recommendation

That Part 1 of the Minutes of the Waverley Traffic Committee Meeting held on 23 April 2015 be received and noted, and that the recommendations contained therein be adopted.

Save and except the following:

1. _____

1. Executive Summary

Part 1 of the minutes of the Waverley Traffic Committee meeting held on 23 April 2015 is submitted to Council for adoption in accordance with Section 18 of the Waverley Traffic Committee Charter.

Council has the opportunity to 'save and except' any of the matters listed in Part 1 of the Minutes for further consideration in accordance with clause 18.1 of the Waverley Traffic Committee Charter.

2. Introduction/Background

The Waverley Traffic Committee (WTC) is not a committee of Council. The WTC operates under delegation from the Roads and Maritime Services (RMS), an agency of the NSW Government. It is advisory only and has no decision making powers.

The purpose of the WTC is to make recommendations and provide advice to Council on the technical aspects of proposals to regulate traffic on local roads in Waverley. The recommendations of the WTC must be adopted by Council before they can be implemented.

2.1 Relevant Council Resolutions

Not applicable.

3. Discussion

Not applicable.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

- Direction: G1 – Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption-resistant and based on sound integrated planning.
- Strategy: G1a – Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability.
- Deliverable: Regular reporting to Council on progress with implementation of integrated corporate plans.

5. Financial impact statement/Timeframe/Consultation

Not applicable.

6. Conclusion

It is recommended that Part 1 of the minutes of Waverley Traffic Committee meetings be submitted to Council for adoption.

7. Attachments

1. Waverley Traffic Committee Minutes – 23 April 2015.
2. TL.01/15.04 – Gould Street, Bondi Beach – Construction Zone.

Attachment 1

**MINUTES OF THE WAVERLEY TRAFFIC
COMMITTEE MEETING HELD AT THE
WAVERLEY COUNCIL CHAMBERS ON
THURSDAY, 23 APRIL 2015**



Voting Members Present:

Cr T Kay	Waverley Council (Chair)
Ms K Cullen	Roads and Maritime Services – Traffic Management (South)
Sgt L Barrett	NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr J Morrison	Representing Gabrielle Upton, MP, Member for Vacluse and also representing Bruce Notley-Smith, MP, Member for Coogee

Also Present:

Cr B Mouroukas	Waverley Council (Deputy Chair)
Mr D Joannides	Waverley Council – Executive Manager, Creating Waverley
Sgt N Rutgers	NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr E Graham	Sydney Buses (Eastern Region)
Mr G Garnsey	Waverley Council – Manager, Transport and Development
Mr K Wells	Waverley Council – Traffic Engineer
Ms S Cassidy	Waverley Council - Project Manager Bondi Junction Infrastructure Implementation

At the commencement of proceedings at 10.40am, those present were as listed above.

Apologies

There were no Apologies.

Declarations of Interest

There were no Declarations of Interest

Adoption of Previous Minutes by Council – 26 March 2015

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 26 March 2015 were adopted by Council at its meeting on 21 April 2015.

Council Officer's Proposal: That the Committee receive and note this information.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's proposal be adopted.

Voting members present for this item: Representative of the Member for Coogee also representing the Member for Vacluse, NSW Police representative, RMS representative and Waverley Council representative (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 RMS. The recommendations made by the Committee under this part of the Agenda will be submitted to Council for adoption.

TC STATE ELECTORATE OF COOGEE

TC.01/15.04

Bondi Junction Cycleway / Streetscape (A14/0193)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about the Traffic, Transport and Parking Assessment prepared for the Bondi Junction Cycleway / Streetscape project.

Council Officer's Proposal: That Council:

1. Receives and notes the contents of this report.
2. Approves the cycleway and streetscape design.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the matter be deferred to a Special Meeting of the Waverley Traffic Committee to be held on 30 April 2015.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC.02/15.04

Victoria Street, Waverley – Resident Parking Scheme Survey Results (A02/0638)

Report dated 9 April 2015 from the Executive Manager, Creating Waverley about the expansion of the existing Resident Parking Scheme on Victoria Street, Waverley.

Council Officer's Proposal: That Council:

1. Receives and notes the results of the survey.
2. Signposts the existing unrestricted parking on Victoria Street, between No.32 Victoria Street and Campbell Street, with '2P 8AM-6PM MON-FRI PERMIT HOLDERS EXCEPTED AREA 25', '1P 9am-9pm SUNDAY PERMIT HOLDERS EXCEPTED AREA 25'.
3. Signposts the existing '2P 8AM-6PM MON-FRI PERMIT HOLDERS EXCEPTED AREA 25' areas on Victoria Street with '1P 9am-9pm SUNDAY PERMIT HOLDERS EXCEPTED AREA 25'.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be adopted subject to the deletion of the following words from clause 2 "1P 9am-9pm SUNDAY PERMIT HOLDERS EXCEPTED AREA 25", and the deletion of clause 3.

Voting members present for this item: Representative of the Member for Coogee, NSW Police

representative, RMS representative and Waverley Council representative (Chair).

TC.03/15.04

Newland Street, Bondi Junction – Extension of “No Stopping” (A02/0637-02)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about the extension of the existing “No Stopping” zone in Newland Street, Bondi Junction.

Council Officer’s Proposal: That Council removes the existing 12m of unlimited on-street parking along the western kerbside of Newland Street, outside Waverley Sub Depot and converts it into “No Stopping”.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer’s Proposal be adopted.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC.04/15.04

Macpherson Street and St Thomas Street, Bronte – Intersection upgrade (A03/0042)

Report dated 10 April 2015 from the Executive Manager, Creating Waverley about the installation of a blister island, a painted traffic island, alterations to the Double Barrier (BB) lines, and relocation of the hold lines (TB) at the intersection of Macpherson Street and St Thomas Street, Bronte.

Council Officer’s Proposal: That Council:

1. Installs a blister island on the southern side on Macpherson Street immediately east of the intersection of St Thomas Street.
2. Adjusts the TB hold line at St Thomas on the southern side on Macpherson Street to accommodate the new blister island.
3. Installs a painted island on the northern side Macpherson Street immediately east of the intersection of St Thomas Street.
4. Adjusts the TB hold line at St Thomas Street on the northern side of Macpherson Street to accommodate the new painted island.
5. Adjusts the BB line on the eastern approach to the intersection of Macpherson Street and St Thomas.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer’s Proposal be adopted.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TC.05/15.04

St Thomas Street and Trafalgar Street, Bronte – Intersection upgrade (A03/0042)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about an upgrade to the intersection of St Thomas Street and Chesterfield Parade, and St Thomas Street and Trafalgar Street, Bronte.

Council Officer's Proposal: That Council installs blister islands and linemarking at the intersection of St Thomas Street and Trafalgar Street and St Thomas Street and Chesterfield Parade in accordance with plan 8370 issue A attached to the report.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be adopted subject to the addition of the following:

1. The two kerb blisters on approach to the centre island be a minimum 7.5m in length.
2. A bicycle warning sign with a supplementary 'Slow' sign beneath it be placed on an existing lamp post between Chesterfield Parade and the crest to the south in St Thomas Street.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TV **STATE ELECTORATE OF VAUCLUSE**

TV.01/15.04

Military Road, North Bondi – Construction Zone (A03/2514-03)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about the installation of a Works/ Construction Zone in Military Road, North Bondi.

Council Officer's Proposal: That Council:

1. Installs a 15 m long 'NO PARKING 7AM-5PM MON-FRI 8AM-3PM SAT COUNCIL AUTHORISED VEHICLES EXCEPTED' zone on the western side of Military Road, outside 52 Military Road, North Bondi, for a period of 13 weeks.
2. Delegates Authority to the Executive Manager, Creating Waverley to extend the duration of the zone as necessary.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be adopted.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TV.02/15.04

O'Donnell Street, North Bondi – 'P Motor Bikes Only' Zone (A02/0637-2)

Report dated 7 April 2015 from the Executive Manager, Creating Waverley regarding the installation of 'P Motor Bikes Only' zone in Owen Street, North Bondi.

Council Officer's Proposal: That Council install 3.8 m of 'P Motor Bikes Only' between the driveways of 98 and 100 O'Donnell Street, North Bondi.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be adopted.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TV.03/15.04

Oakley Road, North Bondi – 'No Parking' Zone at driveway (A02/0637-02)

Report dated 14 April 2015 from the Executive Manager, Creating Waverley about the installation of a 'No Parking' zone across a driveway in Oakley Road, North Bondi.

Council Officer's Proposal: That Council install 'No Parking' signs in Oakley Road either side of the driveway to 59 Oakley Road, North Bondi.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council:

1. Does not install 'No Parking' signs in Oakley Road either side of the driveway to 59 Oakley Road, North Bondi.
2. Repaints the existing driveway edgelines at this address.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TV.04/15.04

Oakley Road, Vicars Avenue and Blair Street, North Bondi – Resident Parking Scheme Survey Results (A02/0638)

Report dated 14 April 2015 from the Executive Manager, Creating Waverley about the introduction of a Resident Parking Scheme in Oakley Road, Vicars Avenue and Blair Street, North Bondi.

Council Officer's Proposal: That Council:

1. Receives and notes this report.
2. Having regard to the 32% overall response rate to Council's own survey, the 48% for and the 52% against the proposal, not install the Resident Parking Scheme in this area of North Bondi.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be adopted.

Voting members present for this item: Representative of the Member for Vacluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

L Barry addressed the meeting.

TCV ELECTORATES OF COOGEE AND VAUCLUSE

TCV.01/15.04

Knowles Avenue, North Bondi; Evans Street, Bronte; Gould Street, North Bondi – ‘P DISABILITY ONLY’ Zones (A02/0273-02)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about the provision of ‘P Disability Only’ zones in Knowles Avenue, North Bondi and Evans Street, Bronte and the removal of an existing zone in Gould Street, North Bondi.

Council Officer’s Proposal: That Council:

1. Installs 5.5 m of ‘P DISABILITY ONLY’ in Knowles Avenue, outside the frontage of 38 Knowles Avenue, North Bondi.
2. Installs 6.6 m of ‘P DISABILITY ONLY’ in Evans Street, outside the frontage of 45 Evans Street, Bronte.
3. Notifies residents of the unit block at No. 1 Brighton Boulevard that it intends to the remove the disabled parking zone on the Gould Street frontage and should no objections be received, the zone be removed and the space converted to 2P resident parking.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer’s Proposal be adopted subject to the following words being added to the end of clause 2: “subject to appropriate evidence being provided”.

Voting members present for this item: Representative of the Member for Coogee also representing the Member for Vacluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TL ITEMS WITHOUT NOTICE

TL.01/15.04

Gould Street, Bondi Beach – Construction Zone (A03/2514-03)

Report dated 21 April 2015 from the Divisional Manager, Technical Services about a request for a Construction Zone in Gould Street, Bondi Beach.

Council Officer’s Proposal: That Council:

1. Installs a 12.5m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in Gould Street, outside 11-13 Hall Street, Bondi Beach, for a period of 13 weeks.

2. Installs a 12.5m long 'No Stopping 7am-5pm Mon-Fri 8am-3pm Sat' zone in Gould Street, opposite 11-13 Hall Street, Bondi Beach for a period of 13 weeks.
3. Delegates Authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zone and associated No Stopping, as necessary.
4. Will only consider reducing Construction Zone lengths on the grounds of safety.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's proposal be adopted.

Voting members present for this item: Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).

P Gallagher addressed the meeting.

THE MEETING CLOSED AT 12.27PM

SIGNED AND CONFIRMED
19 May 2015

MAYOR

Attachment 2

LATE REPORT TO WAVERLEY TRAFFIC COMMITTEE

Gould Street, Bondi Beach – Construction Zone (A03/2514-03)

Report dated 21 April 2015 from the Divisional Manager, Technical Services about a request for a Construction Zone in Gould Street, Bondi Beach.

Council Officer's Proposal: That Council:

1. Installs a 12.5m long 'No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted' zone in Gould Street, outside 11-13 Hall Street, Bondi Beach, for a period of 13 weeks.
 2. Installs a 12.5m long 'No Stopping 7am-5pm Mon-Fri 8am-3pm Sat' zone in Gould Street, opposite 11-13 Hall Street, Bondi Beach for a period of 13 weeks.
 3. Delegates Authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zone and associated No Stopping, as necessary.
 4. Will only consider reducing Construction Zone lengths on the grounds of safety.
-

Purpose of Report

Council has received an application, from the developers/builders of the following properties, to install a Construction Zone outside their site:

1. 11-13 Hall Street, Bondi Beach.

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. Alternative lengths are only supported on the grounds of safety.

The largest length of vehicle approved to access this site is a 12.5m Heavy Rigid Vehicle. As the construction zone is adjacent to a No Stopping Zone, heavy vehicles will be able access and occupy the full length of the zone.

As the width of Gould Street is 7.2m, it is not possible to locate a heavy vehicle (absolute minimum width 2.5m) and a 2.1m parking lane opposite whilst maintaining a minimum (3.0m) travel lane.

This proposal will result in the loss of 4 metered parking spaces in a commercial area, during the hours approved for construction.

LATE REPORT TO WAVERLEY TRAFFIC COMMITTEE

Technical Analysis

Table 1 11-13 Hall Street, Bondi Beach

Applicant	Richard Crooks Constructions
Development Application	DA-494/2013
Works	Demolition of existing building and construction of a 6 storey mixed development comprising ground floor retail, 18 residential units and basement storage space.
Approved Hours of Construction	7am-5pm Mon-Fri 8am-3pm Sat
Frontage Length	28.2 m
Road	Gould Street
Existing Parking	1P Ticket 8am-6pm 3P Ticket 6pm-9pm
Requested Length	12.5m
Proposed Length	12.5m Construction Zone 12.5m 'No Stopping' opposite
Duration	13 weeks
Beginning	May 2015
Fee Area	Commercial, with metered parking
Estimated Fees per week	\$3015

Notes:

- The Construction Zone is to be fenced during the initial phase of the demolition.
- The carriageway is 7.2 m wide. In order to legally park trucks, leaving a 3 m clear width, the parking opposite the Construction Zone is required to be removed.

Guidelines used:

- *Transport Administration Act 1988*
- *RMS's Delegation to Councils; Regulation of Traffic*
- *RMS's Signs Database*
- *[NSW] Road Rules 2008*
- *Waverley Council Operational Plan 2014-15 - Pricing Policy, Fees and Charges.*

LATE REPORT TO WAVERLEY TRAFFIC COMMITTEE

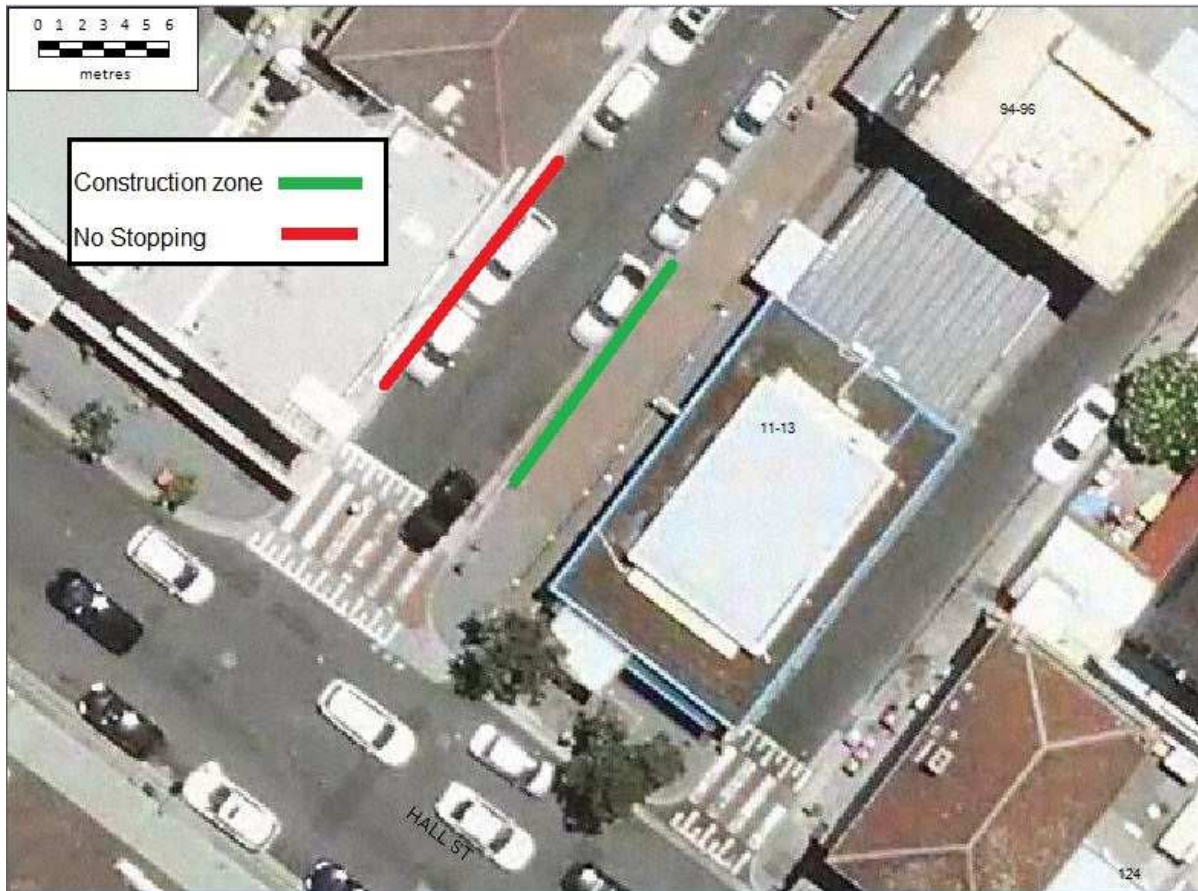


Figure 1 Aerial photograph of 11-13 Street, Bondi Beach

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 2013/14 financial year are:

- \$50 per metre per week in a residential developments
- \$75 per metre per week in a commercial & mixed-use developments

An additional fee of \$285 per metered/ticketed parking space per week is applicable where Council would normally charge for on-street parking.

Dan Joannides
Divisional Manager, Technical Services

Author: Kyle Wells – Senior Traffic Engineer

Adoption of Minutes No. CM/4.3/15.05



Subject: Adoption of Minutes – Special Meeting of the
Waverley Traffic Committee Meeting – 30
April 2015

Trim File No.: A08/0077

Author: Richard Coelho, Governance Officer

Director: Arthur Kyron, General Manager

Recommendation

That Part 1 of the Minutes of the Special Meeting of the Waverley Traffic Committee Meeting held on 30 April 2015 be received and noted, and that the recommendations contained therein be adopted.

Save and except the following:

1. _____

1. Executive Summary

Part 1 of the minutes of the Special Meeting of the Waverley Traffic Committee Meeting held on 30 April 2015 is submitted to Council for adoption in accordance with Section 18 of the Waverley Traffic Committee Charter.

Council has the opportunity to 'save and except' any of the matters listed in Part 1 of the Minutes for further consideration in accordance with clause 18.1 of the Waverley Traffic Committee Charter.

2. Introduction/Background

The Waverley Traffic Committee (WTC) is not a committee of Council. The WTC operates under delegation from the Roads and Maritime Services (RMS), an agency of the NSW Government. It is advisory only and has no decision making powers.

The purpose of the WTC is to make recommendations and provide advice to Council on the technical aspects of proposals to regulate traffic on local roads in Waverley. The recommendations of the WTC must be adopted by Council before they can be implemented.

2.1 Relevant Council Resolutions

Not applicable.

3. Discussion

Not applicable.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

- Direction: G1 – Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning.
- Strategy: G1a – Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability.
- Deliverable: Regular reporting to Council on progress with implementation of integrated corporate plans.

5. Financial impact statement/Timeframe/Consultation

Not applicable.

6. Conclusion

It is recommended that Part 1 of the minutes of the Special Meeting of the Waverley Traffic Committee Meeting be submitted to Council for adoption.

7. Attachments

1. Special Meeting of the Waverley Traffic Committee Meeting Minutes – 30 April 2015.
2. TL.01/15.04S – Bondi Junction Cycleway / Streetscape – Drawing L003 Revision D – Oxford Street, west of Denison Street to west of Ruthven Street.
3. TL.02/15.04S – Bondi Junction Cycleway / Streetscape – Drawing L005 Revision D – Intersection of Spring Street and Denison Street.
4. TL.03/15.04S – Bondi Junction Cycleway / Streetscape – Drawing L008 Revision F attached to the agenda and L008 Revision G tabled at the meeting – Intersection of Bronte Road and Spring Street.

Attachment 1

**MINUTES OF THE SPECIAL MEETING OF THE
WAVERLEY TRAFFIC COMMITTEE HELD AT THE
WAVERLEY COUNCIL CHAMBERS ON
THURSDAY, 30 APRIL 2015**



Voting Members Present:

Cr B Mouroukas	Waverley Council (Chair)
Ms K Cullen	Roads and Maritime Services – Traffic Management (South)
Sgt N Rutgers	NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr J Morrison	Representing Bruce Notley-Smith, MP, Member for Coogee

Also Present:

Mr B Notley-Smith, MP	Member for Coogee
Mr E Graham	State Transit Authority - Sydney Buses (Eastern Region)
Cr A Burrill	Waverley Council
Mr D Joannides	Waverley Council – Executive Manager, Creating Waverley
Mr G Garnsey	Waverley Council – Manager, Transport and Development
Ms Q Liu	Waverley Council – Senior Traffic Engineer
Ms S Cassidy	Waverley Council – Project Manager Bondi Junction Infrastructure Implementation
Mr M Dally	Spackman Mossop Michaels
Mr R West	Parsons Brinkerhoff
Mr R Miller	Parsons Brinkerhoff

At the commencement of proceedings at 10.37am, those present were as listed above.

Mr B Notley-Smith, MP, Member for Coogee left the meeting at 12noon prior to any formal vote being taken. Upon Mr Notley-Smith's departure from the meeting his voting entitlement transferred to his representative Mr J Morrison.

Apologies

There were no Apologies.

Declarations of Interest

There were no Declarations of Interest

**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 RMS. The recommendations made by the Committee under this part of the Agenda will be submitted to Council for adoption.

TC.01/15.04S

Bondi Junction Cycleway / Streetscape (A14/0193)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about the Traffic, Transport and Parking Assessment prepared for the Bondi Junction Cycleway / Streetscape project.

Council Officer's Proposal: That Council:

1. Receives and notes the contents of this report.
2. Approves the cycleway and streetscape design.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be adopted with the exception of the following design drawings:

1. L003 Revision D (Oxford Street west of Denison Street to west of Ruthven Street);
2. L005 Revision D (Intersection of Spring Street and Denison Street);
3. L008 Revision F attached to the agenda and L008 Revision G tabled at the meeting (Intersection of Bronte Road and Spring Street);

and that these drawings be dealt with separately at item TL.01/15.04S, Item TL.02/15.04S and Item TL.03/15.04S below.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

The representative of the State Transit Authority – Sydney Buses requested that the type and size of trees proposed to be planted in Oxford Street be forwarded to the STA.

C Reid addressed the meeting.

TL ITEMS WITHOUT NOTICE

TL.01/15.04S

Bondi Junction Cycleway / Streetscape – Drawing L003 Revision D – Oxford Street, west of Denison Street to west of Ruthven Street (A14/0193)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about the Traffic, Transport and Parking Assessment prepared for the Bondi Junction Cycleway / Streetscape project.

Council Officer's Proposal: That Council approves design drawing L003 Revision D – Oxford Street, west of Denison Street to west of Ruthven Street.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be deferred to allow further discussions between Council and Roads and Maritime Services about the design of

the intersection of Oxford Street with Mill Hill Road and Oxford Street with Ruthven Street.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

TL.02/15.04S

Bondi Junction Cycleway / Streetscape – Drawing L005 Revision D – Intersection of Spring Street and Denison Street (A14/0193)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about the Traffic, Transport and Parking Assessment prepared for the Bondi Junction Cycleway / Streetscape project.

Council Officer's Proposal: That Council approves design drawing L005 Revision D – Intersection of Spring Street and Denison Street.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be deferred to allow further discussions between Council, NSW Police and Roads and Maritime Services about the proposed pedestrian and bicycle crossing in Denison Street near Spring Street.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

The representative of the State Transit Authority – Sydney Buses requested that it be recorded in the minutes that due to the width of the road lanes in Denison Street being reduced to 2.9m buses will not be able to use Denison Street and it will have to be removed from the Sydney Buses Contingency Plan.

TL.03/15.04S

Bondi Junction Cycleway / Streetscape – Drawing L008 Revision F attached to the agenda and L008 Revision G tabled at the meeting – Intersection of Bronte Road and Spring Street (A14/0193)

Report dated 13 April 2015 from the Executive Manager, Creating Waverley about the Traffic, Transport and Parking Assessment prepared for the Bondi Junction Cycleway / Streetscape project.

Drawing L008 Revision G was tabled at the meeting by Council's consultants for the project. This drawing supersedes drawing L008 Revision F attached to the agenda at page 102.

Council Officer's Proposal: That Council approves design drawing L008 Revision G – Intersection of Bronte Road and Spring Street, tabled at the meeting.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the Council Officer's Proposal be deferred to allow further discussions between Council, NSW Police, Roads and Maritime Services and the State Transit Authority about, but not limited to, the following matters:

1. The physical separation of the cycleway in Spring Street at the intersection with Bronte Road.
2. A review of the speed limit in Bronte Road between Oxford Street and Spring Street.
3. The safety of cyclists stopped at the green cycleway island in Bronte Road when turning right into Spring Street.

Voting members present for this item: Representative of the Member for Coogee, NSW Police representative, RMS representative and Waverley Council representative (Chair).

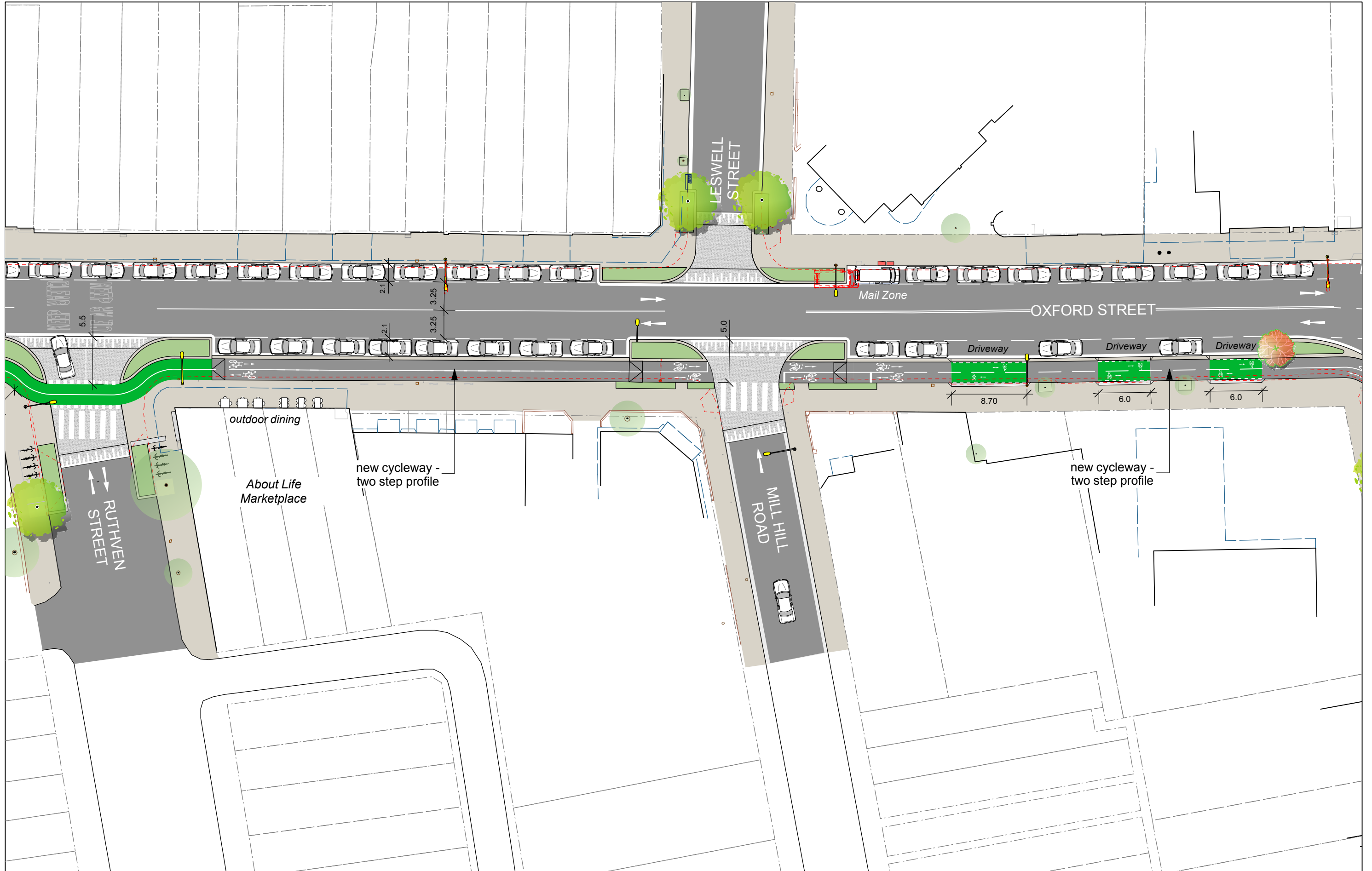
The representatives of Roads and Maritime Services, NSW Police and State Transit Authority - Sydney Buses requested that it be recorded in the minutes that they have serious concerns about the safety of road users and pedestrians should the current Council Officers' Proposal for this location be approved.

The representative of the State Transit Authority – Sydney Buses requested that it be recorded in the minutes that the STA strongly objects to bicycles being permitted in the section of Bronte Road between Spring Street and Oxford Street.

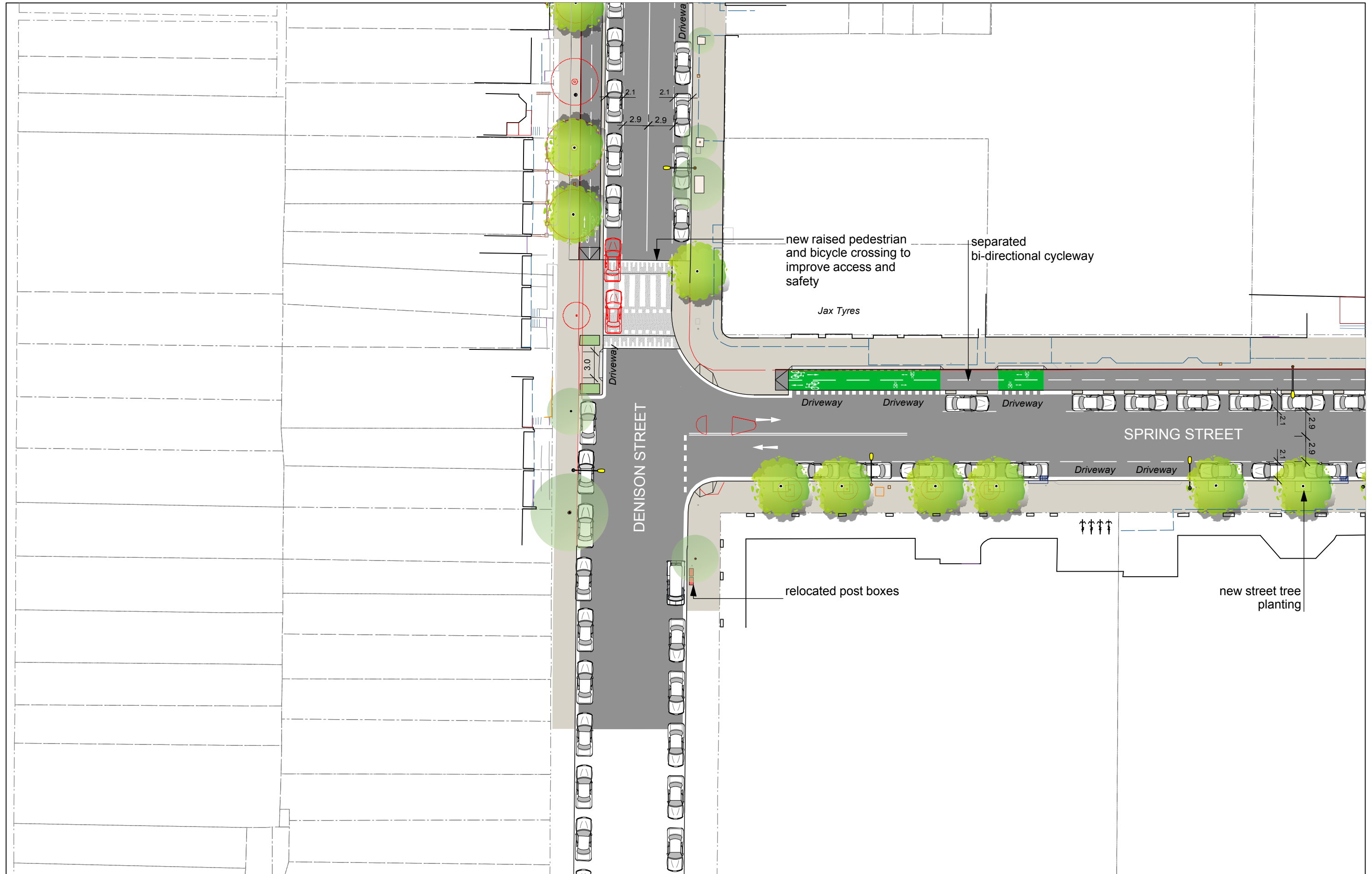
THE MEETING CLOSED AT 1.15PM

**SIGNED AND CONFIRMED
19 May 2015**

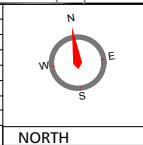
MAYOR



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 Bondi Junction
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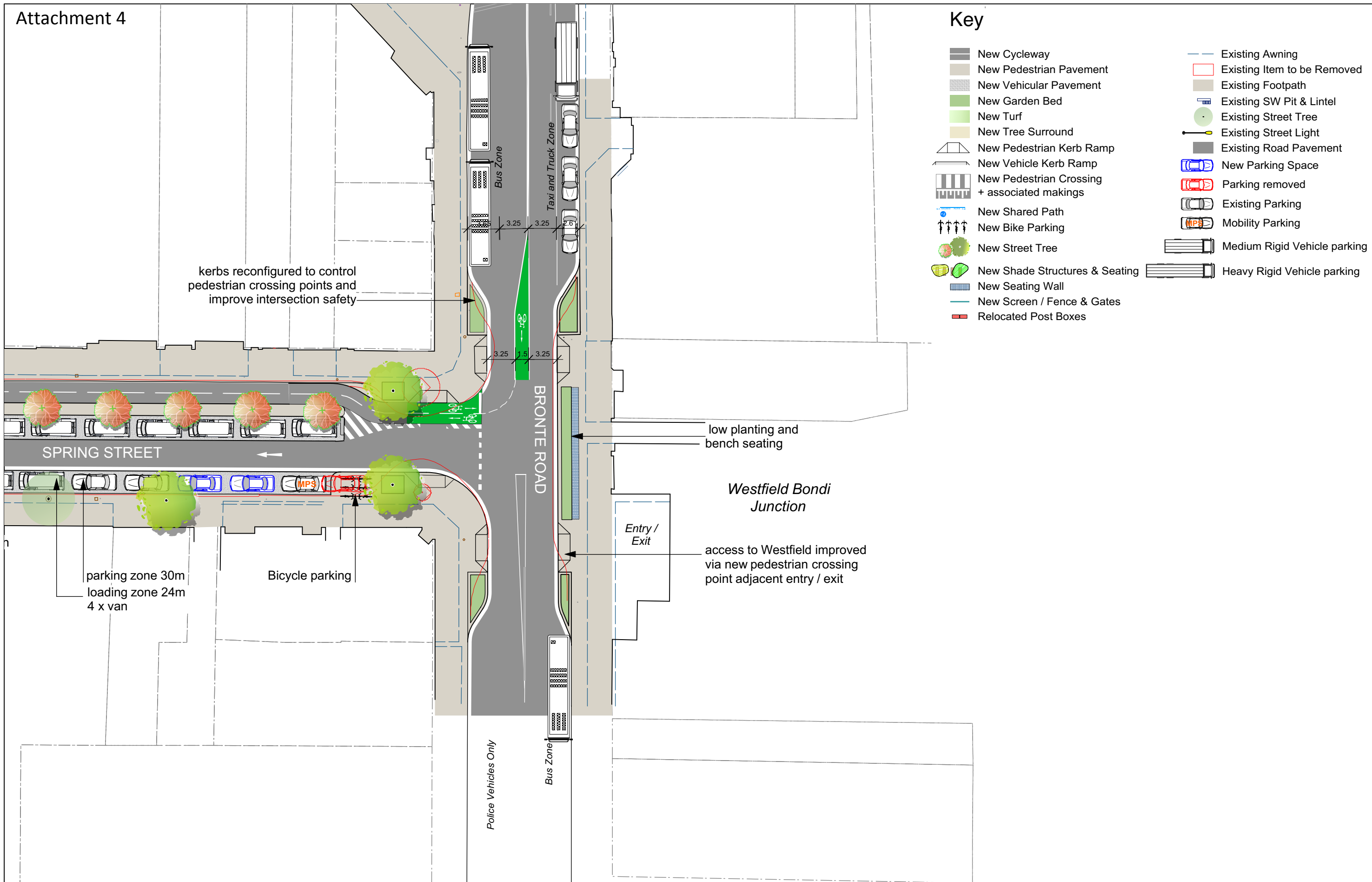
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PROJECT
**COMPLETE STREETS - SEPERATED CYCLEWAY
 Denison Street and Spring Street**
 DRAWING
Design Development

SHEET
L005
 REVISION
D



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Mayoral Minute No. CM/5/15.05

Subject: Mayoral Minute
Author: Governance and Civic



Mayoral minutes are permissible at Waverley Council meetings under the provisions of the NSW Local Government (General) Regulation 2005 and Council's Code of Meeting Practice. Clause 243 of the Regulation and Section 9.1 of the Code state the following:

If the mayor is the chairperson at a meeting of Council, the chairperson is, by minute signed by the chairperson, entitled to put to the meeting without notice any matter or topic that is within the jurisdiction of Council or of which Council has official knowledge.

Such a minute, when put to the meeting, takes precedence over all business on Council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of the minute without the motion being seconded.

A recommendation made in a minute of the chairperson (being the mayor) or in a report made by a Council employee is, so far as adopted by Council, a resolution of Council.

As noted in Council's Code of Meeting Practice, mayoral minutes should not be used to introduce, without notice, matters that are routine, not urgent, or need research or a lot of consideration by councillors before coming to a decision. These types of matters would be better placed on the agenda, with the usual period of notice given to the councillors.

Obituaries
No. CM/6/15.05

Subject: Obituaries
Trim File No.: A02/0017
Author: Governance and Civic



The Mayor will ask for any obituaries.

Council will rise for a minute's silence as a mark of respect for the deceased and for the souls of people generally who have died in our Local Government area.

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

**Report
No. CM/7.1/15.05**

Subject: Rejected Agenda Business
Trim File No.: A09/1010
Author: Arthur Kyron, General Manager

**Recommendation:**

That Council receives and notes this report.

1. Executive Summary

This report addresses the statutory requirement for the General Manager to report on any business that he has not included in the agenda for a Council Meeting as the business was in the General Manager's opinion, unlawful.

2. Introduction/Background

Clause 3.1(2) of the Council's Code of Meeting Practice provides as follows:

"The general manager must not include in the agenda for a meeting of Council any business of which due notice has been given if, in the opinion of the general manager, the business is (or the implementation of the business would be) unlawful. The general manager must report (without giving details of the item of business) any such exclusion to the next meeting of the Council."

Cr Kanak had indicated that he wished to lodge a notice of a motion along the lines of this report. That notice of motion has been superseded by this report.

2.1 Relevant Council Resolutions

There are no previous Council resolutions.

3. Discussion

During the past few weeks, a number of notices of motion from Councillors for both the last Council Meeting and this Council Meeting have been rejected because they were about the consideration of a matter under the Code of Conduct and therefore it would be unlawful for them to be discussed.

As indicated above, I am obligated to report on business that I have not included in the agenda and this report addresses that requirement in respect of business that I have rejected for both the April and May Council Meetings.

I would caution Councillors that no debate or discussion of the subject matter of the rejected business is permitted, because that would constitute a breach of Part 11 of the Council's Code of Conduct, which would give rise to an automatic referral to the OLG for a breach of the Code of Conduct.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

- Direction: G1 – Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning.
- Strategy: G1b – Promote and embed good governance and corruption prevention practices in operational activities
- Deliverable: Regular ethics and Code of Conduct training provided for Councillors and staff.

5. Financial impact statement/Timeframe/Consultation

Not applicable.

6. Conclusion

This report satisfies the requirement for the General Manager to report to Council where he has excluded business from the Council Meeting agenda.

7. Attachment/s:

Nil.

**Report
No. CM/7.2/15.05****Subject:** 3rd Quarter 2014/15 Budget Review – March 2015**Trim File No.:** A03/0346**Author:** Francesco Rombola, Executive Manager, Financial Waverley**Director:** Arthur Kyron, General Manager**Recommendation:**

That Council:

1. Receives and notes this report on the 3rd Quarter Budget Review for 2014/15.
2. Receives and notes the Quarterly Budget Review Statement (QBRS) for the 3rd quarter 2014/15.
3. Approves for the variations to the Operating and Capital works budget in accordance with the review documents.

1. Executive Summary

Council commenced the 2014/15 financial year with a projected net budget surplus of \$61,793. The 1st and 2nd quarter budget reviews resulted in the full year forecast being adjusted to reflect a balanced budget. In this 3rd quarter budget review a balanced budget is still projected at 30 June 2015.

2. Introduction/Background

As part of the Integrated Planning and Reporting Framework for NSW Local Government, the Office of Local Government has a set of minimum reporting requirements for Councils, in order for Councils to facilitate progress reporting against the original and revised annual budgets at the end of each quarter.

Collectively, these documents are known as the Quarterly Budget Review Statement (QBRS). Quarterly reports are required to be submitted to Council in accordance with relevant legislation. Section 203 of the Local Government (General) Regulation 2005 requires that at the end of each quarter, the responsible accounting officer of the Council prepare and submit to the Council a Budget Review Statement that indicates the latest estimates of income and expenditure for the 2014/15 financial year. It also requires that the budget review statement must include, or be accompanied by:

- a) A report as to whether or not the responsible accounting officer believes that the Statement indicates that the financial position of the Council is satisfactory, having regard to the original estimates of income and expenditure; and
- b) If that position is unsatisfactory, recommendations for remedial action.

2.1 Relevant Council Resolutions

There are no previous relevant Council resolutions.

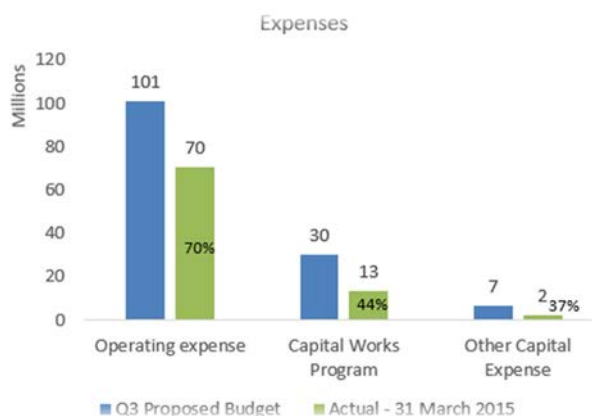
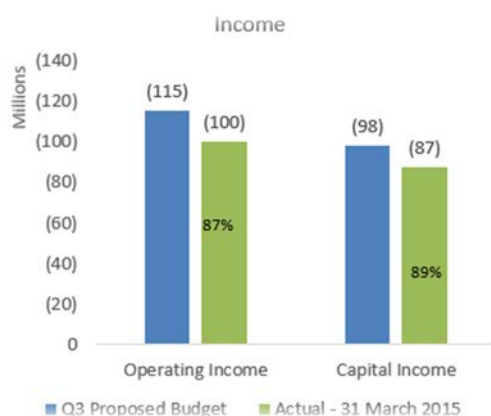
3. Discussion

The March 2015 Quarterly Budget Review forecasts a balanced budget as shown below:

	Budget Result – (Surplus)/Deficit \$
Original 2014/15 Budget and Carry Overs	(61,793)
September 2014 Review Amendments	61,793
December 2014 Review Amendments	0
March 2015 Review Amendments	0
Forecast to 30 June 2015	0

The table below provide a comparison of Council's forecast position between Current Budget and Q3 Proposed Budget

	Current Budget	Q3 Amendments	Q3 Proposed Budget
Income	(216,886,642)	3,318,938	(213,567,704)
Operating Income	(115,281,567)	(52,392)	(115,333,959)
Capital Income	(101,605,075)	3,371,330	(98,233,745)
Expenses	156,322,491	(17,943,122)	138,379,369
Operating expense	100,928,142	(174,041)	100,754,101
Capital Works Program	47,239,896	(17,385,660)	29,854,236
Other Capital Expense	7,037,366	(383,421)	6,653,945
Loan Repayment	1,117,086	0	1,117,086
New loan	(1,500,000)	0	(1,500,000)
Reserve	62,064,151	14,624,184	76,688,335
Net Result - (Surplus)/Deficit	(0)	0	(0)



In the Q3 budget review:

Income

- Operating income is increased by \$52k from the current budget of \$115.2 million to \$115.3 million. It is tracking at 87% of the Q3 proposed budget as at 31 March 2015.
- Capital income is reduced by \$3.4 million from the current budget of \$101.6 million to \$98.2 million. It is tracking at 89% of the Q3 proposed budget as at 31 March 2015.
- A net reduction of \$3.3 million in income from the current budget of \$216.9 million to 213.6 million for 30 June 2015.

Expense

- Operating expense is reduced by \$174k from the current budget of \$100.9 million to \$100.7 million. It is tracking at 70% of the Q3 proposed budget as at 31 March 2015.
- Capital expense is reduced by \$17.8 million from the current budget of \$54.3 million to \$36.5 million. It is tracking at 43% of the Q3 proposed budget as at 31 March 2015.
- A net reduction of \$17.9 million in expense from the current budget of 156.3 million (included loan repayments) to \$138.4 million.

The main contributors to these income and expense adjustments detailed at below table:

Q3 Budget Adjustments	(Favourable)/ Unfavourable \$
Operating Income	
• Parking Fees & Permit Income	(750,000)
• Other Fine income – from the backpacker legal case	(350,000)
• Family Day Care income increase	(325,000)
• Cemetery income	(306,000)
• Commercial Waste income	(270,000)
• Operational grants for environmental projects	(111,496)
• Childcare fees and grants	(78,563)
• Parking Fine Income	1,817,495
• Roads Restoration Service income	200,000
• Crane, Temporary Truck Zone and Hoarding & Construction income	157,729
• Various items	(36,494)
Subtotal	(52,329)
Capital Income	
• S94A Contributions – Expected increase in s94A applications, funds to be allocated to current year capital projects	(908,560)
• Planning Agreement (PA) contribution – deferred to be received in 2015/16	2,600,000
• Addition RTA grants for T&T 16 and 30	(52,500)
• Contribution to SES building project is no longer applicable as Woollahra Council is managed the project.	900,000
• Housing Contribution – fully offset by the reduction in contribution to department of housing.	369,690

• Plant sales is deferred due to slow replacement turnover	242,700
• Grants for Green Infrastructure Masterplan project to be received in 2015/16	220,000
Subtotal	3,371,330
Operating Expenses	
• Workers compensation premium	(616,640)
• Fleet running expense	(584,893)
• Parking processing fee and abandonment expenses due to lower parking fine income	(394,742)
• Contractors expense	(378,378)
• Contribution to other government departments	(369,690)
• Property building asset renewal costs	(183,000)
• Electricity expense	(144,300)
• Waste disposal expense	(95,285)
• Insurance ISR Property and PL/PI premium	(70,000)
• Legal costs for matters related to ADT hearing, Health, Building, Risk and Properties.	808,000
• Employee Costs (incl. Temporary staff)	614,128
• Consultants & Technical Assistance	549,643
• Family Day Care subsidy expense	300,000
• Efficiency dividend fully realized	211,067
• IT network & license and phone expense	94,188
• Plant and equipment hires	93,796
• Various Items	(7,935)
Subtotal	(174,041)

Capital Works Program Q3 Budget Adjustments:

Project Code	Project Description	Budget Adjustment
Changes in Projects cost – 5 projects		
Invest Strategy 15	SES Depot	(800,000)
Open Space/Rec 10	Provide active recreation facilities on Council land or through joint venture	(50,000)
Open Space/Rec 20	Active Recreation	50,000
T&T 16	Implement contra flow bike lane in spring street Bondi Junction with streetscape plantings/WSUD design element, and On-Street bicycle parking provision is made.	38,357
T&T 30	Bike Plan Implementation and Implement the Waverley Transport Plan 2011	(395,527)
	Sub Total	(1,157,170)
Cost saving from Completed projects – 4 projects		
Cemetery 06	Repairs to South Head Cemetery retaining wall in Burge Street, Vaucluse	(223,681)

Project Code	Project Description	Budget Adjustment
Bronte House	Bronte House - Undertake major works include roof replacement, restoration of the northern bay window, mechanical and electrical upgrading and repairs, repainting, repairs to termite damage, repairs to damp affected areas, repair/replacement rotted timbers, guttering.	(286,059)
Invest Strategy 14	Zetland Depot Sale	(14,115)
Invest Strategy 14	Demolition of Buildings Portman Street	(7,719)
	Sub Total	(531,574)
Defer projects in progress expense to 2015/16 – 26 projects		
Bondi Park 06	Bondi Park sub Depot	(604,443)
Bondi Pav 11	Bondi PoM (Bondi Pavilion) - undertake works arising from Bondi Pavilion Asset Condition report and purpose statement	(900,000)
Bronte Beach	Bronte Beach Lifeguard Tower	(450,000)
Bronte Park 01	Undertake works arising from PoM Bronte Park -Replace Picnic Shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation.	(41,000)
Cemetery 08	Waverley Cemetery internal fencing & retaining structure	(340,000)
Cemetery 08	Waverley Cemetery external perimeter fencing	(800,000)
Complete Streets	Complete Streets - Combined Other Projects	(669,500)
EAP - Green Infrastructure	Green Infrastructure MasterPlan	(300,000)
EAP - Residential Transport	Medium term transport study Bondi Junction to Bondi Beach corridor.	(113,947)
EAP - Alternative Water Sources	Investigate the feasibility of and implement (where feasibility) recycled water systems for Marks Park, Tamarama Park and Hugh Barnford Reserve	(600,000)
Housing 7	Affordable Housing acquisition	(3,650,000)
Invest Strategy 11	Feasibility work for conversion of surplus carparking at Eastgate to commercial space	(2,624,320)
Invest Strategy 16	Future Investment Strategy Projects	(100,000)
Misc Buildings 09	Architectural plans, scope of works and cost estimates to improve the Tamarama Surf Life Saving Club clubhouse.	(682,116)
Misc. Buildings 13	Boot Factory investigation & repairs	(47,983)
On Street Signage	SAMP - Category 10.1 - street signage	(24,424)
Park Upgrade	Small Parks Upgrades	(160,000)
Parking 7	Eastgate guidance system & painting/lighting upgrades	(1,100,000)
Parks Infrastructure	SAMP Category 8.1 - Parks Infrastructure construction	(350,000)
Public Art	Public Art Commissions - every 2 years	(80,000)
SAMP Other Categories	SAMP Category 12 - Other Infrastructure: Bus seats, bus shelters, bins, street seats, monuments, sculptures and artworks.	(230,000)
School Zone safety program	School Zone safety program	(100,000)
Stormwater	SAMP Category 4 - Stormwater drainage construction & upgrades	(175,000)

Project Code	Project Description	Budget Adjustment
T&T 05	Undertake minor footpath adjustments to improve disability access	(20,000)
T&T 26	Fletcher St & Sandridge St investigation for roundabout	(200,000)
T&T 28	Angle parking spaces and landscape at Trafalgar St	(250,000)
	Sub Total	(14,612,733)
	Project Deferred to 2015/16 – 5 projects	
Risk 06	Campbell Parade Retaining wall adjacent to Park Drive	(264,183)
T&T 18	Undertake traffic and pedestrian counts on Tamarama Marine Dr between Bronte Beach and Tamarama Undertake traffic and pedestrian counts on Tamarama Marine Dr between Bronte Beach and Tamarama Surf Club and along Bronte Cutting carpark and the area of Bronte Rd from Gardyne St to the beginning of Macpherson St to enable application for a local area traffic zone	(20,000)
T&T 23	Arden St & Macpherson St investigation for roundabout	(100,000)
T&T 27	Military Road intersection treatments & traffic calming	(500,000)
T&T 29	Road safety & traffic calming	(200,000)
	Sub Total	(1,084,183)
	Total	(17,385,660)

The changes made to the 2014/15 Capital Works Program during Q3 are summarised in the table below:

Capital Works Program 2014/15 as adopted in Delivery Program	41,816,990
Carry forward of incomplete projects from 2013/14	11,227,413
Revised 2014/15 Capital Works Program Budget	53,044,403
1st Quarter Budget Review adjustments to 2014/15 Program	(1,624,532)
Revised 2014/15 Capital Works Program Budget as per Q1 review	51,419,871
2nd Quarter Budget Review adjustments to 2014/15 Program	(4,179,975)
Revised 2014/15 Capital Works Program Budget as per Q2 review	47,239,896
3rd Quarter Budget Review adjustments to 2014/15 Program	(\$17,385,660)
Revised 2014/15 Capital Works Program Budget as per Q3 review	\$29,854,236

Capital Works Program Projects Summary

By the end of Q4, it is anticipated that 29 projects will be fully delivered, 38 projects already in progress will be carried over to 2015/16, and 5 projects will be deferred.

Projects Completed during Q3

- Bronte House - Undertake major works to the property,
- Cemetery 06 - Repairs to South Head Cemetery retaining wall in Burge Street, Vaucluse,
- Misc Buildings 18 - South Bondi Toilet,
- Footpath Program 14/15 SAMP4
 - Blake Street, Military Road to Portland Street
 - Blake Street, Gilbert Street to Old South Head Rd
 - Carlton Street, Dead end to Barclay Street
 - Evans Street, Macpherson Street to Gardyne Street
 - Francis Street, Wellington Street to Campbell Parade
 - Nancy Street, Dead End to Clyde Street; Simpson Street, Francis Street to Edward Street
 - Simpson Street, O'Brien Street to Francis Street
- Kerb & Gutters 13/14 SAMP4,
- Kerb & Gutters 14/15 SAMP4
 - Hollywood Avenue, East side, Ebley Street to Cary Lane
 - King Street north side, Ocean Street to Bennett Street
- Roads Program 14/15 SAMP
 - Blair Street, Simpson Street To Glenayr Avenue (B/Sides)
 - Bourke Street, Birrell Street To Queens Park Road,
 - Gould Street, Curlewis Street To Hall Street (Including Roscoe St Mall)
 - Newland Street, Queens Park Road To Cuthbert Street
 - Cox Avenue , Lamrock Avenue To Dead End
 - Birrell Street - Goldie Avenue To Henrietta Street
 - Birrell Street - Henrietta Street To Bennett Street
 - York Road - Queens Park Road To Baronga Avenue
 - Isabella Street - Birrell Street To Cuthbert Street
 - York Road - Queens Parks Rd To 63 York Road
 - Birrell Lane, Birrell Street To Lynch Avenue
 - Denison Lane, Denison St To O'sullivan Lane
 - Flood Lane - Bondi Road To Woodstock Street
 - Gowrie Lane - Gowrie Street To Ruthven Street
 - Keiran Lane - Birrell Street To Keiran Street
 - Paul Lane - Paul Street To Flood Lane Woodstock
 - Lane - Paul Street To Flood Lane.
 - Traffic Islands - Wellington Street at Edward Street
 - Pedestrian Refuge - Castlefield Street at Edward Street
 - Kerb Blister Island

Projects over \$500,000 predicted for completion by the end of 2014/15 financial year

- Complete Streets - Combined Other Projects
 - Oxford Street - Detail Design in progress for tree planting with works to commence in May 2015.
East Bondi Junction - Design has been on hold pending input from TfNSW on way forward.
Project is planned to recommence in Q4.

- Footpath Construction Program 14/15 SAMP4
 - 18 projects complete, 24 projects remaining to be completed
- Invest Strategy 15 – SES Depot
 - Project is managed by Woollahra Council and works are in progress, the project is targeted for completion in May 2015
- Kerb & Gutters 14/15 SAMP4
 - 7 projects complete, 6 projects remaining to be completed
- Parks Landscapes 14/15 SAMP4
 - Aeration, returfing & fertilisation currently being under taken
- Roads Construction & Upgrades 14/15 SAMP4
 - 20 projects complete, 3 project remaining to be completed

Update on Major Capital Works Projects (>\$500,000)

- Bondi Junction PAMP Implementation
 - Pram ramps works in progress. Consultant has been engaged to advise on tactile indicator installations. Raised crossings design and approval complete. Quotations will be obtained in Q4. Commencement will depend on contractor availability so maybe in Q1 2015/16.
- Bondi PoM
 - Quotation ready to be awarded for Stage 1A Civil Works (footpaths, walls and carpark works). Works are estimated to start in April and finish in early July.
- Bondi Park 05 - QED Tunnels Remediation
 - The original lodged Development Application was rejected on heritage grounds. A new Section 60 application has been lodged. The application decision is delayed to late April 2015.
- Bondi Park 06 – Sub Depot
 - Project is on hold pending resolution. The QS estimate (\$5.7M) shows project significantly over budget. Surf Club not likely to raise sufficient funds in time for their works (\$2.5M). Project may need to be staged. Also, a MOU between Council and Surf Club needs to be signed (amended if necessary) to resolve governance issues.
- Bondi Pavilion 11
 - Scope finalisation completed. Discussion to vary contract value with contractor to be completed in April. Construction to commence in May 2015.
- Bronte Beach – Lifeguard Tower
 - The Development Application for the lifeguard tower needs to be reviewed. Works being scoped and finalised.
- Cemetery 07 – Waverley Cemetery external perimeter fencing
 - Contract to be let for Fig Tree Lane Fence replacement by June 2015.
- Cemetery 08 – Waverley Cemetery Internal fencing and retaining structure
 - Contract to be let in May 2015 for work to commence this financial year.

- Complete Streets and T&T 16 (Cycleway)
 - Brisbane St Plaza - Detail Design in progress with construction expected to commence in May 2015.
 - Cycleway - Detailed design in progress with submission to Traffic Committee planned for April 2015, and presentation to Council in May 2015. Note the section at the bus depot is still under development and is subject to ongoing discussion with Sydney Buses and TfNSW.
- EAP – Green Infrastructure Master Plan
 - Waste solutions study due for consideration by Council in June.
 - Energy and water studies modelling are complete. Tender documentation is being finalised and will open in May. Contracts will be signed by June.
 - Bondi Junction floor space study project brief is currently being developed to underpin the Green Infrastructure MP.
- EAP – Alternative Water Sources
 - Detailed design is complete.
 - Tender documentation is currently being finalised and will be open in May. Contract due to be awarded in June.
- Housing 7 – Affordable Housing Acquisition
 - Suitable property being sought for purchase.
 - Project will be reviewed in August 2015.
- Invest Strategy 10 – Satellite Sub depots
 - Development consent conditions for the PPC sub-depot is being addressed by traffic committee. Recommendation to Councillors expected by June Council meeting.
- Invest Strategy 11 – Eastgate carpark conversion to commercial space
 - Feasibility study delayed, and will be incorporated into the wider People, Places and Movement Transport Study.
- Invest Strategy 14 – Demolition of buildings Portman St
 - Project is complete.
- Misc Buildings 09 - Tamarama Surf Life Saving Club
 - Awaiting information form Tamarama Surf Club.
- Parking 7 – Eastgate guidance system and painting/lighting upgrades
 - Project planning is to commence in Q4
- Coastal and Retaining, Parks and Trees – SAMP Categories 7, 8.1, 8.2 and 11
 - Complete Urban engaged to put together a works package for 85 small parks.
 - Aeration, returfing & fertilisation currently being under taken.
 - Works at base of war memorial monument is complete.
- Streets 10 – Bondi Road Streetscape improvements
 - Design for all section of Bondi Road is complete. Maintenance and Construction have received quoted from the list of approved Civil Works Contractors. Construction is anticipated to commence in June 2015.
- T&T 27 – Military Road Intersection

- Delayed due to staff resourcing in Traffic and Transport
- WaSIP program
 - Environment Data Management System, Regional Ecofootprint Project, Electric Vehicle Charging Station, and Automated Waste Investigation at Bondi Junction transferred or expended in accordance with WaSIP plan. Remaining funds are for MUDS program roll out to be expended by June 2015.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction:	G5 – Waverley is financially sustainable with revenue and resources required to support implementation of the community’s plan and to provide infrastructure performance and services our community needs.
Strategy:	G5a – To provide financial services for the Council in an accurate, timely, open and honest manner.
Deliverable:	G5a – To provide financial advice and coordination to ensure Council meets overall budget performance targets provided.

5. Financial impact statement/Timeframe/Consultation

Council is required under the Local Government (Financial Management) Regulations 1993, Part 2, Clause 9, not later than 2 months after the end of each quarter, to prepare and submit a reviewed budget statement showing, by reference to the estimate of income and expenditure which is set out in the operational plan, a revised estimate of the income and expenditure.

6. Conclusion

Council’s Executive Manager, Waverley Financial, as the responsible accounting officer, advises that the projected financial position is satisfactory.

7. Attachment/s:

1. Capital Works Program – March 2015.
2. Quarterly Budget Review Statements (QBRS) – March 2015.

2014/15 Capital Works Program										Q 3 Review	
A) - Current Projects										Q 3 Review	
Project Code	Cost Centre	Project Sponsor - Director/DM With Reporting Responsibility	Project Objective/Description	Current Adopted 2014/15 Budget	Proposed 2014/15 - Q3 Adjustment	Total Proposed 2014/15 Budget	YTD Actual Expenditure as at 31 March 2015	Outstanding Commitments	2014/15 Funds Available	Q3 2014/15 Project Commentary	Q3 2014/15 Budget Commentary
BJ14	1614	George Bramis	Rowe Street Pedestrian Corridor	50,000		50,000	17,073	14,136	18,792	Road closure being exhibited 15/4 to 13/5.	No amendments necessary.
Bondi Park 03	1753	Dan Joannides	Bondi PoM (Bondi Park) - completion of plan of management.	1,103,896		1,103,896	32,180	622,183	449,533	Quotation ready to be awarded for Stage 1A Civil Works (footpaths, walls and carpark works). Start 27th April - Finish Early July Additional funds required for Council supplied items for Stage 1A Civil Works Funds committed to Consultancy Fees (Geotech, Custom Furniture, Architect, Lighting & Elec and Structural + seeking fee for Irrigation Design) Funds may also be required for the Shelter D & C preliminary payment Funds may also be required for Custom Seat D & C	Total \$1,223,571.50 needed for Stage 1A Civil Works (\$918,571.5), & Consultancy fees (\$305,000). Shortfall will be funded from SAMP Parks Infrastructure savings. No additional funding needed.
Bondi Park 05	1760	Mark Wood	QED Tunnels Remediation and Storage Space - Investigate QED tunnels for fire safety.	1,695,831		1,695,831	52,225	27,562	1,616,044	Direction received on 5 May 15 to proceed to tender based on current design, notwithstanding DA consent, which is yet to be received (dependant on OEH consent).	Tender aim to be let this year. Construction works will commence in 15/16year.
Bondi Park 06	1618	Mark Wood	Bondi Park sub Depot	981,700	(604,443)	377,257	34,118	343,139	0	Project Costs and MOU between Council and Surf Club to be resolved.	The existing Outstanding Commitments will cover consultancy fees for this FY. Defer uncommitted funds (\$604,443) into the 2015/16 project fund for 1618.
Bondi Pav 11	1642	Mark Wood	Bondi PoM (Bondi Pavilion) - undertake works arising from Bondi Pavilion Asset Condition report and purpose statement	1,305,000	(900,000)	405,000	69,742	124,466	210,792	Scope finalisation completed. Discussion to vary contract value with contractor to be completed in Apr. Construction to commence in May 15.	2014/15 funds of \$230,218 to pay for consultancy fees and initial construction costs for this FY. Defer \$900,000 to 2015/16 project fund for 1642 to cover the remainder construction costs.
Bronte Beach	1961	Dan Joannides	Bronte Beach Lifeguard Tower	500,000	(450,000)	50,000	0	0	50,000	Need for DA to be reviewed. Works being scoped and finalised.	2014/15 funds of \$50,000 to pay for consultancy fees. Defer budget of \$450,000 to 2015/16 project fund for 1961.
Bronte Park 01	1745	Dan Joannides	Undertake works arising from PoM Bronte Park - Replace Picnic Shelters, southern park entry, playground upgrade.	101,546	(41,000)	60,546	45,542	0	15,004	Project delay due to supplier insolvency and management issues with Surf Club. Letter MoU going out to Surf Club RE: Management of Umbrellas.	Purchase Order supply & install in the order of \$14,000. Defer \$41,000 into the project fund for 2015/16.
Cemetery	1612	John Hutcheson	SAMP Category 9.2 - South Head Cemetery	36,931		36,931	0	0	36,931	Lasseters gate near completion. Internal signs still to be procured.	On target.

Project Code	Cost Centre	Project Sponsor - Director/DM With Reporting Responsibility	Project Objective/Description	Current Adopted 2014/15 Budget	Proposed 2014/15 - Q3 Adjustment	Total Proposed 2014/15 Budget	YTD Actual Expenditure as at 31 March 2015	Outstanding Commitments	2014/15 Funds Available	Q3 2014/15 Project Commentary	Q3 2014/15 Budget Commentary
Cemetery	1959	John Hutcheson	SAMP Category 9.1 - Waverley Cemetery	172,629		172,629	17,392	232,538	(77,301)	Plan of action is ongoing.	Potential over spend this FY.
Cemetery 05	1793	John Hutcheson	Sandstone facing to repaired retaining wall in Waverley Cemetery	350,000		350,000	0	0	350,000	Contract to be let in May 2015 for work to commence this FY.	On target.
Cemetery 08	1960	John Hutcheson	Waverley Cemetery internal fencing & retaining structure	500,000	(340,000)	160,000	0	143,650	16,350	Contract to be let in May 2015 for work to commence this FY.	14/15 funds to pay for fencing. \$340,000 to be deferred to 2015/16 project budget for 1960.
Cemetery 08	1613	John Hutcheson	Waverley Cemetery external perimeter fencing	1,000,000	(800,000)	200,000	0	0	200,000	Contract to be let for Fig Tree Lane Fence replacement by June 2015.	Funds for FY 14-15 will be an underspend but remaining allocated funding will be used in FY 15-16.
Coastal & Retaining Infrastructure	1616	Dan Joannides	SAMP Category 7 - Coastal & Retaining Infrastructure construction	258,662		258,662	24,650	0	234,012	Priority list has been identified but due to lack of resources this has not been progressed.	No amendments necessary.
Complete Streets	Complete Streets	Dan Joannides	Complete Streets - Combined Other Projects	1,811,643	(669,500)	1,142,143	224,673	501,723	415,747	Oxford St Detail design in progress for tree planting with works to commence in May 2015. East Bondi Junction - design has been on hold pending input from TfNSW on way forward. To recommence in Q4. Brisbane St Plaza - detail design in progress with construction expected to commence in May 2015. Urban lounges cladding and planting completed, Ping pong table and artwork completed in Norman Lee Place, Boot factory – timber hoarding to be constructed shortly. EOI has been issued for artist, Chess set has been ordered for Waverley Mall. Pram ramps works in progress. Consultant has been engaged to advise on tactile indicator installations. Raised crossings design and approval complete. Quotations will be obtained in Q3. Commencement will depend on contractor availability as yet to be confirmed.	Defer funds to 2015/16
EAP - Green Infrastructure	Green Infrastructure MasterPlan	Emily Scott	Green Infrastructure MasterPlan	532,695	(300,000)	232,695	77,142	110,907	44,647	Waste solutions study due for consideration by Council in June. Energy and water studies modelling are complete. Tender documentation is being finalised and will open in May. Contracts will be signed by June. Bondi Junction floor space study project brief is currently being developed to underpin the Green Infrastructure MP.	Defer \$300,000 for future years. The remainder 2014/15 funds to be committed when tenders awarded for energy and water solutions studies by June 2015.
EAP - Residential Transport	1707	Dan Joannides	Medium term transport study Bondi Junction to Bondi Beach corridor.	113,947	(113,947)	0	0	0	0	Contract Senior Transport Planner resigned. Delays expected.	Defer budget into the project fund for 2015/16.
EAP - Alternative Water Sources (prev EAP - Water)	1766	Emily Scott	Investigate the feasibility of and implement (where feasibility) recycled water	775,000	(600,000)	175,000	16,509	22,955	135,536	Detailed design is complete. Tender documentation is currently being finalised and will be open in May. Contract due to be awarded by June.	Defer \$600,000 to future years. Remainder 2014/15 funds to be committed once tender awarded by June.
EAP - Energy & Water Saving Retrofit project	EAP - Energy	Emily Scott	Energy & Water Saving Retrofit projects - Building assets	324,303		324,303	71,438	27,706	225,159	This cost code has been split into 2. 1702 (public place lighting efficiency projects) and 1703 (energy and water retrofit projects). 1702 had \$130,000 to spend on our public lighting efficiency project currently being scoped. 1703 had \$194,303 to fund	No amendment necessary

Project Code	Cost Centre	Project Sponsor - Director/DM With Reporting Responsibility	Project Objective/Description	Current Adopted 2014/15 Budget	Proposed 2014/15 - Q3 Adjustment	Total Proposed 2014/15 Budget	YTD Actual Expenditure as at 31 March 2015	Outstanding Commitments	2014/15 Funds Available	Q3 2014/15 Project Commentary	Q3 2014/15 Budget Commentary
Footpath Construction Program 13/14	Footpath Construction Program 13/14	Dan Joannides	Footpath Construction & Upgrades	431,455		431,455	127,675	196,912	106,867	Design completed for 6 out of 6 projects. Construction for 1 project has been completed. Remaining projects to be completed in Q4.	No amendments necessary.
Footpath Construction Program 14/15	Footpath Construction Program 14/15	Dan Joannides	SAMP 4 Category 2- Footpath Construction & Upgrades	1,749,568		1,749,568	627,525	809,757	312,286	Design complete for 38 out of 42 projects. 11 projects have been completed. Completed Projects in Q2 - Blake Street, Military Rd to Portland St; Blake Street, Gilbert St to Old South Head Rd; Carlton St.	Program on track.
Green Links	1852	George Bramis	Undertake selected Green Links Projects	292,641		292,641	3,370	8,500	280,771	Concept designs finalised and construction drawings to be commissioned. Construction is likely to begin before June 2015.	No amendments necessary.
Housing 7	1803	Annette Trubenback	Affordable Housing acquisition	4,000,000	(3,650,000)	350,000	0	0	350,000	No amendments necessary. Search for suitable property continues. Project review date August 2015.	14/15 fund of \$350,000 is sufficient for rest of FY. Defer \$3,365,000 into 2015/16 project fund for 1803.
Invest Strategy 10	1844	Mark Wood	Satellite Sub depots within LGA	559,840		559,840	463,659	164,443	(68,262)	DA approved by Council & Traffic Committee. Report scheduled to May Council for Tender approval.	No additional funds required.
Invest Strategy 11	1845	Linda Bathur	Feasibility work for conversion of surplus carparking at Eastgate to commercial space	2,655,220	(2,624,320)	30,900	0	30,900	0	Study delayed, and will be incorporated into the wider People, Places and Movement Transport Study.	Defer budget into the project fund for 2015/16.
Invest Strategy 15	1767	Mark Wood	SES Depot	1,715,113	(800,000)	915,113	97,840	0	817,273	Fully managed by Woollahra Council. Works in Progress. Target completion end of April 2015	Waverley is to contribute 50% towards the project as per agreement between Woollahra and Waverley Council. Budget reduced by \$800,000 to reflect this
Invest Strategy 16	1962	Peter Monks	Future Investment Strategy Projects	250,000	(100,000)	150,000	96,559	(14,136)	67,576	This project relates to the Bondi Junction Vision 2030 and Civic Precinct concept plan. The first stage for the Vision has been completed and funds for Consultancies for	\$100,000 wont be required this year. Defer budget into the project fund for 2015/16.
Kerb & Gutter 14/15	Kerb & Gutter 6 14/15	Dan Joannides	SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)	807,425		807,425	76,070	618,314	113,041	Design complete for 13 of 13 projects. 5 projects have been completed. Projects completed in Q2 - Alfred St (East side),	Program on track.
Land 02	1652	Cathy Henderson	10a Illawong Ave land Acquisition	170,000		170,000	53,886	0	116,114	Draft deed of agreement currently being finalised between Fletcher estate & Council	No amendments required
Misc Buildings 09	1684	Scott Field	Architectural plans, scope of works and cost estimates to improve the Tamarama Surf Life Saving Club clubhouse.	682,116	(682,116)	-	0	0	0	Council has requested for information from the Surf Life Saving Club. The information has not been forthcoming at this stage.	Defer funds into the 2015/16 project fund for 1684
Misc Buildings 19	1965	Mark Wood	North Bondi Toilet	330,000		330,000	55,118	316,515	(41,632)	Tenders for builder(s) called in early Apr. Construction on track to start by July 15.	No change proposed.
Misc Buildings 20	1966	Mark Wood	South Bronte Toilet (Bronte Community)	220,000		220,000	32,645	182,366	4,989	Concept design developed. Review of outstanding commitments to be completed	Budget is sufficient for all fees for 14/15 FY. This has already been committed.
Misc. Buildings 13	1694	Linda Bathur	Boot Factory investigation & repairs	121,486	(47,983)	73,503	5,332	18,472	49,699	Building report is being finalised. Building surrounds have been recently addressed, and Norman Lee Place is being revitalised.	Defer budget into the project fund for 2015/16.

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On Street Signage (prev SAMP 07 - On Street 1903)	1903	Dan Joannides	SAMP - Category 10.1 - street signage	74,424	(24,424)	50,000	0	0	50,000	Scope to be developed following development of Signage Strategy.	\$50,000 sufficient for 2014-15 FY. Defer \$24,424 into the project fund for 2015/16.
Open Spc/Rec 10	1783	Mark Wood	Provide active recreation facilities on Council land or through joint venture	154,496	(50,000)	104,496	48,344	3,391	52,761	Tender awarded for Project Code 1605. Bocce Court construction start in May. New tender called for stairs.	Transfer to the project code 1967
Open Spc/Rec 17	1779	John Hutcheson	Playground Upgrades	514,388		514,388	321,606	103,275	89,507	McPherson Park - mid May construction; Dudley Reserve complete Jun 15; Dickson & O'Donnell roll over to 2015/16	No amendments required
Open Spc/Rec 20	1967	Scott Field	Active Recreation	300,000	50,000	350,000	5,500	0	344,500	Design complete. Detailed costing currently being sought. About to go to Tender in May.	\$50,000 from 1783
Park Upgrade	1971	Dan Joannides	Parks signage strategy	0		-	0	0	0	Volleyball Signage - Funding required for design, manufacture & install signage Funds appear wrong in spreadsheet (Adopted budget should be \$175,000)	\$175,000 from 1972. Quotes to be obtained for volleyball signage (approx cost of \$10,000.00)
Park Upgrade	Park Upgr	Dan Joannides	Small Parks Upgrades	225,000	(160,000)	65,000	2,828	0	62,172	Parks signage strategy (1971) - Funding required for design, manufacture & install volleyball signage (approx cost \$10,000). The full Small Parks Upgrade budget (1972) will be used for Murriverie Road playground and streetscape project. Project is on track for delivery.	Defer \$160,000 to 2015/16 project fund. 2014/15 Funds of \$60,000 will fund volleyball signage and Murriverie Road project.
Parking 04	1774	Rachel Jenkin	Replace current permit parking system	38,046		38,046	0	0	38,046	Implementation of online RPS system on hold pending resolution of current issues. Review of alternative solutions to take place in Q3/Q4.	No budget amendment.
Parking 06	1773	Rachel Jenkin	SAMP - Category 10.1 - On Street Parking Infrastructure - Replace on street parking meters	343,639		343,639	241,091	14,590	87,958	Additional signage required for QED - to be purchased and installed in Q4	No budget amendment.
Parking 7	1968	Rachel Jenkin	Eastgate guidance system & painting/lighting upgrades	1,200,000	(1,100,000)	100,000	0	0	100,000	Project planning to commence Q4	Project only in Planning Phase. Defer budget into the project fund for 2015/16.
Parks Infrastructure	1969	Dan Joannides	SAMP Category 8.1 - Parks Infrastructure construction	1,013,244	(350,000)	663,244	83,284	496,763	83,197	Complete Urban engaged to put together a works package for 85 small parks.	Defer \$350k into SAMP Parks Infrastructure Reserve.
Parks Landscapes	1970	Dan Joannides	SAMP Category 8.2 - Parks Landscapes	677,012		677,012	78,671	175,017	423,325	Aeration, returfing & fertilisation currently being under taken.	Budget expenditure in 14/15 to be reviewed in Q4
Public Art	1982	Linda Bathur	Public Art Commissions - every 2 years	100,000	(80,000)	20,000	0	0	20,000	First commission at Roscoe Mall is being finalised and will go to next Public Art Committee in May.	Defer \$80,000 into 2015/16 project fund for 1982.
Risk 06	1699	Dan Joannides	Campbell Parade Retaining wall adjacent to Park Drive	264,183	(264,183)	-	0	0	0	Project deferred.	Project deferred.

Project Code	Cost Centre	Project Sponsor - Director/DM With Reporting Responsibility	Project Objective/Description	Current Adopted 2014/15 Budget	Proposed 2014/15 - Q3 Adjustment	Total Proposed 2014/15 Budget	YTD Actual Expenditure as at 31 March 2015	Outstanding Commitments	2014/15 Funds Available	Q3 2014/15 Project Commentary	Q3 2014/15 Budget Commentary
Roads 14/15	Roads 14/1	Dan Joannides	SAMP Category 1- Roads Construction & Upgrades	1,894,080		1,894,080	420,113	1,543,182	(69,215)	Design complete for 23 of 23 projects. Completed Projects in Q3 - Blair Street, Simpson St To Glenayr Ave (B/Sides), Bourke Street, Birrell Street To Queens Park Road, Gould Street, Curlewis St To Hall St (Including Roscoe St Mall), Newland Street, Queens Park Road To Cuthbert Street, Cox Avenue, Lamrock Av To Dead End, Birrell Street - Goldie Ave To Henrietta St, Birrell Street - Henrietta St To Bennett St, York Road - Queens Park Rd To Baronga Ave, Isabella Street - Birrell St To Cuthbert St, York Road - Queens Parks Rd To 63 York Road, Birrell Lane, Birrell Street To Lynch Avenue, Denison Lane, Denison St To (No Suggestions) Ln, Flood Lane - Bondi Road To Woodstock Street, Gowrie Lane - Gowrie St To Ruthven St, Keiran Lane - Birrell St To Keiran St, Paul Ln - Paul Street To Flood Lane Woodstock, Lane - Paul Street To Flood Lane. Traffic Islands - Wellington Street @ Edward Street, Pedestrian Refuge Castlefield	Budget expenditure in 14/15 to be reviewed in Q4
SAMP Other Categories (prev SAMP 13 - Other)	MP 13 - Other	Dan Joannides	SAMP Category 12 - Other Infrastructure: Bus seats, bus shelters, bins, street seats, monuments, sculptures and artworks.	444,007	(230,000)	214,007	183,025	7,662	23,320	Works to the base of monument has been completed.	Defer \$230,000 to SAMP Other Reserve
School Zone safety program	1862	Dan Joannides	School Zone safety program	100,000	(100,000)	-	0	0	0	Ongoing program of works is being developed. Not progressed due to staffing resourcing.	Deferred to 15/16
Stormwater (prev SAMP 04 - Street Trees (prev SAMP 11 - Street Tree))	1607	Dan Joannides	SAMP Category 4 - Stormwater drainage	308,100	(175,000)	133,100	69,059	56,954	7,087	Design complete for 3 of 3 projects. 2 projects completed. Projects completed in	Defer \$175,000 to SAMP Stormwater Drainage Reserve
Streets 08	SAMP 11	Dan Joannides	SAMP Category 11 - Street Trees	125,775		125,775	115,788	48,558	(38,571)	Sourcing quotes. Tress will be planted before end of 2014/15.	Additional funding to be brought forward from 2015/16 SAMP Category 11 - Street Trees to cover 2014/15 funds shortfall.
Streets 10	1832	Dan Joannides	Improve Murriverie Road Shops streetscape	150,000		150,000	0	169,441	(19,441)	Design has been completed and issued for construction. Quotes are currently being sort.	No amendment necessary
Streets 11	1833	Dan Joannides	Undertake <i>Looking Good</i> - streetscape improvements works Bondi Road Stage 2 - south side, Avoca to Denham Streets: in 2014/15 north side Castlefield to Denham Streets	630,131		630,131	0	456,395	173,736	Design for all section of Bondi Road is complete. Maintenance and Construction have received quoted from the list of approved Civil Works Contractors. Construction is anticipated to commence in June 2015.	No amendment necessary
T&T 05	1834	Dan Joannides	Undertake <i>Looking Good</i> - streetscape improvements works Bondi Road Stage 3 - north side, Penkivil to Wellington Streets	497,336		497,336	0	292,543	204,793	Design for all section of Bondi Road is complete. Maintenance and Construction have received quoted from the list of approved Civil Works Contractors. Construction is anticipated to commence in	No amendment necessary
T&T 16	1765	Dan Joannides	Undertake minor footpath adjustments to improve disability access	25,000	(20,000)	5,000	0	0	5,000	Works to be undertaken as required.	Defer project to 2015/16
	1896	Dan Joannides	Implement contra flow bike lane in spring street BJ with streetscape plantings/WSUD design element, and On-Street bicycle parking provision is made.	0	38,357	38,357	0	0	38,357	Detailed design in progress with submission to Traffic Committee planned for April 2015 and presentation to Council in May 2015. Note the section at the bus depot is still under development and is subject to ongoing discussion with Sydney Buses and TfNSW.	\$38,357 to be transferred from 1595 to provide sufficient funds to cover budgeted consultant costs.

Project Code	Cost Centre	Project Sponsor - Director/DM With Reporting Responsibility	Project Objective/Description	Current Adopted 2014/15 Budget	Proposed 2014/15 - Q3 Adjustment	Total Proposed 2014/15 Budget	YTD Actual Expenditure as at 31 March 2015	Outstanding Commitments	2014/15 Funds Available	Q3 2014/15 Project Commentary	Q3 2014/15 Budget Commentary
T&T 18	1898	Dan Joannides	Undertake traffic and pedestrian counts on Tamarama Marine Dr between Bronte Beach and Tamarama Undertake traffic and pedestrian counts on Tamarama Marine Dr between Bronte Beach and Tamarama Surf Club and along Bronte Cutting carpark and the area of Bronte Rd from Gardyne St to the beginning of Macpherson St to enable application for a local area traffic zone	20,000	(20,000)	-	0	0	0	Not progressed due to staffing resourcing	Defer budget into the project fund for 2015/16.
T&T 23	1975	Dan Joannides	Arden St & Macpherson St investigation for	100,000	(100,000)	-	0	0	0	On hold pending determination of Bronte RSL development.	Defer budget into the project fund for 2015/16.
T&T 26	1977	Dan Joannides	Fletcher St & Sandridge St investigation for roundabout	200,000	(200,000)	-	0	0	0	Design has been completed. Approved by Local Traffic Committee and Council. Currently for community consultation.	Defer budget into the project fund for 2015/16.
T&T 27	1978	Dan Joannides	Military Road intersection treatments & traffic calming	500,000	(500,000)	-	0	0	0	Delay in design being understaking	Defer budget into the project fund for 2015/16.
T&T 29	1979	Dan Joannides	Road safety & traffic calming	200,000	(200,000)	-	0	0	0	Delay in design being understaking	Defer budget into the project fund for 2015/16.
T&T 30	T&T 30	Dan Joannides	Bike Plan Implementation and Implement the Waverley Transport Plan 2011	519,539	(395,527)	124,012	69,412	8,201	46,398	Bike racks ordered. Awaiting installation in Q4. Waverley Transport Plan 2011 Implementation : Contract Senior Transport Planner resigned. Delays expects	\$395,527 in savings due to overlapping cost codes with Complete Streets. \$46,398 will be kept in this cost code to pay for the bike rake installation works.
T&T 28	1981	Dan Joannides	Angle parking spaces and landscape at Trafalgar St	250,000	(250,000)	-	0	0	0	Contract Senior Transport Planner resigned. Delays expected.	Defer budget into the project fund for 2015/16.
Tama Pk 02	1841	Dan Joannides	Tamarama PoM Works - Picnic Shelter replacements, Paths, playgroup, BBQs, Landscaping, Returfing, Access Issues, Storage under the ramp	100,000		100,000	30,335	20,918	48,747	Seating design still in progress. Design development gone beyond original brief and program therefore would expect variation request from HUB.	No amendments required
WaSIP Program	WaSIP Progr	Emily Scott	WaSIP program - Environment Data Management System, Regional Ecofootprint Project, Electric Vehicle Charging Station, Multi-Unit Development Roll Out, Automated Waste Investigation at B.J	182,678		182,678	119,189	20,757	42,732	Environment Data Management System, Regional Ecofootprint Project, Electric Vehicle Charging Station, and Automated Waste Investigation at BJ transferred or expended in accordance with WaSIP plan. Remaining funds are for MUDS program roll out to be expended by June 2015.	No amendment necessary
Waverley Park	1605	Dan Joannides	Waverley Park PoM - undertake works identified	288,483		288,483	85,647	189,192	13,644	Reviewed tender. Decided to split tender into 2 projects (Bocce Courts and Stairs).	Defer budget into the project fund for 2015/16.
Subtotal				37,038,208	(16,854,086)	20,184,123	4,196,255	8,109,846	7,878,021		

B) - Project Completed

Project Code	Cost Centre	Project Sponsor - Director/DM With Reporting Responsibility	Project Objective/Description	Current Adopted 2014/15 Budget	Proposed 2014/15 - Q3 Adjustment	Total Proposed 2014/15 Budget	YTD Actual Expenditure as at 31 March 2015	Outstanding Commitments	2014/15 Funds Available	Q3 2014/15 Project Commentary	Q3 2014/15 Budget Commentary
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Project Code	Cost Centre	Project Sponsor - Director/DM With Reporting Responsibility	Project Objective/Description	Current Adopted 2014/15 Budget	Proposed 2014/15 - Q3 Adjustment	Total Proposed 2014/15 Budget	YTD Actual Expenditure as at 31 March 2015	Outstanding Commitments	2014/15 Funds Available	Q3 2014/15 Project Commentary	Q3 2014/15 Budget Commentary
EAP - Other	1801	Emily Scott	Construction of Rain Garden in various areas. Implement the recommendations of the Waverley Coastal Risk & Hazards Vulnerability Study	46,337		46,337	46,337	0	0	Completed.	Completed.
Footpath Program - SAMP3 (prev SAMP#3 Footpath)	SAMP#3 Footpath	Dan Joannides	SAMP3 Category 2 - Footpath construction	0		-	29,437	0	(29,437)	Completed.	Completed.
Invest Strategy 06	1623	George Bramis	Provide funding for Spring St/Ebley St Master Plan	37,460		37,460	37,460	0	0	Completed.	Completed.
Misc. Buildings 16	1608	Cath Dunstan	Waverley Pavilion Amenities Block	98,960		98,960	101,083	0	(2,124)	Completed.	Completed.
Parking 05	1648	Rachel Jenkin	Replace off street parking equipment - access and payment equipment	66,258		66,258	28,925	32,300	5,033	Completed.	Completed.
Roads 10/11	oads 10/1	Dan Joannides	Roads Construction & Upgrades	0		-	38,475	0	(38,475)	Completed.	Completed.
Streets 05	1849	Dan Joannides	Upgrade Rose Bay Village streetscape	169,711		169,711	206,982	20,040	(57,310)	Completed.	Completed.
Tama Pk 03	1714	Cath Dunstan	Upgrade the Tamarama Life Guards Facilities and Kiosk	0		-	2,961	136,218	(139,180)	Completed.	Completed.
Cemetery 06	1651	John Hutcheson	Repairs to South Head Cemetery retaining wall in Burge Street, Vaucluse	379,591	(223,681)	155,910	60,535	95,375	(0)	Completed.	Project complete. Transfer \$223,681 to Cemetery Reserve
Bronte House	1640	Mark Wood	Bronte House - Undertake major works include roof replacement, restoration of the northern bay window, mechanical and electrical upgrading and repairs, repainting, repairs to termite damage, repairs to damp affected areas, repair/replacement rotted timbers, guttering	1,186,444	(286,059)	900,385	856,431	6,068	37,886	Project handed over to Asset Management. Inspection carried out in April showed that work needs to be undertaken to drainage & driveway.	2014/15 funds of \$40,000 to pay for minor drainage and driveway works.
Invest Strategy 05	1810	Mark Wood	Purchase of land and construction of new Council depot	6,561,030		6,561,030	6,326,543	226,352	8,135	Works completed in Dec 14. Project handed over to Asset Management. Should be removed from register.	Project is complete and on budget. No additional funding required.
Invest Strategy 14	1958	Mark Wood	Zetland Depot Sale	55,785	(14,115)	41,670	39,720	1,950	(0)	Completed in Q3. Project should be removed from register.	Transfer to Invest Strategy reserve
Kerb & Gutter 13/14	Kerb & Gutter 5 13/14	Dan Joannides	SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)	242,077		242,077	139,790	13,120	89,167	All projects now completed.	No amendments necessary. 2014/15 available funds to pay for outstanding invoices.
Invest Strategy 14	1963	Mark Wood	Demolition of Buildings Portman Street	1,000,000	(7,719)	992,281	782,934	209,347	0	Demolition completed in Q3. Currently in Handover phase.	Transfer to Invest Strategy reserve
Misc Buildings 18	1964	Mark Wood	South Bondi Toilet	358,035		358,035	286,661	0	71,374	Project is complete and handed over to Asset Management.	Remaining 2014/15 funds to pay for potential compensation to contractor. Contractor looking to seek compensation for project overrun. Currently in negotiation.
			Subtotal	10,201,688	(531,574)	9,670,114	8,984,274	740,771	(54,931)		
			Grand Total	47,239,896	(17,385,660)	29,854,237	13,180,530	8,850,617	7,823,090		

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Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Waverley Council for the quarter ended 31/03/15 indicates that Council's projected financial position at 30/6/15 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____

date: 11 May 2015

Francesco Rombola
Responsible Accounting Officer

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2015

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2014/15	Approved Changes					Revised Budget 2014/15	Variations for this Mar Qtr		Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs						
Income												
Rates and Annual Charges	54,415			15	-		54,430	(33)	1		54,397	(54,436)
User Charges and Fees	35,239			(2,234)	362		33,367	1,026	2		34,393	(26,116)
Interest and Investment Revenues	3,080			(882)	-		2,198				2,198	(1,669)
Other Revenues	18,087			(895)	2		17,194	(1,428)	3		15,766	(11,867)
Grants & Contributions - Operating	6,810	1,568		106	(8)		8,476	487	4		8,963	(6,047)
Grants & Contributions - Capital	16,467	20		418	1,000		17,905	(3,129)	5		14,776	(4,647)
Net gain from disposal of assets	82,413	411		(28)	520		83,316	(242)	6		83,074	(82,808)
Share of Interests in Joint Ventures	-			-	-		-				-	-
Total Income from Continuing Operations	216,511	1,999	-	(3,499)	1,876	-	216,887	(3,319)			213,568	(187,590)
Expenses												
Employee Costs	57,315			(521)	427		57,221	(972)	7		56,249	42,396
Borrowing Costs	240			(49)	(49)		143				143	117
Materials & Contracts	17,687	723		68	277		18,756	606	8		19,362	9,593
Depreciation	17,705			-	-		17,705				17,705	13,279
Legal Costs	805			-	38		843	808	9		1,651	1,227
Consultants	3,489			594	111		4,194	558	10		4,752	3,339
Other Expenses	19,838			(166)	99		19,771	(1,174)	11		18,597	13,616
Interest & Investment Losses	-			-	-		-				-	-
Net Loss from disposal of assets	-			-	-		-				-	-
Share of interests in Joint Ventures	-			-	-		-				-	-
Total Expenses from Continuing Operations	117,079	723	-	(74)	903	-	118,632	(174)			118,458	83,565
Net Operating Result from Continuing Operation	99,432	1,276	-	(3,426)	973	-	98,255	(3,145)			95,110	(271,155)
Discontinued Operations - Surplus/(Deficit)							-				-	
Net Operating Result from All Operations	99,432	1,276	-	(3,426)	973	-	98,255	(3,145)			95,110	(271,155)
Net Operating Result before Capital Items	82,965	1,256	-	(3,844)	(27)	-	80,350	(16)			80,334	(266,509)

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

- 1 Adjustment to the Council rates to reflect the 2014/15 levy.
- 2 Increased in Parking fee and permit income by \$750k, \$290k increased in Cemetery business income, \$270k increased in Commercial Waste business income, \$31k increased in Halls and Parks hire income. Reduction in Roads Restoration Service income by 200k and \$128k reduction in Hoarding & Construction income.
- 3 \$350k is anticipated from the Backpacker legal fines, \$43k increased in commercial rent and utility reimbursement income, \$15k increased in gutter crossing inspection income, \$15k increased in waste bins sale. Reduction in parking fines by \$1.8m.
- 4 Family day care income increased by \$300k which would be offset by the same increase in subsidy expense, the Better Waste grant increased by \$80k, and \$30k grant received for received for the parks & garden project.
- 5 Addition \$909k Section 94A contributions is anticipated in the current year. Reduction of \$2.66m in Planning Agreement (PA) contribution in current year as it would be received in 2015/16, removed \$900k contribution for the SES project as Woollahra Council is managed the project, \$370k reduction in Housing Contributions and \$200k reduction in capital grant because project stage completion is delayed to 2015/16.
- 6 Reduction in plant sale income by \$242k due to a slower replacement turnover is expected.
- 7 Vacancies saving of \$584k, a lower worker compensation premium by \$616k, and full realisation of the efficiency target in the budget in the Q3 review - \$211k.
- 8 Reduction in parking fine processing cost by \$200k due to lower parking fines income, \$378k reduction in contractors hire, \$150k reduction in parking stationery expense and \$102k reduction in concrete purchases. Increased in temporary staff costs by \$1.2m, and \$150k increased in cemetery memorial plaques vases due to a higher than anticipated income.
- 9 \$808k increased in legal expense for matters related to ADT hearing, Health, Building, Risk and Properties management.
- 10 Additional funds required for the TRIM Upgrade and Chart of Accounts Review projects, and labour hires for vacancies or special projects undertaking.
- 11 A lower plant running costs by \$585k is expected based on the last nine months expense, \$193k reduction in abandonment fines by SDR due to a lower parking fines income, \$150k cost saving in street lighting electricity as a result of the carbon tax repeal, and \$95k reduction in waste disposal costs.

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2015

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2014/15	Approved Changes					Revised Budget 2014/15	Variations for this Mar Qtr		Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs						
Capital Expenditure												
New Assets												
- Plant & Equipment	4,109	3,146		(44)	-		7,211	-			7,211	1,929
- Land & Buildings	10,987	6,814		110	60		17,971	(8,483)	1		9,488	7,771
- Other	4,610	799		(450)	50		5,009	(1,639)	1		3,370	824
Renewal Assets (Replacement)												
- Plant & Equipment		344					344				344	241
- Land & Buildings	4,980	402		382	(15)		5,749	(2,918)	1		2,831	1,575
- Roads, Bridges, Footpaths	8,819	1,983		(163)	(2,000)		8,639	(2,096)	1		6,543	2,018
- Other Assets	11,119	885		(240)	(2,410)		9,354	(2,633)	1		6,721	1,287
Loan Repayments (Principal)	1,237	-		-	(120)		1,117	-			1,117	866
Total Capital Expenditure	45,861	14,373	-	(405)	(4,435)	-	55,394	(17,769)			37,625	16,511
Capital Funding												
Rates & Other Untied Funding	11,564	265		(703)	(1,046)		10,080	(1,146)	2		8,934	4,284
Grants & Contributions	2,149	1,501		5			3,655	(1,058)	2		2,597	732
Reserves:											-	
- External Restrictions/Reserves	10,348	2,068		718	(1,627)		11,507	(598)	2		10,909	943
- Internal Restrictions/Reserves	18,300	10,128		(397)	(175)		27,856	(14,725)	2		13,131	10,264
New Loans	3,087	-		-	(1,587)		1,500	-			1,500	-
Receipts from Sale of Assets											-	
- Plant & Equipment	413	411		(28)	-		796	(242)	2		554	288
- Land & Buildings	-	-		-	-		-	-			-	-
Total Capital Funding	45,861	14,373	-	(405)	(4,435)	-	55,394	(17,769)			37,625	16,511
Net Capital Funding - Surplus/(Deficit)	-	-	-	-	(0)	-	(0)	-			(0)	-

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

1 Reduction in capital expense largely due to projects progress cost have deferred to next financial year,

2 Funds required for the capital expenditure has reduced due to the project expense deferral to next financial year.

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2015

Cash & Investments - Council Consolidated

(\$000's)	Original Budget 2014/15	Approved Changes					Revised Budget 2014/15	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs					
Externally Restricted ⁽¹⁾											
Developer Contributions	4,925	(291)		(90)	2,627		2,556		9,728	13,162	
Domestic Waste Reserve	6,101	(1,579)		(47)	239		342		5,057	2,976	
Environmental Levy	-	-		-	-		-		-	-	
Unexpended Grant/Subsidy	861	(555)		-	-		-		306	634	
Total Externally Restricted	11,887	(2,424)	-	(137)	2,866	-	2,898		15,091	16,773	
⁽¹⁾ Funds that must be spent for a specific purpose											
Internally Restricted ⁽²⁾											
Cemetery	1,097	(425)		-	(74)		523		1,122	1,815	
Centralised - Other	7,208	(2,967)		(1,326)	1,128		1,419		5,461	3,129	
SAMP Infrastructure	6,008	(219)		(382)	(100)		866		6,173	5,160	
Deposits & Bonds	7,431	-		-	-		-		7,431	7,431	
Employees Leave Entitlements	5,320	-		(1,093)	-		-		4,226	5,417	
Investment Strategy	67,503	(5,648)		(37)	-		3,851		65,668	68,406	
Election	209	-		-	-		-		209	190	
IT Equipment & Upgrade	766	(332)		-	-		-		435	961	
Other Internal Restricted	954	-		-	-		3,139		4,093	4,219	
Parking - Meter	1,872	(344)		-	-		628		2,156	1,431	
Parking - Car Park	66	(66)		-	-		-		(0)	672	
Plant & Vehicles Replacement	1,774	(667)		17	-		157		1,281	2,232	
Affordable Housing Program	524	-		-	-		6		530	1,398	
Social Housing	416	-		-	-		(2)		414	330	
Unexpended Loans	281	(93)		-	-		1,140		1,328	186	
Total Internally Restricted	101,429	(10,761)	-	(2,822)	954	-	11,726		100,526	102,976	
⁽²⁾ Funds that Council has earmarked for a specific purpose											
Unrestricted (ie. available after the above Restrictic	7,935	13,185	-	2,959	(3,820)	-	(0)		20,259	22,574	
Total Cash & Investments	121,252	-	-	-	-	-	14,624		135,876	142,323	

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2015

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Ethan Group Pty Ltd	Lan & Voice Hardware As Per Quote Quoag150115, Vendor	377,740	19/01/2015		Y	
Australian Parking And Revenue Control P	Parking Sensor Signage & Works	240,205	19/01/2015		Y	
Alphawest Services Pty Ltd	Wifi Network Equipment As Per Alphawest Quote	193,206	29/01/2015		Y	
Downer Edi Works Pty Ltd	Asphalt re-sheeting works on Blair St (Simpson St to Glenayr Ave – both sides)	180,050	2/03/2015		Y	
Downer Edi Works Pty Ltd	Asphalt re-sheeting works on York Rd (Queens Park Rd to Baronga Ave)	172,940	2/03/2015		Y	
Ally Property Services Pty Ltd	Rawson Ave East Side Works	158,568	23/03/2015		Y	
Tonkin Zulaikha Greer Pty Ltd	Bondi Parks Works Yard (Sub-Depot) – For Architectural	137,900	9/03/2015		Y	
Sutherland Isuzu Ute	Purchase Of 4 X Mu_X Vehicles (Fleet Replacement	133,322	9/01/2015		Y	
Avijohn Contracting Pty Ltd	Asphalt Resheeting Works On Bourke St (Birrell St To	127,009	31/03/2015		Y	
Jones Nicholson Pty. Limited	North Bondi Amenities, Mark'S Park Amenities And South	105,610	17/02/2015		Y	
Downer Edi Works Pty Ltd	Asphalt re-sheeting works on Birrell St (Goldie Ave to	97,080	2/03/2015		Y	
Kk Civil Engineering	Footpath - Edward Street, Wellington St To Dead End.	86,800	6/01/2015		Y	
Living Turf	Preparation and resurfacing of Sports Field	86,060	20/03/2015		Y	

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2015

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Acresta Mobile Pty Ltd	Blinkforms Annual Subscription April 1 2015 - March 31	78,750	28/03/2015		Y	
Slr Consulting Australia Pty Ltd	Bondi Beach Area Waste Study	74,610	21/01/2015		Y	
Ezy-Pave Pty Ltd	Road Restorations -Various Locations	74,103	25/03/2015		Y	
Downer Edi Works Pty Ltd	Asphalt re-sheeting works on York Rd (Queens Park Road	66,470	2/03/2015		Y	
Green Options	Aeration of 23,892 Hectares	63,650	3/03/2015		Y	
Kelbon Project Services Pty Ltd	Concrete footpath works at Evan St (As per tax invoice:7328	61,584	26/02/2015		Y	
Ezy-Pave Pty Ltd	Paving Works At Oxford St	60,500	30/01/2015		Y	
Downer Edi Works Pty Ltd	Asphalt resheeting works on Newland	60,330	2/03/2015		Y	
Jones Nicholson Pty. Limited	North Bondi Amenities, Mark's Park Amenities and South	59,500	6/03/2015		Y	
Downer Edi Works Pty Ltd	Asphalt resheeting works on Blair st (Simpson St to Glenayr	58,980	2/03/2015		Y	
Downer Edi Works Pty Ltd	Asphalt Re-Sheeting Works on Birrell St	58,200	2/03/2015		Y	
Complete Urban Solutions	13/02/14 - email from Hamish McLauchlan - Complete Urban con firming recommendation of consultants	115,725	27/02/2015		Y	
Enterprise It Resources Pty Ltd	Green Infrastructure Systems Contractor - Nsw Government	55,332	23/02/2015	6 MONTHS	Y	
Merko Services Pty Ltd	Blair St Footpath Works	53,610	13/03/2015		Y	

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2015

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Deloitte Touche Tohmatsu	Consultancy Contract - Review Of Both Cemeteries Of	51,318	3/02/2015		Y	
Graham Bakewell Architect	Po Pwsp011536	48,200	22/01/2015		Y	
Lease Plan Australia Ltd	Leaseplan Contract - Monthly Payment	45,731	23/03/2015		Y	
Bigair Group Limited	5 Months X Network Data Service Charges For Chambers,	45,455	28/03/2015		Y	
Australian Training Company Limited	Contract – Apprentice Lifeguard Training	45,455	5/01/2015		Y	

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	1,684,411	Y
Legal Fees	724,359	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

Expense	Current Approved Budget (Actual Budget)	Projected Budget 3rd Quarter (Actual Budget)	2014/15 YTD Actuals (Actual Dollars)	Included in Approved Budget (Y/N)
<u>Consultancies Operational</u>				
1010. General Managers Office	232,000	232,000	165,264	Y
1018. Communications, Community Engagement & Public Re	19,000	19,000	361	Y
1100. Events & Business Development Division	1,000	1,000	135	Y
1313. Bondi Beach Life Guards	2,000	2,000	-	Y
1401. Parks Operations	-	15,000	13,840	N
1420. Waverley Park/Oval/Nursery	-	-	1,400	N
1482. Bushcare - Special Projects	-	-	(525)	Y
1487. Waverley Bushcare	2,000	2,000	897	Y
2121. Waverley Life Directorate	30,000	9,000	8,750	Y
2130. Community Safety	7,500	14,500	10,661	N
2131. Sport & Recreation	-	9,200	-	N
2222. Gardiner Early Education Centre	-	450	450	N
2244. Meals on Wheels	-	4,914	4,914	N
2250. Recreation & Community Planning	12,500	8,500	2,600	Y
2256. Civic Pride	6,000	7,400	390	Y
2274. Community Living Program	5,000	2,000	1,407	Y
2277. Access Committee	300	300	-	Y
2400. Affordable Housing Administration	15,000	5,000	-	Y
4210. Building Services	3,000	5,000	4,983	N
4321. Strategic Waste Projects	30,000	25,000	21,766	Y
4322. Compost Revolution	3,780	6,780	6,030	N
4326. Barrett House	-	660	660	N
4327. Regional Engagement and Communications	10,000	10,000	-	Y
4328. Regional Projects	25,000	111,090	37,569	N
4329. Regional Events	20,000	18,110	-	Y
4331. EPA Bin Trim Program	20,216	40,216	13,000	Y
4332. Env Trust Energy Revolution Project	-	30,000	13,636	N
4340. Program Administration	-	-	425	N
4350. EAP Additional Projects	166,405	166,405	13,060	Y
4354. Sustainable Water	19,655	19,380	5,832	Y
4355. Sustainable Energy	41,204	21,204	1,190	Y
4360. Sustainability Education and Engagement	35,842	18,635	1,513	Y
4361. Environmental Action Plan	10,160	10,160	9,850	Y

4362. Sustainable Infrastructure	20,000	20,000	-	Y
4380. Bushcare Levy Projects	199,935	197,247	4,460	Y
4430. Health Services	15,000	5,000	203	Y
4550. Strategic Town Planning	160,000	160,000	110,837	Y
4551. Development Assessment	135,000	120,000	61,313	Y
4552. Town Planning - WDAP	200,000	160,000	107,711	Y
4556. Town Planning Projects	115,000	115,000	39,657	Y
4560. Economic Development	31,000	31,000	-	Y
4570. VPA Administration	25,000	25,000	19,910	Y
4581. Campbell Parade	-	41,500	-	N
4586. EDS Consultants	-	36,000	-	Y
4600. Public Works Administration	8,000	8,000	-	Y
4601. Economic Development for Villages	-	-	24,863	N
4605. Project Construction Administration	5,000	-	-	Y
4606. Construction & Maintenance Administration	-	-	(488)	Y
4619. Fleet Operation	4,000	4,000	-	Y
4720. Waste Services Administration	80,000	20,000	-	Y
5121. Library Administration	29,000	29,000	22,500	Y
5137. Literary Award	25,000	25,000	27,301	N
5220. Customer Service Centre	68,226	117,326	39,979	Y
5325. Library Programs	-	-	200	N
6225. Insurance/Indemnity	-	-	10,795	N
6421. Computer Services	-	61,389	45,381	N
6425. Capital IT Equipment	-	50,000	41,499	N
6521. Human Resources	5,400	5,400	2,235	Y
6522. Organisational Development	30,000	30,000	2,704	Y
6523. Risk Management	40,000	65,000	39,627	Y
6524. Health & Well Being Program	20,000	20,000	-	Y
6525. Training	-	-	995	N
6621. Governance & Integrated Planning	-	115,000	69,870	N
6622. Records	-	7,500	7,500	Y
6721. Financial Services	36,000	96,000	76,771	N
6723. Rates Collection	1,500	-	-	Y
6725. Asset Management	1,868,000	1,868,000	1,868,000	N
6775. Technical Services	60,000	60,000	39,963	Y
6780. Parking Meters	17,500	5,500	3,300	Y
6821. Community Facilities Administration	20,000	120,000	98,841	N
6826. Lvl6, 55 Grafton St Staff Office	-	-	75,940	N
6859. 70 - 72 Newland Street	580	580	-	Y
6865. Bronte House	-	18,000	12,581	N
6893. Eastgate Car Park	5,000	40,000	14,870	N
6911. Waverley Cemetery	71,000	71,000	-	Y
Consultant - Legal				
4550. Strategic Town Planning	10,000	10,000	-	Y
4551. Development Assessment	150,000	150,000	105,611	Y
4555. Legal Services	-	-	-	N
6521. Human Resources	29,750	29,750	21,111	Y
6522. Organisational Development	-	-	2,539	N

Total - Consultancies Operational	4,202,453	4,752,096	3,338,634	Y
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Consultancies Capital

Capital Works Projects	394,802	475,961	1,348,318	Y
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Total - Consultancies Capital	394,802	475,961	1,348,318	Y
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Total - Consultancies	4,597,255	5,228,057	4,686,952	N
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Legal Fees Operational

1100. Events & Business Development Division	10,540	10,540	12,030	N
1139. Xmas & New Years Eve Festival	1,915	1,915	1,915	Y
2274. Community Living Program	-	3,000	3,000	Y
2400. Affordable Housing Administration	25,000	29,000	28,460	Y
2415. 17/137-143 Blair Street	-	-	324	N
4210. Building Services	120,000	250,000	135,839	N

4354. Sustainable Water	-	-	49	N
4450. Health - 19 Boonara Ave	50,000	100,000	100,187	Y
4522. Regulatory Control	60,000	60,000	60,788	N
4550. Strategic Town Planning	33,425	33,425	5,564	Y
4551. Development Assessment	300,000	350,000	302,789	N
4552. Town Planning - WDAP	14,000	14,000	14,002	N
4556. Town Planning Projects	-	-	6,543	N
4570. VPA Administration	15,000	15,000	215	Y
4622. Litter Bins	-	-	853	N
4720. Waste Services Administration	8,000	4,000	-	Y
4770. Commercial Waste Service	3,000	3,000	71	Y
6225. Insurance/Indemnity	50,000	120,000	52,713	Y
6521. Human Resources	20,000	20,000	26,034	Y
6621. Governance & Integrated Planning	54,385	334,385	292,871	N
6723. Rates Collection	34,400	34,400	18,532	Y
6821. Community Facilities Administration	43,735	268,735	163,953	N
Total - Legal Cost Operational	843,400	1,651,400	1,226,732	N
<u>Legal Cost Capital</u>				
Capital Works Projects	200,000	200,000	85,962	Y
Total - Legal Cost Capital	200,000	200,000	85,962	Y
Total - Legal Cost	1,043,400	1,851,400	1,312,694	N

Report No. CM/7.3/15.05



Subject: Investment Portfolio Report – March 2015
Trim File No.: A03/2211
Author: Francesco Rombola, Executive Manager, Financial Waverley
Director: Arthur Kyron, General Manager

WAVERLEY
COUNCIL

Recommendation:

That Council

1. Receives this report.
2. Notes that all investments have been made in accordance with the requirements of section 625 of the Local Government Act 1993 and directions from the Minister for Local Government, including Ministerial Investment Orders and Council's Investment Policy.

1. Executive Summary

For March 2015, Council's investment portfolio generated \$211,786 of interest receipts, the financial year to date figure now sits at \$1,475,846. The budget for the 2014 / 2015 Financial Year was revised in the 1st Quarter review and is now set at \$2,197,840. The income for the month of \$211,786 is 9.64% of the forecasted \$2,197,840 million and the year to date amount of \$1,475,846 represents 67.15% forecasted budget. These figures, once again, show the reliance on the:

- A) proceeds from the sale of depot, and
- B) The receipt of Woollahra's share of the new depot build, for council to make budget.

The Budget for this item was reduced in the 1st quarter review, per the following table:

Original budget	2014/2015	1 st Quarter review adjustment	Reason	Current budget amount 2014/2015
3,080,190		-882,350	Postponed settlement on sale of old depot. No receipt of Woollahra's share of build costs of new facility.	2,197,840

The table below illustrates therefore the monthly interest income received by Council and how this tracks against the original budget and the budget following this first quarter adjustment.

	Original Budget (\$)	Actual Monthly (\$)	Actual YTD (\$)	Tracking Original Budget	Tracking Q1 Amended Budget	Tracking Q2 Amended Budget	Tracking Q3 Amended Budget
July	3,080,190	104,676	104,676	3.40%	4.76%	-	-
Aug	3,080,190	233,808	338,484	7.59%	10.64%	-	-
Sept	3,080,190	129,411	467,895	4.20%	5.89%	-	-
Q1 Adj	-882,350						-
Oct	2,197,840	122,519	590,414	3.98%	5.57%	-	-
Nov	2,197,840	189,124	779,538	6.14%	8.60%	-	-
Dec	2,197,840	130,838	910,376	4.25%	5.95%	-	-
Q2 Adj							-
Jan	2,197,840	117,142	1,027,518	3.80%	5.33%	-	-
Feb	2,197,840	236,542	1,264,060	7.68%	10.76%	-	-
Mar	2,197,840	211,786	1,475,846	6.88%	9.64%	-	-
Q3 Adj							

2. Introduction/Background

Clause 212 of the Local Government (General) Regulation requires that Council be provided with a written report setting out details of all money that the Council has invested under section 625 of the Local Government Act 1993 and certifying that these investments have been made in accordance with the Act, regulations, Ministerial Investment Orders and Council's Investment Policy.

2.1 Relevant Council Resolutions

There are no previous relevant Council resolutions.

3. Discussion

Interest Income – Current Month

For the month of March 2015 Council's cash investment portfolio generated interest earnings of \$211,786 or 9.64% of the full year revised budget of \$2,197,840. The amount of income generated year to date may seem low when compared to the annual budget, this is due to our investment budget being heavily reliant on proceeds from the Sale of the Depot and on the receipt of Woollahra Council's payment for their share of the new depots construction costs.

Council's investment portfolio posted a return in March of 11.32% pa versus the bank bill index benchmark return of 2.44% pa.

The 11.32% is a calculated figure supplied by our external independent investment advisors. It is derived by discounting future cash flows by the bank bill swap rate (adjusted for the bank's credit rating), to gain a net present value of the investments and in turn an annual rate of return. In the instance of the interest rate being higher than the adjusted swap rate, the annual rate of return is skewed by investments made within that period, as the margin produces an inflated net present value which unwinds as the investment advances to maturity. This therefore adversely affects the performance calculation in later months despite no impact on actual interest earned.

For the financial year to date, Council's investment portfolio has exceeded the bank bill index benchmark by 1.69%pa (4.41% vs 2.72% pa)

Portfolio Value

Council's investment portfolio, as at 31 March 2015, has a current market value of \$143,971,091 which represents a premium of \$1,648,233 above the \$142,322,858 face value of the portfolio with the portfolio generating a 3.20% average purchase yield.

The table below provides a summary by investment (asset) type.

Asset Group	Face Value	Current Market Value	\$ Gain/(Loss)	Average Purchase Yield
Capital Protected Notes	\$2,000,000	\$1,967,600	(\$32,400)	0.00%
Fixed Rate Bonds	\$1,500,000	\$1,609,894	\$109,894	6.00%
Cash Accounts	\$8,522,789	\$8,522,789	\$0	2.10%
Floating Rate Notes	\$7,000,000	\$7,102,232	\$102,232	3.56%
Managed Funds	\$4,500,069	\$4,500,069	\$0	3.20%
Term Deposits	\$118,800,000	\$120,268,507	\$1,468,507	3.28%
	\$142,322,858	\$143,971,091	\$1,648,233	3.20%

Per the table above Council has \$2,000,000 invested in Asset Group - Capital Protected Notes which presently has a market value below the face value. This represents a single investment that is due to mature in October 2015 and being capital protected, Council will receive the full \$2,000,000 face value of the investment, upon maturity.

Analysis

Attached to this report is the Waverley Council – Summary of Investment Portfolio, as prepared by Council's independent financial advisor, Prudential Investment Services Corp, for the period ending 31 March 2015.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction:	G5 – Waverley is financially sustainable with the revenue and resources required to support implementation of the community's plans and to provide the infrastructure performance and services our community needs.
Strategy:	G5a – Promote and advocate the provision of financial reporting systems in an accurate, timely, transparent and honest manner to ensure sustainability of public assets and resources.
Deliverable:	Financial advice and coordination to ensure Council meets overall budget performance targets provided.

Including achievement of the stated benchmark measure "**Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index**" as illustrated in the table below

Month	Portfolio Last 12 months %	Benchmark Last 12 months %	Variance %
Apr-14	4.11	2.72	1.39
May-14	3.62	2.69	0.93
Jun-14	3.84	2.71	1.12
Jul-14	3.50	2.74	0.76
Aug-14	4.19	2.70	1.48
Sep-14	2.52	2.55	-0.03
Oct-14	3.40	2.76	0.64
Nov-14	3.70	2.77	0.93
Dec-14	3.58	2.76	0.81
Jan-15	3.85	3.00	0.85
Feb-15	3.77	2.76	1.01
Mar-15	11.32	2.44	8.88
Average % return Over the last 12 months	4.33	2.72	1.62

5. Financial impact statement/Timeframe/Consultation

At this stage we are confident that Council will achieve budget for the 2014/15 year. A review will be presented at each quarterly budget review.

This report has been prepared in consultation with Council's Management and Systems Accountant, Revenue Accountant and independent financial advisers, Prudential Investment Services Corp.

6. Conclusion

Council's investment portfolio has achieved \$211,786 in interest receipts for the month of March 2015, and for the financial year to 31 March 2015, \$1,475,846.

7. Attachment/s:

1. Waverley Council Investment Portfolio Report 31 March 2015.



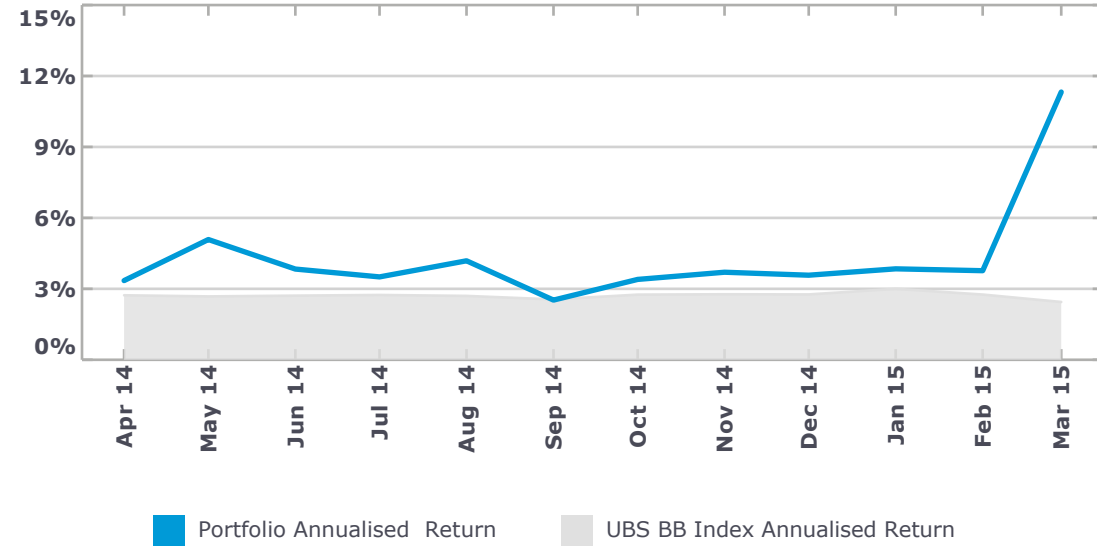
WAVERLEY
COUNCIL

**Investment Summary Report
March 2015**

Investment Holdings

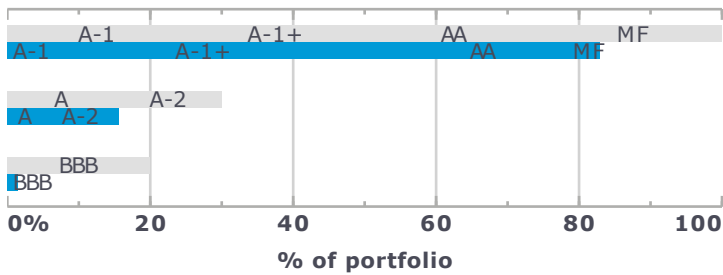
	Face Value (\$)	Current Value (\$)	Current Yield (%)
Alternative Investment	2,000,000.00	1,967,600.00	0.0000
Bonds	1,500,000.00	1,609,894.12	6.0000
Cash	8,522,788.67	8,522,788.67	2.1000
Floating Rate Note	7,000,000.00	7,102,232.33	3.5571
Managed Funds	4,500,069.37	4,500,069.37	3.1989
Term Deposit	118,800,000.00	120,268,506.40	3.2784
	142,322,858.04	143,971,090.89	3.2016

Investment Performance

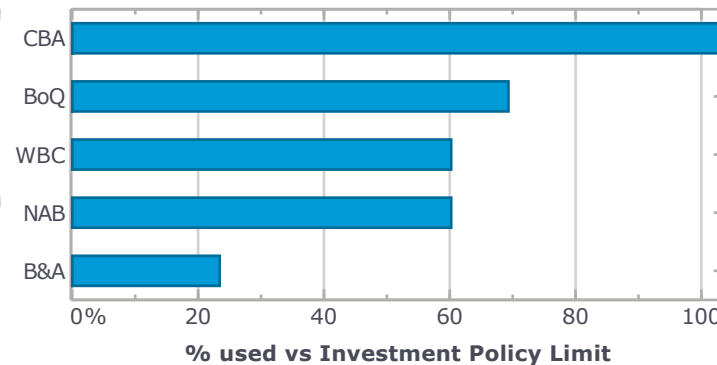


Investment Policy Compliance

Total Credit Exposure



Highest Individual Exposures



Term to Maturities

	Face Value (\$)		Policy Max
01. Cash to 1 year	93,022,858.04	65%	100%
02. 1 year to 3 years	47,300,000.00	33%	50%
03. 3 years to 10 years	2,000,000.00	1%	30%
	142,322,858.04		

Cash Accounts

Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
5,660,000.00	2.1000%	Commonwealth Bank of Australia	A-1+	5,660,000.00	120789	24hr Call
192,629.89	2.1000%	Commonwealth Bank of Australia	A-1+	192,629.89	120794	General Funds
85,584.46	2.1000%	Commonwealth Bank of Australia	A-1+	85,584.46	120795	Trust Funds
1,836,802.61	2.1000%	Commonwealth Bank of Australia	A-1+	1,836,802.61	120796	Cemetery Funds
682,419.39	2.1000%	Commonwealth Bank of Australia	A-1+	682,419.39	120797	Depositor Funds
8,665.59	2.1000%	Commonwealth Bank of Australia	A-1+	8,665.59	120799	Denison St CP
19,820.60	2.1000%	Commonwealth Bank of Australia	A-1+	19,820.60	120800	Eastgate CP
8,756.67	2.1000%	Commonwealth Bank of Australia	A-1+	8,756.67	120801	Hollywood Av CP
28,109.46	2.1000%	Commonwealth Bank of Australia	A-1+	28,109.46	370151	Library Gift
8,522,788.67	2.1000%			8,522,788.67		

Managed Funds

Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
224,904.76	2.8169%	New South Wales T-Corp	MF	Cash Facility	224,904.76	388058	Tamarama Beach
2,293,043.33	3.2190%	New South Wales T-Corp	MF	Strategic Cash Facility	2,293,043.33	411310	Builder Deposits
1,982,121.28	3.2190%	New South Wales T-Corp	MF	Strategic Cash Facility	1,982,121.28	411311	Parking Services
4,500,069.37	3.1989%				4,500,069.37		

Term Deposits

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
1-Apr-15	2,000,000.00	3.5000%	Bank of Queensland	A-2	2,000,000.00	4-Dec-14	2,022,495.56	497127	22,630.14	AtMaturity	
8-Apr-15	2,500,000.00	3.1000%	Bankwest	A-1+	2,500,000.00	10-Feb-15	2,510,900.25	502102	10,616.44	AtMaturity	
22-Apr-15	2,500,000.00	3.5000%	Bankwest	A-1+	2,500,000.00	21-Jan-15	2,518,495.44	501211	16,780.82	AtMaturity	
28-Apr-15	2,500,000.00	3.4500%	Bankwest	A-1+	2,500,000.00	28-Jan-15	2,517,043.06	501281	14,886.99	AtMaturity	
6-May-15	2,500,000.00	3.2000%	ME Bank	A-2	2,500,000.00	4-Feb-15	2,513,909.11	504042	12,273.97	AtMaturity	
13-May-15	2,500,000.00	3.5500%	Bank of Queensland	A-2	2,500,000.00	14-Nov-14	2,536,489.19	497141	33,554.79	AtMaturity	

Term Deposits										
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency Reference
21-May-15	4,000,000.00	4.3500%	Westpac Group	A-1+	4,000,000.00	21-May-13	4,161,226.23	389615	150,164.38	Annually
28-May-15	2,500,000.00	3.5500%	Bank of Queensland	A-2	2,500,000.00	28-Nov-14	2,534,192.59	497282	30,150.68	AtMaturity
10-Jun-15	2,500,000.00	3.1000%	Bankwest	A-1+	2,500,000.00	5-Mar-15	2,509,843.80	503052	5,732.88	AtMaturity
12-Jun-15	2,000,000.00	3.8500%	Westpac Group	A-1+	2,000,000.00	12-Jun-14	2,067,889.72	461203	61,810.96	AtMaturity
17-Jun-15	2,500,000.00	3.5000%	National Australia Bank	A-1+	2,500,000.00	17-Nov-14	2,538,864.43	497171	32,363.01	AtMaturity
24-Jun-15	3,000,000.00	3.2500%	Westpac Group	A-1+	3,000,000.00	19-Mar-15	3,010,449.45	503195	3,472.60	AtMaturity
1-Jul-15	3,000,000.00	3.2500%	Westpac Group	A-1+	3,000,000.00	24-Mar-15	3,009,704.94	503245	2,136.99	AtMaturity
22-Jul-15	1,500,000.00	3.1000%	National Australia Bank	A-1+	1,500,000.00	19-Feb-15	1,509,175.45	502191	5,223.29	AtMaturity
17-Aug-15	3,500,000.00	3.0400%	Commonwealth Bank of Australia	A-1+	3,500,000.00	19-Mar-15	3,514,442.88	503180	3,789.59	AtMaturity
19-Aug-15	2,500,000.00	3.5200%	National Australia Bank	A-1+	2,500,000.00	19-Nov-14	2,544,100.71	497191	32,065.75	AtMaturity
21-Sep-15	3,000,000.00	3.1500%	Bank of Queensland	A-2	3,000,000.00	19-Mar-15	3,012,866.40	503193	3,365.75	AtMaturity
30-Sep-15	3,000,000.00	3.1000%	Bank of Queensland	A-2	3,000,000.00	24-Mar-15	3,011,292.76	503241	2,038.36	AtMaturity
19-Oct-15	3,000,000.00	3.1200%	Commonwealth Bank of Australia	A-1+	3,000,000.00	19-Mar-15	3,018,031.12	503181	3,333.70	AtMaturity
19-Nov-15	3,000,000.00	3.1000%	Commonwealth Bank of Australia	A-1+	3,000,000.00	19-Mar-15	3,019,924.23	503182	3,312.33	AtMaturity
21-Dec-15	3,000,000.00	3.0700%	Commonwealth Bank of Australia	A-1+	3,000,000.00	19-Mar-15	3,021,534.81	503183	3,280.27	AtMaturity
30-Dec-15	3,000,000.00	3.0500%	Commonwealth Bank of Australia	A-1+	3,000,000.00	24-Mar-15	3,020,454.38	503244	2,005.48	AtMaturity
19-Jan-16	2,000,000.00	3.0600%	Commonwealth Bank of Australia	A-1+	2,000,000.00	19-Mar-15	2,015,507.33	503184	2,179.73	AtMaturity
19-Feb-16	2,000,000.00	3.0500%	Commonwealth Bank of Australia	A-1+	2,000,000.00	19-Mar-15	2,016,697.81	503185	2,172.60	AtMaturity
17-Mar-16	2,500,000.00	3.0800%	National Australia Bank	A-1+	2,500,000.00	17-Mar-15	2,523,474.01	503171	3,164.38	AtMaturity
21-Mar-16	3,000,000.00	3.3000%	Westpac Group	A-1+	3,000,000.00	19-Mar-15	3,034,453.52	503194	3,526.03	AtMaturity
21-Mar-16	9,000,000.00	3.3000%	Westpac Group	A-1+	9,000,000.00	20-Mar-15	9,102,564.02	503204	9,764.38	Annually
30-Mar-16	3,000,000.00	3.3000%	Westpac Group	A-1+	3,000,000.00	24-Mar-15	3,032,205.49	503246	2,169.86	Annually
19-May-16	1,800,000.00	3.9500%	Bank of Queensland	A-	1,800,000.00	21-May-14	1,885,650.23	452102	61,360.27	Annually
23-May-16	3,000,000.00	4.5500%	Westpac Group	AA-	3,000,000.00	23-May-13	3,191,676.99	389922	117,053.42	Annually
20-Jun-16	9,000,000.00	3.0600%	Commonwealth Bank of Australia	AA-	9,000,000.00	20-Mar-15	9,088,597.24	503205	9,054.25	SemiAnnually
29-Jun-16	3,000,000.00	3.0100%	National Australia Bank	AA-	3,000,000.00	24-Mar-15	3,026,525.24	503242	1,979.18	Annually

Term Deposits

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
20-Sep-16	9,000,000.00	3.0500%	National Australia Bank	AA-	9,000,000.00	20-Mar-15	9,095,108.92	503202	9,024.66	Annually	
28-Sep-16	3,000,000.00	3.0100%	National Australia Bank	AA-	3,000,000.00	24-Mar-15	3,029,190.71	503243	1,979.18	Annually	
20-Dec-16	4,500,000.00	3.0500%	National Australia Bank	AA-	4,500,000.00	20-Mar-15	4,551,582.17	503203	4,512.33	Annually	
20-Dec-16	4,500,000.00	3.0400%	Commonwealth Bank of Australia	AA-	4,500,000.00	20-Mar-15	4,551,946.21	503206	4,497.53	SemiAnnually	
118,800,000.00		3.2784%			118,800,000.00		120,268,506.40		687,426.99		

Floating Rate Notes

Maturity Date	Face Value (\$)	Current Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
28-Nov-16	2,000,000.00	3.5750%	ME Bank Snr FRN (Nov16) BBSW+1.25%	BBB+	2,000,000.00	28-Nov-13	2,021,444.38	402974	6,464.38	28-May-15	
17-May-17	3,000,000.00	3.5200%	BEN Snr FRN (May17) BBSW+1.20%	A-	3,007,948.76	12-Sep-13	3,043,340.55	398449	12,440.55	18-May-15	
14-Nov-18	2,000,000.00	3.5950%	BEN Snr FRN (Nov18) BBSW+1.27%	A-	2,004,260.00	5-Feb-14	2,037,447.40	420520	8,667.40	14-May-15	
7,000,000.00		3.5571%			7,012,208.76		7,102,232.33		27,572.33		

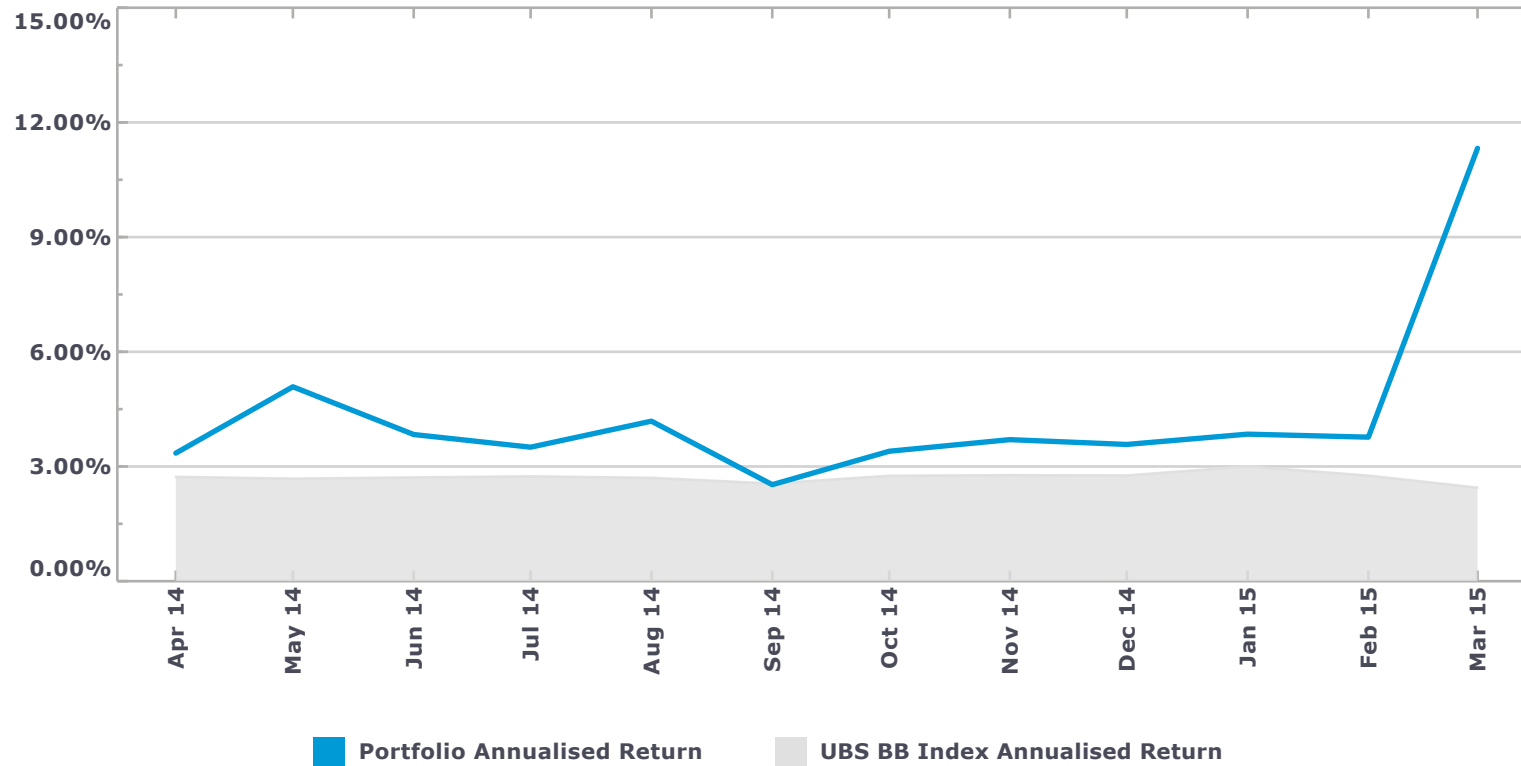
Fixed Rate Bonds

Maturity Date	Face Value (\$)	Coupon	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Purchase Yield	Reference
15-Feb-17	1,500,000.00	6.0000%	NAB Snr Bond (Feb17) 6.00%	AA-	1,483,470.00	15-Feb-12	1,609,894.12	336188	10,879.12	6.2601%	
1,500,000.00					1,483,470.00		1,609,894.12		10,879.12	6.2601%	

Alternative Investments

Maturity Date	Face Value (\$)	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Reference
30-Oct-15	2,000,000.00	Octagon Limited Series 2005-3 EMU	A-1	2,000,000.00	1-Nov-05	1,967,600.00	218055	
2,000,000.00				2,000,000.00		1,967,600.00		

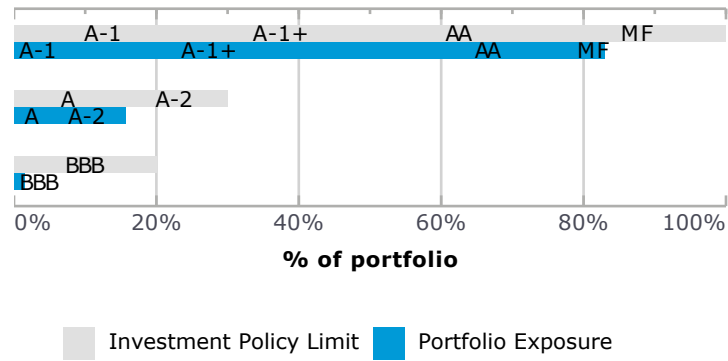
Annualised Monthly Return (Marked to Market)



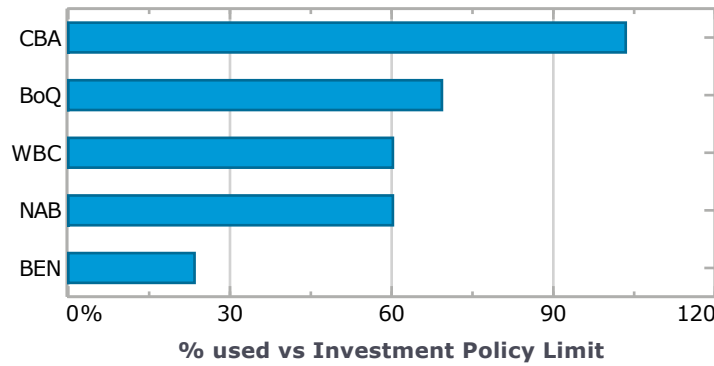
Historical Performance Summary

	Portfolio	UBS BB Index	Outperformance
Mar 2015	11.32%	2.44%	8.88%
Last 3 Months	6.34%	2.73%	3.60%
Last 6 Months	4.92%	2.75%	2.17%
Financial Year to Date	4.41%	2.72%	1.69%
Last 12 months	4.33%	2.72%	1.62%

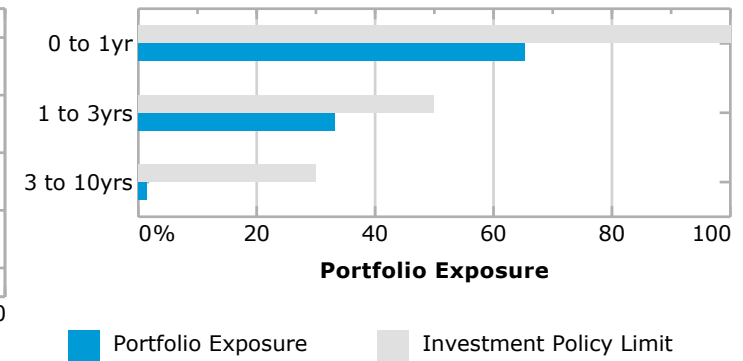
Total Credit Exposure



Individual Institutional Exposures



Term to Maturities



	Credit Rating	Face Value (\$)	Policy Max	
Long Term	AA	37,500,000		
Short Term	A-1	2,000,000		
Short Term	A-1+	74,022,789		
Short Term	MF	4,500,069		
		118,022,858	83%	100% ✓
Long Term	A	6,800,000		
Short Term	A-2	15,500,000		
		22,300,000	16%	30% ✓
Long Term	BBB	2,000,000		
		2,000,000	1%	20% ✓
		142,322,858		100%

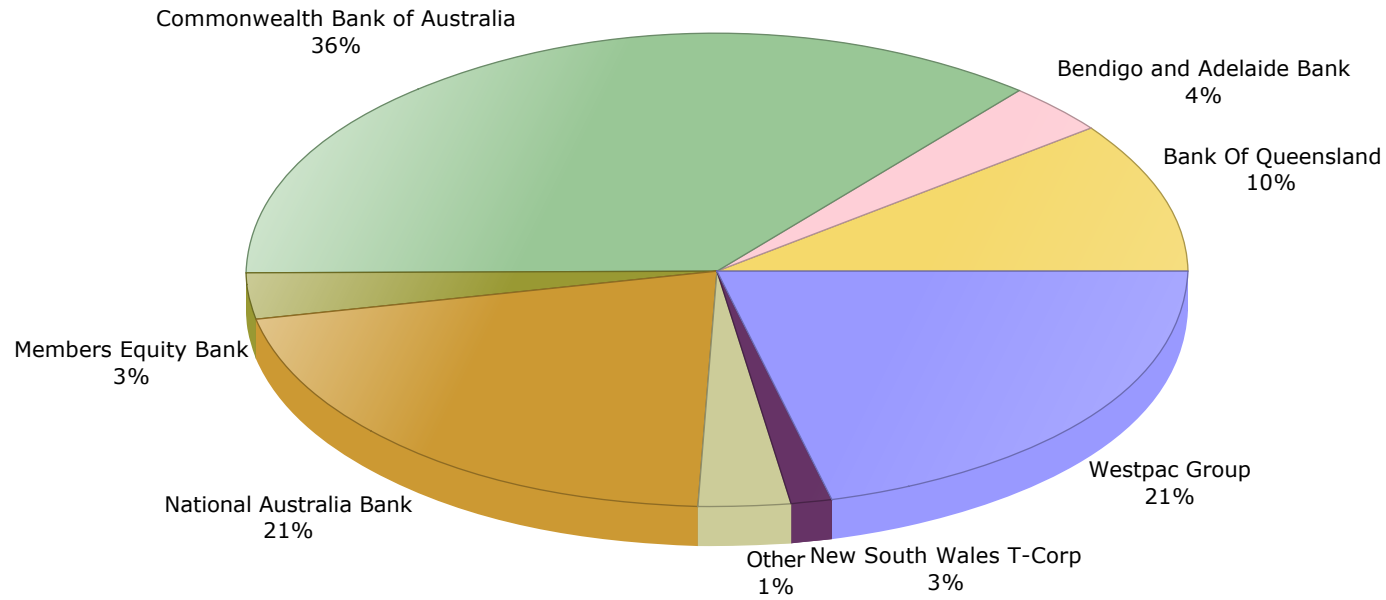
✓ = compliant
✗ = non-compliant

Parent Group	% used vs Investment Policy Limit	
Commonwealth Bank of Australia	103%	✗
Bank Of Queensland	69%	✓
National Australia Bank	60%	✓
Westpac Group	60%	✓
Bendigo and Adelaide Bank	23%	✓
Members Equity Bank	21%	✓
Octagon Limited Series 2005-3 EMU	6%	✓
New South Wales T-Corp	3%	✓

Maturity Profile	Face Value (\$)	Policy Max	
Between 0 to 1 Year	93,022,858	65%	100% ✓
Between 1 Year and 3 Years	47,300,000	33%	50% ✓
Between 3 Years and 10 Years	2,000,000	1%	30% ✓
Total	142,322,858		

Detailed Maturity Profile	Face Value (\$)	
01. Less Than 30 Days	22,522,858	16%
02. Between 30 Days and 60 Days	11,500,000	8%
03. Between 60 Days and 90 Days	10,000,000	7%
04. Between 90 Days and 180 Days	13,500,000	9%
05. Between 180 Days and 365 Days	35,500,000	25%
06. Between 365 Days and 3 Years	47,300,000	33%
07. Between 3 Years and 5 Years	2,000,000	1%
Total	142,322,858	100%

Counterparty Limits						
	Borrower	Credit Rating Type	Credit Rating	Amount Invested (\$)	Amount Allowed (\$)	Amount Available (\$)
Bank Of Queensland		Long Term	A	1,800,000	21,348,429	6,548,429
		Short Term	A-2	13,000,000	21,348,429	6,548,429
		Total		14,800,000		6,548,429
Bendigo and Adelaide Bank		Long Term	A	5,000,000	21,348,429	16,348,429
		Total		5,000,000		16,348,429
Commonwealth Bank of Australia		Short Term	A-1+	38,022,789	49,813,000	-1,709,788
		Long Term	AA	13,500,000	35,580,715	-1,709,788
		Total		51,522,789		-1,709,788
Members Equity Bank		Short Term	A-2	2,500,000	21,348,429	16,848,429
		Long Term	BBB	2,000,000	14,232,286	12,232,286
		Total		4,500,000		12,232,286
National Australia Bank		Short Term	A-1+	9,000,000	49,813,000	19,813,000
		Long Term	AA	21,000,000	35,580,715	14,580,715
		Total		30,000,000		14,580,715
New South Wales T-Corp		Short Term	MF	4,500,069	142,322,858	137,822,789
		Total		4,500,069		137,822,789
Octagon Limited Series 2005-3 EMU		Short Term	A-1	2,000,000	35,580,715	33,580,715
		Total		2,000,000		33,580,715
Westpac Group		Short Term	A-1+	27,000,000	49,813,000	19,813,000
		Long Term	AA	3,000,000	35,580,715	19,813,000
		Total		30,000,000		19,813,000
				142,322,858		



Total Portfolio Exposure

Current Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
5-Mar-15	502031	Bankwest	Term Deposits	Maturity Face Value - Received	2,500,000.00
		Bankwest	Term Deposits	Interest - Received	6,267.12
<u>Deal Total</u>					<u>2,506,267.12</u>
	503052	Bankwest	Term Deposits	Settlement Face Value - Paid	-2,500,000.00
<u>Deal Total</u>					<u>-2,500,000.00</u>
Day Total					6,267.12
17-Mar-15	503171	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-2,500,000.00
<u>Deal Total</u>					<u>-2,500,000.00</u>
Day Total					-2,500,000.00
18-Mar-15	498159	Bankwest	Term Deposits	Interest - Received	17,835.62
		Bankwest	Term Deposits	Maturity Face Value - Received	2,000,000.00
<u>Deal Total</u>					<u>2,017,835.62</u>
Day Total					2,017,835.62
19-Mar-15	503180	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-3,500,000.00
<u>Deal Total</u>					<u>-3,500,000.00</u>
	503181	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
<u>Deal Total</u>					<u>-3,000,000.00</u>
	503182	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
<u>Deal Total</u>					<u>-3,000,000.00</u>
	503183	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
<u>Deal Total</u>					<u>-3,000,000.00</u>
	503184	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-2,000,000.00
<u>Deal Total</u>					<u>-2,000,000.00</u>
	503185	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-2,000,000.00
<u>Deal Total</u>					<u>-2,000,000.00</u>
	503193	Bank of Queensland	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
<u>Deal Total</u>					<u>-3,000,000.00</u>

Current Month Cashflows

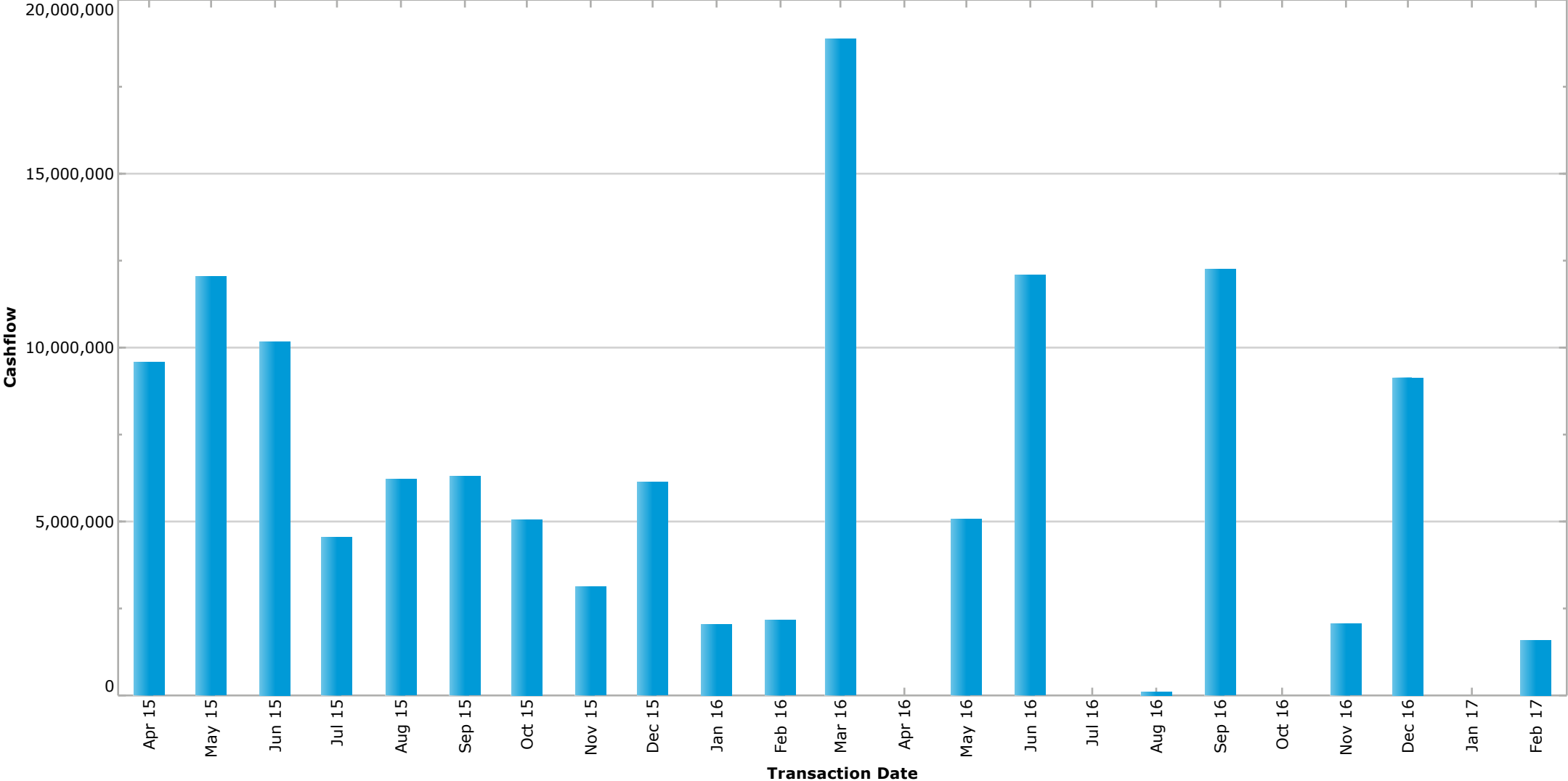
<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
	503194	Westpac Group	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
	503195	Westpac Group	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
				Day Total	-25,500,000.00
20-Mar-15	503202	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-9,000,000.00
				<u>Deal Total</u>	<u>-9,000,000.00</u>
	503203	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-4,500,000.00
				<u>Deal Total</u>	<u>-4,500,000.00</u>
	503204	Westpac Group	Term Deposits	Settlement Face Value - Paid	-9,000,000.00
				<u>Deal Total</u>	<u>-9,000,000.00</u>
	503205	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-9,000,000.00
				<u>Deal Total</u>	<u>-9,000,000.00</u>
	503206	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-4,500,000.00
				<u>Deal Total</u>	<u>-4,500,000.00</u>
				Day Total	-36,000,000.00
24-Mar-15	503241	Bank of Queensland	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
	503242	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
	503243	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
	503244	Commonwealth Bank of Australia	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
	503245	Westpac Group	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>

Current Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
	503246	Westpac Group	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
				Day Total	-18,000,000.00
30-Mar-15	502251	Bankwest	Term Deposits	Interest - Received	5,243.84
		Bankwest	Term Deposits	Maturity Face Value - Received	2,000,000.00
				<u>Deal Total</u>	<u>2,005,243.84</u>
				Day Total	2,005,243.84
				Net Cash Movement for Period	-77,970,653.42

Next Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
1-Apr-15	497127	Bank of Queensland	Term Deposit	Interest - Received	22,630.14
		Bank of Queensland	Term Deposit	Maturity Face Value - Received	2,000,000.00
				<u>Deal Total</u>	<u>2,022,630.14</u>
				Day Total	2,022,630.14
8-Apr-15	502102	Bankwest	Term Deposit	Interest - Received	12,102.74
		Bankwest	Term Deposit	Maturity Face Value - Received	2,500,000.00
				<u>Deal Total</u>	<u>2,512,102.74</u>
				Day Total	2,512,102.74
22-Apr-15	501211	Bankwest	Term Deposit	Interest - Received	21,815.07
		Bankwest	Term Deposit	Maturity Face Value - Received	2,500,000.00
				<u>Deal Total</u>	<u>2,521,815.07</u>
				Day Total	2,521,815.07
28-Apr-15	501281	Bankwest	Term Deposit	Interest - Received	21,267.12
		Bankwest	Term Deposit	Maturity Face Value - Received	2,500,000.00
				<u>Deal Total</u>	<u>2,521,267.12</u>
				Day Total	2,521,267.12
				Net Cash Movement for Period	9,577,815.07



Report No. CM/7.4/15.05



Subject: Progress Report on Council's 2013-17 Delivery Program

Trim File No.: A12/0729

Author: Christine Schlesinger, Manager, Risk & Safety

Director: Arthur Kyron, General Manager

Recommendation:

That Council receives and notes progress to date with the Operational Plan 2014-2015 in delivering strategies as identified in Council's 2013-17 Delivery Program.

1. Executive Summary

This report and the progress review that accompanies it aim to provide a summary of progress with the actions from our 2014 – 2015 Operational Plan as they reflect progress with the strategies identified in the 2013-17 Delivery Program.

Progress can be summarised as follows:

<i>Deliverables for:</i>	<i>Percent of Deliverables Meeting Target</i>
Sustainable Community	96%
Sustainable Living	94%
Sustainable Environment	94%
Sustainable Governance	82%

2. Introduction/Background

Section 404(5) of the Local Government Act 1993 requires that the General Manager ensure regular reports are provided to the Council on progress with respect to the principal activities detailed in its Delivery Program. Program reports must be provided every six months.

The annual Operational Plan is a one-year version of the Delivery Program. We have therefore chosen to report on progress with actions from the Operational Plan as a measure of how well we are moving forward with the Delivery Program and ultimately with progress in the directions from the Community Strategic Plan 'Waverley Together 3'.

Council's planning is based on a long term community strategic plan, Waverley Together 3, which sets out the community's vision for Waverley in 2025 as well as long term aspirations for our city and the directions that Council needs to pursue to help achieve these. In accordance with the legislation, sitting under the Community Strategic Plan is a four year Delivery Program and a one year Operational Plan (See diagram below).



The Delivery Program is Council's commitment, during its four year term of office, on what it is going to deliver to the community to assist them to achieve the directions set out in the Community Strategic Plan. This report constitutes the third progress report on the implementation and progress of the Delivery Program 2013 – 17 which is Council's second Delivery Program as required under the provisions of Integrated Planning and Reporting.

The one year Operational Plan, which is a sub-plan of the Delivery Program sets out the activities (services and projects) being undertaken by Waverley Council in the financial year to progress what the Delivery Program is to deliver.

Our approach to using the Operational Plan actions for reporting on the Delivery Program is in line with comments from the Integrated Planning and Reporting Manual for Local Government in NSW (March 2013), which states (at page 119) that the *'the Operational Plan is a sub set of the Delivery Program – not a separate entity so the Delivery Program and the Operational Plan need to be wholly complementary'*.

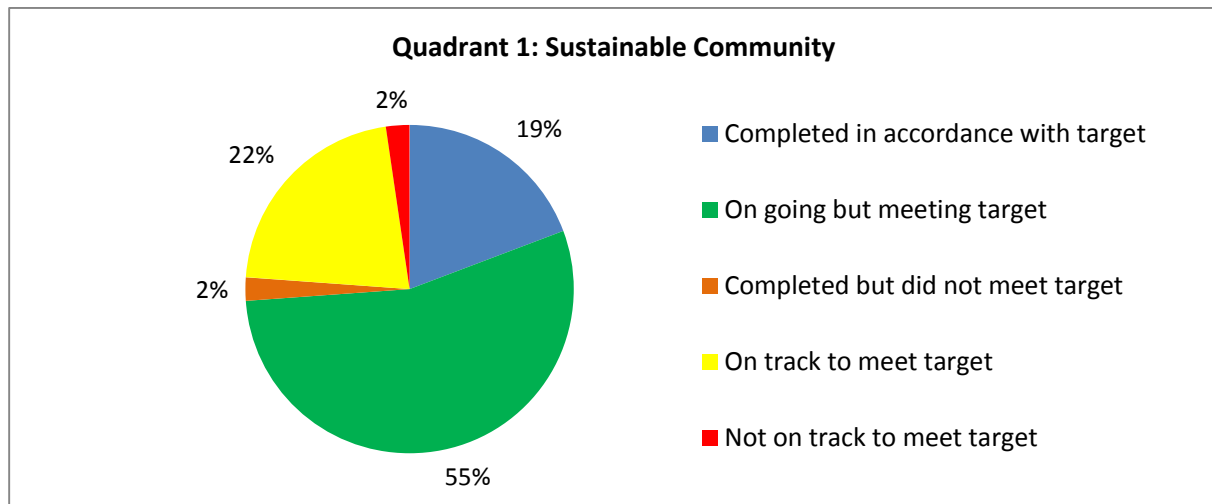
2.1 Relevant Council Resolutions

There are no previous relevant Council resolutions.

3. Discussion

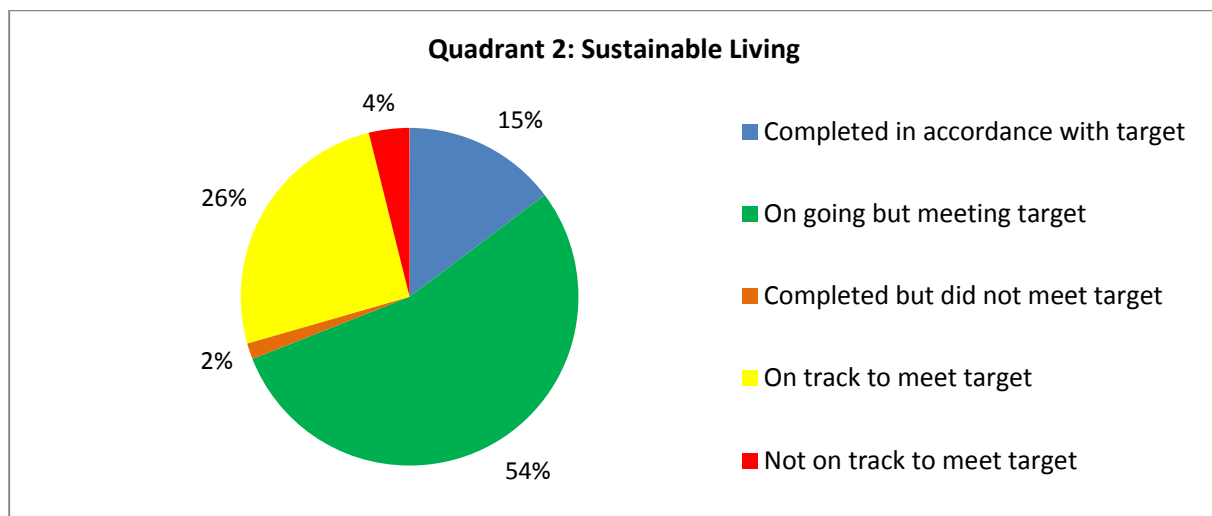
This review suggests that good progress has been made with Operational Plan actions against the targets set.

A breakdown on achieving the deliverables within each Quadrant is set out in the graphics below:



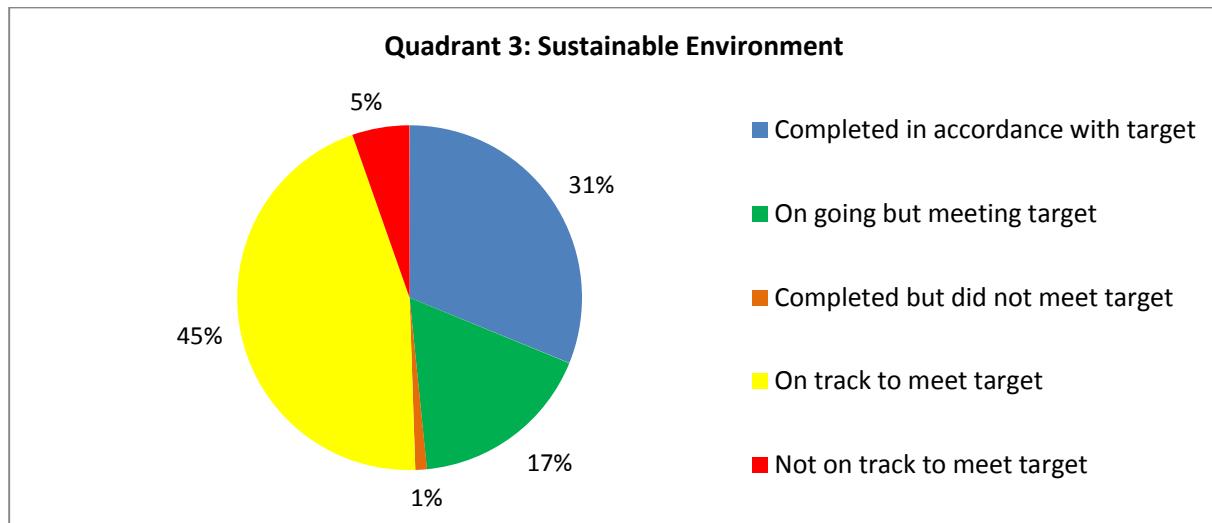
The **Community** Quadrant has achieved 96% of deliverables that are ongoing but meeting target, on track to meet target or completed in accordance with target. This leaves only 4% of deliverables that are not on track to meet the target or were completed but not in accordance with the target. Targets that were not met or will not be met are due to:

1. Decreasing uptake of specified services – Cemetery and Library.
2. Delay in provision of online services relating to implementation of Council’s IT Strategy and digital business model.



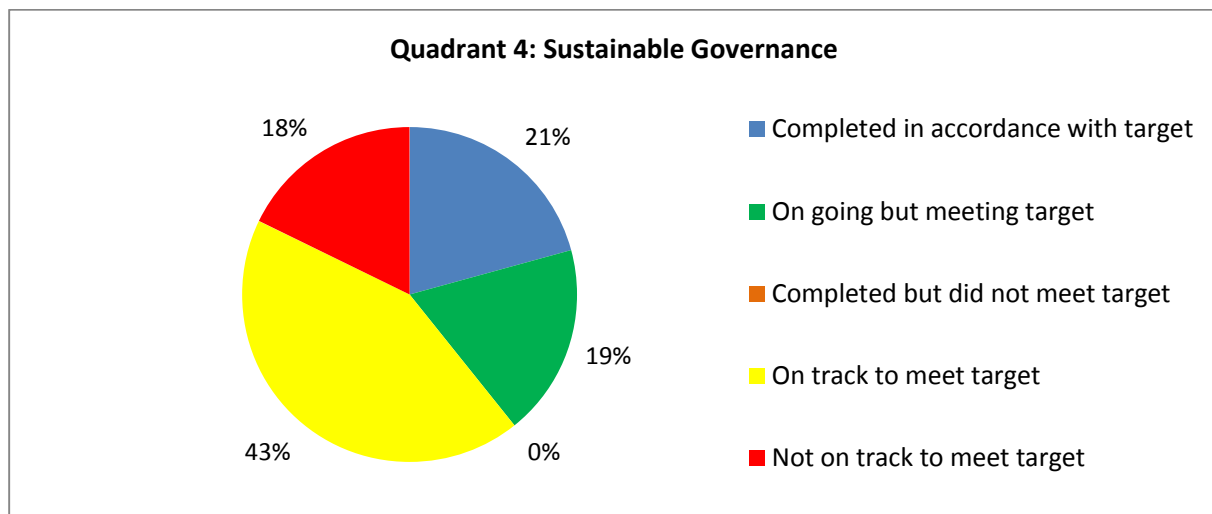
The Sustainable **Living** Quadrant is tracking at 94% with deliverables either ongoing but meeting target, on track to meet target or completed in accordance with the target. Deliverables that are not on track to meet the target or where targets were not met are due to:

1. Delays due to the development and implementation of new Economic Development Strategy.
2. Projects on hold whilst IT Strategy and the digital business model is finalised.



The Sustainable **Environment** Quadrant is rating at 94% for deliverables either ongoing but meeting target, on track to meet target or completed in accordance with the target. This Quadrant reports that 6% of activities are not on track to meet targets or were completed but not in accordance with the target for the following reasons:

1. Project delays due to ground contamination.
2. Projects delayed until finalisation of key studies and plans.



The Sustainable **Governance** Quadrant is tracking at 82% of its deliverables ongoing but meeting target, on track to meet target or completed in accordance with the target. Deliverables that will not be completed this financial year are due to the following:

1. A new Learning & Development Program is being created – to be implemented in 2015-2016.
2. Projects deferred till completion of practice and process reviews.
3. Projects on hold till completion of IT Systems Review and implementation of a digital business model.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction:	G8 – Community information assets are well secured and managed in an accessible way.
Strategy:	G8 b – Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy.
Deliverable:	All reports required by legislation or requested by Government departments and agencies provided.

5. Financial impact statement/Timeframe/Consultation

Financial

Actions in the Operational Plan 2014-2015 are included in the budget adopted when the Plan was adopted by Council in June 2014. Funding to implement the Delivery Program over its term is based on the resourcing strategy that supports the Delivery Program. This includes our long term financial plan, work force plan, strategic asset management plan and environmental action plan. The components of the resourcing strategy have also been adopted by Council.

Consultation

Operational Plan progress is based on information provided by Directors and Executive Managers across Council.

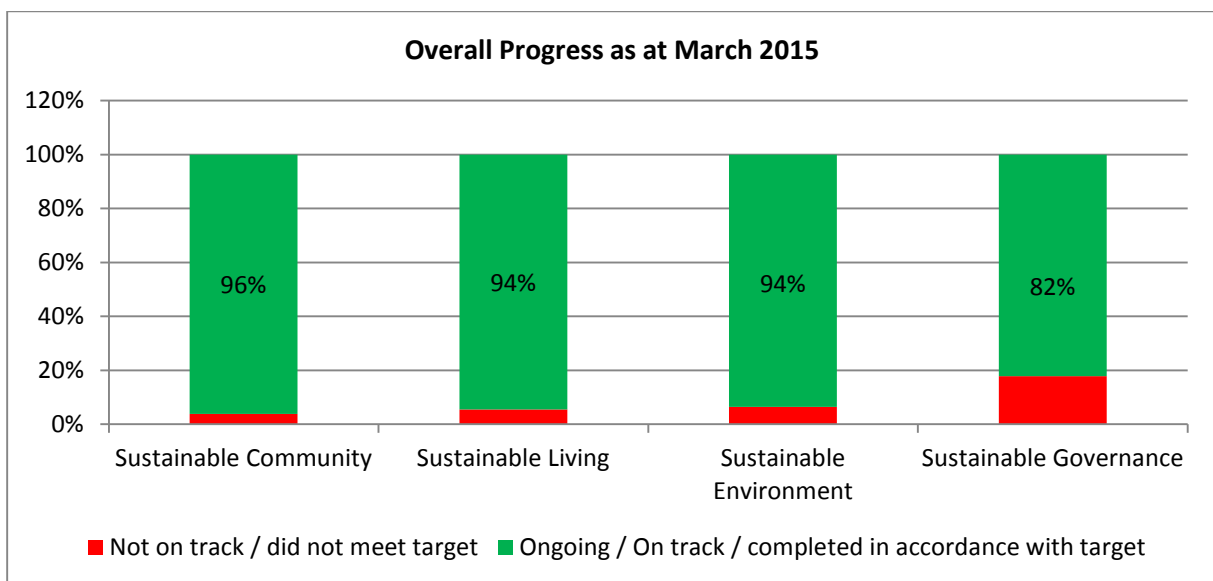
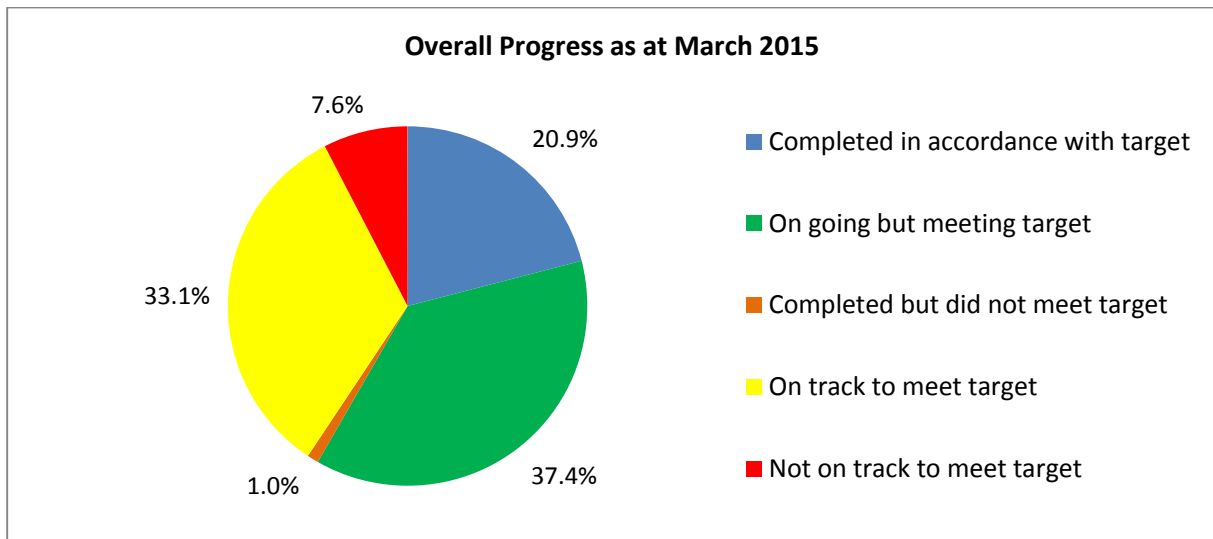
Timeframe

This progress review covers the period 1 July 2014 to 31 March 2015. This constitutes the third report on progress with the implementation of Council's second Delivery Program (Delivery Program 2013-17). The next report on progress will be provided to Council in August 2015.

6. Conclusion

The chart below demonstrates that the majority of deliverables in the Operational Plan either have been completed or will be completed in accordance with their target. Despite the organisational restructure in June 2014, the organisation as a whole appears to be tracking at an overall 92% of delivery for the financial year.

A snapshot of reasons for deliverables not meeting their targets or not tracking to meet the target can be found in the Quadrant summaries however the more comprehensive results are contained in the body of the Six Monthly Progress Review (attached).

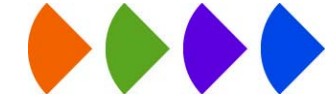


The above chart shows how the four Quadrants scored in comparison to each other. It demonstrates very positive results for Council with a four Quadrant average of 92% achieving or on target to achieve their deliverables.

This is the first progress report for the Operational Plan 2014-2015.

7. Attachment/s:

1. Delivery Program 2013-17 Six Monthly Progress Review – March 2015.



Sustainable Community

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

PROGRESS INDICATOR

1 – Completed in accordance with target	(26)
2 – On going but meeting target	(71)
3 – Completed but did not meet target	(2)
4 – On track to meet target	(28)
5 – Not on track to meet target	(3)

Directions

- C1** Waverley's cultural heritage and diversity is recognised, protected and respected.

- C2** The community is welcoming and inclusive and people feel that they are connected and belong.

- C3** Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley.

- C4** Community support services continue to be targeted to and accessible by those who need them most, including children and young people, older people and people with a disability.

- C5** People feel safe in all parts of Waverley.

- C6** Arts and cultural activities foster an involved community and a creative environment.

- C7** Health and quality of life are improved through a range of recreation and leisure opportunities.

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Planning for a diverse and tolerant community	Monitor and report on community demographics and trends eg. Cultural diversity, age, households, families, owners and renters in Waverley RCP	EM Caring	Report as needed	June 2015	2	
	Implement recommendations of the Cultural Diversity 2010 - 2014 Action Plan report on progress	EM Caring	Access and equity report completed	September 2014	1	
A coordinated program of social, recreational and cultural events targeting diverse groups	Provide a program of events & activities at various locations in Waverley	EM Enriching	Number of events & programs supporting multiculturalism and Indigenous culture provided annually	Six	4	
	Provide a program celebrating local history and heritage		Number of events/programs supporting local heritage	Four	4	
	Provide events & promotions targeting culturally and linguistically diverse people and Aboriginal and Torres Strait Islander communities		Number of events & promotions supporting multiculturalism and Indigenous culture provided annually	Five	4	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley	Develop partnerships with internal and external stakeholders to facilitate inclusion of multicultural and Indigenous groups	EM Caring	Number and type of partnership activities to strengthen multiculturalism and Indigenous culture provided annually	One	1	
Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage	<p>Maintain Waverley and South Head Cemeteries</p> <p>Investigate fencing and security options for Waverley and South Head Cemeteries</p> <p>Maintain allotments where maintenance agreements are in place</p> <p>Market maintenance agreements for allotments</p> <p>Provide information about the cemeteries</p> <p>Facilitate searches of cemetery records</p>	EM Clean & Attractive	<p>Number of maintenance agreements for allotments is steady or increasing</p> <p>Number of instances of vandalism in cemeteries is steady or decreasing</p>	<p>> 11,000 (including perpetual care agreements)</p> <p>< One instance per week</p>	<p>5</p> <p>2</p>	<p>The number of families agreeing to site maintenance agreements has been steadily decreasing over the the year due to a belief that our staff will maintain and some indicating that they would rather maintain the allotment.</p>

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Affordable and accessible community facilities	Provide a community garden for use by residents and community organisations who lack access to a garden	EM Caring	Build on member numbers	Increase membership	2	
A coordinated program of social, recreational and cultural events targeting diverse groups	Provide a coordinated program of events for identified target groups including children, youth, seniors ,multicultural groups and people with disabilities. Program to include music, exhibitions, festivals, workshops and special events at Council venues. See deliverable under C1a	EM Caring	Number of programs/ events for different target groups provided annually Number of participants per year.	Minimum 50 Council events/ activities and 8 programs per year.	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Provide a range of venues and places for hire and accessible to the local community and corporate sector.	Coordinate regular hirers of community venues to provide a varied program of activities and services to the community.	EM Enriching	Usage levels	June 2015	2	
Market and promote facilities and resources	Regular review & update communications material.		Materials updated annually.	June 2015	4	
Accessible cemetery services for interments, memorials and associated ceremonial activities	Provide interments and associated services	EM Clean & Attractive	Number of interment services provided at our cemeteries annually is steady or increasing	> 172 per year	4	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Programs which encourage volunteering including civic pride and bush care that enhance community cohesion	Continue a diverse program to recruit volunteers for community organisations and to assist Council services in their volunteer recruitment drives	EM Caring	Continued support of volunteer based services, create volunteering projects as opportunities arise.	100% Supported	2	
	Support community gardening activities and report to Council on Public Gardening Policy trial recommendations.		Number of workshops per year	Minimum of six	2	
	Provide a program of Recognition & Awards (Garden Awards, Local Hero and Volunteer Breakfast)		Number of recognition events	Two	2	
	Continue shared garden program and other civic pride initiatives continued		Number of sites initiated in partnership with volunteers	Two	4	
	Support bushcare program through skills and capacity development, promotion and recruitment	EM Sustainable	Regular / workshop / meetings to support bushcare program	June 2015	4	
	Develop guidelines for placement of signage and memorials in parks and open spaces to support implementation of Council's Sponsorship and Donations Policy.					

Sustainable Community

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

Deliverable	Actions	Sub service/ reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A vibrant and relevant Library space that meets user needs	Implement and upgrade Library spaces	EM Enriching	Implementation of schedule stages in revitalisation plan	December 2014	1	
Programs, events and activities that meet community needs and interests	Implement annual schedule of events, public programs, exhibitions and activities Implement Waverley Library NIB Literary Award	EM Enriching	Annual activities program produced and delivered. Successful delivery of annual award program	December 2015	4 2	
Current and relevant Library collections and services	Provide collections which are relevant and responsive to community demands Implementation of new improved Library web pages Increase community access to library e resources	EM Enriching EM Enriching	Number of Library members Number of loans per year Number of visits in person in the library Webpages upgraded Visits via Library website Number of e books and e audio books held and loaned Service level established	>28,000 >500,000 p.a. 450,000 p.a December 2014 >50,000 p.a Number held > 2,000 Number loaned > 3,500 December 2014 >20,000	5 4 4 3 4 4 4	Decreasing memberships is a trend throughout the public library network currently. More use of in-house & remote services is very evident. Promotion of services will be taking place in the coming months. Web site upgrade funding and project plan is due for completion by December 2015.

Sustainable Community

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

Deliverable	Actions	Sub service/ reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A range of relevant and reliable information and technology services	Increase community access to library e resources	EM Enriching	Add 1,000 new e resources	June 2015	4	
Stronger connections and partnerships with the community that encourage participation in the Library and its services and promote the Library as a community learning hub	Complete a survey of patron usage and expectations of services in the reference library	EM Enriching	Survey completed	December 2014	1	
Market and promote Library services, facilities and resources, including e-resources	Develop Library marketing strategy	EM Enriching	Developed Marketing strategy and implementation commenced	June 2015	4	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Planning controls that support the provision of affordable housing through WLEP 2012 CI 4.4(b) or monetary contributions generated by Voluntary Planning Agreements towards affordable housing.	Review development applications relating to the use of CI4.4(b) in WLEP 2012, the use of VPAs or applications under the Affordable rental Housing SEPP	EM Shaping	Number of affordable housing units in Council ownership	Retain or increase	2	
	Implement planning controls that seek to retain existing affordable housing		Percentage of new affordable housing recommendations implemented	100%	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Social housing for older people, people with a disability and families on low to middle incomes	Provide a range of social housing options	EM Caring	Number of social housing units	54 units or more	2	
	Where possible acquire additional units of social housing		Ensure Program operations are efficient and effective	Report program performance annually	2	
	Develop and implement annual asset maintenance plan		Plan is implemented within the year	June 2015	2	
Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA	Provide a range of affordable housing options	EM Caring	Number of affordable housing units in Council ownership	22 units or more	2	
	Invest affordable housing reserves in additional stock for the program		Report to Council	February 2015	2	
	Where possible acquire additional units of affordable housing		Annual Report performance	June 2015	2	
	Collect data on tenant profile for social and affordable housing					

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A working group to develop local and regional partnerships to address homelessness	Convene meetings of the Waverley Homeless Coalition to respond to Federal and State Government initiatives , and develop local strategies to address homelessness	EM Caring	Number of partnerships that support needs of homeless people	At least three	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
High quality affordable long day care and family day care for children aged birth to five years and holiday and recreational programs for preschool children	Provide long day care for children aged birth to five years	EM Caring	% of long day care places utilised	97% per annum	2	
			Number of children in long day care per day	Minimum of 275	2	
			Percentage of services maintaining National Quality Standards	100%		
			Satisfaction score from annual early education centre and family day care services user survey.	At least 75%	2	
	Provide family day care for children aged birth to five years		Number of full time equivalent children in family day care per week	December 2014	1	
	Provide holiday and recreational programs for preschool children		Number of preschool children in holiday programs	At least 20 per program	1	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Support to families and their children aged from birth to five years including parenting programs and counselling	Provide specific support to families and their children aged from birth to five years	EM Caring	Number of families in parenting education & support programs annually	At least 80	2	
	Coordinate a program of parenting education and support programs		Number of places provided for children with additional needs annually	At least 25 places	2	
	Provide places in Council's Early Education Centres for children with additional needs		Number of families in case management and/ or counselling annually	At least 40 families	2	
	Provide family case management and counselling		Number of community participants at the 'Transition to School' forum	100 participants	2	
An increase in the number of child care places provided by Council	Increase number of places for children available in the Family Day Care program	EM Caring	Number of additional family day care places	20 additional places	1	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Recreational, educational and social initiatives for young people	Provide a coordinated school holiday program for school children of all ages	EM Caring	Number of holiday programs delivered per annum	Four	2	
			Qualitative satisfaction survey with benchmark target to be developed	Survey completed March 2015	2	
High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion	Implement Council's external review of the Seniors Centre and meals on wheels service models Provide a Waverley Home Library Service Provide activities and events for older people at Bondi Pavilion	EM Caring EM Enriching	Recommendations implemented	December 2014	1	
			Number of Home Library Service users and loans per annum	>140 >15,000 p.a.	4	
			Satisfaction rating on biennial client survey	>80%	4	
			Number of programs at Bondi Pavilion per month	Average of four per month.	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Services for the over fifties including a seniors centre that offers recreational, physical, educational and social activities	Operate the Waverley Community & Seniors Centre and provide a varied program , activities and events for older people.	EM Caring	Average monthly attendance at Seniors Centre maintained or increased	1700 per month	2	
			Number of programs/ activities provided per week at Seniors Centre for older people	At least 25	2	
Services to adults with mild intellectual disability to promote independent living	Provide a program of classes and courses aimed at improving independent living skills for people with mild intellectual disability	EM Caring	Number life skills courses held annually	12	2	
Individual support and medium term accommodation places for people with mild intellectual disability	Provide subsidised rental accommodation places for people with intellectual disability.	EM Caring	Number of people with intellectual disability provided with subsidised rental accommodation places	9	2	
Individual support and medium term accommodation places for people with mild intellectual disability	Provide individual and group support and case management services for people with mild intellectual disability		Number of people with mild intellectual disability provided with support annually	20	2	
			Satisfaction rating on annual client survey	Minimum of 90%	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
	Manage changes related to funding reform Adapt service finding process in response to state and federal funding changes.	EM Caring	New funding agreements signed	5	1	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide subsidised accommodation for identified groups	EM Caring	Percentage of subsidised accommodation provided to priority groups including Bondi Beach Cottage, Bridge Housing, Grace Child Care Centre, Junction House, Kindamindi, Bondi Toy Library, Playgroups, ECHO Neighbourhood Centre, EATS (Eastern Area Tenants Services), Computer Pals, Waverley Drug & Alcohol Centre, Randwick/ Waverley Community Transport, WAYS Youth Service	100%	2	
	Implement new tenancy arrangements according to Council Community Tenancy Policy	EM Enriching	New agreements implemented as leases/licenses fall due	June 2015	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide support and resources to services/community groups and interagencies to improve planning and quality programs for specific target groups as per service agreements with the State Government	EM Caring	Activities including forums, training sessions and directories as agreed	Seven	2	
	Maintain and enhance communication via Council's website through e newsletters.		Number of e newsletters per year	2 e - newsletters a year	1	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide funding through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally	EM Caring	Level of funding provided annually through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally delivering cultural, recreational and social outcomes	<p><u>Family & Community:</u> Bondi Beach Cottage (up to \$7,615) Community Transport (up to \$17,240) Norman Andrews House (up to \$35,770) Minefields (\$350) EATS (Up to \$15,940)</p> <p><u>Children:</u> Bondi Toy Library (up to \$20,000) OSH Services (up to \$2,410) Francis St Playgroup (\$865)</p> <p><u>Youth:</u> WAYS (up to \$70,310) Bondi Outreach Service (up to \$46,600)</p> <p><u>Older People and those with a Disability:</u> JNC for ECHO (up to \$17,880) Junction House (up to \$36,400)</p>	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide funding through the small grants program for community groups delivering cultural, recreational and social outcomes	EM Caring	Level of funding provided annually through the small grants program for community groups delivering cultural, recreational and social outcomes	Up to \$80,000	2	
	Monitor Community Grants Program recipients to ensure their funding and support provided meets social outcomes identified in WT3.		Percentage of grant recipients who meet strategic Planning priorities	100%	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Up to date and accessible community profile and demographic information	Ensure Council's online profile is maintained and updated.	EM Caring	Reviewed and updated annually	September 2014	2	
Documented research on key issues including safety, housing, children, ageing	Completed social planning research for identified priority issues including Older Persons Housing Needs.	EM Caring	Number of social planning research reports completed and published to Council's web site annually	Two	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Implementation of Community Safety Plan	Work with Police on community safety initiatives	EM Safe	Meetings or workshops held per year	4	2	
	Safety audits of Bondi and Bondi Junction Place undertaken and actions implemented		Number of safety audits of Bondi and Bondi Junction undertaken annually	At least two	2	
	Issues from audits that require attention actioned		Condition and location of alcohol free zone signs audited	October and April annually	2	
	Alcohol free zones signs audited and maintained as required					
A summer strategy for Bondi to promote a safe and enjoyable environment at peak times	Safe Summer program implemented, including safety initiatives, crowd management, events and promotion.	EM Safe	Safe Summer Initiative evaluated annually	Annually	2	
Investigate closed circuit TV	Working group to continue further investigations of closed circuit TV in key Waverley locations.	EM Safe	Report to Community Safety Advisory Committee	November 2014	1	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Support for the operation of a Community Safety Committee	Initiate, contribute to and support community safety programs and activities with reference to Waverley's Community Safety Plans.	EM Safe	Composition of Community Safety Advisory Committee includes a broad range of groups that are representative of the community	Representation includes Police and at least three other community interest groups	2	
Provide emergency management including support for Waverley/ Woollahra SES	Provide accommodation and other support for Waverley/ Woollahra SES Meet regularly with Waverley/ Woollahra SES Controller Maintain up to date Disaster Management Plans	EM Safe	Disaster Management Plan (DISPLAN) reviewed and kept up to date	100%	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A Lifeguard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches	Roster Lifeguards for year round operations at Council's beaches	EM Safe	Number of lives lost by drowning on Council's beaches annually	No Drownings	2	
	Undertake patrols of beaches to maintain surf safety		Number of serious injuries on Council's beaches annually	Less serious injuries than previous year	2	
	Undertake rescues, provide first aid and Customer Service on Council's beaches		Number of rescues undertaken on Council's beaches annually compared to number of users	Less rescues per 10,000 users than previous year	2	
	Work with surf life saving clubs and volunteer lifesavers		Percentage attendance by volunteer surf life savers on weekend and public holiday	100%	2	
	Recruit and provide induction and training for Lifeguards for summer season					

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A program of Surf Awareness/ Education Programs	Develop Surf Awareness/ Education Programs Present Surf Awareness/ Education Programs Review the format, content and provision of Surf Awareness/ Education Programs presented	EM Safe	Number of surf education programs including initiatives for targeted vulnerable groups presented each year	At least 10 programs including one for targeted vulnerable groups	2	
Financial and other support to surf lifesaving clubs in the Waverley area for volunteer lifesaving programs	Provide support to surf lifesaving clubs in the Waverley Support facilitation of works at Surf Clubs	EM Safe	Level of funding or other support provided annually to surf lifesaving clubs in the Waverley area Facilitate communications between Surf Club and Council.	= or > previous year As required	2 2	

Strategy: C5d Assist in the maintenance of public health

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Health, food and hygiene inspections undertaken	Undertake inspections of registered food premises Undertake inspections of registered hair and beauty premises	EM Safe	Percentage of inspections undertaken compared to number of premises that require inspection	> 80% subject to resource availability	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A diverse and exciting range of arts and cultural events across Waverley	Provide arts and cultural events across Waverley including events provided in collaboration with external organisations	EM Enriching	Number and type of arts and cultural events held annually	At least 40	2	
	Provide support to community organisations delivering cultural community benefits that align with Council priorities		Participant surveys	80% satisfaction	2	
			Number of collaborative arts and cultural events held annually supported by Waverley Council	20	2	
Financial and other support to arts and cultural programs in the Waverley area	Provide funding through the Community Grants Program to cultural organisations	EM Caring	Level of funding annually to arts and cultural programs in Waverley	Up to \$7,870 for Waverley Band and Waverley Philharmonic Orchestra	1	
				\$10,465 to Sculpture by the Sea	1	
				\$5000 for Mayor's Prize at Sculpture by the Sea	1	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial and other support to arts and cultural programs in the Waverley area	Fund Waverley Art Prize annual competition at Waverley School of Arts	EM Enriching	Level of funding annually to arts and cultural programs in Waverley	Up to \$8176 to Kiteflyers Association	1	
	Work in Partnership with Waverley Woollahra Art School for the planning and delivery of Waverley Art Prize			Up to \$8,000 for Waverley Art Prize – Review	1	
	Report on the delivery of key milestones for the Resident Theatre Program funding		Level of funding and in kind support provided annually to resident theatre company depending on agreement	Up to \$75,000	1	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Implementation of Arts Plus Plan	Deliver Arts Plus Implementation Plan	EM Enriching	Number of arts, entertainment and cultural initiatives developed annually from Arts Plus	One	2	
	Deliver the Artist in Residence Program		Number of artists involved in program	Minimum of 6 per annum	2	
Funding sought from other levels of government and business to develop and provide arts, entertainment and cultural events in Waverley	Develop and submit submissions for funding and awards to celebrate and support arts and cultural events	EM Enriching	Number of successful grants and awards applied for	3	2	
	Encourage arts and cultural support and partnerships with local businesses		Number of proposals presented	At least ten	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Art in the public space	Support Public Art Committee Maintain public art inventory and develop public art maintenance plan Implement Public Art Policy including development of Public Art Masterplan and review of Public Art in the private domain guidelines.	EM Enriching	Percentage of actions within adopted plan that are implemented annually Public art inventory and maintenance plan complete Public Art Master plan adopted by Council Percentage of public art in private domain projects in identified developments Relevant Public Art Committee work plan actions are implemented	December 2014 February 2015	1 3	The Plan was adopted in March 2015
A public art trail in Waverley	Further develop and promote Public Art Trail.	EM Enriching	Plan completed, promotional material finalised and available to the public	December 2014	1	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Support, advice and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities	Provide support and advice to assist artists and others to hold arts and cultural events and activities	EM Enriching	Number of events supporting artists	12	2	
			Consult & Evaluate if its effective	Evaluation complete	4	
	Provide a range of affordable and accessible venues to assist artists and others to hold arts and cultural events and activities		Percentage of available venue hire hours in Library exhibition areas, School of Arts and Bondi Pavilion used as a percentage of hours available	Library: >70% Bondi Pavilion & School of Arts: > 50%	4	
	Support creative industries development activity in Waverley in support of Waverley's economic development strategy.		Number of new creative industry development initiatives implemented.	2	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)	
Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces	Adopt Bondi Beach, Park and Pavilion Plan of Management.	EM Creating	Plan in place	June 2015	1		
	Develop an Open Space Strategy		Open Space Strategy Completed	June 2015	1		
Sustainable, well maintained and well used recreation facilities	Provide management systems to implement licences and conditions for use of recreation facilities	EM Enriching	Process documented and licenses completed	June 2015	4		
	Finalise outstanding trials of dog exercise zones	EM Safe	Completed, management ongoing	December 2015	1		
	Deliver Margaret Whitlam Recreation Centre plans and policies to ensure a facility of best practice	Review the provisions of exercise stations	EM Enriching	Website updated and new signage finalised	June 2015	4	
				Report delivery against Margaret Whitlam Recreation Centre key performance indicators	June 2015	4	
				Project Completed	June 2015	4	
				Project Completed	November 2014	1	
Review of open space hire guidelines							
2008 Recreation Needs Study implemented	Continue to implement priority actions in relation to recreation facilities in Waverley	EM Safe	Percentage of priority actions for the Recreation Needs Study complete	100%	2		

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Recreation opportunities provided in response to community needs	Carry out activities which support local sport and recreation groups	EM Safe	Mayor's Bowls Cup delivered	September 2014	1	
			Club development opportunities promoted & delivered.	June 2015	2	
	Develop recreation opportunities that reflect community diversity at the Margaret Whitlam Recreation Centre.		Sport court and centre usage numbers	80% of available hours (sports court) 30,000 visits p.a.	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Active and passive recreation facilities provided on Council land or through joint ventures	Finalise arrangements of potential for tennis and or Netball court operations in Waverley Park	EM Safe	Report to Council	December 2014	1	
Sporting fields and other active recreation facilities upgraded	Reconstruct Bocce Court depending on funding	EM Safe	Completion within 3 months of commencement	December 2014	5	Due to commence June 2015
	Improve lighting in Waverley Park		Within schedule to allow other works	June 2015	2	
	Develop a masterplan for Rodney Reserve upgrades for the purpose of community consultation.		Master Plan developed	June 2015	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Playgrounds upgraded	Implement Playground Strategy (to be adopted)	EM Safe	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable June 2014	2	
Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	Undertake works arising from Park Plans of Management (POM)	EM Creating	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4	
	Implement Bondi Park and Beach plan of management		Finished cost for projects & time to complete compared to agreed budget & timetable	With + or – 10% of agreed budget & completed within 6 months of agreed timetable.	4	
	Develop Parks signage and way finding strategy		Strategy completed	June 2015	4	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	Detailed design and construction of amenity building, Waverley Park	EM Clean & Attractive	Finished cost for project and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable completed	1	
	Implement promenade seating project in Tamarama Park	EM Creating	Finished cost for project and time to complete compared to agreed budget and timetable	Finished cost is within + or – 10% of agreed budget and completed within 6 months of agreed timetable completed.	4	

Sustainable Living

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

PROGRESS INDICATOR

1 – Completed in accordance with target	(19)
2 – On going but meeting target	(70)
3 – Completed but did not meet target	(2)
4 – On track to meet target	(33)
5 – Not on track to meet target	(5)

Directions

- L1** Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.

- L2** Visitors and tourists are welcomed and make a positive contribution to the community and economy.

- L3** Waverley's public places and spaces look and feel good.

- L4** The unique physical qualities and strong sense of identity of Waverley's villages is respected and celebrated.

- L5** Buildings are well designed, safe and accessible and the new is balanced with the old.

- L6** Streets are safe and vibrant places which facilitate movement and interaction.

- L7** People frequently walk and ride their bikes, particularly for local trips.

- L8** Improved quality, integration and increased frequency of public transport in Waverley.

- L9** Parking, both on-street and off-street, is equitably accessed and effectively managed.

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Initiatives implemented to encourage visitation and stimulate economic activity	Annual marketing and promotions plan developed and implemented to enliven public open spaces and encourage visitation to Bondi Junction	EM Shaping	Number of initiatives implemented to encourage visitation	At least 4	2	
	Conduct Pedestrian Count on Oxford Street Mall		Number of pedestrian counts on Oxford Street Mall	1 Pedestrian Count	2	
	Review Oxford Street Mall outdoor markets licence and activities		Frequency of meetings held with operator	Quarterly	2	
	Produce seasonal banner displays in Oxford St Mall		Number of banner changes	At least 4	2	
	Undertake lighting and risk audits at night on Oxford Street and Waverley Street Malls	EM Enriching	Number of audits conducted	2 annually (November and May)	2	
	Encourage use of Oxford Street Mall for commercial and community promotional activities		Number of permits issued	At least 20	2	
	Manage and issue permits for activities		Policy submitted to Council for approval	June 2015	4	
	Review Oxford Street Mall policy for approval by Council					

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Improved communication with major Bondi Junction stakeholders	Support and attend meetings of the Waverley Business Forum Meet with Bondi Junction business stakeholders regularly	EM Shaping	Number of business forums, Chamber of Commerce, BEC and other business group attended annually	At least three business forum meetings and six other meetings with other business stakeholders per annum	2	
Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process	Development applications for works within the private and public domain in Bondi Junction commercial precinct assessed against relevant “Place Making Principles” and guidelines in Part F1 of Waverley DCP 2006	EM Building	Percentage of development applications assessments for major private developments that applied ‘Place Making’ principles within Bondi Junction commercial precinct	100%	2	
Bondi Junction Complete Streets study adopted, recommendations implemented	Bondi Junction complete streets recommendations implemented	EM Creating	Recommendations implemented as per schedule	100%	4	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	<p>Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved</p> <p>Enforcement of development approvals and building work compliance</p>	EM Creating	Change in complaints received in relation to of public domain works and private development works in Bondi Junction from base year 2009-10	< than base year	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Initiatives and programs implemented to increase visitation and economic activities	Annual marketing and promotions plan to increase visitation and economic activity developed and implemented	EM Shaping	Number of initiatives implemented to encourage visitation	At least 3	2	
	Advise businesses of sponsorship and participation opportunities associated with activities and promotions		Number of business who sponsor or participate in programs and activities	At least 4	2	
Well utilised, integrated and welcoming public and private domains in Bondi achieved through the development approval process	Assess and approve development applications for Bondi place making in line with Councils planning controls and policies	EM Building	Percentage of development applications assessments for major private developments that applied 'Place Making' principles within Bondi's commercial precinct	100%	2	
Public domain works undertaken as part of overall Design Framework for Bondi Beach	Undertake Bondi Beach Design Framework public domain works Performance against budget and delivery timeline monitored closely and variances reported	EM Creating	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved	EM Creating	Change in complaints received in relation to of public domain works and private development works at Bondi Beach from base year 2009-10	Less than base year	2	
	Enforcement of development approvals and building work compliance	EM Building	Percentage of complaints investigated to agreed service standards timetable	100%	2	
Sustained and diverse mix of commercial activity	Conduct Business Occupancy and Tenancy Mix Audits to monitor trends and identify gaps	EM Shaping	Business Occupancy and Tenancy Mix Audits conducted	At least 2	2	
	Promote diverse range of business operating in commercial areas and villages		Number of promotions	At least 2	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Programs and initiatives implemented to sustain visitation levels and commercial viability	Annual marketing and promotions plan to increase visitation and economic activity developed and implemented	EM Shaping	Number of initiatives implemented to encourage visitation	At least 3	2	
Up to date and accessible business start-up and development information on Council's business webpage	Business Page on Council website to provide relevant information and links to relevant Council areas and forms, rules and regulations to meet business needs	EM Shaping	Business Page audited regularly	At least 4 audits	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Programs, activities and events enliven public places	Initiatives and programs implemented to increase visitation, economic activity and employment opportunities	EM Enriching	Range of activities implemented public places in commercial centres	At least 3	2	
	Undertake surveys to measure level of community and visitor participation		Community and visitor participation in programs and activities	At least 1	1	
	Manage outdoor markets and mobile vending licenses and activity in Bondi.		Licence compliance and requirements implemented	100%	4	
	Manage and issue permits for commercial and community activities in commercial centres		No of permits issues	At least 50	4	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Visitor information promotes shopping, dining and recreational experiences.	<p>Visitor information marketing and material to promote diversity of shopping areas, dining, cultural and recreational experiences available</p> <p>Visitor information page and on-line resources audited regularly to ensure relevance</p>	EM Shaping	<p>Number of marketing material, guides and maps produced</p> <p>Information on visitor information page is timely and relevant</p>	<p>At least 2</p> <p>100%</p>	<p>5</p> <p>5</p>	To be included in the Economic Development Strategy
Programs and events benefit both visitors and the local community.	<p>Support tourism research to identify Bondi demographics to inform development of tourism programs and initiatives.</p> <p>Deliver and manage a range of Council and Commercial events to suit a range of interests</p> <p>Develop and deliver a program to increase winter visitation levels in Bondi.</p> <p>Manage Wayfinding signs contents (map and information posters) in Bondi, Bondi Road and Rose Bay</p>	<p>EM Shaping</p> <p>EM Enriching</p>	<p>Tourism research undertaken</p> <p>Public place events addressed in accordance with Council's Events Policy</p> <p>Winter program implemented</p> <p>Signs audited annually</p>	<p>1</p> <p>At least 3</p> <p>100%</p> <p>100%</p>	<p>1</p> <p>4</p> <p>4</p> <p>2</p>	
Regular communication with tourism providers and organisations	Attend meetings with tourism providers and organisations	EM Shaping	Number of meetings attended	At least 4	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Visitor management and safety program implemented.	Develop and implement summer safety and education program "My Bondi Summer"	EM Enriching	Summer visitor management and education program implemented	1	1	
	Review Bondi Beach WiFi trial and investigate opportunities for other locations		Report to Council	October 2014	1	
Safety and environmental messages are visible to and accessible to visitors and tourists at Waverley's beaches	Replace and/or upgrade signage in commercial areas as required by Place Management Audit	EM Safe	90% of signs replaced	June 2015	2	
	Distribute brochures and safety information available to visitors at information centres and tourism associated businesses		Number of distribution outlets	At least 10	2	
An excessive noise compliance program	Receive noise complaints	EM Safe	Number of noise complaints received annually compared to base year 2009-10	Reduction in noise complaints that are sustained is = or < than base year	2	
	Investigate noise complaints					
	Issue fines or take other enforcement action under the <i>Protection of the Environment Operations Act 1997</i> when required to deal with noise pollution					
			Commence investigation of complaints within 21 days of receipt	100%	2	
			Take enforcement action for non compliance	100%	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Improved coordination of public place services to commercial centres	Hold meetings between auditor and relevant managers to monitor provision of services for Commercial Centres and Villages with Public Works and Services and Compliance Divisions	EM Clean & Attractive	Frequency of meetings	Monthly	2	
All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained	Planting and maintenance of high profile gardens undertaken Cleaning and maintenance of landscaped traffic calming devices undertaken	EM Clean & Attractive	Percentage compliance with SLA maintenance of parks and high profile gardens	95%	2	
	Programmed cleaning of streets, village centres and non landscaped traffic calming devices undertaken in accordance with Public Place Cleansing Standards of Service		No of times annually: • landscaped traffic calming devices are maintained; • streets, village centres and non landscaped traffic calming devices are cleaned	Minimum four times per year	2	
	Programmed mowing of nature strips undertaken in accordance with Public Place Cleansing Standards of Service		• programmed maintenance of nature strips undertaken	Minimum four times per year	2	
	Hazards or item requiring maintenance reported and rectified			Minimum four times per year	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Programmed cleaning and maintenance of Council assets undertaken	Undertake programmed cleaning of council assets including street furniture, signage and litterbins in accordance with adopted Service Level Agreement	EM Clean & Attractive	Percentage compliance with SLA for maintenance of Council assets	90%	2	
Graffiti and posters removed in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i>	<p>Remove graffiti in accordance with Council's Graffiti and Billposter Removal Policy</p> <p>Remove of billposters in accordance with Council's Graffiti and Billposter Removal Policy</p> <p>Respond to customer requests to remove graffiti and billposters with Service Desk (customer request system) service standards</p> <p>Increased graffiti removal</p> <p>(Service Plus Component 7 – Providing more cleaning and greening of all the spaces we share)</p>	EM Clean & Attractive	<p>Percentage compliance with established graffiti and bill poster removal protocol</p> <p>Increase Graffiti Removal (m3) per Quarter</p>	<p>90%</p> <p>> 450m2 graffiti removed per Quarter</p>	<p>4</p> <p>4</p>	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Community awareness of and engagement with strategies to prevent/ manage graffiti	Graffiti prevention/ management program implemented with reference to relevant plans.	EM Safe	Enhance provision of information via website Number of civic pride sites maintained per year New sites added each year	June 2015 Seven sites One Site : Palmerston Ave Bronte	2 2	
Public place regulation and compliance programs undertaken	Undertake regular patrols of the area to ensure regulatory compliance in accordance with Service Level Agreements or in response to customer complaints or requests	EM Clean & Attractive	Percentage of times public place regulation and compliance programs meet service standards	90%	2	
Abandoned cars removed	Identify abandoned vehicles Arrange removal of abandon vehicles and securely stored pending disposal Arrange return or disposal of abandon vehicles	EM Safe	Percentage of abandoned cars removed in accordance with Impounding Act	100%	2	
Beach cleaning and beach pool cleaning program undertaken	Clean beach using both beach rake and cleaning staff in accordance with agreed program	EM Clean & Attractive	Percentage of times beach cleaning program meets timeframe and standards set	95%	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Beach cleaning and beach pool cleaning program undertaken	Seasonal beach pool cleaning program developed and posted on Council's webpage Clean beach pool in accordance with seasonal cleaning program	EM Clean & Attractive	Percentage of times pool cleaning meets timeframe and standards set	80%	2	
Parks and reserves cleaned and maintained regularly	Programmed cleaning and maintenance of major parks and coastal reserves undertaken Programmed cleaning and maintenance of other parks and reserves undertaken Emergency cleaning of parks and reserves undertaken Planting, landscaping or landscape maintenance in parks and reserves undertaken Check lists for parks completed Hazards in parks reported and rectified Hazards or item requiring maintenance reported and rectified	EM Clean & Attractive	Percentage of times major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Bondi Park, Tamarama Park & Marks Park) cleaned daily Percentage of times other parks and reserves cleaned weekly Percentage of times emergency cleaning of Council reserves undertaken within 24 hours of customer request Percentage of times landscape maintenance is completed in Parks and Reserves	95% 95% 100% 95%	2 2 2 2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
All playgrounds inspected and maintained regularly	Check and inspect high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) daily and complete check list Check and inspect all other playgrounds monthly and complete check list	EM Clean & Attractive	Percentage of times high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) inspected daily Percentage of times all other playgrounds inspected monthly	100% 100%	2 2	
Trees in streets and reserves are maintained	Service Desk requests for maintenance of trees in streets or reserves assessed, locations inspected and works prioritised with regard to potential risk Work to maintain trees in streets or reserves undertaken	EM Clean & Attractive	Percentage of customer requests for maintenance of trees in streets or reserves meet Percentage of healthy trees maintained 12 months after planting season	90% 80%	2 2	
SAMP 4 park improvement works undertaken	Implement SAMP 4 park improvement works for 2014/15	EM Clean & Attractive	Percentage of works completed on time and less than or equal to agreed budget	90%	5	A number of projects from FY 13-15 rolled over into FY 14-15 has increased workload for current establishment which means that the team is unlikely to meet target.

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Management of companion animals	Ensure compliance with Companion Animals Act including control of dangerous dogs and nuisance cats	EM Safe	Change in number of animals impounded annually from base year 2009-10	< than base year	2	
Management of companion animals	Deal with complaints about companion animals		Investigate complaints within 7 days	90%	2	
	Provide companion animal reporting		Provide reporting as required by the legislation within the required time	95%	2	
	Deal with abandon companion animals		Investigate complaints regarding abandoned animals within 48 hours	90%	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Inspection and removal of dumped rubbish and where appropriate enforcement action	Dumped rubbish identified and reported for inspection	EM Sustainable	Dumped rubbish removed within five days of notification	100%	4	
	Dumped rubbish inspected for possible compliance action		Number of reported dumped rubbish	< than base year	4	
	Remove dumped rubbish		Number of compliance notices issued	< than base year	4	
	Undertake legal action in relation to dumped rubbish where possible		Number of dumped rubbish collected	< than base year	4	
			Tonnes of dumped material collected	< than base year	4	
<i>Adopt a Tree Program'</i> continued	Review program in accordance with Council's recommendations for new public place gardening policy and guidelines.	EM Clean & Attractive	Review completed	December 2014	1	As a result of the review Program name was changed to Request a Street Tree
Footpath garden program continued	Program implemented in accordance with new policy and guidelines	EM Sustainable	Percentage of applications approved following new policy and guidelines	90%	2	Trial implementation was successful. Report delayed to June 2015
	Report to Council on first year trial implementation		Report completed	December 2014	5	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Community acceptance of application to report graffiti	Promote the application through publicity and programs	EM Clean & Attractive	Number of hits and usage of application	June 2015	2	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Approved developments maintain and enhance the identity of Waverley's villages	Assess and approve development applications in line with Councils planning controls and policies	EM Building	Percentage of development applications assessed in line with Council's planning controls and policies	100%	2	
All properties with heritage significance listed within LEP	Properties with heritage significance listed in LEP	EM Shaping	Properties and areas with heritage significance are identified within LEP	100%	1	
	Review Heritage Inventory Sheets for each Heritage Conservation Area		Revised and updated Heritage Inventory Sheets uploaded to the Heritage Office website	Dec 2014	1	
Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review	Recommendations for revisions to the DCP to be investigated as part of the review of Heritage Conservation Area Inventory Sheets	EM Shaping	Revised controls considered as part of the DCP housekeeping amendment	June 2015	1	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Looking Good – streetscape improvement works undertaken	Consultation with key stakeholders including Place Managers undertaken	EM Creating	Finished cost and time to complete compared to agreed budget and timetable	Cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4	
Civic Pride Village Improvement Project initiated	Provide landscaping enhancement to Looking Good streetscape and other projects	EM Creating	Percentage of priority projects actioned	100%	4	
	Liaise with key stakeholders to plan for civic pride elements in Footpath Improvement Program		Number of civic pride enhancements undertaken	Two	4	

Sustainable Living

Strategy: L5a Ensure planning and building controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Approved developments achieve high quality urban design outcomes	Assess and approve development applications in line with Council's planning controls and policies	EM Building	Percentage of development applications assessed in line with Council's planning controls and policies	100%	2	
Local Environmental Plan (LEP) updated annually in line with Council's Land Use Strategy and the requirements of the NSW Department of Planning & Infrastructure	Review LEP LEP to be publicly exhibited as required by DoPI. Arrange for LEP to be gazetted	EM Shaping	Amendments to LEP adopted by Council. Once the LEP is gazetted by the Department of Planning & Infrastructure post gazettal tasks completed.	Annually Within 1 month of gazettal	1 1	
Development Control Plan (DCP) updated annually	Undertake review of Waverley Development Control Plan in line with -LEP Submit DCP to Council for adoption	EM Shaping	Amendments to DCP adopted by Council	Annually	1	

Sustainable Living

Strategy: L5a Ensure planning and building controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Strategic Land Use policies and plans reviewed regularly	Ensure all key strategic land use policies and plans reviewed annually or as required Review and where necessary amend Council land use policies and plans in the light of new and amended state and federal government legislation and policies	EM Shaping	Specific Strategic Land Use policies and plans reviewed	100%	2	
Compliance with Council requests for new or amended planning policies and land use plans	Update existing or create new strategic land use policies when requested by Council	EM Shaping	Percentage of Land Use plans/ policies requested by Council completed within timeframe required	100%	2	
Building regulation, inspection and compliance undertaken	Undertake building compliance inspections Respond to complaints about building compliance issues Undertake building fire safety inspections Issue building occupation certificates	EM Building	Number of complaints about building work received annually compared to base year 2009-10 Time to issue building certificates	= or < than base year 14 days	2 2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Expert heritage advice on development applications	Provide heritage advice to development applicants and planning proposals Provide heritage advice to Council officers to assist them in assessing development applications	EM Shaping	Heritage advice referrals completed within service standard	90%	2	
An ongoing public education campaign on heritage and good design including annual Heritage and Urban Design Awards	Provide information to the public on heritage and good design Conduct Heritage and Urban Design Awards Scope out heritage grants Prepare Bondi Inter War Study in conjunction with key community stakeholders Provide urban design advice on large development applications and planning proposals	EM Shaping	Clearly communicated heritage information on Council's website Heritage and Urban Design Awards conducted annually Number of submitted grants Completion of Inter war study reported to Council Ongoing	Ongoing April 2015 Ongoing June 2015 Ongoing	1 1 2 1 2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Opportunities to deliver public infrastructure through Planning Agreement Policy	Identify opportunities to deliver public infrastructure through Planning Agreements Research other funding mechanisms for the delivery of public infrastructure.	EM Shaping	Percentage change in number of Planning Agreements (PA) executed annually from 2009-10 base year	Increase from base year	2	
Develop new PA policy	Develop Planning Agreement Policy that deliver public infrastructure	EM Shaping	New PA Policy adopted by Council	December 2014	1	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Conduct retail heirachy Study in Bondi Junction	Lead EM to undertake training in economic development	EM Shaping	Successful completion of training	June 2014 Completed with SGS Report	1	
Bondi Junction is safer and more vibrant at night	<p>Bondi Junction Complete Streets project Action Plan implemented</p> <p>Oxford Street West Precinct Plan to investigate incorporating uses encouraging greater night time activation and vbrancy</p> <p><i>Actions for these deliverables will be carried out in future years of this Delivery Program period (subject to available funding)</i></p>	EM Shaping	<p>Increased pedestrian activity in Bondi Junction measured by a pedestrian and public life survey repeated every 10 years.</p> <p>Operational projects completed</p> <p>Oxford Street West Precinct Plan reported to Council</p>	<p>Number of pedestrians in Bondi Junction is steady or increasing</p> <p>Ongoing (subject to funding)</p> <p>Dec 2014</p>	<p>1</p> <p>2</p> <p>3</p>	<p>Report submitted to Council March 2015</p>

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Construction of traffic islands in the Council area	Traffic islands designed and documented Construction delivery in accordance with program	EM Creating	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4	
Traffic & pedestrian crashes reviewed annually	Collect and collate traffic & pedestrian crash data Review traffic & pedestrian crash data Report and if required make recommendations on traffic & pedestrian accident data review	EM Creating	In 2005 total of 287 crashes with: <ul style="list-style-type: none"> ▪ 2 fatal crashes ▪ 160 injury crashes ▪ 125 non-casualty crashes (tow away) Included in these crashes were: <ul style="list-style-type: none"> • 2 pedestrian fatalities • 24 pedestrian injuries • 0 cyclist fatalities • 25 cyclist injuries 	Number of vehicle, pedestrian and cyclist crashes causing death or injury is equal to or less than 2005 base year	4	
Improve safety around schools	Undertake parking patrols around school zones Provide information to improve safety around schools Undertake enforcement action to ensure safety around schools	EM Customer First	Number of parking patrols a week conducted around schools	Minimum of five parking patrols a week	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Waverley Transport Plan review completed	Review complete. No further action required.	EM Creating			N/A	
Infrastructure, education and promotion programs to encourage car efficiency and active travel as an alternative to the private car	Coordinate local events, including Ride to Work Day and Walk to Schools Day, that promote sustainable transport	EM Creating	Number of event, educational activities and other programs to encourage sustainable transport alternatives provided each year	Three events, 12 workshops, two guides	4	
	Run community workshops, including bike proficiency and bike maintenance, that encourage cycling Implement priority projects in the Waverley Bike Plan		Percentage of identified works completed as per schedule	100%	4	
Improved quality and frequency of public transport in the LGA through working with state government and other agencies	Meet regularly with state government agencies to discuss possible improvements/ changes to increase in public transport capacity in LGA	EM Creating	Meetings held with agencies	Twice per year	4	
	Report to Council on the Draft Bondi Junction to Bondi Beach Access Strategy		Report to Council	August 2014	1	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Improved pedestrian and commuter connections to public transport	Implement the Bondi Junction Complete Streets recommendations as adopted by Council	EM Shaping	Compare public transport usage information from STA and SRA	Increase in commuters using public transport over 4 years from the base year 2013/14.	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Improved public domain infrastructure	Implement the Bondi Junction Complete Streets recommendations as adopted by Council	EM Creating	Conduct pedestrian survey in key commercial centres annually and compare pedestrian numbers over 4 years from the base year.	Increase in pedestrian numbers	4	
			Completion of review of Bondi Junction Public Domain Technical Manual	Dec 2014	4	
			Completion of Greenlinks review	Dec 2014	4	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Availability of bicycle parking improved	<p>Identify locations that require new or additional bicycle parking or other bicycle related facilities</p> <p>Provide bicycle parking or other bicycle related facilities</p> <p>Consultation with key stakeholders including Place Managers undertaken</p>	EM Creating	Annual increase in the number of bicycle parking spaces	20 per year	4	
Footpath amenity and accessibility improved	<p>Develop annual footpath program in consultation with Access Committee</p> <p>Undertake adopted annual footpath program</p>	EM Creating	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4	
	<p>10% increase in proportion of footpaths kept in top condition</p> <p>(Service Plus Component 4 – Providing more and safer access to public places)</p> <p>Consultation with key stakeholders including Place Managers undertaken</p>	EM Creating	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4	

Sustainable Living

Strategy: L8a Improve and augment public transport along main routes

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Support for public buses to directly connect neighbourhood centres	<p>Bus operations reviewed annually with STA</p> <p>Report and if required make recommendations on traffic and pedestrian accident data review to assist with STA planning</p>	EM Creating	Meeting held with STA	December 2014	4	
Bus shelters maintained and replaced	<p>Bus shelter replacement developed and adopted</p> <p>Bus shelters requiring maintenance identified</p> <p>Maintenance of bus shelters undertaken</p>	EM Creating	<p>Number of bus shelters replaced annually</p> <p>Finished cost and time to complete compared to agreed budget and timetable</p>	<p>At least two</p> <p>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</p>	4	
Information on Bondi Junction and Bondi Beach promotes the use of public transport	<p>Provide information on the use of public transport in marketing material for events and activities at Bondi Junction and Bondi Beach</p> <p>Ensure promoters for events at Bondi Junction and Bondi Beach where Council is an event partner promotes the use of public transport in marketing/promotional material</p>	EM Enriching	Percentage of marketing material that promotes the use of public transport	100%	3	Festival of the winds included transport information in key promotions but 100% compliance was not achieved

Sustainable Living

Strategy: L8a Improve and augment public transport along main routes

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Parking patrol conducted along main roads during weekdays	<p>Undertake parking patrols along main roads during weekdays</p> <p>Provide information to improve parking compliance along main roads</p> <p>Undertake enforcement action to ensure compliance along main roads</p>	EM Customer First	Number of parking patrols conducted each day along main roads during weekdays	Two patrols per day	2	
Parking patrol conducted along transport corridors during weekends	<p>Undertake parking patrols along transport corridors during weekends</p> <p>Provide information to improve parking compliance along transport corridors</p> <p>Undertake enforcement action to ensure compliance along transport corridors</p>	EM Customer First	Number of parking patrols conducted each day along transport corridors during weekends	Two Patrols per day	2	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Our infrastructure provides access to public transport which complies with Commonwealth Disability Standards for Accessible Public Transport 2002	Complying with Commonwealth Disability Standards for Accessible Public Transport	EM Creating	Percentage compliance with Commonwealth disability standards for Accessible Public Transport 2002	100%	1	

Strategy: L8c Improve access to the Bondi Junction interchange

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
More efficient and safer access to the Bondi Junction Bus / Rail Interchange for commuters	Investigate options for improving the commuter access to the bus / rail Interchange from the surrounding street system	EM Shaping	Options presented to key stakeholders for consideration	June 2015	4	

Sustainable Living

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach eg. light rail	Attend meetings about light rail and improving transport efficiency within the Eastern Suburbs Investigate the feasibility of light rail to service the key transport routes of the Waverley LGA	EM Creating	Number of meetings attended annually by Council staff about light rail within the Eastern Suburbs Feasibility complete	One	4	

Sustainable Living

Strategy: L9b Increase the community's knowledge and awareness of safe parking practices

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Rolling education program to promote safe parking carried out	Identify parking and road safety issues that would benefit from further community education	EM Safe	Number of articles on safe parking published annually	At least two	2	
	Produce educational material for identified risk areas		Number of talks on road safety provided to schools or other organisations	At least five	2	
	Provide talks on parking and road safety issues to school and community organisations					

Sustainable Environment

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

PROGRESS INDICATOR

1 – Completed in accordance with target	(29)
2 – On going but meeting target	(16)
3 – Completed but did not meet target	(1)
4 – On track to meet target	(42)
5 – Not on track to meet target	(5)

Directions

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

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

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

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

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

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

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

- E8** Waverley is an environmentally educated and committed community.

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Identify and implement energy efficiency retrofit opportunities on Council assets	Implement the Waverley Energy Efficiency Plan 2011 management actions	EM Sustainable	Actions complete	June 2015	4	
	Deliver staff training program in the integrated environmental data management system to ensure effective monitoring of electricity consumption from Council assets		Identified staff participate in training program	February 2015	1	
	Undertake an energy efficiency retrofit of Council owned public place lighting		Retrofit complete	May 2015	4	
Partner with Ausgrid to improve the energy efficiency of public place lighting	Continue to participate in the SSROC Street Lighting Improvement Program	EM Sustainable	Meetings attended	Once per year	1	

Sustainable Environment

Strategy: E1b Investigate and implement low carbon technologies

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Opportunities for low carbon and renewable technologies on Council assets are investigated and implemented	<p>Install solar pV on all identified Council buildings to reduce building energy demand</p> <p>Undertake a low carbon study as part of the Bondi Junction Green Infrastructure Masterplan</p> <p>Establish the Green Infrastructure Technical Working Group with utilities, government representatives and independent experts to assist in the development of the Green Infrastructure Masterplan</p>	EM Sustainable	<p>Retrofit complete</p> <p>Study commenced</p> <p>Inaugural meeting held</p>	<p>March 2015</p> <p>September 2014</p> <p>July 2014</p>	<p>1</p> <p>1</p> <p>1</p>	
Partner with major greenhouse emitters in Waverley LGA to undertake low carbon technology investigations / retrofits	<p>Establish the Green Infrastructure Buildings Partnership to effectively engage with major greenhouse emitters in Bondi Junction</p> <p>Undertake a Bondi Junction property capability study to identify opportunities for greenhouse reduction in existing building stock in Bondi Junction</p>	EM Sustainable	<p>Inaugural meeting held</p> <p>Commence study</p>	<p>September 2014</p> <p>November 2014</p>	<p>1</p> <p>1</p>	
Encourage uptake of low carbon technologies in the community	Continue to investigate and promote emerging low carbon technologies and efficiencies such as fuel cells, mini combined heat and power and energy management systems	EM Sustainable	<p>Update website</p> <p>Articles in Waverley in Focus</p>	<p>Ongoing</p> <p>Twice per year</p>	<p>4</p> <p>4</p>	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Incentives developed to encourage sustainable retrofits of existing building stock	Identify incentive program through the Green Infrastructure property capability study	EM Sustainable	Program developed	June 2015	5	The property capability study has been delayed until the completion of the waste, energy and water modelling studies are complete and the property implications are determined.
Incentives developed to encourage sustainable building design and construction beyond BASIX through the DA process	Work with Green Infrastructure Buildings Partnership to identify incentive program for sustainable buildings in Bondi Junction	EM Sustainable	Incentive program developed	May 2015	5	The sustainability incentive program has been delayed until the completion of the Green Infrastructure Masterplan is prepared.
Information and education for residents on energy efficient technologies and behaviours in building design and construction, renovations and general retrofits	Coordinate community workshops that assist residents improve energy efficiency and reduce energy consumption Provide up to date information to residents in a range of formats on energy efficient technologies and rebates	EM Sustainable	Number of targeted workshops run annually	Two	1	
			Update website monthly	100%	4	
Opportunities for improved energy efficiency and low carbon technologies in commercial and residential buildings identified and controls developed.	Identify opportunities for improved energy efficient and uptake of low carbon technologies and develop planning controls to encourage via the Waverley DCP Ensure all new Council buildings have a high energy performance	EM Sustainable	Review Waverley DCP as part of the annual program	June 2015	1	
			Develop Waverley Sustainable Building Policy for new Council assets	February 2015	1	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Uptake of Green Power by residents and businesses increased through promotions and retailer partnerships	Advocate for the Australian Government to release Greenpower consumption data by LGA	EM Sustainable	Correspondence sent	December 2014	1	
Partner with major residential and non-residential electricity consumers to reduce consumption and improve efficiency	Establish the Green Infrastructure Buildings Partnership to effectively engage with major greenhouse emitters in Bondi Junction	EM Sustainable	Inaugural meeting held	September 2014	1	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Increased use of car sharing vehicles to reduce private vehicle ownership, vehicle kilometres travelled (VKT) and parking demand	Identify locations for additional car share spaces Create additional car share spaces Publicise car share scheme and additional car share spaces	EM Creating	Increase in car share spaces in 2014-2015	15% increase on previous year	4	
Improve environmental performance of Council's fleet	Implement identified actions in the Waverley Sustainable Fleet Policy	EM Financial	Percentage of identified actions complete	100%	2	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
An expanded bicycle network together with the provision of bike facilities throughout the LGA	Participate in the Inner Sydney Regional Bike Plan discussions/ workshops	EM Creating	Attend workshops	One per year	4	
	Improve the provision of bike parking facilities in the Waverley LGA		Number of bike parking facilities provided	20 per year	4	
Pedestrian networks developed, which enable pedestrians to enjoy safe, convenient and coherent independent mobility particularly around transit corridors and facilities	Prepare application for a Local Area Traffic Zone in Bondi Junction Commercial Core	EM Creating	Application submitted to the RTA	December 2014	4	
	Prepare application for a Local Area Traffic Zone on the Eastern Beaches Coast Walk from Notts Avenue to Bronte Beach		Application submitted to the RTA	June 2015	4	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Continue to assess and manage climate change impacts in the Waverley area including impacts on our natural assets, built infrastructure and the community's health	Implement the recommendations of the Waverley Coastal Risk and Hazards Vulnerability Study	EM Sustainable	Percentage of identified actions implemented	100%	4	
Investigate and implement micro-climate management actions to reduce urban heat island effect	Seek grant funding to complete thermal imaging project across the Eastern Suburbs	EM Sustainable	Grant documentation prepared	May 2015	1	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Develop and implement climate change adaptation plan	No action in 2014/15	EM Sustainable			N/A	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A domestic waste and recycling service, together with a public place litter collection service	Collect domestic waste weekly	EM Clean & Attractive	Total tonnes domestic waste collected annually	Decrease in tonnes from previous year	2	
	Collect domestic recycling weekly		Total tonnes domestic recycling collected annually	Increase in tonnes from previous year	2	
	Collect domestic garden waste fortnightly		Total domestic tonnes garden waste collected annually	Increase in tonnes from previous year	2	
	Provide a domestic waste clean up service		Total tonnes domestic waste clean up collected annually	Equal to tonnes from previous year	2	
	Empty street litter bins		Street litter bins less than 100% full	>95%	2	
			Percentage of domestic waste services provided compared to services missed	>95%	2	
Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates	Implement program in multi unit developments to improve recycling rates and reduce contamination and illegal dumping	EM Sustainable	Program roll out commenced	August 2014	1	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates	Develop in collaboration with industry a residential engagement program to recover wastes of concern and other waste types	EM Sustainable	Recycling increased annually Program developed	Increased recycling rates compared to previous year June 2015	4 4	
Residential food waste reduction program implemented	Continue to run the Compost Revolution food waste program in partnership with Woollahra and Randwick Council's	EM Sustainable	Number of compost bins distributed	200 each year	1	
A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement	Run an anti-litter education/enforcement program at Waverley beaches Waste and litter reduction management plan for Bondi Place Management Area reviewed, implemented and monitored	EM Sustainable	Anti-litter program complete Reduction in amount of waste produced	March 2015 March 2015	1 1	
Local events and initiatives that encourage recycling of other waste types eg, Clothes Swaps, Second Hand Market Days, Freecycle	Coordinate community workshops that encourage recycling and reuse of otherwise discarded items Coordinate and promote collection services that encourage recycling of other waste types	EM Sustainable	Number of targeted waste workshops Number of drop off electronic waste collections Promote other waste type collection services on website	4 per year 2 per year Ongoing	4 4 4	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities	Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance	EM Sustainable	Grant application complete	One per year	1	
Local collection options for the responsible disposal or recycling of non-putrescible wastes eg, batteries, paints, oil heaters investigated	Update Council's website to provide up to date information of collection program for other waste types	EM Sustainable	Website maintained with current information	100%	1	

Sustainable Environment

Strategy: E3b Reduce illegal dumping and littering

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Infrastructure, education and enforcement programs to reduce littering and illegal dumping are implemented	Continue to implement the Waverley Littering and Illegal Dumping Action Plan	EM Sustainable	Percentage of identified actions implemented	100%	4	
	Develop and deliver a community engagement program to reduce littering and illegal dumping		Engagement program commenced	February 2015	1	
Partner with the NSW Government and regional Council's to deliver an integrated littering and illegal dumping program	Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance	EM Sustainable	Grant application complete	One per year	1	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Continue to investigate and implement emerging waste technologies that will reduce waste to landfill and improve recycling	Review NSW Government Waste to Energy Policy Statement	EM Sustainable	Report to ELT on implications	September 2014	3	Briefing provided to General Manager, Directors and Councillors as part of the SSROC Waste Strategy.
	Work with SSROC to implement regional waste diversion projects		As required	Ongoing	4	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Work with Strata to promote water efficiency/ reuse in multi-unit dwellings	Advocate for individual meters to be installed as part of new strata buildings	EM Sustainable	Information provided	Ongoing	4	
Reduction in potable water use in new Council assets	Ensure compliance with Council Sustainable Building Policy for new assets	EM Sustainable	Compliance with policy	100%	4	
	Undertake stormwater harvesting investigation in Tamarama Park		Investigation complete	August 2014	1	
Water efficiency and recycling technology at Council's highest water consuming sites investigated and implemented	Implement the Waverley Water Efficiency Plan 2011	EM Sustainable	Percentage of identified actions complete	100%	4	
	Implement stormwater harvesting system in Tamarama Park if feasible		System installed	June 2015	5	
Irrigation efficiency at Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water	Isolate mains top up and manage irrigation of Tamarama Park with recycled water	EM Sustainable	System upgraded	June 2015	5	Due to ground contamination issues, the installation has been delayed. Report to go to tender for construction is scheduled for May 2015.

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Water conservation workshops giving practical advice for sustainable building design, renovations and water efficient technologies focusing on residents and businesses	Continue to run targeted water efficiency workshops for residents	EM Sustainable	Workshops held	Two per year	4	
Communication and awareness activities on water efficient tips, rainwater harvesting and reuse, greywater reuse, blackwater systems, groundwater use and available rebates/ discounts rolled out	Provide up to date information to residents on improving water efficiency Promote other rebates and water savings programs offered by other government agencies	EM Sustainable	Information available on Council's website and in promotional materials	100%	4	
Continue to work with businesses to reduce potable water consumption	Run the Eastern Suburbs Sustainable Business Program within Woollahra and Randwick councils	EM Sustainable	Thirty major water users in LGA audited	December 2015	1	

Sustainable Environment

Strategy: E4c Investigate and implement recycled water technologies

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Water harvesting and reuse opportunities at sites with reliable harvesting potential (ie, base flow or groundwater) and high demand for reuse water identified and projects designed and undertaken to harvest and reuse water	Investigate the feasibility of and implement recycled water systems at Tamarama Park	EM Sustainable	Feasibility assessment complete	June 2015	1	

Sustainable Environment

Strategy: E5a Minimise pollutants in stormwater discharged into waterways

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Pollution prevention devices installed and maintained throughout the LGA	Gross pollutant traps monitored and maintained across the LGA	EM Sustainable	Reduction in amount of pollutants removed from gross pollution control devices each year compared to 2008-09 base year	5%	4	
Stormwater Harvesting Infrastructure maintained	Maintain existing stormwater and groundwater infrastructure Monitor re-use water quality and improve quality of stormwater discharge	EM Sustainable	Maintenance reports and water quality data monitored bi monthly	100%	4	
Water quality at key coastal sites is regularly monitored	Undertake water monitoring program	EM Safe	Dry weather monitoring program implemented	100%	4	
Targeted community environmental education and awareness program on stormwater pollution prevention undertaken	Run community education program on stormwater pollution in Waverley LGA	EM Sustainable	Program conducted	June 2015	4	
Inspections of LGA to ensure compliance with the <i>Protection of the Environment Operations Act 1997</i> undertaken	Regular inspection of LGA undertaken to ensure compliance with <i>Protection of the Environment Operations Act 1997</i> Follow up on reported pollution incidents Inspection of building sites to ensure compliance with <i>Protection of the Environment Operations Act 1997</i>	EM Safe	Change in number of POEO Act inspections undertaken compared to base year 2009-10	= or > than base year	4	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Partnerships with external organisations to promote water quality improvement programs	Participation in OEH <i>Beachwatch</i> program Promote Sydney Water <i>Sewer Fix</i> monitoring program	EM Sustainable	Number of program in which Council participates annually	Two	4	
Integrated water quality management program implemented in Waverley	Develop and implement a integrated water quality improvement strategy to identify appropriate mitigation strategies for the Bondi Junction catchment	EM Sustainable	Strategy complete	June 2015	4	

Sustainable Environment

Strategy: E6a Ensure no further loss of remnant vegetation

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A <i>Tree Management Plan</i> to maximise tree canopy cover in Waverley implemented	Plant trees over the winter months	EM Clean & Attractive	Number of tree planted per year by Council	200 trees planted by June 2015	2	
	Implement a watering and maintenance program over the summer months		Percentage of trees planted that survive by Council	80%	2	
	Update and maintain street tree data base		Maximum time to update street tree data base after removal or new planting	Three months	2	
	Improve public access to tree planning information on Council's website			June 2015	2	
	Develop Tree Technical Manual		TTM commenced	May 2014	2	
Significant tree register maintained and updated	Process to provide access to Significant Tree Register developed including consultation with the community	EM Clean & Attractive	Significant Tree Register finalised	Register to be completed by June 2015	4	
	Report on proposed process completed and adopted		Report Completed	June 2014	1	
Local native seed propagation program for local plantings implemented	Collect seed from local bushland remnants.	EM Sustainable	Seed collection undertaken	Annually	2	
	Program propagation to provide plants for projects		Collected seed is propagated	5% of seed stock is propagated annually	2	
Outcomes from Waverley flora and fauna study integrated into Council plans and policies	Integrate remnant condition surveys from Waverley flora and fauna study into Council's Strategic Asset Management Plan and relevant Parks Plans of Management	EM Sustainable	SAMP updated	Annually	1	
			Plans of Management updated			

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Council strategy for the protection, restoration and enhancement of remnant vegetation and habitat	Develop Remnant Bushland Management Plans for Council remnant sites	EM Sustainable	Plans developed	July 2015	1	
	Implement identified actions in Remnant Bushland Management Plans		Identified actions implemented	100%	4	
	Develop Ecological Restoration Action Plan for Bronte Gully		Plan developed	October 2014	5	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented	Undertake bush regeneration works to improve the quality of our existing remnants	EM Sustainable	Works completed	June 2015	4	
Waverley Street Tree Planting program implemented	Plant trees in priority areas	EM Clean & Attractive	Number of priority areas planted per year by Council	Two	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Encourage native plantings on public / private property in identified habitat corridors	Provide up to date information on Council website on appropriate plantings	EM Clean & Attractive	Website up to date with relevant information	Monthly	2	

Sustainable Environment

Strategy: E7a Protect local marine biodiversity through education and enforcement

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Work with Department of Environment and Climate Change and Water (DECCW) to protect local marine biodiversity	Work with Sydney Coastal Councils Group to better regulate and improve management of marine environment	EM Sustainable	Meetings attended	6 per year	4	
Enforcement of marine regulations including fishing bait collection rules throughout the LGA	Regular patrols carried out along LGA sea shore to ensure compliance with marine regulations Infringement notices issue for breaches of marine regulations	EM Safe	Percentage of complaints investigated within agreed timetable	100%	2	
Partnering with the Marine Discovery Centre to educate the community about our local marine environment	Work with Marine Discovery Centre to improve awareness of human impacts on the marine environment	EM Safe	Program implemented	June 2015	1	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Communication and awareness activities on Council's sustainability program rolled out	Develop an internal sustainability program for Council staff to improve awareness of sustainability issues	EM Sustainable	Program developed	May 2015	4	
Coordination and support to the Eastern Suburbs Schools Environment Network so local teachers, parents, and students have the opportunity share experiences and increase their skills and knowledge	Coordinate the Eastern Suburbs Schools Environment Network	EM Sustainable	Meetings with schools held quarterly	100%	4	
Work with local childcare centres to improve environmental skills and knowledge and deliver environmental outcomes	Partner with Waverley, Gardiner and Bronte Childcare Centres to implement sustainability initiatives	EM Sustainable	Number of environmental initiatives implemented at each childcare centre	At least two	4	
A Waverley Council Sustainable Schools Program	Implement Council's Sustainable Schools Program Run Council's Sustainable Schools Grants program	EM Sustainable	Percentage of schools in LGA participating Bi-Annual grants program completed	75% February 2014 August 2014	4 4	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A environmental workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours	Run community Greenwave workshop program to improve community behaviours	EM Sustainable	Number of residents participating	400	4	
A lecture and activity series developed so residents can continue to be informed and engaged in debates around current environmental issues	Run community lecture / activity program to improve community behaviours	EM Sustainable	Annual program held	April 2015	4	
A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment	Coordinate Council's Summer Activities Program	EM Sustainable	Summer program complete	February 2015	1	

Sustainable Governance

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

PROGRESS INDICATOR

1 – Completed in accordance with target	(28)
2 – On going but meeting target	(26)
3 – Completed but did not meet target	(0)
4 – On track to meet target	(57)
5 – Not on track to meet target	(24)

Directions

- G1** Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning.

- G2** Our community is actively engaged in well-informed decision processes.

- G3** Services are accessible provided in a professional, friendly and timely manner.

- G4** Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships .

- G5** Waverley is financially sustainable with the revenue and resources required to support implementation of the community's plans and to provide the infrastructure performance and services our community needs.

- G6** Waverley assets are well maintained for their current purpose and for future generations.

- G7** In service delivery sound safety and risk management practices are maintained to protect the community and service agency staff.

- G8** Community information assets are well secured and managed in an accessible way.

- G9** A committed and adaptable workforce governed by good leadership makes a strong contribution to achieving the community vision.

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided	Assess need for new policies and develop as need identified	Internal Ombudsman	All identified governance policies reviewed at least every three years	Policies for review 2014-15	1	
	Develop a policy review program for all governance policies			<ul style="list-style-type: none"> • Councillor's Expenses and Facilities – November 2014 • Clothing & Collection Bins Policy – Dec 2014 • Complaints Management Policy – August 2014 • Consultation Policy (Community Engagement) – Dec 2014 • Local Orders Policy – March 2015 		
	Undertake policy reviews				4	
	Regularly review policies available on Council's website to ensure currency		All significant Council policies available on Council's website		5	Draft Policy created, to be finalised 2015-2016
					5	Delayed to Dec 2015
				100%	1	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A suite of integrated corporate plans that meet legislative requirements developed and maintained	Ensure alignment of annual Operational Plan, business plans, budgets and other new plans with Directions and Strategies from the Community Strategic Plan	EM Performance	Community strategic plan revised every four years	June 2017	4	
	Review Community Strategic Plan, Resourcing Strategy as required		Strategic asset management plan, environmental action plan, workforce plan and long term financial plan revised regularly	LTFP annually SAMP June 2017 EAP June 2017 WFP June 2017	4	
	Develop a Delivery Program for each new Council		Delivery Program and Operational Plan adopted by Council	Operational Plan – annually Delivery Program – June 2017	4	
	Develop an annual Operational Plan for adoption by Council annually					

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Regular reporting to Council on progress with implementation of integrated corporate plans	Prepare reports on progress with Delivery Program deliverables	EM Performance	Six monthly reports provided to Council on progress with Delivery Program	100%	4	
	Report to Council on progress every six months		End of Term Report to outgoing Council	Council report - June 2016 High standard document for community – September 2016	4	
	Report to outgoing Council on quadruple bottom line outcomes					

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Regular ethics and Code of Conduct training provided for Councillors and staff	Provide ethics and Code of Conduct training to Councillors	Internal Ombudsman	Number of ethics and Code of Conduct training events provided annually to Councillors	Two	4	
	Provide Code of Conduct - ethics and EEO training to all new employees	EM Performance	Percentage of new employees who undertake ethics and EEO training within three months of commencement	100%	5	To be rolled out with new induction program in 2015-2016
	Provide Code of Conduct ethics and EEO refresher training to all existing employees		Percentage of staff who complete refresher training every three years – due 2014/15	100%	5	To be included as part of new induction program in 2015-2016
Internal audit function supported and operating effectively and efficiently	Implement internal audit program	Internal Ombudsman	Internal audit program adopted and implemented	Annually	1	
	Provide support to Audit Committee		Support provided	100%	4	
	Review internal audit program		Program reviewed and adopted	Annually	4	
	Audit Committee Report to Council		Report adopted by Council	Annually	4	
	Audit Committee meetings are conducted regularly		Meetings held to adopted schedule	Five per year	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Mayor's role in advocating the provision of resources for the Waverley local government area	Attendance at inter-government activities	EM Positioning	Number of inter-government activities attended per year	At least 2 per year	1	
	Regional collaboration/advocacy undertaken by the Mayoral Office		Regional collaboration/advocacy activities undertaken per year	At least 2 per year	1	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A Community Engagement Strategy that meets legislative requirements	Develop Community Engagement Strategy for Community Strategic Plan review	EM Performance	Community Engagement Strategy (IP&R) reviewed and adopted by Council prior to consultation on Community Strategic Plan	Community Engagement Strategy (IP&R) reviewed – October 2016	4	
A Community Strategic Plan that is inclusive	Implement adopted Community Engagement Strategy for development of Waverley Together 4	EM Performance	Results of 2016 Community Survey to inform development of Waverley Together 4	June 2016	4	
			Completion of adopted Community Engagement Strategy	June 2016	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Advisory committees, precinct committees and community forums supported and maintained	Manage the operations of the Precinct system and support the application of the policy and provide training for precinct executive members.	Internal Ombudsman	Number of training events	Two	4	
	Provide support to other peak committees and forums including Sustainability Committee; Access Advisory Committee; Multicultural Advisory Committee; Community Safety Advisory Committee; Public Arts Committee; Housing Advisory Committee; Eastern Region Local Government Aboriginal and Torres Strait Islander Forum		Number and type of meetings/forums held annually	Minimum of 20	4	
A website that supports community comment and engagement and includes a 'Have a Say' portal	Place draft policy and plans on website for community comment during exhibition period	EM Positioning	Percentage of draft policy and plans placed on website	100%	2	
	Promote consultation events through 'Have a Say' portal		Percentage of consultation events posted on website	100%	2	
	Place Precinct agenda and minutes on website	Internal Ombudsman	Percentage of minutes and agendas on website	100%	2	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A regular professionally produced and interesting community newsletter	Theme identified and material collected for quarterly community newsletter Newsletter produced and distributed	EM Positioning	Percentage increase in number of respondents that report receiving and reading Council's community newsletter	Benchmarking exercise to be undertaken	2	
Council's Communications Plan & Community Engagement Strategy developed and implemented	Development and implementation of the Communications Plan and Community Engagement Strategy	EM Positioning	Communications Plan and Community Engagement Strategy developed	June 2014	4	
Communication provided in different formats and community languages including provision of language aide scheme and access to Telephone Interpreter Service (TIS)	Provide a language aide service Support access to the Telephone Interpreter Service	EM Positioning EM Customer First	Number of languages aides supported Number of promotions and feedback sessions with targeted staff	Seven Two	1 4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Social media and other communications channels improved to maximise the effectiveness of two-way communications between Council and the community, and to enhance service satisfaction.	Development and monitoring of social media sites by Council	EM Positioning	Usage levels of Council social media sites in web reports	Quarterley	1	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Training in systems and processes that support customer service provided to identified staff	Train identified staff in Customer Relationship Management System mobile solution in order to improve productivity for outdoor staff.	EM Performance	Percentage of identified self trained in CRM mobile solution compared to number that need to be trained.	June 100%	5	Key/priority staff identified and trained. Additional CRM super users to be identified and trained by June 2015 with remaining staff to be captured in the the 2015 – 2016 Learning & Development Program.
Business process and information systems enhanced in accordance with the Business and Information Systems Steering Committee plan	Business and Information Systems Plan progressively implemented, revised and monitored	EM Digital	Reports on progress to Council	Biannually	4	
	Undertake a post implementation review of business processes managed within the new Customer Relationship Management System to identify potential process improvements.	EM Customer First	Number of reviews completed annually compared to the adopted program.	100%	2	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Regular customer surveys conducted	Monitor & report on customer satisfaction when interacting with Council staff in relation to customer service.	EM Customer First	Customer satisfaction score in survey program	At least 80%	5	Customer Satisfaction Surveys delayed with wider Customer Satisfaction Survey and Customer Research to be completed as part of the new Customer Service Strategy. Timeline to be confirmed.
	Monitor customer satisfaction with Council's online services		Customer satisfaction score in survey program	At least 80%	5	
Performance against standards for customer requests and complaints recorded in Council's Customer Request Management System (CRM) monitored and reported	Monitor customer requests and complaints recorded in Council's customer request management system and completed within and outside service standards	EM Customer First	Percentage of customer requests completed within service standard	At least 80%	5	Currently at 72% and being addressed through additional training
	Report regularly on the management of complaints and identify associated service improvements		Percentage of complaints resolved within service standards	At least 80%	5	Currently at 62% and being addressed through additional training
	Report on customer service performance against established benchmarks		Reports delivered on time	Quarterly (Executive) Quarterly (Council)	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Efficiency and effectiveness gains through increasing the variety of services delivered on-line	Expansion of on-line services on Council's website	EM Positioning	Measurement of on-line services through regular web reports	Quarterly	5	Quarterly reports on online services have not yet been produced but are to be built into Executive reporting mechanisms and will be reported at the end of Q4
A program of continuous improvement in customer service	Implement actions in new Customer Service Strategy	EM Customer First	Number of actions implemented	As per strategy	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Professional and timely support and assistance to Councillors and meetings of Council and Council committees	Provide agenda and minutes for meetings of Council and Council's standing committees	Internal Ombudsman	Percentage of minutes and agenda for Council and Council committees meet service standards set	95%	1	
	Provide staff for meetings of Council and Council's standing committees		Percentage of requests from Councillors completed within 7 days of receipt	95%	1	
	Provide support to Councillors to enable them to effectively carry out their official duties					
	Provide assistance and advice to Councillors on governance matters					
Council's vehicle fleet and plant maintained	Manage Council's vehicle fleet and equipment including fleet and equipment replacement and disposal	EM Financial	Percentage of Council's vehicle fleet and plant available for use daily	90%	4	
	Provide repairs and servicing for Council's vehicle fleet and equipment		Fleet whole of life costs, downtime costs, maintenance records and repair times	Equal to Industry Standards	2	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Computer and communications network availability ensured	Provide a computer network that supports the work of Council	EM Digital	Computer network availability (excluding planned downtime)	95%	2	
	Maintain Council's computer network					
	Provide a communications network that supports the work of Council		Phone system availability (excluding planned downtime)	95%	2	
	Maintain Council's communications network					

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Records management and information access services provided	<p>Maintain Council's records management system</p> <p>Provide records management services</p> <p>Provide advice and training in the use of Council's records management system</p> <p>Audit and report on compliance with the use of Council's records management system</p>	EM Digital	Percentage of staff who comply with Council's Records Management Policy	90%	2	
Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts	<p>Develop and implement program for compliance with Government Information (Public Access) Act</p> <p>Provide access to information under Government Information (Public Access) Act (the GIPA Act)</p> <p>Manage requests and privacy complaints under Privacy and Personal Information Protection Act (the PPIP Act)</p>	Internal Ombudsman	Percentage of applications under GIPA and PPIP Acts processed annually in accordance with legislative timeframe	100%	1	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
An efficient and effective payroll service	Produce fortnightly payroll and pay staff	EM Performance	Staff paid on time	100%	2	
	Process information including timesheets and leave forms		Staff paid accurately	98%	2	
Efficient and effective corporate procurement services	Coordinate tendering across Council	EM Financial	Number of audits of purchasing conducted annually	At least 12	4	
	Provide advice on purchasing					
	Undertake audits of compliance with Council's purchasing policy					
Store operations that are efficient, effective and delivered in a timely manner	Identify items required regularly by Council	EM Financial	Number of stocktakes of items in store undertaken annually	Two	1	
	Order items required regularly by Council					
	Undertake stocktakes of items in store					
More services are provided on line	Identify areas where Council services can be provided on line	EM Digital	Setup eCertificate system to accommodate unregistered users	June 2015	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
More services are provided on line	Expansion of E-Certificate System	EM Digital	Implement online licensing payments	June 2015	2	
	Implement an online payment facility (ePayments) using ePathway software		Implement online lodgement and payment for: <ul style="list-style-type: none"> Heritage Exemption Certificate applications; certificates lodged by private certifiers (CDC, CC, OC, etc); TPO applications; and Other types of applications when required. 	June 2015	1	
	Implement an application lodgement and payment service using ePathway software		Finalise and Implement the Electronic Housing Code Project	June 2015	4	
	Provide online planning policies	EM Shaping	Implement an online property based planning scheme based on Council's LEP and DCP	June 2015	4	

Sustainable Governance

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
	As a part of ePlanning, review and improve the DA assessment process	EM Building	Implement an improved electronic development assessment process	June 2015	1	
	Provide videos of proposed Development Applications or Planning Proposals online using Council's 3D modelling software		Provide videos and fly throughs of Development Applications or infrastructure improvements in Bondi Junction Centre online using Council's 3D modelling software	June 2015	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Participation in partnerships and projects through SSROC	Participation in SSROC projects	EM Positioning	Number of SSROC projects in which Council participates annually	Maintained and ongoing	1	
Participation in partnerships and projects with other councils and organisations	Participation in Inter Library Loans Cooperative and Eastern Suburbs HSC Cooperative	EM Enriching	Number of library partnerships	Two	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Development of Strategic Service Management Planning	Trial the development of alternative formats for Strategic Service Management Plans on a progressive basis	EM Creating	Number of Strategic Service Management Plans trialed per year	At least 1 per year	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial advice and coordination to ensure Council meets overall budget performance targets provided	Manage Council's financial performance to achieve targets set	EM Financial	Annual budget targets met or exceeded	100%	4	
	Conduct and report on quarterly reviews of budget performance		Number of green lights on Local Government Finance Health Check Indicators	At least seven	2	
	Ensure year end accounts are completed		Annual financial audit completed and reported on time	October annually	2	
	Issue rates notices quarterly and collect rates levied		Rate notices issued in accordance with legislative timetable	100%	1	
	Achieve a return on Council's cash investments		Rates outstanding as a percentage of rates collected	Less than 3.5%	2	
			Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index	100%	4	

Sustainable Governance

Strategy: G5b Undertake long term financial and economic planning

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Four-year forecast prepared annually	Develop four-year forecast Report to Council annually on forecast	EM Financial	Four-year forecast completed and reported to Council each year	April annually	4	
Ten year financial plan (LTFP) reviewed annually	Review LTFP each year based on four year forecast Report to Council annually on results of review	EM Financial	10 year financial plan review completed and reported to Council each year	April annually	4	
Council's expenditure is funded sustainably	Ensure expenditure requirements have identified funding sources	EM Financial	Surplus or balanced budget achieved annually	100%	4	
Council's expenditure satisfies the needs of the community	Monitor expenditure to ensure it is in accordance with the expressed wishes of the community as articulated in the Community strategic plan	EM Financial	Quarterly budget review reports to Council	Quarterly	2	

Sustainable Governance

Strategy: G5b Undertake long term financial and economic planning

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Investment Strategy that is being implemented	Implement remaining projects of Investment Strategy 2 adopted in September 2007, as revised	EM Financial	Progress reporting in Quarterly Budget Reviews	100%	4	
A revised Property Investment Strategy	Development of Property Investment Strategy documentation	Director, Futures	Development and revision of Property Investment Strategy documentation	June 2014 and ongoing	2	
Development of Waverley Economic Development Plan / Strategy	DM STP to undertake Economic Planning Learning and Development	EM Shaping	Successful completion of training	Completed	1	
	Economic Development Officer Appointed		Officer Appointed (Subject to funding)	Completed	1	
	Develop Retail Heirachy Study		Quarterly progress reporting subject to availability of funding	June 2014	1	
	Create Economic Development Strategy		Adoption of Strategy	July 2014	1	
	Crerate Economic Development Action Plan/s		Adoption of Implementaiton of Actions	December 2014	1	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Budgeted financial performance for all commercial leases met or exceeded	Manage the leasing Council's commercial property portfolio	EM Enriching	Performance of Council's business activities against budget targets	=/>budgeted financial performance for all commercial leases	2	
Budgeted financial performance for Cemetery business operations met or exceeded	Manage Council's cemetery business unit	EM Clean & Attractive	Performance of Council's business activities against budget targets	=/>budgeted financial performance for cemetery business operations	2	
Budgeted financial performance for Council car park business operations met or exceeded	Manage Council's car parks	EM Customer First	Performance of Council's business activities against budget targets	=/>budgeted financial performance for Council car parks operations	2	
Budgeted financial performance for commercial waste collection and recycling service met or exceeded	Manage Council's commercial waste and recycling service	EM Clean & Attractive	Performance of Council's business activities against budget targets	=/>budgeted financial performance for commercial waste operations	2	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (if rating 3 or 5)
Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements	Updated assessment of assets incorporated into preparation of SAMP4	EM Creating	Report on assets during term of Council	April 2016	4	
Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans	Incorporate asset management funding assessments into 4 year Delivery Program and 10 year financial plan (LTFP) Report to Council at least annually on asset management funding	EM Creating EM Financial	Asset maintenance and renewal estimates are shown in Long Term Financial Plans and reported to Council each year	April annually	4 4	

Sustainable Governance

Strategy: G6b Implement adopted Asset Management Plans

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A program of capital works developed and implemented	Capital works program developed	EM Creating	Capital works program adopted by Council	June 2015	4	
	Adopted and funded capital works program implemented		Percentage of adopted projects delivered within approved budget as ammended by Council in quarterly reviews	100%	4	
	Progress with capital works program reported to Council quarterly		Percentage of adopted projects delivered on time	80%	4	
An annual asset maintenance program	Annual asset maintenance program developed Adopted and funded asset maintenance program implemented Delivery of annual maintenance program Progress with annual asset maintenance program reported to Council quarterly Kerb and Gutter Construction Grant (Urban Local Roads)	EM Creating	Finished cost and time to complete compared to agreed program, budget and timetable	80% of program cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4	

Sustainable Governance

	<p>Kerb and Gutter Construction Roads Construction & Upgrades</p> <p>Stormwater drainage construction & upgrades</p>	EM Creating	The proportion of assets in Condition Ratings 1, 2 and 3	Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding)	4	
An annual asset maintenance program	<p>Cemetery infrastructure backlog renewals</p> <p>Public toilets upgrade</p>	EM Creating	<p>The proportion of assets in Condition Ratings 1, 2 and 3</p> <p>Finished cost and time to complete compared to agreed program, budget and timetable</p>	<p>Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding)</p> <p>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</p>	<p>4</p> <p>4</p>	

Sustainable Governance

Strategy: G6c Implement the adopted Asset Management Continuous Improvement Plan

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
On-track delivery of 80% of scheduled activities in the adopted Asset Management Continuous Improvement Plan each year	<p>Progress with scheduled activities monitored quarterly</p> <p>Progress against benchmarks for asset management assessed annually</p>	EM Creating	Ongoing improvement in self-assessed scores on meeting agreed Business Excellence Framework (BEF) benchmarks for asset management	Steady increase compared to SAMP3 (self assessed score between 150 -199, indicating Competence in Asset Management)	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Operational risk processes and strategies developed	Development of Risk Registers to manage individual risks as per the Risk Management Framework	EM Performance	Risk register developed and implemented within the Risk Management Framework	December 2014	1	
	Review of Contractor Management processes across the Departments		Review and gap analysis complete	December 2014	1	
Developing and implementing a Disaster Recovery Plan	Working groups held with significant operational sites across Council	EM Performance	Business Continuity Plans developed	February 2015	5	Deferred to July 2015 for completion of Organisation's Risk Management Framework and System and IT Business Continuity Plan
	Business Continuity Committee meets on a regular basis to review and update draft Business Continuity Plans		Number of meetings per annum	At least 3	5	

Sustainable Governance

Strategy: G7b Maintain safe workplaces

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Number of lost time injuries and incidents reduced	Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions	EM Performance	Percentage reduction in lost time injuries	5%	4	
			Percentage reduction in incidents	5%	4	
			Percentage of corrective actions raised that are closed	90%	4	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Effectiveness of web site monitored	Maintain Council's web site Monitor and report on use of web site	EM Positioning	Percentage increase in number of visits to web site each year	10%	2	
Geographic information system (GIS) across Council maintained	Maintain and update Council's geographic information (GIS) system Provide a publicly accessible digital mapping system	EM Digital	Software and mapping database updates completed annually Increase in number of users accessing the mapping website from base year 2010-11	100% Increases annually	1 2	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
All reports required by legislation or requested by Government departments and agencies provided	Complete Operational Plan as required by legislation	EM Performance	Percentage of reports required by legislation provided on time and in required format	100%	4	
	Complete and submit Annual Report by due date	EM Performance			4	
	Submit annual audited financial accounts to DLG by due date	EM Financial			2	
	Provide Companion Animal reporting as required	EM Safe			2	
Annual reports on key councils plans and policies completed	Explore new process & format for cross council reporting on access and equity activities.	Internal Ombudman	Information for Annual Report provided	September 2014	1	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Council is attracting high quality, invested people, utilising best practice recruitment actions	<p>Re-design Council's recruitment process</p> <p>Develop and deliver leadership workshops for the re-designed recruitment process</p> <p>Review Council's employee establishment with the Executive Leadership Team to ensure Council has the necessary skills and resources to meet our community's service expectations</p>	EM Performance	Best practice recruitment process implemented	June 2015.	5	To be implemented in 2015-2016
High performing employees are engaged and retained	Create a comprehensive and effective employee engagement and communications plan	EM Performance	<p>Maintain 25% turnover of employees in their first 3 years</p> <p>Employee engagement and communications plan developed and implemented</p>	<p>June 2015</p> <p>June 2015</p>	<p>4</p> <p>5</p>	To be implemented in 2015 - 2016
HR is promoted, understood and utilised throughout the organisation.	Create HR/OD branding and communications strategy	EM Performance	Internal communications and branding strategies developed and implemented	June 2015	5	Partially complete. Finalisation delayed to 2015/2016 to align with Better Practice Review

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Improved HR/OD business practices and efficiencies	<p>Facilitate the migration of HR/OD paper files to Council's electronic records management system</p> <p>Develop an education and communications strategy on benefits and responsibilities of utilising electronic records</p> <p>Review and streamline Council's employee establishment process</p> <p>Review against best practice to develop HR policies, supporting documentenation and training programs, replacing all current documents</p> <p>Continue to advance the features utilised in CHRS21 Payroll/HR system including implementation of upgrade</p>	EM Performance	Improved HR/OD busniess practices and effeciency projects developed and implemented	June 2015	<p>1</p> <p>5</p> <p>1</p> <p>2</p> <p>4</p>	<p>TRIM Training completed – due to be rolled out 2015/2016</p>

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Implement annual Leadership Development Action Plan	<p>Program, promote and implement Talent on Track Programs</p> <ul style="list-style-type: none"> • LGMA Management Challenge • iTic Leadership (Improvement Through Innovation & Change) <p>Executive & Senior Leadership team approved professional development plans – attendance on courses, mentoring or coaching request are scheduled.</p>	EM Performance	Participants report high level of satisfaction in evaluations	80%	5	Delayed to 2015-2016 to align with new Human Synergistics Leadership Development & Coaching Program
			Annual ESLT development plans are developed and rolled out	100%	4	
			Organisational wide survey data or pulse survey results	Improvement on the by division rating from previous survey data if below 75%	4	
Undertake and report on Organisational Wide Business Excellence or pulse survey	Undertake survey Report results	EM Performance	Complete main or pulse survey on time and report result trends from previous year	May 2015	4	
			June 2015	4		
Implement annual Learning & Development Action Plan	<p>Develop and complete annual on-the job program in customer service</p> <p>Safety training schedule developed and rolled out by L&D and WH&S team</p>	EM Performance	Program completion	June 2015	5	TREC into Learning Program Plan rolling out in May 2015 with courses commencing in 2015-2016
			Program evaluation satisfaction levels	80%	5	
			Scheduled courses delivered	100%	5	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Implement annual Learning and Development Action Plan – Purchase a Learning Management System	Scope brief for LMS, agree stakeholders, review vendors, seek tenders, select provider, agree implementation plan.	EM Performance	Launch new system	June 2015	5	Delayed till completion of organisation wide systems review & survey
Improved performance management system for senior leadership to monitor achievement and ensure accountability	Review, engage key stakeholders and develop new performance management system for senior leadership to monitor achievement and ensure accountability Develop new online annual performance review system	EM Performance	New performance management system ready to be implemented	June 2015	5	To be implemented July 2015
			New online annual performance review system ready to be implemented	June 2015	5	To be implemented in 2015 - 2016
An engaged and informed Public Works and Services Department during the transition to the new depot	Review and compare terms and conditions between Waverley and Woollahra workforces Complete an employee engagement and industrial relations plan for Z2A	EM Performance	Report on findings submitted	Dec 2014	1	
			Plan approved	Dec 2014	1	

**Report
No. CM/7.5/15.05**

Subject: Vision for Bondi Junction
Trim File No.: A13/0135
Author: Julie Peters, Manager, Communications and Engagement
Director: Arthur Kyron, General Manager

**Recommendation:**

That Council:

1. Adopts the amended vision for Bondi Junction as below (also Attachment 2) to become Council's vision for Bondi Junction.

Revised vision for Bondi Junction – heartbeat of the East

Our vision for Bondi Junction is:

A world-class place within the greater Sydney area, a proud part of this great global city.

A destination where people want to be – an accessible, safe place that meets our current and future needs, and exceeds our expectations.

To be the heartbeat of the east – bringing people together from all over the eastern suburbs, and from further afield to live, work, and connect in the 21st Century way.

To realise our vision for Bondi Junction we will:

- *Partner with the community to foster a strong sense of place and identity*
- *Demonstrate environmental excellence and leadership, and deliver ambitious environmental targets through low carbon energy, efficient waste management, and recycled water infrastructure*
- *Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone*
- *Preserve the heritage and historical landscapes*
- *Enhance our parks and green our streets for everyone's health and wellbeing*

- *Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency to alleviate congestion on our roads*
 - *Build on our unique urban coastal lifestyle and climate to maintain a high quality of life for our current and future residents*
 - *Foster and look after our diverse community through affordable and accessible services*
 - *Build on the strategic and economic importance of Bondi Junction*
 - *Facilitate growth in the centre in a strategic, appropriate, and sustainable way.*
2. Endorses the Communications and Engagement team to commence communication of the vision for Bondi Junction to the community through Council's Bondi Junction projects.
 3. Receives and notes the report from the Australian Centre for Excellence in Local Government at the University of Technology, Sydney, 'Bondi Junction Vision Community and Stakeholder Engagement Process' as per Attachment 1.
 4. Notes the name 'Bondi Junction – heartbeat of the East' as the successful entry from the naming competition in the Waverley in Focus Spring edition in September 2014.

1. Executive Summary

The Bondi Junction 2030 draft vision, developed by the Bondi Junction 2030 Steering Group in December 2013, was the first step in identifying a long term vision for Bondi Junction. In order to test this draft vision against what the community and stakeholders want for Bondi Junction, in June 2014, Council adopted this vision as an internal working document whilst Council engaged with the community.

In Late 2014, Council engaged an external consultant, the Australian Centre for Excellence in Local Government (ACELG) at the University of Technology Sydney, to undertake community and stakeholder engagement to seek feedback from the community, stakeholders and users on how Bondi Junction can best serve their needs into the future (Attachment 1).

Based on the feedback presented in the ACELG report, a revised vision has been drafted (Attachment 2), incorporating the key findings from the engagement process. The revised vision aims to position Bondi Junction as the best major centre in Sydney that attracts major commercial, retail, business and government interests and is competitive against other major urban centres in the Sydney Metropolitan Area.

2. Introduction/Background

The Council's community strategic plan Waverley Together 3 finalised in 2013, has a specific strategy to: 'Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and place making principles'. In response to the community wanting a vision for Bondi Junction, Council has prepared a draft vision, undertaken community engagement and now revised the vision to reflect the needs and wants of the community (Attachment 2).

The first step in the process, the work done by the Bondi Junction 2030 Steering Committee in 2013, was a draft vision for Bondi Junction tying together our current and proposed projects in Bondi Junction, whilst providing a strategic framework for the future of the area. In order to ensure Council's vision for Bondi Junction was in line with the wants and needs of the community and stakeholders, Council resolved the following in July 2014:

That Council:

1. Receives and notes the Draft Bondi Junction 2030 Vision Statement awaiting the outcomes of the community engagement process. The Draft Bondi Junction 2030 Vision Statement now reads as follows:

"Draft Bondi Junction 2030 Vision Statement

By 2030, Bondi Junction will be a world-class precinct within Sydney, a proud and thriving part of this great global city.

This vision will bring together the communities of the east and rethink how we live, work and connect with each other to:

- *unearth the extraordinary potential of Sydney's Eastern Suburbs, and create a premier community precinct sought by 21st century populations*
- *create the civic and commercial spaces, transport solutions, safety and accessibility, economic developments, major new innovations and simple refinements that will respond to these future needs*
- *develop a precinct that caters for the needs of the community whilst showcasing environmental excellence and providing exciting opportunities for our diverse communities to interact*

To realise our vision, the key elements of Bondi Junction 2030 are:

- *To maintain a high quality of life and sense of place for our current and future residents*
- *To foster a diverse, multicultural community supported by affordable and accessible services*
- *To create a place with a strong sense of identity developed in partnership with the community*
- *To build on the strategic and economic importance of Bondi Junction*
- *To deliver an integrated pedestrian, traffic and transport solution with improved efficiency, accessibility and mass transit options*
- *To promote environmental excellence and leadership by delivering ambitious environmental targets for a sustainable urban precinct through low carbon energy, efficient waste management and recycled water infrastructure*

- *To create a safe, thriving and livable destination with great public spaces, buildings, public art and streets for all people*
 - *To facilitate development and growth in a strategic, appropriate and sustainable way.”*
2. Endorses engagement with the community on its vision for Bondi Junction.
 3. Compares the outcomes of the community engagement process to the draft Bondi Junction 2030 Vision Statement and refers officers to the existing resolution 1202.6.3 of Council on the Creative Economy.
 4. Prepares a report to Council with recommendations for the final vision for Bondi Junction 2030.

Following this resolution, Council engaged the ACELG to undertake community and stakeholder engagement, the results of which have been incorporated into a revised Council vision for Bondi Junction. Council also initiated a naming competition through Council’s quarterly newsletter *Waverley in Focus*. In the Spring edition in September 2014, residents were asked to submit ideas for naming the revitalising of Bondi Junction. Over 50 entries were received through the competition process. Council’s Executive Leadership Team in consultation with the Mayor chose the winning name ‘Bondi Junction – heartbeat of the East’. This name will form the overarching branding for all Bondi Junction projects and has been incorporated into the revised vision.

3. Discussion

The engagement work undertaken by the ACELG in late 2014 tested what the community and stakeholders thought of Bondi Junction as a destination and what was needed to improve the area into the future. Over the duration of the consultation, more than 700 contributions were received across a number of engagement activities including focus groups, phone surveys, walk-up surveys, precinct meetings and an online survey. Some of the key findings (see Attachment 1 for detailed report) are outlined below.

Respondents found Bondi Junction to be a desirable place to live, work and play, but felt the area could be improved through:

- Better urban architecture and streetscape design that particularly reflects the beachside location and active lifestyle
- Improved traffic and parking conditions
- A wider offer of night activities
- Improved safety and accessibility
- Greater focus on arts and culture
- Enhanced tourist and visitor information services and community services
- Attractive and interactive open and recreational spaces
- Enabling pedestrians and cyclists, not cars, to dominate the urban environment.

Key focus areas for the future of Bondi Junction include:

- Sustainability – respondents wanted Bondi Junction to be a sustainable urban centre
- Greater awareness of community services on offer – many respondents had little knowledge of Bondi Junction’s community services
- Ensure transparency of projects in Bondi Junction.

This feedback has been incorporated into the revised draft vision for Bondi Junction – the heartbeat of the East.

4. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to Waverley Together 3 and Delivery Program 2013-17 is as follows:

Strategy: L1a – Reinforce Bondi Junctions role as a regional centre with a mix of residential, retail, hospitality, business, commercial, professional services and entertainment activities.
L5d – Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and place making principles.

5. Financial impact statement

Once Council has adopted a vision for a Bondi Junction, the Communications and Engagement team will develop a communications and engagement strategy for the vision. This engagement strategy will utilise Council's current communications channels including *Waverley in Focus*, Council's website and email newsletters and will be incorporated into how we communicate about future Bondi Junction projects.

Therefore there is no financial impact on the Communications and Engagement budget at this time.

6. Conclusion

Waverley Council wants to make Bondi Junction a more liveable city, and to continue to strive toward it being:

- the premier urban centre of the Sydney's Eastern Suburbs
- a vibrant and sustainable urban precinct where people want to come to work, rest and play
- a centre of design excellence for both the public and private sectors
- a centre that makes the most out of potential development opportunities and showcases leading sustainability infrastructure.

An adopted vision for Bondi Junction, which incorporates the views of the community as well as the aims of Council, will provide a strategic framework for the many projects already underway and planned for the area.

A vision for Bondi Junction – heartbeat of the East will enable Council to communicate effectively with the community about what Council is doing in Bondi Junction and why. Each project both planned and underway will be communicated under the banner of Bondi Junction – heartbeat of the East, and will be linked to an outcome relating to the vision.

7. Attachment/s:

1. Bondi Junction Vision Community and Stakeholder Engagement Process Report.
2. Revised vision for Bondi Junction.

Bondi Junction Vision Community and Stakeholder Engagement Process

Waverley Council

acelg.org.au

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Executive Summary

The Waverley Local Government Area (the LGA) is growing and changing. The NSW department of Planning and Environment *2014 Population Projections* forecast the LGA population to increase 20% by 2031¹. By 2031, the LGA will be both younger and older, with 10-19 and 70-84 year age groups increasing by approximately 50% or more. Furthermore, growth in 5-19 and 40-59 year age groups will make up over two thirds (68%) of the LGA's total population growth, whilst the proportion of 20-39 year olds relative to the total population will decline. These changes in population composition are also reflected in an increase in the total number of households, which will grow by 18%, and average household size, which will increase from 2.24 to 2.28².

As the LGA population changes, the role and function of Bondi Junction will need to respond to this change. During community consultation for *Waverley Together 3 (WT3)*, participants suggested Waverley Council (Council) develop a strategic vision to guide how Bondi Junction changes into the future. Council has responded to these suggestions and acknowledged its responsibility to manage urban change by including development of a vision for Bondi Junction as a strategy in WT3³.

In late 2014, Council undertook a process of community and stakeholder engagement (the engagement process) to seek out the views of people who use Bondi Junction on how this place can best serve their needs well into the future. The findings of the engagement process are to inform Council's development of a draft vision for Bondi Junction. This vision will assist Council with decision-making about the future of Bondi Junction, and prioritising Council-led initiatives underway in and around Bondi Junction.

As a major Bondi Junction landholder, Council is in a position to utilise its' own property portfolio to ensure Bondi Junction best serves the needs of people who use Bondi Junction through to 2031. In 2015, Council will undertake a master planning process for Council-owned properties in Bondi Junction. To ensure the people who use Bondi Junction have an early opportunity to influence the master planning process, this engagement process has occurred in advance of any consultant briefs having been prepared. The findings of this engagement process will inform Council's development of consultant technical briefs to guide the master planning process.

The engagement process, undertaken by Australian Centre of Excellence for Local Government (ACELG) at the University of Technology, Sydney (UTS) on behalf of Council, directly engaged with residents, businesses, visitors, school children, community service providers and representatives of hard to reach groups (herein referred to as the people who use Bondi Junction) to understand how Bondi Junction can best serve their needs in the future.

The engagement process employed a multi-method approach with both quantitative and qualitative methods. These included three focus groups, a random dial telephone survey, online and walk up surveys, stakeholder interviews and meetings, and an in class exercise for school children. In total, over 700 individual contributions were received across the range of engagement activities. Irrespective of the method used, there was a high degree of consistency in the issues raised by

¹ Available at:

http://www.planning.nsw.gov.au/Portals/0/DeliveringHomes/PopulationProjections/Docs/2014_NSW_Population_Projections-data.xls

² Available at:

http://www.planning.nsw.gov.au/Portals/0/DeliveringHomes/PopulationProjections/Docs/NSW_Household_and_Dwelling_Projections_data_2014.xls

³ Waverley Together 3. Waverley Council.

http://www.waverley.nsw.gov.au/data/assets/pdf_file/0009/54000/WT3_Strategic_plan_2013-25_WEB_FINAL.pdf p26

participants. There were some differences in how these issues were viewed by participants, and are highlighted in this report where applicable.

This report documents the issues raised through the engagement process. It does not provide a draft vision for Bondi Junction but highlights common issues raised by the people who use Bondi Junction for further consideration by Council in drafting the vision. The report also does not provide any recommendations on the content of consultant briefs for the master planning process.

Key findings from this engagement process

What is great about Bondi Junction?

Bondi Junction:

- Is a desirable place to live, work and play, primarily for its:
 - reliable, frequent and convenient multi-modal public transport access, which also provides access to a wide range of destinations across the Eastern suburbs, nearby beaches and the Sydney CBD and surrounds. For example, 87% of telephone survey respondents' agreed Bondi Junction is easy to get to by public transport, and respondents frequently noted convenience as one of the top three things they like most about Bondi Junction
 - close proximity to major recreational areas including Centennial Park and Bondi Beach, and major tertiary health and education services at Randwick. Proximity to these areas was noted as a particularly desirable attribute by precinct committee, Waverley Business Forum meetings, and focus group participants
 - offering of a coastal lifestyle and micro-climate within a cosmopolitan urban environment. This was a particularly important aspect of Bondi Junction for school children and focus group participants. However, precinct committee meeting and focus group participants emphasised the way in which urban architecture poorly interacts with this micro-climate through creation of wind tunnels and poor solar access, particularly in winter
- Adequately provides the full complement of daily services most people need from an urban centre (i.e. grocery stores and convenience retailing, and medical, personal and financial services etc.). 84% of telephone survey respondents indicated they use Bondi Junction at least once a week or more, and there were very high levels of agreement that Bondi Junction has the retail and shopping facilities (93%) and daily services (92%) they need
- Has major land uses that attract tourists and visitors to the LGA (i.e. large format grocery stores, accommodation uses, specialty retail shopping, and larger entertainment venues).
 - Focus group participants, Waverley Business Forum and Combined Precinct Committee meeting participants noted the particular importance of tourists and visitors in creating a vibrant atmosphere in and around Bondi Junction.
- Has a number of Council-led initiatives currently underway that respond well to what the people who use Bondi Junction identify they need from Bondi Junction now and into the future
 - In particular, urban sustainability measures (such as the Green Infrastructure Masterplan), street level urban design initiatives (such as the Complete Streets and Raingarden programs), car parking upgrades (such as the Eastgate Carpark Upgrade), and measures to create a pedestrian and cyclist-dominated environment (such as the Complete Streets: Cycleway and Streetscapes, and Bondi Junction Pedestrian Access Mobility Plan programs).
 - This finding was confirmed through the telephone survey, where most respondents indicated measures to encourage sustainability and urban greenery (89%), better urban design and architecture (79%), and car parking and traffic improvements (73%) were most needed in Bondi Junction

What is not so great about Bondi Junction?

Bondi Junction:

- Lacks a place identity at the street level that reflects the story of Bondi Junction as a coastal, lifestyle based urban centre.
 - Focus group participants and Waverley Business Forum stakeholders reflected strongly on the place connection between Bondi Junction and nearby beaches and major open space, and how Bondi Junction can reflect the LGA's typically healthy and active lifestyle. Similarly, precinct committee members were particularly keen to ensure the place identity of Bondi Junction reflects the lifestyle attributes of nearby residential areas
 - The telephone survey indicated most people use Bondi Junction for three hours or less (89%), whilst focus group participants indicated an enhanced place-identity would make Bondi Junction a more vibrant and engaging place to visit, which would encourage use for longer time periods
 - High quality architectural, environmental and urban design that uses building envelopes and facades to frame natural vistas to Sydney Harbour and the beaches, responds to coastal weather conditions (i.e. wind and solar access), and creates an engaging streetscape are crucial to ensuring the people who use Bondi Junction enjoy the urban realm. These aspects were particularly important for precinct committee stakeholders, and there were high levels of agreement through the telephone survey that Bondi Junction needs better urban architecture and design (79%)
- Is primarily perceived as the home of Westfield and shopping in the Eastern suburbs, and a vehicle, public transport and pedestrian and cyclist thoroughfare. This was particularly evident through the focus groups and open ended responses from the telephone survey, where Westfield was consistently identified as a defining feature of Bondi Junction
 - The focus group participants indicated these perceptions challenge the ability of most people who use Bondi Junction to re-imagine how Bondi Junction can become a destination in its own right
- Has significant traffic and parking issues, particularly during peak shopping times and summer when Eastern suburbs beaches are at peak usage
 - In addition to an unengaging urban realm, focus group participants identified crowded pedestrian and cyclist paths, congestion along major roads and major intersections (i.e. Bondi Road, Bronte Road), and parking time limits and cost at kerbside and commercial parking stations as key reasons why Bondi Junction is used for predominantly short periods of time
- Has a lower level of night time use (9%) and perceived safety (60%), when compared with the day (90%, 99%). Focus group participants and precinct committee members indicated these levels of usage and perceived safety were due to anti-social behaviour emanating from larger entertainment venues in the area
 - Precinct committee and Waverley Business Forum meeting participants emphasised their concern at the potential impact State Government lockout laws might have on continued anti-social behaviour at large entertainment venues in Bondi Junction
 - Focus group participants indicated a diversified retail and dining offering, and small scale night time cultural and entertainment uses would enhance destination qualities of Bondi Junction whilst also creating a safer night time environment by appealing to a broader range of night time users

What does Bondi Junction need more and less of?

Bondi Junction:

- Lacks range in the retail and dining, arts and culture, and entertainment offering, and needs more small scale events, unique artisan-style food retailers and markets, and entertainment uses.
 - Whilst most telephone survey respondents indicated Bondi Junction has a wide range of café and restaurant options (79%), just over half (57%) felt it had enough range in the café and restaurant offering.
 - Few telephone survey respondents felt Bondi Junction has a wide range of cultural activities and facilities (37%), whilst most respondents indicated it needs more museums and art galleries (70%)
 - Focus group participants identified recent additions to Bondi Junction such as Williams Sonoma and Spring Street Social as positive examples of expansion in the types of uses Bondi Junction currently lacks
 - The Bondi Junction mall, West Oxford Street, and Spring Street were identified as locations where these additional uses could add most value to the role and function of Bondi Junction as an urban centre
- Needs more active recreation facilities (in particular, focus group and Waverley Business Forum participants identified a swimming pool), open space that provides places for families and children to play in a coastal urban environment, and outdoor plazas that create cross-block linkages and provide space for passive recreation (i.e. outdoor yoga and zumba classes)
 - Over two thirds of telephone survey respondents indicated Bondi Junction needs more parks and other places to enjoy the outdoors (67%), whilst a lower proportion agreed Bondi Junction is a suitable place for children to visit (57%) when compared with young adult professionals (82%), teenagers (73%), seniors (70%), and families (69%)
 - Fewer online and walk up survey respondents felt Bondi Junction is a good place for young children (51%) and teenagers (44%) to live
- Needs a greater range of hotel accommodation options that leverage the important contribution of Bondi Beach tourists and visitors to the vibrancy of Bondi Junction
 - This was particularly emphasised by Waverley Business Forum participants and identified through the telephone survey, where less than half of all respondents indicated Bondi Junction has enough variety in the hotel and accommodation offering (41%)
- Focus group and Waverley Business Forum participants indicated there is a need to rebalance land uses in Bondi Junction away from large scale employment and retail uses to include smaller space for small to medium entrepreneurs, creative industries and start-ups.
 - Whilst 71% of telephone respondents indicated Bondi Junction needs more creative workspaces for new and emerging artists, around half (46%) indicated it needed more small office spaces for start-up businesses
 - Waverley Business Forum participants also noted these uses would assist with attracting and retaining talented staff to Bondi Junction, increase the diversity of people who use Bondi Junction and enliven the public realm on a day to day basis. Just over half (55%) of all telephone survey respondents indicated Bondi Junction needs more diverse employment opportunities
- There are strong views that high rise development in Bondi Junction has reached capacity. This was particularly emphasised by precinct committee participants, and was reflected through the online and walk up surveys where almost half (44%) of respondents indicated Bondi Junction has enough high rise apartment buildings

Other important considerations for the future of Bondi Junction

- Precinct committee participants expressed concern about a lack of transparency surrounding prior planning processes for Council's property portfolio in Bondi Junction, and planning processes for other areas of Bondi Junction, such as West Oxford Street
 - Ensuring future planning processes for Bondi Junction and Council's property portfolio are open and transparent, broadly informed by community and stakeholder engagement before plans are drawn up, and have adequate feedback loops are important to these participants
- People who use Bondi Junction do not consider sustainability to be a value-add proposition in the planning process
 - Rather, they expect Bondi Junction's urban environment to be sustainable in all aspects and more explicit sustainability initiatives such as roof-top solar generation, and community gardens should be standard considerations in all planning processes
 - This is reflected through the telephone survey where almost all respondents indicated Bondi Junction needs more measures to encourage sustainability and urban greenery (89%)
- Most people who use Bondi Junction have mostly low levels of awareness of community services and facilities offered in Bondi Junction. There are much higher levels of awareness of these services and facilities amongst those who live in close proximity to Bondi Junction
 - Focus group and precinct committee participants who had used community services and facilities in Bondi Junction indicated the quality of services and facilities provided in Bondi Junction is particularly high
- Similarly, most people who use Bondi Junction have low levels of awareness of heritage items in and around Bondi Junction. This was reflected through the telephone survey where heritage items were infrequently mentioned through open ended responses about what people like most, or least, about Bondi Junction
 - There were much higher levels of awareness of heritage items amongst those who live in close proximity to Bondi Junction
- Providing community services and facilities in Bondi Junction is highly valued by most people who use Bondi Junction.
 - This was reflected through the telephone survey where most respondents (72%) indicated providing community services and facilities in Bondi Junction was extremely or very important to them
- A majority of telephone survey (77%) and online survey (48%) respondents indicated providing community services and facilities from a fewer number of locations would not affect them personally
 - When asked for their preferred location for community services and facilities, just over half of telephone survey respondents (55%) indicated a location in Bondi Junction, whilst just under half of online and walk up survey respondents preferred no change from where they are currently provided (40%)
- Whilst there are a range of views on the types of council and community services and facilities that are needed in the LGA, there was broad agreement amongst community service providers and precinct committee meeting participants that youth services, tourist and visitor information services, and services for the elderly were most in need
 - More than half of telephone (56%) and online and walk up (52%) survey respondents indicated Bondi Junction has enough community services and facilities now

1 Introduction

In late 2014, Council undertook a community and stakeholder engagement process to seek out the views of people who use Bondi Junction on how this place can best serve their needs well into the future. The findings of the engagement process are to inform Council's development of a draft vision for Bondi Junction. The vision will assist Council with decision-making about the future of Bondi Junction, and prioritising Council-led initiatives currently underway in and around Bondi Junction.

As a major landholder in Bondi Junction, Council is in a position to utilise its' property portfolio to ensure Bondi Junction best serves the needs of people who use Bondi Junction through to 2031. In 2015, Council will undertake a master planning process for Council-owned properties in Bondi Junction. The findings of the engagement process will inform development of consultant briefs to guide the master planning process. To ensure the people who use Bondi Junction have an early opportunity to influence the master planning process, this engagement process has occurred in advance of any master planning activities.

The engagement process, undertaken by Australian Centre of Excellence for Local Government (ACELG) at the University of Technology, Sydney (UTS) on behalf of Council, directly engaged with residents, businesses, visitors, school children, community service providers and representatives of hard to reach groups to understand how Bondi Junction can best serve their needs in the future. This report documents the issues raised through the engagement process. It does not propose a draft vision for Bondi Junction but highlights common issues raised by the people who use Bondi Junction for consideration by Council in drafting the vision. The report also does not provide any recommendations on the content of consultant briefs for the master planning process.

1.1 Engagement process objectives

The objectives of the engagement process were to:

- Provide Council with a better understanding of what the people who use Bondi Junction feel is currently missing from Bondi Junction, and would be needed in the future in order for Bondi Junction to better serve their needs
- Understand what council or community services and facilities the people who use Bondi Junction feel might add value to the role and function of Bondi Junction
- Assist with developing a narrative that articulates where Bondi Junction should be headed, what it should be like in 2031, and assist with prioritising Council's existing Bondi Junction initiatives
- Inform development of consultant briefs to prepare a master plan for Council-owned properties in the street block bound by Newland, Ebley, Denison and Spring Streets

1.2 Engagement Activities

The overall approach to the engagement process was workshopped and agreed with Councillors prior to commencement. A demographic and stakeholder analysis was prepared by UTS to ensure the views of a diverse range of the people who use Bondi Junction were captured through the process.

There are many different approaches to capturing the views of those with an interest in the issues being engaged on. Quantitative approaches enable a greater breadth of views to be uncovered, but do not make explicit important differences in the way these views are expressed. Similarly, qualitative approaches make explicit important differences in the way views are expressed, but limit depth of understanding of a broader range of views.

Combining both quantitative and qualitative approaches enables a wider range of views to be uncovered, and scope for deeper exploration of whether important issues lie behind how views are

expressed. A multi-method approach assists with assessing the overall validity of findings in a way that cannot be matched when quantitative or qualitative methods are used in isolation.

This engagement process employed both quantitative and qualitative activities to both uncover the range and explore the depth of views of people who use Bondi Junction. Across the activities, there was a high degree of consistency in the range of views identified. Where subtle differences in the expression of views exist, these are highlighted in this report. In total, over 700 individual contributions were obtained across the engagement activities, which included:

- Postcards from Bondi Junction in 2031' from local primary school students
- A random dial telephone survey of residents across the LGA, and the Randwick and Woollahra Local Government Areas (n=550)
- Interviews with community service providers, representatives of hard to reach groups, and building futures partnership members
- Walk up surveys of incidental users of Bondi Junction, and an open online survey hosted at <http://www.haveyoursaywaverley.waverley.nsw.gov.au>
- Key stakeholder meetings with members of the Bondi Junction Precinct Committee, Combined Precinct Committee Executive, and Waverley Business Forum

1.3 Engagement Questions

A series of key questions were devised to guide the engagement process. Whilst the questions were tailored for each activity and stakeholder audience, they broadly fell into the following categories. The specific questions asked of each stakeholder audience are outlined in the relevant appendices of this report.

Question area	Questions
Bondi Junction now	<ul style="list-style-type: none"> • How do people currently use Bondi Junction (time of day, frequency and length of use, what activities etc.) • What currently makes Bondi Junction a great place to live, work and play? • What is not so great about how Bondi Junction currently functions?
Where Bondi Junction should be headed	<ul style="list-style-type: none"> • What might the future role and function of Bondi Junction as an urban centre look like? • What does Bondi Junction need more or less of in the future to meet the needs of the people who use Bondi Junction now, and those who may use Bondi Junction in the future?
Council, civic, cultural and community services and facilities	<ul style="list-style-type: none"> • How community services and facilities in Bondi Junction are currently used (i.e. frequency, length and type of use) • How can the value of Council's property portfolio to the role and function of Bondi Junction be enhanced for the people who use Bondi Junction now and into the future? • What Council, cultural, civic and community services and facilities are needed to best support the changing Waverley population?

1.4 This report

This report outlines the key issues identified through the engagement process. The issues are outlined for further consideration by Council in drafting the vision for Bondi Junction and preparing consultant technical briefs to guide the master planning process. The structure of this report is arranged according to each engagement activity, with the issues raised analysed thematically.

2 Focus Groups

Three focus groups were held in October 2014 at UTS. The purpose of the focus groups was to gain a qualitative understanding of the views of people who use Bondi Junction, and inform the design of telephone, online and walk up survey instruments. Each group included between 10 and 14 participants, with discussions lasting for approximately two hours.

2.1 Methodology and key questions

Participants were selected from across the LGA by an independent social research recruiter to be broadly representative of the LGA population profile. Discussion points put to the focus group are outlined in the table below.

Discussion point	Explanation
Activity – defining Bondi Junction	Participants provided with A3 paper to highlight where they consider Bondi Junction to be, and assist with understanding spatial frames of reference
Using Bondi Junction	Participants asked: <ul style="list-style-type: none"> • how they use Bondi Junction • frequency and length of use • what currently makes Bondi Junction a great place • what currently makes Bondi Junction not such a great place • what is currently missing from Bondi Junction, and what it might need more or less of in the future
Activity – Strength, Weakness, Opportunity, Threat Analysis	Participants asked to identify current strengths and weaknesses, and future opportunities and threats for Bondi Junction
Demographic snapshot	Participants provided with snapshot of changes to the LGA population profile to 2031 and asked what this population might need from Bondi Junction in the future
Council and community services and facilities	Participants provided with a broad overview of the types of community services and facilities and asked to identify: <ul style="list-style-type: none"> • council and community services and facilities they currently use across Waverley and in Bondi Junction, how they access these, and reasons for this use • council and community services and facilities that might currently be missing, or needed to respond to changes in the demographic profile of Waverley through to 2031 • how Council’s property portfolio in Bondi Junction could add value to the role and function of Bondi Junction for the people who use Bondi Junction

2.2 Focus group key findings

The first activity revealed participants had various spatial understandings of Bondi Junction. Participants living in closer proximity to Bondi Junction referred to the area encompassing Westfield

shopping centre, Bondi Junction mall and Spring Street. Participants living in other parts of the LGA referred to Bondi Junction as a larger area encompassing West Oxford Street and extending to Centennial Park and Waverley Park. Participants who had lived in the area for 20 years or more noted Bondi Junction has improved markedly over recent decades. However, most participants were more concerned about the current state of Bondi Junction and considered there to be a lack of action in addressing what they perceive as the weaknesses and threats facing Bondi Junction. A number of participants noted recent Council-led urban design and streetscape initiatives as examples of the direction in which Bondi Junction should be headed.

Strengths and weaknesses

Participants considered the current strengths of Bondi Junction to be: proximity to Bondi Beach and other beaches across the Eastern Suburbs, Centennial Park, the Moore Park Entertainment Quarter, and Sydney CBD; excellent access to frequent and reliable multi-modal public transport; generally pleasant coastal microclimate; the full complement of daily services and conveniences needed by the people who use Bondi Junction; and general availability of night time entertainment uses (although these uses were not considered to meet the needs of users).

Participants considered the current weaknesses of Bondi Junction to be: inadequate car parking arrangements at commercial parking stations and kerbside set-downs; safety and anti-social behaviour, particularly around larger entertainment venues; difficulties navigating the pedestrian, cyclist and vehicle movement networks; wind tunnels and inadequate night time lighting; lack of play areas for families and children and open space more generally; and lack of diversity in the food and entertainment offering, particularly quality yet affordable dining options and smaller scale performing arts and culture venues.

Opportunities and threats

Participants indicated there are significant opportunities to further improve Bondi Junction and create a lifestyle focused urban centre with a diverse and vibrant street life. However, participants noted that, without addressing the threats faced by Bondi Junction, efforts to create such a place would be fruitless. Dominant perceptions of Bondi Junction as the home of Westfield and its use as a major transport interchange limited the ability of participants to identify opportunities and reimagine what Bondi Junction could be like in the future.

Identified threats to the future of Bondi Junction included: the dominance and economic impact of Westfield on the diversity of the retail, dining and entertainment offering in other parts of Bondi Junction; traffic congestion at key intersections (particularly Bondi and Bronte Roads) and weekend traffic gridlock during summer and other occasions and major events where there are large influxes of people and cars; lack of safety for pedestrians and cyclists, particularly at street intersections; lack of vibrancy in the Bondi Junction mall and along Spring Street, which serve as key links between Westfield and other parts of Bondi Junction; lack of cross-block linkages and passageways; the need for additional public transport capacity to popular nearby destinations, particularly bus routes to Bondi and Bronte Beaches; and difficulties in encouraging night time activation.

The table overleaf provides a thematic analysis of common issues raised across the three focus groups.

Theme	Comments
Shopping and services	<ul style="list-style-type: none"> • Most participants felt they well served by four large supermarkets, major department stores, gyms, doctors, pharmacists, hairdressers and plenty of high-end fashion. <ul style="list-style-type: none"> – Participants also considered there to be adequate provision of childcare, dentists, solicitors, accountants and library services. • Many felt Bondi Junction needs a broader retail offering, particularly the mid-range offering, and the focus of Westfield on higher end retail, and areas outside Westfield on lower-end retail requires rebalancing. <ul style="list-style-type: none"> – Suggestions for missing shopping services included: mid-range fashion; record stores; vintage clothing stores; artisan-style food retailers. By way of example, a number of people mentioned their enjoyment of recently opened vegetarian/organic food retailers along West Oxford Street, and identified regular markets in the Bondi Junction mall as a way to expand such offerings. • Some people felt moving the post office to Eastgate Shopping Centre from Westfield has resulted in an inconvenience for them. • Improvements to the shopping and services environment suggested by participants included: <ul style="list-style-type: none"> – A centre stage for performing arts and culture in Westfield – A revamp of the Bondi Junction Mall to create a performing arts and dining focused precinct with fine dining options, small scale live music performances, modern street food, and small wine bars similar to Church Street in Parramatta or Pitt Street Mall – Revamping Spring Street to better connect major areas of shopping activity with the broader Bondi Junction area
Cafes and dining	<ul style="list-style-type: none"> • There was a strong view that Bondi Junction has a limited range of café and dining options, which do not suit their needs for enjoyable outdoor dining opportunities <ul style="list-style-type: none"> – Participants were of the general view that poor street level amenity, and congestion and difficulties navigating the pedestrian and cyclist networks detracted from their enjoyment of outdoor dining options in Bondi Junction. Even though Bondi Beach was considered more congested by pedestrian traffic, most participants indicated they preferred outdoor dining at Bondi Beach where street level amenity and vibrancy are higher. • Many participants felt there was an over-saturation of ‘cheap’ dining options in Bondi Junction, and a lack of quality local restaurants. <ul style="list-style-type: none"> – Higher quality mid-range and fine dining restaurants and more small-scale wine and tapas bars were identified as key needs. However participants noted competition with Bondi Beach may challenge the viability of these uses in Bondi Junction
Entertainment	<ul style="list-style-type: none"> • Attending the Mill Hill Hotel, Easts Leagues Club and Bondi Junction cinemas were the most frequently mentioned entertainment uses. <ul style="list-style-type: none"> – Participants noted night-time safety concerns in and around large hotels, lack of suitable entertainment options for families outside the cinemas, and a lack of diversity of in the night-time entertainment offering as key issues. – Further, participants felt the cinemas had become over-priced and indicated they were now attending more reasonably priced cinemas in surrounding LGAs. • Most participants were of the view that smaller wine bars with more character and family friendly entertainment options would add value to the role of Bondi Junction, and attract a greater number and range of people who might use Bondi Junction. Participants felt these uses

Theme	Comments
	<p>would assist in creating a more vibrant, active and safer nighttime environment.</p> <ul style="list-style-type: none"> • Suggestions for possible improvements in entertainment uses included: <ul style="list-style-type: none"> – A large annual street food, fine dining and live music-focused event through Bondi Junction mall, and smaller artisan style food and arts and crafts market stalls that are regularly and frequently programmed. – The recent addition of Spring Street Social to Bondi Junction was mentioned numerously as a great model for smaller scale spaces for live music and performing arts and culture events • Participants noted a challenge in differentiating Bondi Junction entertainment activities from those currently offered at the Moore Park Entertainment Quarter
Art and culture	<ul style="list-style-type: none"> • A strong view was expressed by participants that the area needs a more vibrant arts and culture scene to engage and draw in the heavy pedestrian traffic travelling through Bondi Junction on their way to access other parts of the Eastern Suburbs • Most participants' viewed local community fairs, and arts and craft markets centred around the Bondi Junction mall favourably. <ul style="list-style-type: none"> – Participants noted more seating, and grassed lawn and viewing areas would be needed in the mall to adequately support such uses – Participants noted a challenge in differentiating Bondi Junction arts and culture activities from those currently offered in Paddington, Bondi Beach and the Sydney CBD. – However, participants also noted extension of the Bondi Beach arts and culture offering, for example the internationally renowned Sculptures by the Sea, to Bondi Junction could help reinforce the place identity of Bondi Junction • Given the challenges with the area's traffic congestion, cost and time limits for car parking, and difficulties navigating pedestrian and cyclist networks, participants felt increased use of the mall for arts and culture events would need to be carefully planned and managed by Council • Although there was a strong focus on use of the mall for arts and culture events, many participants felt it was too small to host larger whole of community events and alternative venues, such as Waverley Park, would still be needed for these purposes • Adaptive re-use of some of Bondi Junction's built heritage for arts and cultural events was mentioned by some participants <ul style="list-style-type: none"> – Some participants suggested re-use of local built heritage items for art-house style theatre or pop up performing arts and culture events. These participants suggested combining such uses into dinner and show packages with new fine dining options would greatly enhance the area's arts and culture offering
Safety	<ul style="list-style-type: none"> • A variety of safety concerns were noted by participants including: <ul style="list-style-type: none"> – Anti-social behaviour along Oxford Street, Spring Street, and surrounding the library and large hotels in the area, such as the Mill Hill Hotel – Poor lighting and difficulties with cross-block access across Bondi Junction at night as the limited number of existing passageways (i.e. Bronka Arcade) shut after 8pm

Theme	Comments
	<ul style="list-style-type: none"> - The density of large hotels and need to provide more diverse and smaller-scale entertainment offerings - The need for increased police and security presence around Bondi Junction Mall and large hotels in the area - Cyclists speeding through Bondi Junction Mall with the potential for accidents between pedestrians and cyclists due to poor integration of the pedestrian and cyclist networks - Vehicle speed limits, particularly around street intersections and areas with high pedestrian traffic such as bus stops, entrances to Westfield and Bondi Junction mall
Public and active transport	<ul style="list-style-type: none"> • Most participants were of the view that: <ul style="list-style-type: none"> - Trains and buses are extremely convenient and reliable, however pedestrian access to the train station and bus interchange from outside Westfield could be significantly improved to become more pedestrian friendly - Bondi Junction is a walkable urban environment, however lack of inter-block linkages and passageways challenge walkability • Most participants noted the need for more buses to and from Bondi Beach and Bronte at night as these services are regularly at or over capacity • Some participants noted the need for better north-south access to Bondi Junction from Woollahra. However, these participants also acknowledged the terrain of these access routes would be difficult to overcome
Traffic and parking	<ul style="list-style-type: none"> • Many participants felt it is difficult to park in Bondi Junction particularly in the middle of the day, on Saturday morning and afternoon peak periods, and especially during the summer season • Similarly, most participants expressed frustration at the pricing and time limits for both kerb-side and commercial parking stations <ul style="list-style-type: none"> - Participants noted this as the key reason why they visited Bondi Junction for short periods of time only (i.e. 1-3 hours). This was particularly the case for participants who did not live in Bondi Junction and were travelling to the area from other parts of the LGA. - Some participants felt there is a need for more 15 minute pick up/drop off kerbside parking areas • A number of participants noted their frustration at parking arrangements has resulted in them travelling to locations with adequate parking further afield for their daily services (i.e. Doubly Bay Woolworths, Bondi Beach IGA) • There was a general concern amongst participants that additional high rise developments would generate additional traffic movements <ul style="list-style-type: none"> - Car share spaces were suggested as a way to change travelling behaviours and improve the parking situation. However, participants were unsure how this would work for the significant number of tourists and visitors who use Bondi Junction

Theme	Comments
Tourist destination	<ul style="list-style-type: none"> • There was a strong view that much of the activity and vibrancy that currently exists in Bondi Junction is attributable to tourists and visitors <ul style="list-style-type: none"> – Participants noted the importance of the area’s role as a transport interchange in generating vibrancy and activity, as almost all tourists and visitors need to travel through Bondi Junction to access Bondi Beach. – Whilst participants suggested this resulted in the area being used largely as a pedestrian thoroughfare, they acknowledged the vibrancy and activity in and around Bondi Junction would diminish without tourists and visitors • Some participants noted a lack of diversity in tourist accommodation options, and that higher end hotels supported by interesting performing arts and culture uses were needed to attract and retain a more diverse range of tourists <ul style="list-style-type: none"> – These participants also noted the need for more tourist and visitor information services that could be easily identified by those unfamiliar with the area
Urban amenity	<ul style="list-style-type: none"> • Most participants were of the view that Bondi Junction has a cluttered and unclean urban environment. Participants felt there is a need to remove unattractive and dangerous footpath signage, widen footpaths, and provide more general street litter collection services • A number of participants noted the coastal micro-climate was a distinct advantage for Bondi Junction, particularly light sea breezes and cooler temperatures. <ul style="list-style-type: none"> – However, participants also noted poor building orientation causes wind tunnels which detract from how users experience Bondi Junction, particularly in winter • Similarly, a number of participants noted building overshadowing limits solar access, which is a particular issue in winter when users rely on sunlight for warmth as temperatures in an area with a coastal micro-climate are typically cooler
Council and community services and facilities	<ul style="list-style-type: none"> • There were varying levels of awareness of the type and location of council and community services and facilities provided in Bondi Junction • There were higher levels of awareness and use of the library. <ul style="list-style-type: none"> – Of the participants who used the library, there was a strong view the service was exceptional, used by a diverse range of people, and that it acts as a place where the community can come together. However, some of these participants noted the location of the library challenges its role as a meeting place for the whole community • Only a small number of participants were aware of or had used the Mill Hill Centre. <ul style="list-style-type: none"> – Those participants aware of, but who had not necessarily used the Mill Hill Centre, noted there was a range of services on offer for the elderly in Bondi Junction. These participants could not comment on the quality of these services other than to stress the importance of elderly services that encouraged active living and regular inter-generational social interactions – Participants unaware of the existence of the Mill Hill Centre noted there should be more services for older people in Bondi Junction • A small number of participants were altogether unaware of the existence of the library. However, these participants were aware of Council’s Customer Service Centre, which they noted was prominently located in Spring Street

Theme	Comments
	<ul style="list-style-type: none"> - Participants unaware of specific community services and facilities assumed its strategic role as an urban centre meant they are being provided somewhere in Bondi Junction but were not aware of the specific location or type of services provided - When these participants were advised of the location, there was a general view they are hidden at the edge of Bondi Junction and disconnected from areas with high levels of pedestrian activity, which impedes their visibility • Suggestions for new council services and facilities in Bondi Junction included enhanced tourist and visitor information services, and more active recreation facilities, particularly a swimming pool <ul style="list-style-type: none"> - Whilst some participants suggested more 'one stop shop' customer service points for residents and businesses were needed, other participants noted increasing trends towards online delivery would make such services redundant in the future
Council's property portfolio	<ul style="list-style-type: none"> • Most participants were unaware Council owned property in Bondi Junction, or the location of these properties <ul style="list-style-type: none"> - When advised of the location of Council owned properties in and around Newland, Ebley, Denison and Spring Streets, participants noted the general area was well connected by public transport but pedestrian access is challenged due to their location at the edge of Bondi Junction - Participants suggested any enhancements to these properties would need to be small-scale, supported by better cross-block linkages and result in a diversity of uses that generally enliven and increase levels of activity in the area. Participants further suggested large scale additions or improvements to the properties would not address what is most needed in Bondi Junction - Outside additional visitor and tourist information services and youth services, participants could not identify any specific enhancements to Council owned properties that would ensure they better provide for the needs of Bondi Junction users • Some participants suggested that, if council administration services needed enhancing, Council Chambers or Waverley Park were the best locations <ul style="list-style-type: none"> - However participants noted these locations were not central to Bondi Junction, difficult to access by foot and accessibility upgrades would be needed to support an expanded range of services and facilities at these locations

2.3 Post-focus group survey

Following consideration of the viewpoints of other participants, each participant completed a post-focus group survey questionnaire. The question areas asked are outlined in the table below.

Question area	Explanation
Future of Bondi Junction	Relative importance of a range of attributes for the future of Bondi Junction (i.e. variety of jobs, open space and parks, high sustainability standards, respect for diversity, cultural activities, housing choice, urban design etc.)
Suitability of Bondi Junction for demographic segments	How suitable Bondi Junction is for seniors, families, young children and teenagers
Testing particular land uses and public realm features	Participants asked whether a range of land uses and public realm features were needed more or less in Bondi Junction, or whether there is enough now (i.e. public artwork, free WiFi, outdoor areas, variety of restaurants and cafes, variety of retail stores, digital creativity hubs etc.)
Improving the future of Bondi Junction	Top three things participants feel would make Bondi Junction more useful and appealing for them in the future
Future of Bondi Junction and providing community services and facilities	Participants asked how important the future of Bondi Junction, and providing community services and facilities are to them

The post focus-group surveys revealed:

1. Most participants were of the view that:
 - a. safety, high sustainability standards, well designed public places and spaces, open space and parks and a variety of places to eat and socialise were more important for the future of Bondi Junction
 - b. Bondi Junction is well suited to the needs of teenagers and seniors, but not the needs of families and young children
 - c. Bondi Junction needs greater diversity of certain land uses (i.e. restaurant, café and entertainment options) and more public realm features (i.e. public artwork, plazas and lawns, and better pedestrian networks and access to public transport)
2. Most participants indicated the future of Bondi Junction was a very important or important issue to them, whilst provision of community services and facilities was slightly less important.
3. When asked to nominate the three most important things that would make Bondi Junction more appealing and useful to them, participants suggested:
 - Better road infrastructure and decreased traffic congestion, particularly along Bondi and Bronte Roads
 - More public transport services to Bondi Beach, and better pedestrian and cyclist accessibility in and around Bondi Junction, particularly near Bondi Junction Mall

- Improvements in the affordability of car parking, and relaxation of time limits (particularly for kerb side parking)
- Ensure quality construction and appropriate look and feel of buildings
- A safer night time environment, particularly along Spring Street, with more to do e.g. restaurants, live music, small-scale bars, arts and culture uses
- Encouraging a café culture and more outdoor play and active recreation areas for children
- Digital and creativity hubs to diversify the employment base and encourage young entrepreneurs and artists to the area

3 Key Stakeholder Meetings

The engagement process included one meeting with each of the following key stakeholder groups:

- Bondi Junction Precinct Committee (approximately 30 minutes as part of precinct committee meeting business)
- Combined Precinct Committee Executive (approximately 60 minute meeting as part of combined precinct committee meeting business)
- Waverley Business Forum (approximately 60 minute meeting)

The information sheet and discussion guide provided to meeting attendees can be found at Appendix B of this report.

3.1.1 Bondi Junction Precinct Committee Meeting

As part of the 19th November 2014 Bondi Junction Precinct Committee meeting, Council staff provided the approximately thirty (30) to forty (40) attendees with an overview of the background, objectives and activities of the engagement process prior to discussions commencing. Whilst attendees were provided with an information sheet and question prompts, the meeting was facilitated as an open discussion with participants able to raise other items they were interested in or concerned about.

The following table provides a thematic summary of issues raised by attendees. Verbatim notes from the meeting can be found at Appendix F of this report.

Theme	Issues raised
Council services and infrastructure	<ul style="list-style-type: none"> • Concern that the library would be lost as Council has a hidden agenda to convert the library into a multi-storey building, and that Council wants to build a large service centre or facility very close to a quiet residential area • The Mill Hill centre needs to be retained for the purpose it is currently used for and concern service accessibility for the elderly would diminish if the current use changes • Whether the ageing utilities infrastructure (particularly sewerage) in Bondi Junction can cope with additional demand • Desire not to see Council move into the centre of Bondi Junction
Heritage	<ul style="list-style-type: none"> • Concern that heritage properties such as the Boot Factory would be knocked down • The Boot Factory should be preserved and kept as a focal point for the area
Height and density	<ul style="list-style-type: none"> • Value living in a quiet residential area and concerns regarding over-development and that Bondi Junction will have more high rises in the future, reducing sunlight and exacerbating wind tunnels • Concern that a 'civic precinct' would look like Chatswood • Concern regarding that employment and residential dwelling capacity allowed for under current LEP is already above employment and population targets for the area

Traffic and parking	<ul style="list-style-type: none"> • Traffic engineer reports show Bondi Junction pedestrian and vehicle network is already at capacity • A comprehensive integrated traffic plan is needed for Bondi Junction and the LGA • Cumulative effect of additional development on existing traffic and parking issues need to be properly considered
Engagement process	<ul style="list-style-type: none"> • Whether the precinct committee's views would be adequately considered, and if the engagement and master planning processes would be fair and transparent • Concern surrounding a hidden agenda and lack of consultation on previous planning activities for Council-owned properties in Bondi Junction • Desire for Council to continue discussing and gaining more input on the engagement issues from a larger group • Inadequate time to discuss the engagement issues as part of the precinct committee meeting

3.1.2 Findings from Combined Precincts Committee meeting

On Thursday 20th November, Council met with representatives from Bondi Beach Precinct; Charing Cross Precinct; Queens Park Precinct; Queens Park Precinct; Bronte Precinct; Penkivil Precinct; North Bondi Precinct; North Bondi Precinct; South Bondi Precinct; and South Bondi Precinct. Council staff provided attendees with an overview of the background, objectives and activities of the engagement process prior to discussions commencing. Again, whilst attendees were provided with an information sheet and question prompts, the meeting was facilitated as an open discussion with participants able to raise other items they were interested in or concerned about.

The table below provides a thematic summary of issues raised by attendees. Verbatim notes can be found at Appendix F of this report.

Theme	Issues raised
Council organisational and property planning processes	<ul style="list-style-type: none"> • A number of strategic, organisational and operational issues need to be considered when planning for Council's property portfolio. These include Council amalgamations, rates of return from the portfolio, and structural integrity of Council owned property • Council Chambers is located next to open space (i.e. Margaret Whitlam Reserve), which has good access to car parking and would be better considered for enhanced use
Housing	<ul style="list-style-type: none"> • There is a need for low cost housing, particularly for the ageing population and to support social diversity and vibrancy
Community facilities	<ul style="list-style-type: none"> • There is a need for large, welcoming spaces that are attractive to the people who use Bondi Junction and where the whole community can gather together. Such spaces could be used to better integrate the library with the centre of Bondi Junction <ul style="list-style-type: none"> – Changes to the street layout and creating cross-block linkages would assist with creating such spaces. The area between Spring Street and the mall was suggested as a potential location for such a linkage • New government run high schools will be needed in the LGA in the future, and Bondi Junction would offer a highly accessible location for these

Theme	Issues raised
	<ul style="list-style-type: none"> • Bondi Junction is lacking dedicated sports and active recreation facilities
Environment and heritage	<ul style="list-style-type: none"> • High sustainability standards, better environmental design (increased solar access, reduced wind tunnel effect), greater open space provision, and increased separation distances between buildings and green space are needed in Bondi Junction • There is a need to preserve view corridors from Bondi Junction to the CBD and maintain the area's built heritage. <ul style="list-style-type: none"> – Low-medium rise development over a larger area may be an effective solution to further high rise development
Commercial, retail and tourist uses	<ul style="list-style-type: none"> • Concern over impact of intensifying commercial activities on nearby residential areas and recreational land (particularly Queens Park) • A greater range of dining options, particularly fine dining are needed in Bondi Junction • Longer-term retail trends, particularly the move towards online shopping, need to be carefully considered in long term planning for Bondi Junction • The important role of tourists and visitors in creating a vibrant and active Bondi Junction should be an important consideration for the future of Bondi Junction. <ul style="list-style-type: none"> – A greater range of hotel accommodation options, supported by enhanced tourist and visitor information services are needed
Arts and culture uses	<ul style="list-style-type: none"> • Bondi Junction serves as the central destination for shopping and entertainment in the Eastern Suburbs <ul style="list-style-type: none"> – However, there is a need to diversify the entertainment offering through arts and culture events and provide theatre and concert halls to enable these events
Traffic and parking	<ul style="list-style-type: none"> • Whilst there is a desire for larger arts and culture festival-style events, traffic congestion, particularly along Bondi Road, is a key challenge to providing these in Bondi Junction and need to be carefully considered • There is a need for increased separation distances between pedestrians, cyclists and vehicles <ul style="list-style-type: none"> – Street widening, provision of dedicated cycleways and service lanes, larger footpaths, and more passageways between street blocks would all assist with this • Traffic and parking issues are seeing an increasing number of people avoid Bondi Junction and travel to nearby centres (i.e. Edgecliff, Double Bay) to satisfy their daily service needs
Public and active transport	<ul style="list-style-type: none"> • Recent upgrades to the Westfield transport interchange have been ineffective and more dedicated and well signed pedestrian and cyclist connections to the interchange are needed from outside Westfield • Dedicated cycle lanes will assist with creating a more sustainable urban environment, reducing pollution, and improving community health • Bus services to and from Bronte and Bondi Beach are at or near capacity and there needs to be more express services from these locations to Bondi Junction
Safety	<ul style="list-style-type: none"> • Concern surrounding movement of anti-social behaviour from Kings Cross to larger hotels in Bondi Junction following the State Government lockout laws • Poor integration of the vehicle, pedestrian and cyclists networks can lead to accidents between pedestrians and cyclists, particularly at night time when

Theme	Issues raised
	lighting is poor <ul style="list-style-type: none"> • There is a need for more night time police and security patrols, including on trains and buses and around public transport stops and stations

3.1.3 Findings from Waverley Business Forum

Council met with members of the Waverley Business Forum on Monday 1st December 2014. The table below provides a thematic summary of issues raised by attendees. As with the precinct committee meetings, Council staff provided the approximately ten (10) attendees with an overview of the background, objectives and activities of the engagement process prior to discussions commencing. Again, whilst attendees were provided with an information sheet and question prompts, the meeting was facilitated as an open discussion with participants able to raise other items they were interested in or concerned about.

Theme	Issues raised
Opportunities	<ul style="list-style-type: none"> • The 'Bondi' brand is well-known and highly regarded internationally, this should be leveraged when developing the vision for Bondi Junction • Bondi Junction could be known as a world class urban centre through successful integration of lifestyle, residential, entertainment and business uses combined with high urban amenity
Long term planning	<ul style="list-style-type: none"> • Long term planning needs to consider the right balance between built form and open space, and aim to create a sustainable built environment through green buildings (i.e. water recycling, solar power etc.) • Social infrastructure needs, including libraries, pre-schools and aged care, should be central considerations in long term planning for Council's property portfolio in Bondi Junction
Commercial and retail uses	<ul style="list-style-type: none"> • The variety of shops and daily services is a key attractor for Bondi Junction, however could be further diversified and enhanced
Entertainment, dining and nightlife	<ul style="list-style-type: none"> • There are a number of gaps in the dining offering, in particular outdoor dining and food markets. Providing these uses could support creation of a more vibrant and safer night-time environment in Bondi Junction <ul style="list-style-type: none"> – Extending mall trading hours, improving cross-block linkages and passageways across Bondi Junction and diversifying the entertainment offering beyond large hotels could also assist with this • Outdoor movies, zumba classes, yoga and additional seating and spaces for relaxation in the mall would attract a greater range of people who might use Bondi Junction, enhance how Bondi Junction is used, and also improve the area's vibrancy
Transport, accessibility and parking	<ul style="list-style-type: none"> • Opportunity exists to create a walkable spine from Centennial Park through to Council Chambers via Bondi Junction, potentially extending to Bondi Beach via a grand boulevard along Bondi Road • 3,300 car parking spaces are provided in Bondi Junction, which are vital for both customer accessibility and the success of businesses. <ul style="list-style-type: none"> – However, car park opening hours do not always align with trading hours, which can create issues for customer accessibility and challenges the success of night time trading

Theme	Issues raised
	<ul style="list-style-type: none"> The train line and bus routes provide excellent access to Bondi Junction for a wide range of people, particularly the elderly. <ul style="list-style-type: none"> Although the train line could be extended from Bondi Junction to Bondi Beach to enhance tourist accessibility, the implications of this on levels of activity in Bondi Junction need to be carefully considered
Employment	<ul style="list-style-type: none"> Lack of diversity in employment opportunities in Bondi Junction is creating difficulties for professional firms in attracting and retaining talented staff <ul style="list-style-type: none"> Business incubators that attract entrepreneurs, start-ups and creative industries could assist with diversifying employment opportunities and attracting and retaining talented staff in Bondi Junction
Suitability for demographic segments	<ul style="list-style-type: none"> There is a need for safe and vibrant active play spaces in Bondi Junction for families and children to play in More public toilets that are wheelchair accessible and well signed for the elderly are needed, particularly near the train station
Safety	<ul style="list-style-type: none"> Homelessness appears to be increasing in Bondi Junction, and more services are needed to ensure their safety and that of other people who use Bondi Junction Concern surrounding movement of anti-social behaviour from Kings Cross to larger hotels in Bondi Junction following State Government lockout laws
Council services and facilities	<ul style="list-style-type: none"> A centralised back office function would enable better communication between Council staff Having a one-stop customer service centre for Council would improve service levels and access for residents (particularly the elderly) and businesses Council shopfronts in each ward would improve service reach across the LGA Council should explore opportunities for consolidating offices into one location. A heated indoor saltwater pool would provide a place-connection with Bondi Beach and provide much needed active recreation facilities in Bondi Junction
Community services and facilities	<ul style="list-style-type: none"> The Mill Hill Centre and Spring Street Customer Service Centre present the best locations for community services and facilities in Bondi Junction due to their high levels of accessibility Any consolidation of Council administration functions would need to be accompanied by co-located and significantly enhanced community services and facilities. Adaptive re-use of the Boot Factory for these community services and facilities could be appropriate
Council organisational and property planning processes	<ul style="list-style-type: none"> A number of strategic issues need to be considered when planning for Council's property portfolio, including Council amalgamations and rates of return from existing properties

4 Key Stakeholder Telephone Interviews

The engagement process included ten (10) forty-five minute telephone interviews with key stakeholders identified by UTS through the stakeholder analysis, and in collaboration with Council. The information sheet and discussion guide provided to interviewees can be found at Appendix B of this report.

Key community service provider stakeholders interviewed were:

- Randwick Waverley Community Transport
- Eastern Suburbs Local Area Command
- ECHO Neighbourhood Centre
- Friends of Refugees of Eastern Europe
- Jewish Care
- Bondi Outreach Street Project
- City East Community College
- Bondi Junction Community Mental Health
- Waverley Outside School Care
- Options Youth Housing

The table below provides a thematic summary of issues raised by community services providers.

Theme	Issues raised
What is great, and not so great, about Bondi Junction	<ul style="list-style-type: none"> • Bondi Junction serves a transient range of users and is unique in that it has to serve diverse day to day, temporal and specific users including tourists and visitors, people with different levels of ability, the elderly, young children and families, shoppers, residents, and culturally diverse communities • Bondi Junction provides unique social support structures to persons with specific needs, particularly the local Jewish community who find it difficult to access culturally appropriate services elsewhere in the Eastern suburbs • Bondi Junction provides a range of affordable food options which assist and serve the needs of less advantaged persons across the Eastern suburbs • Whilst low cost housing options are available in and around Bondi Junction, these dwelling types are typically not well suited to the needs of disabled or elderly tenants. Some interviewees expressed views that high rise buildings are more easily accessible and better provide for the needs of these tenants • Whilst the Bondi Junction transport interchange works well, and provides community services users with excellent access to these services, there is a need for low cost parking for those unable to use public transport. In particular, at times unreliable bus timetables can create difficulties for community service users wishing to access Bondi Junction by public transport • Whilst Westfield has served to revitalise Bondi Junction, its dominance has resulted in a lack of vibrancy and activity in other parts of Bondi Junction (particularly West Oxford Street and the Bondi Junction mall) • Bondi Junction lacks a pedestrian network appropriately designed for people with different abilities, or the elderly who may require wheelchairs or walkers. In particular, the pedestrian interface with buses along Newland Street needs improving, and pedestrian traffic signal time limits increased to allow enough time for these people to cross at intersections • Although Bondi Junction is a good example of successful integration of resident, commercial, transport and lifestyle uses, the streetscape and urban amenity of the area detracts from its sense of place

	<ul style="list-style-type: none"> • There is a lack of regular employment opportunities in and around Bondi Junction for disadvantaged older teenagers and persons with different levels of ability, who often have to travel to Western Sydney to find suitable employment opportunities
<p>Community service and facility needs</p>	<p>When asked generally which community service and facility needs were not being met across the LGA and Eastern suburbs, providers noted the following:</p> <ul style="list-style-type: none"> • More traditional centre-based youth services, and other activities suitable for children such as cinemas and theatres, are declining across the Eastern suburbs • Formal neighbour to neighbour link-up, community transport and home care programs to assist the elderly age in place • Low cost or free activities for children that are age appropriate and account for changing trends and preferences. For example, teenagers need to be engaged beyond sport and skate parks and now prefer live music, cafes and connected outdoor spaces that facilitate online and offline interaction • Night time activities and cultural events for children in areas that are well lit. The After Dark program operating in Glebe was offered as a successful example • Facilities that enable unstructured connection between older and younger generations. The library was suggested as a facility where these types of activity could be enhanced • Additional child care places and premises with sufficient land area to satisfy child care centre outdoor space regulations. Centre operators are currently travelling to other parts of the inner city or Western Sydney for access to adequate recreation facilities. The Dynamos play centre at Alexandria was suggested as an example of such a facility • There is a lack of well-established performing arts spaces across the Eastern suburbs. Bondi Junction would be a somewhat suitable location for these however, other locations across the LGA (such as Bondi Beach Pavilion) would be more suitable • Aged care, doctors, dentists and hearing services were identified as key needs as the LGA's population ages. Some providers noted there are an extensive range of these services provided in Bondi Junction and the most pressing needs exist in youth services
<p>Models of service provision</p>	<p>When considering current models of community service and facility provision across the LGA and Eastern suburbs, providers noted:</p> <ul style="list-style-type: none"> • Council needs to work in partnership with service providers as the more dispersed model of provision across the LGA and Eastern suburbs challenges coordination, communication, access and referrals across services. • Former co-location of services at the Mill Hill Centre enabled efficient referrals between services, and easy access for service users. Service providers noted a co-located, central hub is a better model of provision for youth, neighbourhood and seniors centres where referral services often take place • Better service integration is needed to reduce current overlaps and enable a more efficient and successful referral process. Locating youth legal, health, recreation and counselling services in a central facility were provided as examples where a higher quality of service could be offered • Most providers noted public transport accessibility to Bondi Junction is a big

	<p>advantage for centralising services at this location and could result in increased use of services</p> <ul style="list-style-type: none"> • Some providers noted determining the most appropriate model of provision for their service is a function of how the demographic and geographic attributes of service users influence the type of service offered. These providers noted the disparate spatial layout of the LGA and broader Eastern suburbs peninsula means a more dispersed model of provision best aligns with the needs of their users • Some providers noted there can be challenges with waiting and queuing times when co-locating services, which can create stress for users. However, these providers also noted frustration and time constraints for users having to access services in multiple locations. Long queues and wait times at the co-located Medibank and Centrelink offices in Bondi Junction, and ongoing lack of follow through on youth service referrals were offered as examples of these challenges • Some providers indicated they are attempting to work together in pursuing more centralised service provision, however are having difficulties obtaining planning approval for an appropriate facility that would enable this model of provision
<p>Community services and facilities</p>	<p>When asked what community services and facilities were most needed as the LGA population changes, providers identified:</p> <ul style="list-style-type: none"> • Information services to inform people of service availability, and changes to community service offerings • Government high schools • Community and neighbourhood centres in the heart of Bondi Junction that provide structured and unstructured places for people to meet surrounded by the services they need • Multi-function spaces for children to socialise and access social media • Free concerts and cultural events, possibly in Waverley Park • Service providers also noted the need to consult with providers, users and the broader community at the service level when considering changes to service offerings

An opportunity to be involved in the engagement process was extended to key stakeholders from Council’s Building Futures Partnership initiative. The following members of the initiative were involved in a forty-five minute interview:

- Leighton Properties
- Eastgate Apartment Complex Management
- Stargate Property Group

The table below provides a thematic summary of issues raised by community services providers.

Theme	Issue raised
<p>What is great, and not so great, about Bondi Junction?</p>	<ul style="list-style-type: none"> • Bondi Junction provides exceptional public transport access to the Eastern Suburbs, Sydney CBD and further afield. Combined with the full complement of day to day services on offer, this attracts a diverse range of people who use Bondi Junction

	<ul style="list-style-type: none"> • The density and diversity of people who use Bondi Junction makes it a safe place to be during the day. However, lack of night time activities creates a perception amongst the people who use Bondi Junction of lack of night time safety • Whilst Bondi Junction offers a range of healthy and affordable food options, there is a significant gap in fine dining options particularly outside of Westfield • Although Bondi Junction offers the full complement of services, there are gaps in tertiary medical and education services. However, interviewees noted these were provided nearby in Randwick and easily accessible from Bondi Junction, the LGA and other parts of the Eastern suburbs
<p>Concerns for future</p>	<p>When asked what they were most concerned about for the future of Bondi Junction, interviewees noted:</p> <ul style="list-style-type: none"> • Noise impacts from large hotels, construction sites and buskers in the area, suggesting more Council rangers were needed to regulate these impacts • Vibrancy of West Oxford Street, particularly lack of diversity in the retail offering and concern this area may be entering a period of decline similar to other parts of Oxford Street in Paddington and Darlinghurst • Traffic congestion and the need to prioritise pedestrian and cycle path improvements across Bondi Junction • Poor urban architecture, inadequate lighting and night time activity contributing to a perceived lack of safety • Perceptions of Bondi Junction as purely a retail destination and transport interchange. Interviewees noted limited viability for large commercial employment uses will challenge any attempt to diversify the Bondi Junction economic base away from dominant retail uses
<p>What does Bondi Junction need in the future?</p>	<p>When asked what the people who use Bondi Junction might need most from this place the future, interviewees identified the following:</p> <ul style="list-style-type: none"> • Wider footpaths and installation of cycleways, particularly along Newland, Oxford and Spring Streets • Enhanced connections to Centennial Park and Bondi Beach • High quality restaurants and fine dining options outside Westfield, similar to those found at Double Bay • Upgrade of the Eastgate parking complex • Pick up and drop off zones for taxis • Child care centres, parks and open space, potentially on Council owned land along Ebley Street • Public art, activated street frontages and heavily landscaped outdoor spaces and plazas. Darling Quarter in Darling Harbour, and the Superkilen in Copenhagen were offered as successful examples • Continued streetscape upgrades as part of the Complete Streets program • Office space for small to medium businesses, entrepreneurs and creative industries start ups

5 Telephone Survey

A random dial telephone survey was undertaken of 550 residents living in the Waverley (n=418), Woollahra (n=66) and Randwick (n=66) Local Government Areas. The survey was fielded between 20th and 28th November 2014, with the youngest person in the household aged over 18 asked to participate.

Survey data has been weighted to match ABS Census data for the LGAs covered. A full copy of the telephone survey instrument is included at Appendix D.

Survey questions covered the following areas:

- Relative importance of liveability attributes for the place where respondent's live
- Use of Bondi Junction, including frequency, type, time (i.e. day/night), mode of access, and length of use
- Levels of agreement with statements about Bondi Junction (i.e. vibrancy and safety, provision of daily services and conveniences, natural and built environment qualities, accessibility)
- Suitability of Bondi Junction for demographic segments
- Words to describe the experience of, and things liked most and least about, Bondi Junction
- What Bondi Junction might need more or less of to make it a better place in the future, and top three things that would improve the future of Bondi Junction
- Importance of council and community service and facility provision in Bondi Junction, and frequency of use for council and community services and facilities in Bondi Junction
- Locational preferences for community services and facilities in and around Bondi Junction

5.1 Findings

The telephone survey revealed:

What is most important about liveability?

- When asked about the relative importance of aspects of liveability for the place where they live, respondents identified good public transport (94%), high environmental standards (86%), good educational opportunities (82%), pedestrian and cyclist accessibility (82%), respect for diversity (78%) and places to socialise with friends or family (76%) as most important
 - Access to community services and facilities (68%), a vibrant economy (72%), and pleasant landscapes and buildings (73%) were the next most important aspects
 - A wide choice of housing types (52%), and a range of cultural activities (58%) and retail and shopping facilities (59%) were the least important aspects

How, when and why do people use Bondi Junction?

- Most respondents typically use Bondi Junction during the day (90%), at least once a week (20% or more (64%), for three hours or less (89%), and access Bondi Junction by car (43%), bus (28%) or on foot (23%)
- Grocery / retail (65%) and convenience (54%) shopping were the main reasons respondents use Bondi Junction, followed by cafes, restaurants or markets (24%), professional services such as doctors, lawyers, and banking (23%), and accessing public transport (22%)
 - Other reasons the respondents' use Bondi Junction include attending the movies and commercial gyms

What do people think of Bondi Junction?

- There were high levels of agreement amongst respondents that Bondi Junction: is a safe place to visit (99%) and vibrant and active (86%) during the day, with a vibrant economy (81%) and a lively atmosphere (81%)



The figure below provides a visual depiction of the words most frequently mentioned when respondents were asked what they like *least* about Bondi Junction. The size of each word represents how many times it was mentioned - the larger the word, the more times it was mentioned.



What does Bondi Junction need more or less of?

- Most respondents were of the view Bondi Junction needs:
 - measures to encourage sustainability and urban greenery (89%);
 - better urban architecture and building design (79%);
 - car parking and traffic improvements (73%);
 - creative workspaces for new and emerging artists (71%);
 - museums and art galleries (70%);
 - parks and other places to enjoy the outdoors (67%);
 - a variety of affordable places to live (65%);
 - places for active recreation (64%);
 - street festivals (62%);
 - diverse employment opportunities (55%);
 - public artwork (54%);
 - pedestrian and cycle paths connecting to surrounding areas (54%);
 - spaces for large events (53%);
 - markets that sell local goods and produce (49%); and
 - small office spaces for start-up businesses (46%)

- A majority of respondents indicated Bondi Junction has enough variety in the retail shopping offering (72%); and professional services such as doctors, lawyers, banking and accounting (76%)
- A slight majority of respondents indicated Bondi Junction has enough schools and other education institutions (47%); variety in the hotel and accommodation offering (41%); space for large businesses (53%); community facilities (56%); and range in the cafe and restaurant offering (57%)

Community services and facilities

- Over two thirds of respondents indicated providing community services and facilities in Bondi Junction is extremely or very important to them (72%). There were higher levels of importance amongst the elderly (77%), females (76%), and persons with dependent children (79%)
- Community services and facilities in Bondi Junction most frequently used by respondents include the library (80%), sports facilities (64%), and Council's customer service centre (60%)
 - Those used less frequently include neighbourhood and community centres (38%), child care centres (15%) and youth and seniors centres (17%)
- When asked their preferred location for Council to provide community services and facilities, respondents were fairly evenly split between Council's customer service centre in Spring Street (28%), the library (27%), and Council Chambers (23%). A similar, but smaller, proportion of respondents were unsure of their preferred location (20%)
 - People aged 18-29, and respondents from Woollahra LGA (59%) were more likely to prefer the library (36%), whilst people over the age of 60 (34%), renters (38%), people living in apartments (39%) and those earning between \$80,000-\$120,000 per annum (46%) were more likely to prefer Council's Customer Service Centre on Spring Street
- When asked whether locating community services and facilities from a fewer number of locations would affect them personally, most respondents said it would not (77%). Home owners (80%) and respondents from Randwick LGA (90%) were more certain it would not affect them personally than renters (64%) and respondents from Woollahra LGA (63%)
 - A small proportion of respondents indicated it would affect them personally (15%), whilst a smaller proportion again was unsure (8%). People aged 18-39 (20%) and those who catch the train (36%) or walk to work (23%) were more likely to think it would affect them personally. People aged 60 years or over were less likely to think it would affect them personally (5%)
 - Respondents who indicated locating community services and facilities in a fewer number of locations would affect them personally (15%) raised the following issues when asked what sort of difference it would make:
 - Inconvenience through changes to service accessibility, particularly for the elderly
 - Lower visibility for community services and facilities and resultant decline in use
 - The contribution of providing community services and facilities at a range of locations to community vibrancy across the LGA
 - Longer travel and service wait times, and congestion and parking difficulties when accessing services
 - More convenient access if services were centralised in one place
 - Potentially greater range in the service and facility offering could be achieved through economies of scale that come with centralisation

6 Online and Walk-up Survey

An open online survey was hosted on the <http://www.haveyoursaywaverley.waverley.nsw.gov.au> website in December 2014 through to early January 2015. Walk up surveys were undertaken in and around Bondi Junction on a Saturday and Sunday morning in early December 2014. Across the online and walk up surveys a total of 72 responses were received, of which 25 respondents lived in the suburb of Bondi Junction.

A full copy of the survey instrument used for the online and walk up surveys is included at Appendix C. Survey questions broadly covered the same question areas as the telephone survey, as outlined below:

- Relative importance of liveability attributes for the place where respondent's live
- Use of Bondi Junction, including frequency, type, time (i.e. day/night), mode of access, and length of use
- Levels of agreement with statements about Bondi Junction (i.e. vibrancy and safety, provision of daily services and conveniences, natural and built environment qualities, accessibility)
- Suitability of Bondi Junction for demographic segments
- Words to describe the experience of, and things liked most and least about, Bondi Junction
- What Bondi Junction might need more or less of to make it a better place in the future, and top three things that would improve the future of Bondi Junction
- Importance of council and community service and facility provision in Bondi Junction, and frequency of use for council and community services and facilities in Bondi Junction
- Locational preferences for community services and facilities in and around Bondi Junction

6.1 Findings

The online survey revealed:

How, when and why do people use Bondi Junction?

- Most respondents typically use Bondi Junction during the day (94%), at least several times a week (31%) or more (57%), and for three hours or less (92%)
 - Those respondents who live outside the suburb of Bondi Junction mostly access Bondi Junction by car (18%), bus (18%) or on foot (15%)
- Grocery (72%) and convenience (60%) shopping were the main reasons respondents use Bondi Junction, followed by recreation and walking (56%), accessing public transport (55%), cafes, restaurants or markets (51%), and professional services such as doctors, lawyers, or banking (51%)

What do people think of Bondi Junction?

- There were high levels of agreement amongst respondents that Bondi Junction is a safe place to visit (91%) and vibrant and active (83%) during the day, and has a lively atmosphere (71%)
- There were lower levels of agreement that Bondi Junction is a safe place to visit (42%) and vibrant and active (16%) at night, has attractive public spaces (24%), and outdoor spaces that are comfortable for sitting and relaxing (28%)
- Most respondents agreed Bondi Junction has the retail and shopping facilities (82%) and daily services (92%) they need, and is easy to get to by public transport (88%). Around two thirds of respondents agreed Bondi Junction has a vibrant economy (65%).
 - Approximately half of all respondents agreed Bondi Junction has a wide range of café and restaurant options (55%) and cultural activities and facilities (40%), and is easy to get to by private car (53%)



The figure below provides a visual depiction of the words most frequently mentioned when respondents were asked what they like *least* about Bondi Junction. The size of each word represents how many times it was mentioned - the larger the word, the more times it was mentioned.



What does Bondi Junction need more or less of?

- Most respondents were of the view Bondi Junction needs more measures to encourage sustainability (89%); parks and other places to enjoy the outdoors (75%); traffic improvements (81%); pedestrian paths and cycleways (65%); and museums and art galleries (60%)
- Approximately half of all respondents indicated Bondi Junction needs more car parking (57%); affordable places to live (55%); employment opportunities (56%); cafes and restaurants (56%); markets selling local goods and produce (50%); public artwork (58%); places for active recreation (56%); and street festivals (57%)

- A majority of respondents indicated Bondi Junction has enough professional services such as doctors, lawyers, and banking (79%); places to shop (72%)
- A slight majority of respondents indicated Bondi Junction has enough community facilities such as libraries and child care centres (52%); office space for larger businesses (56%); office space for start-up businesses (49%); auditoriums and other spaces for large events and performances (44%); and hotels, accommodation and conference venue options (46%)
- A majority of respondents indicated Bondi Junction needs less high rise apartment buildings (44%)

Community services and facilities

- Most respondents (86%) indicated providing community services and facilities in Bondi Junction is extremely or very important to them
- Community services and facilities in Bondi Junction most frequently used by respondents include Council's customer services centre (83%), and the library (76%)
 - Community services and facilities in Bondi Junction never used by respondents include child care centres (60%) and youth and seniors centres (63%)
- Approximately half of the respondents use public sports facilities (45%) and neighbourhood and community centres (44%)
- Most respondents indicated there was a greater need for more youth and seniors centres (80%), library services (63%), child care centres (66%), public sports facilities (64%), and neighbourhood and community centres (68%) in Bondi Junction. Half of all respondents indicated Bondi Junction needs more Council customer and information services (50%)
- When asked their preferred locations in and around Bondi Junction to provide community services and facilities, a majority of respondents said no change from where they are currently located (40%)
 - Council's customer service centre in Spring Street (22%), the library (10%) and Council Chambers (4%) were the next most preferred locations.
 - A small proportion of respondents (16%) were unsure of their preferred location for Council to provide community services and facilities
- When asked whether locating Council-provide community services and facilities from a fewer number of locations would make any difference to them personally, a majority of respondents (48%) said it would not.
 - A smaller proportion of respondents said it would affect them personally (22%), whilst around a third of respondents were unsure (30%)
 - Respondents who indicated locating community services and facilities in a fewer number of locations would affect them personally (22%) raised the following issues when asked what sort of affect it would have:
 - Easier access to a one-stop-shop of Council services and centralised facilities
 - Ability to undertake multiple service transactions in one spot, improve communication across Council staff and reduce duplication
 - The need to ensure services and facilities are centrally located in the Bondi Junction spatial context, close to public transport and supported by adequate car parking arrangements
 - Uncertainty as to the affect it might have as, depending on the type of service, different locations could improve or detract from the service offering
 - Concern that Council is seeking to build a high rise Council building which would have overshadowing and traffic impacts on surrounding residents
 - Concern surrounding the traffic and parking impact on Mill Hill residential streets, and the need to ensure car-park exits and entries are located on Spring Street
 - Uncertainty surrounding the financial implications of consolidating service and facility locations

- Need to consider appropriate locations for community services and facilities in the context of Council amalgamations, and Council employing mostly outdoors staff with limited need for indoor office space
- Satisfaction with where community services and facilities are currently located

7 Primary Schools

Primary school students in four schools based in the Waverley LGA participated in an exercise called 'Postcards from Bondi Junction'. Secondary schools were extended an opportunity to be involved, however teachers indicated the timing for end of year exams prohibited students from participating.

Students were asked to imagine themselves in Bondi Junction in the year 2030 and write and illustrate a brief post card to a family member or friends telling them what they were enjoying about Bondi Junction. The information sheet provided to schools can be found at Appendix E.

The postcards identified the following key issues for Bondi Junction in 2030:

- Impact of climate change on the built environment, particularly sea level rise, severe storms, the urban heat island affect and the need for increased urban greenery
- Need for interesting play spaces for the whole family and children of all ages
- Changing retail trends toward online shopping, and a diversified retail offering that responds to evolving food and fashion preferences
- Changing building construction materials, with glass dominating the built environment in 2030
- Glass rooftop viewing platforms providing expansive views to the Sydney CBD and harbour
- Australian innovation and creativity leading evolution in digital technology based industries
- Outdoor spaces and plazas to relax in, and filled with street festivals and entertainment to enjoy
- Swimming pools, ice skating rinks and skateboard parks
- Water features, light installations and other public artwork that are interactive, add colour and enliven the built environment
- Innovation in modes of public and private transport around Bondi Junction, including trams and elevated transportation between high rise buildings
- Increased high rise development and congestion for pedestrians and vehicles
- Comparisons of Bondi Junction to international destinations such as New York, Los Angeles and major cities in Germany

A selection of postcards can be found at Appendix E of this report.

8 Conclusion

In considering the issues raised across the engagement activities, the following concluding remarks are emphasised:

- When considering how Bondi Junction performs as an urban centre, users understand its performance in terms of the extent and range of daily services and conveniences offered, and how the urban environment is experienced at the street level. Across the engagement activities, these performance attributes consistently featured more prominently relative to other attributes.
 - In assessing how Bondi Junction performs overall, the findings of the engagement process suggests ***Bondi Junction is underperforming as an urban centre***. Whilst it offers the full complement of daily services and conveniences users need, underperformance relates largely to lack of range in these services and conveniences offered, and poor user experience of the urban realm at the street level
 - To improve its performance, Bondi Junction needs economic development strategies that encourage greater range in the services and conveniences offered, and an urban design response that improves the street level experience by drawing on the ***place story of Bondi Junction as a lifestyle based urban centre***
 - Future economic development strategies need to focus particularly on encourage small-scale, affordable and quality specialty retail, food and dining options and performing arts and culture uses.
 - The urban design response needs to acknowledge the strategic position of Bondi Junction as a major interface to Centennial Park, and gateway to the Eastern suburbs peninsula and Bondi Beach. Leveraging the international brand reputation of Bondi Beach would help to emphasise the place story of Bondi Junction as a lifestyle focused urban centre
- Bondi Junction ***users do not identify a compelling reason for large scale improvements or additions to Council's property portfolio*** as a way to enhance the role and function of Bondi Junction
 - The location of Council property at the edge of Bondi Junction; issues with traffic and parking; lack of cross-block permeability; poor navigability of the pedestrian and cyclist networks; and potentially regular influxes of large numbers of people to an area with limited pedestrian and vehicle movement capacity are key reasons for this
 - However, ***users do identify a need for smaller-scale improvements and additions to council and community services and facilities*** provided in Bondi Junction. In particular, users identify a need for improved tourist and visitor information and youth services
- It is widely viewed that ***improvements to community services and facilities have not kept pace with demographic change*** across the LGA
 - There are a diverse range of views on the type of community services and facilities, and most appropriate model of provision (particularly for services for the elderly) that would best support a growing Waverley population into the future
 - However, youth and teenage services were identified as those most needed in light of expected changes to the LGA's demographic profile. Ensuring ***youth and teenage services account for current and future changes in the tastes and preferences of this demographic*** should be a key consideration for Council
- An ***innovative traffic and parking response is needed*** in Bondi Junction to de-clutter movement networks, and enable pedestrians and cyclists, not cars, to dominate the urban environment
 - This response needs to be supported by enhanced cross-block linkages, and creation of outdoor plazas and open spaces that are safe and engaging for people of all ages and abilities

- Westfield has come to dominate the spatial form of Bondi Junction. There is a need to re-integrate the edge and core of Bondi Junction, with particular emphasis on creating a unique and fine grain urban environment outside of Westfield
 - In particular, the connection to and way in which it serves as the gateway to Bondi Beach, and the broader LGA and Eastern suburbs is an important characteristic of the spatial form of Bondi Junction
- Bondi Junction is a place that serves a diverse range of users, it is a place where everyone should and largely can satisfy their daily needs
 - However, whilst Bondi Junction adequately provides for day to day needs of those who seek more affordable or high end shopping, convenience and speciality retail options, the offering needs rebalancing to better cater for those who seek quality mid-range options
- Whilst Westfield has significant attractor qualities, the wider Bondi Junction area lacks place-like qualities that could transform this place into a destination in its own right
 - It requires small-scale place-shaping initiatives that enliven and create an engaging urban realm. This will assist with changing current perceptions of Bondi Junction as a transport interchange and the home of Westfield and shopping in the Eastern suburbs
 - Lifestyle attachment to Centennial Park and Bondi Beach could inform future Bondi Junction place-shaping initiatives
 - Attractive and interactive human scale outdoor plazas, open space and active recreation are key needs for Bondi Junction users and could be used to emphasise the lifestyle based place-attachment to Bondi Junction
- The mall presents a key opportunity for place-shaping and enhancing the identity and vibrancy of Bondi Junction, particularly through small scale fine dining, arts and culture, and entertainment uses
 - However, there is a need to clearly distinguish how such uses might reflect the distinct lifestyle qualities of Bondi Junction and differentiate from those on offer in other parts of inner Sydney
- Street level amenity, small scale night time activation, a de-cluttered pedestrian and cyclist network, and better environmental design are crucial to creating an enjoyable and safe user experience of Bondi Junction

Appendix A Council's existing projects and programs in Bondi Junction

Project / program	
Green Infrastructure Masterplan	Bondi Junction accounts for over 40% of Waverley LGA's greenhouse gas emissions. Council is developing a Green Infrastructure Masterplan that looks at energy, water and waste usage across Bondi Junction. Research, development and delivery of the masterplan is being supported by an expert Technical Working Group.
Building Futures Partnership	Council is working with owners of large buildings in Bondi Junction that can have the greatest impact on energy, waste and water management. Through the partnership, Council encourages members to implement cost effective and practical solutions, and seek Green Star building accreditation.
Cycleway and Streetscapes Project	<p>The <i>Complete Streets: Cycleway and Streetscapes</i> project focuses on Spring Street, Denison Street and Oxford Street where Council will be:</p> <ul style="list-style-type: none"> • creating a separated cycleway with some shared paths connecting Bondi Junction to the Sydney CBD • significantly improving footpaths and planning new street trees. <p>We're inviting feedback on the preliminary design until 26 November 2014. See haveyoursaywaverley.com.au/cyclewaystreetscapes for more information. The preliminary design is based on feedback and research from:</p> <ul style="list-style-type: none"> • Our Complete Streets project • The Waverley Bike Plan • Key transport authorities, including Transport for NSW, Roads and Maritime Services, and Sydney Buses.
Bondi Junction Pedestrian Access Mobility Plan	Council has developed the PAMP to make it easier and safer for pedestrians to get around Bondi Junction. The PAMP includes improving pedestrian access between Bondi Junction and surrounding streets, identifying accident hotspots, improving pedestrian and public transport integration, ensuring access during special events and making it safer to cross major roads.
Eastgate Car Park Upgrade	The Newland Street entrance has been converted to a two way entry and exit and an additional Ebley Street exit lane has been added. Council is also considering closing the Spring Street entry to make it safer for pedestrians.
Partnership with Transport for NSW	Council is partnering with Transport for NSW to identify service improvements for the Bondi Junction to Bondi Beach corridor. The partnership will include consultation with the community and interviews with passengers on potential changes to the function and location of Bondi Rd bus stops for the 333, 380 and 381 services.

West Oxford Street Precinct Plan	<p>Council has worked with the Government Architect’s Office in commissioning three architectural firms to develop concepts for the future of West Oxford Street. The concept designs were on public exhibition in late 2014 and Council will consider the concepts and the submissions in early 2015.</p>
Complete Streets	<p>The Complete Streets project is part of Council’s plan to enhance the vibrancy of Bondi Junction. It involves beautifying the footpaths and public spaces, and creating more inviting meeting places. Pop up and moveable urban spaces have been created at Spring Street, Bondi Road, Gray Street, Newland Street and Denison Street.</p>
Raingardens	<p>Two raingardens have been built at the corners of Hollywood Avenue and Ebley Street and Gray Street and Bronte Road to capture run off from roofs, driveways and roads and act as natural stormwater treatment systems whilst creating a small urban oasis that reduces the urban heat effect and makes streets more inviting.</p>

Appendix B Information sheet and questions provided to Precinct Committees, Waverley Business Forum, Building Futures Partnership, and Community Service Provider participants

Waverley Local Government Area is fortunate to be home to Bondi Junction - the premier urban centre of the Eastern Suburbs. Throughout prior engagement processes, the community have consistently told Waverley Council that Bondi Junction is a great place to live, work, shop and play. The community has also suggested a range of ways Bondi Junction can better serve the needs of the people who use this place. Council is currently undertaking a number of projects and programs that respond to these suggestions (Attachment A).

Context

As part of community consultation for *Waverley Together 3* (WT3), the community expressed a desire for Council to develop a strategic vision to guide how Bondi Junction changes in the future. Council responded to these suggestions by including development of the vision as a strategy in WT3. Council is now undertaking the Bondi Junction Vision process by seeking views on how this place can best serve users well into the future. Led by Associate Professor Roberta Ryan, the Australian Centre of Excellence for Local Government at UTS is engaging with residents, businesses, visitors, school children, community service providers and other daily users to understand what sort of place Bondi Junction needs to be for them in the future.

Waverley and Bondi Junction are changing

Waverley is growing and changing. The NSW Department of Planning and Environment 2014 Population Projections forecast the Waverley population is to increase 20% by 2031. The total number of households will grow by 18%, and average household size will also increase. By 2031, Waverley will be both younger and older, with the 10-19 and 70-84 year age groups all increasing by 50% or more. Growth in the 5-19 and 40-54 year age groups will make up over two thirds (67%) of Waverley's total population growth, whilst the number of 25-34 year olds will decline as a proportion of the total population size.

Bondi Junction is more than Westfield, it extends from Syd Einfeld Dr and Old South Head Rd to the north, Waverley and Centennial Parks to the east and west, and Birrell St to the south. At the heart of Bondi Junction are Ebley, Denison, Spring, Newland and Oxford Streets. This area is home, workplace, playground and leisure space for many and is a central hub for the local, Waverley LGA and Eastern Suburbs communities. Turn up and go public transport, the ability live close to work, friends and family, great shopping, beautiful seaside microclimate - all so close to some of Sydney's best regional open space, the world's most famous beach and harbour, and the best major facilities inner Sydney has to offer. Many of the 13,500 new Waverley residents by 2031 will call Bondi Junction home, sharing in the daily conveniences that make this place great. As these people come to live in newer, greener buildings Waverley will become more sustainable and Bondi Junction more lively, vibrant and safer.

As the population composition of Waverley changes, new demands will be placed on Bondi Junction. This change also brings challenges – traffic, parking, and providing for the growing need for different types of services and facilities. With more workers, residents and visitors coming to Bondi Junction, Council has a big responsibility managing how the Eastern Suburbs premier urban centre changes

into the future. As a major landholder, Council is also in the unique position of being able to utilise its' own property portfolio to ensure Bondi Junction best provides for the needs of the people who will use this place in 2031.

This engagement process

This engagement process is up front and in advance of any project brief or other planning, enabling the community early capacity to influence. The objective of the engagement process is to:

- Provide Council with a better understanding of what the current and future community feel is missing from Bondi Junction now, and what might be needed in the future;
- Understand the views on council, cultural, civic and community services and facilities that might enhance the role and function of Bondi Junction and benefit the community in the near, medium and long terms;
- Develop a narrative vision that draws on the best of Council's existing projects and programs to articulate where Bondi Junction is going, what it should be like in 2031 and what can be done to enhance Bondi Junction's future role and function;
- Inform development of consultant technical briefs to prepare, in consultation with the community, a master plan for the street block bound by Newland, Ebley, Denison and Spring Streets.

Questions to think about prior to the <Meeting / Interview>

To assist with providing targeted input into these issues, we have developed some questions to prompt your thinking prior to the meeting:

Question focus:	Questions
Where we are now	<ul style="list-style-type: none"> • What currently makes Bondi Junction such a great place to live, work, shop and play? • What most concerns you about Bondi Junction currently, and in thinking to the future? • What are the best aspects of Council's existing suite of Bondi Junction projects and programs (refer to the attached information sheet) • What council, cultural, civic and community services and facilities are currently missing that would: <ul style="list-style-type: none"> ○ enhance the role of Bondi Junction?, and ○ ensure this place better serves the needs of the local, Waverley, Eastern Suburbs and Greater Sydney communities more than it does now?
Where we are going	<ul style="list-style-type: none"> • As more and different kinds of people come to live in and visit Bondi Junction, what do you think they might need from this place? • What sort of future role and function do you see Bondi Junction playing for the local, Waverley LGA, Eastern Suburbs and Greater Sydney communities? • What are the types of council, cultural, civic and community services and facilities that are needed to best support changing communities? <ul style="list-style-type: none"> ○ where are the opportunities for providing these in Bondi Junction?

Question focus:	Questions
What the future looks like	<ul style="list-style-type: none"> • What do you consider to be good examples of liveable, sustainable and vibrant urban centres that are like Bondi Junction in servicing a regional community? <ul style="list-style-type: none"> ○ what works well about these places? ○ what doesn't work so well about these places?

Specific questions for Community Service Provider Interviews

Topic area	Questions
Community services in general	<ul style="list-style-type: none"> • First of all, please tell me a little bit about your organisation such as what you do, the services you provide and whom they are provided to? • In your view, what would you say are the key needs of the Waverley and Eastern Suburbs communities currently? <ul style="list-style-type: none"> ○ How do you see these needs changing into the future? ○ What do you see as the major issues facing <i>community service providers</i> in responding to the current and future needs of the community? • Waverley Council provides community services from 14 different locations, what is your view on this model of provision? (i.e. do you think it best meets the needs of the community) <ul style="list-style-type: none"> ○ do you think any particular model of provision is better suited to the Waverley and Eastern Suburbs community context? (i.e. co-location etc.) ○ in your view, are there any particular community services or facilities that are best co-located over others?
Bondi Junction	<ul style="list-style-type: none"> • How well, or otherwise, would you say Bondi Junction serves the needs of those to whom your organisation provides services? • Thinking about whom your organisation provides services too, what most concerns you about how Bondi Junction functions currently? • As more and different kinds of people come to use Bondi Junction in the future, what do you think they might need from this place? • What sort of future role and function do you see Bondi Junction playing for the local, Waverley LGA, Eastern Suburbs and Greater Sydney communities?

Topic area	Questions
<p><i>Council, cultural, civic and community service and facilities in Bondi Junction</i></p>	<ul style="list-style-type: none"> • In your view, what are the types of council, cultural, civic and community services and facilities that are needed to best support changing communities? <ul style="list-style-type: none"> ○ Are there any particular community services that Bondi Junction needs more or less of? ○ How do you think Council could best play a role in facilitating these services? • Specifically, what council, cultural, civic and community services and facilities are currently missing that would: <ul style="list-style-type: none"> ○ enhance the role of Bondi Junction and ensure this place better serves the needs of those to whom your organisation provide services? • Do you see a need for combined cultural / community / civic facility in Waverley to serve the needs of the local and Eastern Suburbs communities? <ul style="list-style-type: none"> ○ What uses would this facility best feature?

<Attachment: Council's existing projects and programs in Bondi Junction>

Appendix C Online and Walk-up Survey Instrument

Q In the past 12 months, have you been actively involved in any service club or sporting, social, welfare, emergency services or recreation group in your community?

1. Yes
2. No
3. Don't know

Q Here are some statements **about the place where you live**. Please indicate whether you agree or disagree with each:

ROTATE STATEMENTS	Agree	Disagree
1. I have the type of housing I need		
2. I have transport to get to where I need to go regularly		
3. I am able to live close to my friends and family		
4. I have access to the services I need such as education, health care, child care, libraries etc.		
5. I like the look and feel of the area		
6. Where I live supports a healthy and active lifestyle		
7. Everyone feels they are part of the local area		

Taking into account that some respondents might live in Bondi Junction, this next set of questions is about activities you might undertake when in Bondi Junction,

Q When you undertake activities at Bondi Junction, which of the following activities do you undertake? You can answer never, rarely, occasionally or frequently

ROTATE ACTIVITIES	REASON FOR GOING				
	never	rarely	occasionally	frequently	Not applicable
1. Grocery shopping					
2. Other retail shopping					
3. Visit friends					
4. Working					
5. On the way to or home from work					
6. On the way to or home from my place of study					
7. Visiting a library or other community facilities					
8. Recreation, including walking					
9. Using cafes, restaurants or markets					

10. To catch the train or bus services					
11. Using professional services (medical, lawyers, accountants, banking etc.)					
12. On the way to the beach					
13. On the way to Centennial Park					
14. Visiting the Council customer service centre					
Other (please specify): _____					

Q How often would you say you undertake activities at Bondi Junction?

1. Daily or several times a day
2. Several times a week
3. About once a week
4. Several times a month
5. About once a month
6. Less than once a month
7. Never
8. Unsure

Q When you undertake activities at Bondi Junction, do you mostly do this:

1. During the day
2. At night time

Q When you undertake activities at Bondi Junction, how long do you usually spend there? Is it

1. Less than 1 hour
2. 1 to 3 hours
3. 3 to 5 hours
4. All day
5. Unsure
6. Not applicable

Q If you are not a resident of Bondi Junction, how do you typically travel to Bondi Junction?

1. Car
2. Train
3. Bus
4. Walking
5. Cycling
6. Other (please specify): _____
7. Not applicable

Q Please indicate if you agree or disagree with the following statements about Bondi Junction?

ROTATE STATEMENTS			
	Agree	Disagree	Don't know
It has a lively atmosphere			

It is a vibrant and active place during the day			
It is a vibrant and active place at night			
It is a safe place to visit during the day			
It is a safe place to visit at night			
It is a good place for young children to live			
It is a good place for teenagers to live			
It is a good place for seniors to live			
It is a good place for families to live			
It has most of the retail and shopping facilities I need			
It has attractive public spaces			
It has outdoor spaces that are comfortable for sitting and relaxing			
It is easy to get to by public transport			
It is easy to get to by car			
It has a vibrant economy			
It has a wide range of cultural activities and facilities			
It has a wide range of café and restaurant options			

Q What two things do you:

- a) Like most about Bondi Junction?
 - 1.
 - 2.
- b) Like least about Bondi Junction?
 - 1.
 - 2.

Q Thinking about Bondi Junction currently, what three words would you use to describe this place?

- 1.
- 2.
- 3.

Q Bondi Junction is undergoing change and will continue to change into the future. Thinking about what would make it a better place **in the future** do you think Bondi Junction needs more or less of the following things, or does it have enough as it is?

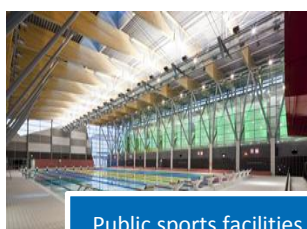
ROTATE ATTRIBUTES	More	Less	Enough now
Affordable places to live			
Employment opportunities			
Pedestrian paths and cycle ways			
Cafés and restaurants			
Places to shop			
Markets selling local goods and produce			
Public artwork			
Street festivals			
Places for active recreation, such as a swimming pool or sports complex or fields			
Professional services, such as medical, lawyers, accountants, banking etc.			
Community facilities such as libraries and child care centres etc.			
Hotels, accommodation and conference venue options			
Parks and other places to enjoy the outdoors such as public plazas and seating etc.			
Museums and art galleries			
Auditoriums and other spaces for large events or performances			
Office space for larger businesses			
Office sapce for start-up businesses			
Car parking			
Measures to encourage sustainability			
Traffic improvements			
High rise apartment buildings			
Other (please specify):			

Q In your view, what are the top three most important things that would improve the future of Bondi Junction?

- 1.
- 2.
- 3.

The next couple of questions ask about community services and facilities.

Community facilities are public locations where the community can go for group activities, public information, special events or other purposes. They can include:



Public sports facilities



Libraries



Youth and neighbourhood centres

Community services provide social and other support to members of the community. They can include things like:



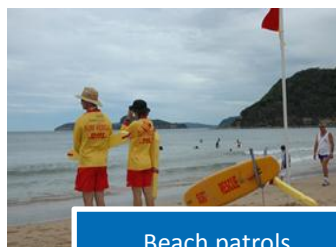
Resident and visitor information services



Free community transport



Multi-cultural services



Beach patrols



Other services provided by your local council

Q Thinking about community services and facilities, overall, how important would you say providing community services and facilities in Bondi Junction is to you?

1. Very important
- 2.
- 3.
- 4.
5. Not important at all
6. Unsure

Q

From the following list of community services and facilities provided in Waverley, please indicate how frequently you use them.

ROTATE SERVICES	Never	Occasionally	Frequently	Not applicable
library services,				
child care centres,				
public sports facilities,				
neighbourhood and community centres,				
youth and seniors centres,				
Waverley Council's customer service centre,				
Other (please specify): _____				

Q From the same list, please indicate any you think Waverley might need more or less of in the future

ROTATE SERVICES	Need More	Need Less
library services,		
child care centres,		
public sports facilities,		
neighbourhood and community centres,		
youth and seniors centres,		
Council customer service or information centres		
Other (please specify): _____		

Q Waverley Council provides services from 14 different locations. Would locating these services in a fewer number of locations make any difference to you?

1. Yes
2. No
3. Don't know

IF YES – Why?

<OPEN>

Q From the following list of places in the Waverley Local Government Area, where do you think community services and facilities are best located?

1. The library in Spring Street
2. Council's customer service centre in Spring Street
3. Council Chambers and administration offices on Bondi Road
4. No change from where they are currently located
5. Don't know
6. Other (please specify): _____

DEMOGRAPHICS

And finally, please answer some questions about you...

Are you?

1. Male
2. Female

What is your age group?

1. Under 18
2. 18-29
3. 30-39
4. 40-49
5. 50-59
6. 60-69
7. 70-and over
8. Prefer not to answer

What is the name of the suburb in which you live: _____

What is the name of the street in which you live: _____

Please indicate if any of the following phrases apply to you?

Phrase	Yes
1. I have dependent children under the age of 18	
2. I have children studying at university or TAFE	
3. I receive a government pension or benefit	
4. I rent the home I live in	
5. I am paying off a mortgage	
6. I am under financial pressure	
7. I was born overseas	
8. Housing affordability is a problem for me and my family	

9. I have a university degree	
10. I have a TAFE trade or other certificate or diploma	
11. I have not completed Year 12	

D2 Please indicate the total annual income before tax for your whole household:

Income Bracket	Yes
1. Under \$20,000	
2. \$20,001 - \$40,000	
3. \$40,001 - \$60,000	
4. \$60,001 - \$80,000	
5. \$80,001 - \$100,000	
6. \$100,001 - \$120,000	
7. \$120,001 - \$150,000	
8. Over \$150,000	
9. Prefer not to say	

D3 What's your current employment status? Are you:

Employment Status	Yes
1. Self-employed	
2. In full time paid work	
3. In part time or casual paid work	
4. Full time home duties	
5. Retired	
6. Unemployed	
7. Studying	
8. Other	
9. Prefer not to say	

D4 What type of dwelling do you live in?

Housing Type	Yes
1. Standalone or detached House	
2. Semi-detached/duplex	
3. Terrace house or townhouse	
4. Unit/Apartment	

D5 (SKIP IF YES TO D3 4-6,9) How do you usually travel to work / study?

Housing Type	Yes
1. Private Car	
2. Motorbike	
3. Train	
4. Bus	
5. Bicycle	
6. Walk	
7. Work from home [DNR]	
8. Combination of walking and public transport	
9. Other [DNR]	

Appendix D Telephone Survey Instrument

Q In the past 12 months, have you been actively involved in any service or sporting club, social, welfare, emergency services or recreation group in your community?

1. Yes
2. No

Q Here are some statements **about the area where you live**. Please tell me whether you agree or disagree with each:

Statement	Agree / Disagree/Unsure
1. I have the type of housing I need	
2. I have transport to get to where I need to go regularly	
3. I am able to live close to my friends and family	
4. I have access to the services I need such as education, health care, child care, libraries etc.	
5. I like the look and feel of the area	
6. Where I live supports a healthy and active lifestyle	
7. Everyone feels they are part of the local area	
8. I am able to live close to where I work	

Q Now thinking about the **future of the area where you live**, I want to understand which of these are the most important. As I read each one, tell me whether each is extremely, very, slightly or not important saving extremely only for those it would be unliveable without:

Statement	Scale: Extremely / Very/ Somewhat/ Not important
1. A vibrant economy	
2. High environmental standards	
3. Good educational opportunities	
4. Access to community services such as libraries and child care centres	
5. A local area that respects diversity	
6. Good public transport	
7. Wide choice of housing types	
8. Wide range of retail and shopping facilities	
9. Wide range of cultural activities	

10. Pleasant landscapes and buildings	
11. Places to socialise with friends or family	
12. A local area that is easy to get around on foot or by bike	

The next couple of questions ask about community services and facilities.

Community facilities, are public places like libraries, youth, community and child care centres. Community services provide social support to members of the community, such as council information, beach patrols, and free transport for the elderly and people with a disability.

Q How important would you say community services and facilities such as these are to you?

SCALE

1. Extremely important
2. Very important
3. Somewhat important
4. A bit important
5. Not important

Q From the following list of community services and facilities provided in the Waverley Municipal Council area, please indicate how frequently you use them.

Service	Never	Occasionally	Frequently
library services,			
child care centres,			
public sports facilities,			
neighbourhood and community centres,			
youth and seniors centres,			
Council customer service centre,			
Other (please specify): _____			

Q Are any other community services and facilities provided by Waverley council that you use regularly?

- a) Yes
- b) No

Q (IF Q Above = a) What are these?

<OPEN>

I'm now going to ask you some questions about the suburb of Bondi Junction, which includes Westfield Bondi Junction, Bondi Junction Mall and surrounding street blocks.

Q What is the ONE word that best describes Bondi Junction?

<OPEN SINGLE WORD>

Q How often do you visit Bondi Junction?

1. Daily
2. Several times a week
3. About once a week
4. About once a month
5. Less than once a month
6. Never
7. Unsure

Q How long do you usually spend there? Is it

1. Less than 1 hour
2. 1 to 3 hours
3. 3 to 5 hours
4. All day
5. Unsure

Q Do you mostly visit Bondi Junction:

1. During the day
2. At night

Q How do you usually travel there?

1. Car
2. Train
3. Bus
4. Walking
5. Cycling
6. Other (please specify): _____

Q When you visit Bondi Junction, what is your main reason for going there?

Activity	
1. Convenience or grocery shopping	
2. Retail shopping	
3. Visit friends	
4. Working	
5. On the way to or home from work	
6. On the way to or home from my place of study	
7. Visiting a library or other community facilities	
8. Walking, cycling or other types of recreation	
9. Cafes, restaurants or markets	
10. To catch the train or bus services	

11. Using professional services (medical, lawyers, accountants, banking etc.)	
12. On the way to the beach	
13. On the way to Centennial Park	
14. Visiting Council's customer service centre	
15. Other (please specify):	

Q What are the other reasons you visit Bondi Junction? Are there any others?

Activity	
1. Convenience or grocery shopping	
2. Retail shopping	
3. Visit friends	
4. Working	
5. On the way to or home from work	
6. On the way to or home from my place of study	
7. Visiting a library or other community facilities	
8. Walking, cycling or other types of recreation	
9. Cafes, restaurants or markets	
10. To catch the train or bus services	
11. Using professional services (medical, lawyers, accountants, banking etc.)	
12. On the way to the beach	
13. On the way to Centennial Park	
14. Visiting Council's customer service centre	
15. Other (Please specify):	

Q In your view, do the following descriptions apply or not apply to Bondi Junction?

Statement	Apply / Not Apply/unsure
Vibrancy and safety	
It has a lively atmosphere	
It is a vibrant and active place during the day	
It is a vibrant and active place at night	

It is a safe place to visit during the day	
It is a safe place to visit at night	
General	
It has most of the retail and shopping facilities I need	
It has most of daily services I need	
It seems like a pleasant place to live	
It has attractive buildings and public spaces	
It has outdoor spaces that are comfortable for sitting and relaxing	
It is easy to get to by public transport	
It is easy to get to by private vehicle	
It has a vibrant economy	
It has a wide range of cultural activities and facilities	
It has a wide range of café and restaurant options	

Q Would you say Bondi Junction is a good place, or not so good a place to visit for:

1. Children
2. Families
3. Teenagers
4. Young adult professionals
5. Seniors

Scale:

1. Good
2. Not so good
3. Unsure

Q What's the one thing you like most about Bondi Junction?

Q What's the one thing you like least about Bondi Junction?

Q Thinking about what would make it a better place **in the future** do you think Bondi Junction needs more or less of the following, or does it have enough now?

Attribute	More	Less	Enough now
A variety of affordable places to live			
A wide range of employment opportunities			
Pedestrian paths and cycle ways connecting to surrounding areas			

A wider range of cafés and restaurants			
A wider range of places to shop			
Markets that sell local hand made goods and produce			
Public artwork			
Street festivals that celebrate local arts and culture			
Places for active recreation, such as a swimming pool or sports complex or fields			
Professional services, such as medical, lawyers, accountants, banking etc.			
Community facilities such as libraries and child care centres			
Education institutions like primary schools, high schools and universities			
A variety of hotels, accommodation and conference venue options			
Parks and other places to enjoy the outdoors (i.e. public plazas, seating etc.)			
Museums and art galleries			
Auditoriums and performance spaces for large events			
Office space for larger businesses			
Small office spaces that support start-up businesses			
Creative work spaces that provide a platform for new and emerging artists			
Car parking and traffic improvements			
Better urban architecture and building design			
Measures to encourage sustainability, such as more urban greenery			

Q Does Bondi Junction need any more of anything else? What specifically?

<OPEN>

Q Does it need any less of any else? What specifically?

<OPEN>

Q Thinking about the future, in your view, what are the top two most important things that would improve the future of Bondi Junction?

<OPEN>

Q Waverley Council currently provides community services from 14 different locations. Would providing these in a fewer number of locations affect you personally?

1. Yes
2. No

Q (IF Q Above = 1) In what ways would it affect you?

<OPEN>

Q If community services and facilities were to be located in just one of the following locations, which should it be?

1. The library in Spring Street
2. Council's customer service centre in Spring Street
3. Council Chambers and administration offices on Bondi Road
4. Other (please specify): _____

Appendix E Primary School Student Postcards from Bondi Junction

Information sheet

Waverley Council is undertaking a community participation process to help define a vision for Bondi Junction. The Australian Centre of Excellence for Local Government at the University of Technology, Sydney is facilitating this process on behalf of Council.

As part of the process, Council is looking to involve local primary school students in an exercise that is aptly named Postcards from Bondi Junction. Thank you in advance for your participation and encouraging your students to think about the future of their area. To complete this assignment, students should be supplied with the following paragraph.

Imagine yourself in Bondi Junction in the year 2030 and write a brief post-card, including illustration, to your parents or friends telling them what you are enjoying about Bondi Junction in the year 2030.

Below are some notes to assist you with explaining the assignment to your students. We hope it will be both interesting and fun, and look forward to seeing how the future custodians of Bondi Junction envision Bondi Junction in 2030.

Speaking guide for primary school teachers (years 5 and 6)

Waverley Council has invited our school along with other Primary Schools in the area to participate in an activity called **Postcards from Bondi Junction**.

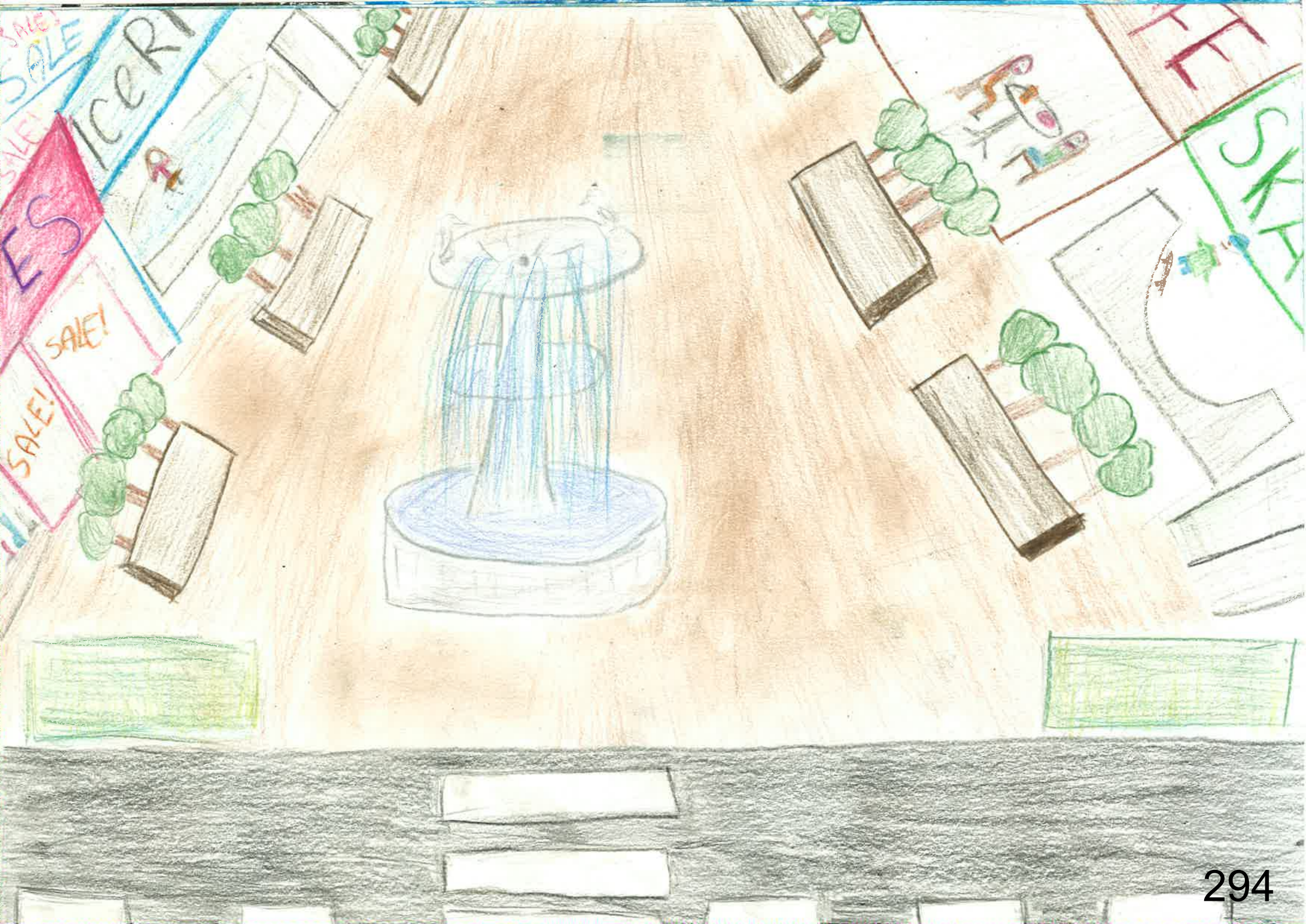
“Imagine yourself in Bondi Junction in the year 2030. By then you will be an adult and no longer at school.

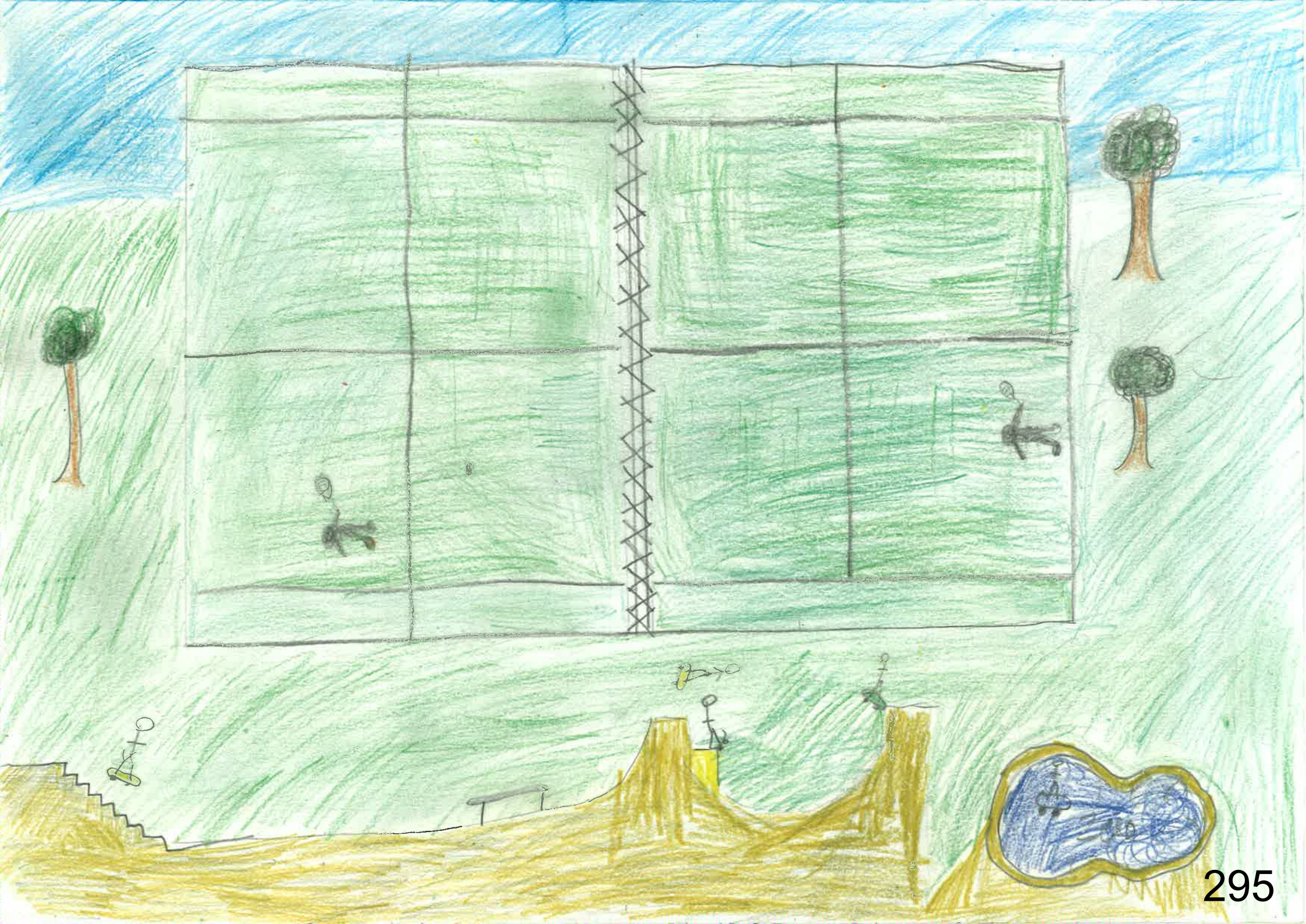
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Think about what you might see. How might the area have changed? How you would like it to be? What sort of fun and interesting things could you be doing at Bondi Junction in 2030?

...

Keep that in your mind as you create your post-card. Include a drawing and write a short message to your parents or friends telling them what it's like at Bondi Junction in the year 2030.”









WESTFIELD

ENTRY

FOAM PIT

CAFE

CAREZ

EZY MART

SKATESHOP

SHOE SHOP

MAX
BRENNAR

DOTTI

HOLLISTER

BETTS

WOOL
WORTHS

BOOST

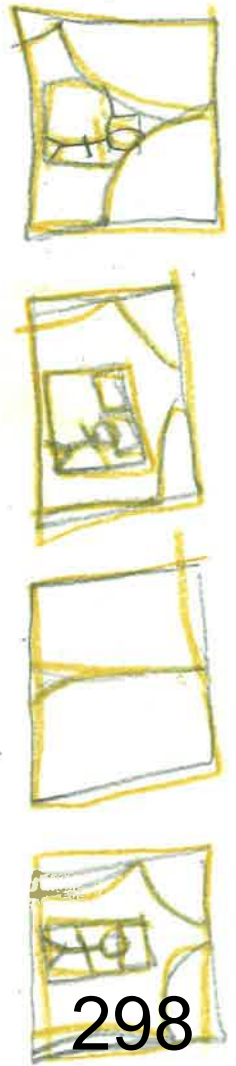
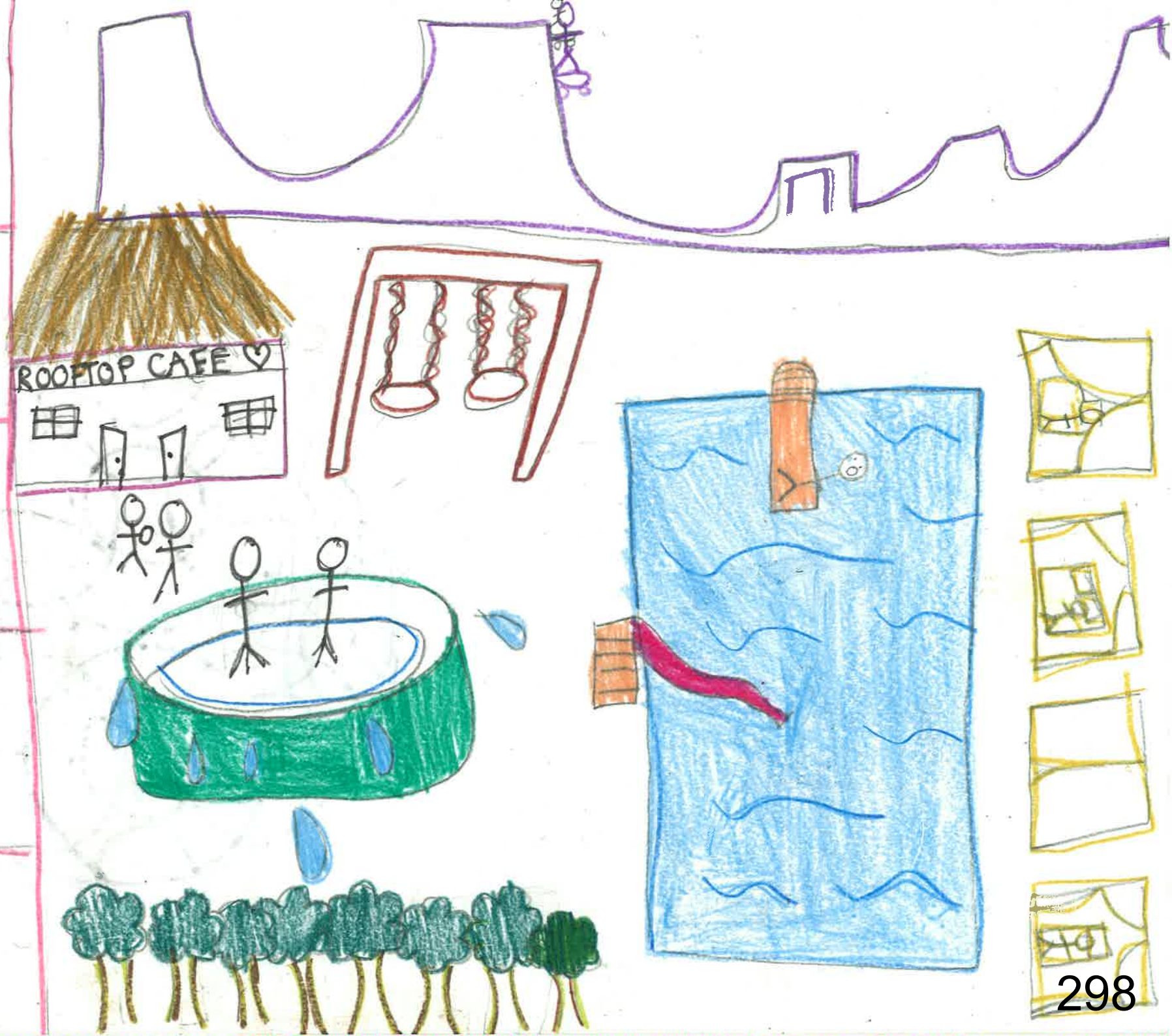
BARDOT

COTTON

EQUIP

SUPRÉ

ON



Boost

Dotti

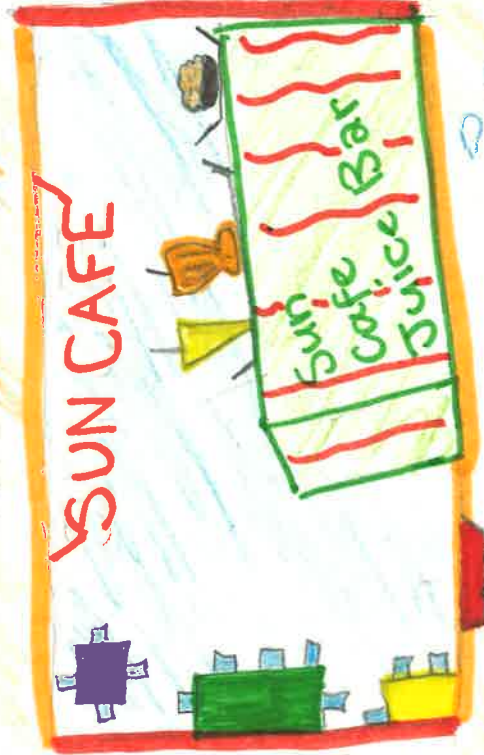
Cotton

Max

Brennar

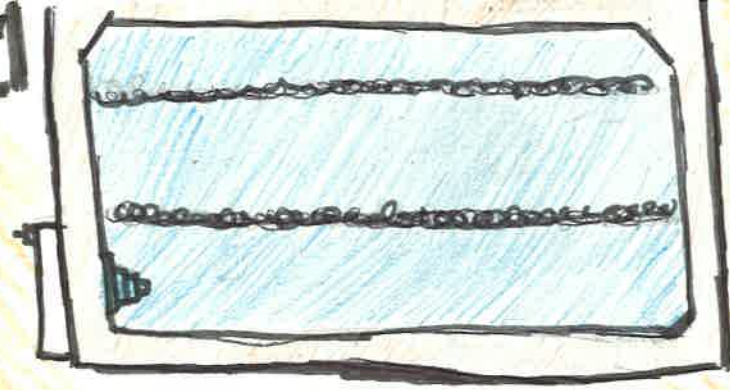


FLOWER SHOP

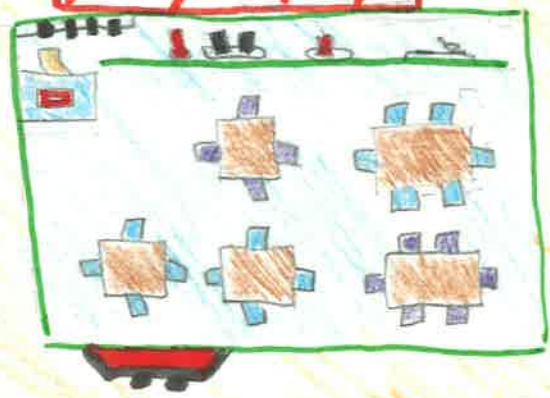
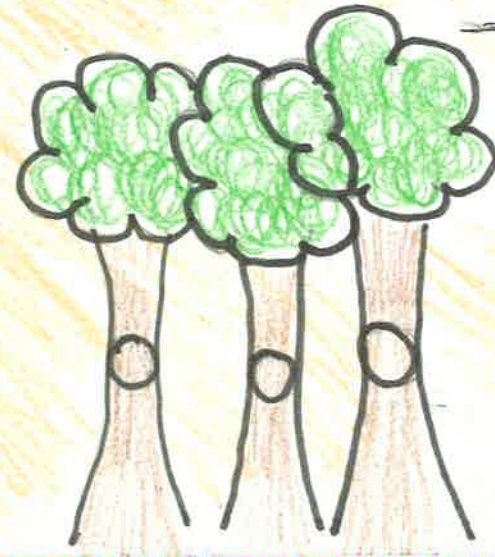


SUN CAFE

Sun Cafe Bar
Coffee Juice



SWIMMING POOL



RESTAURANT

Riki R

Wichery

Hollister



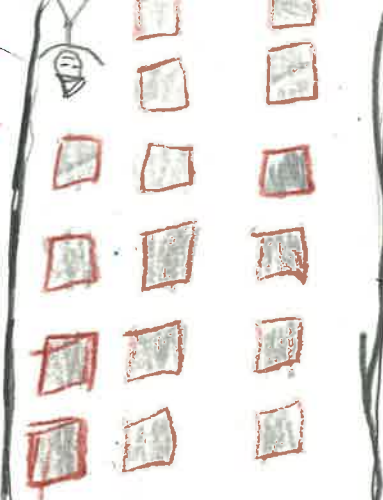
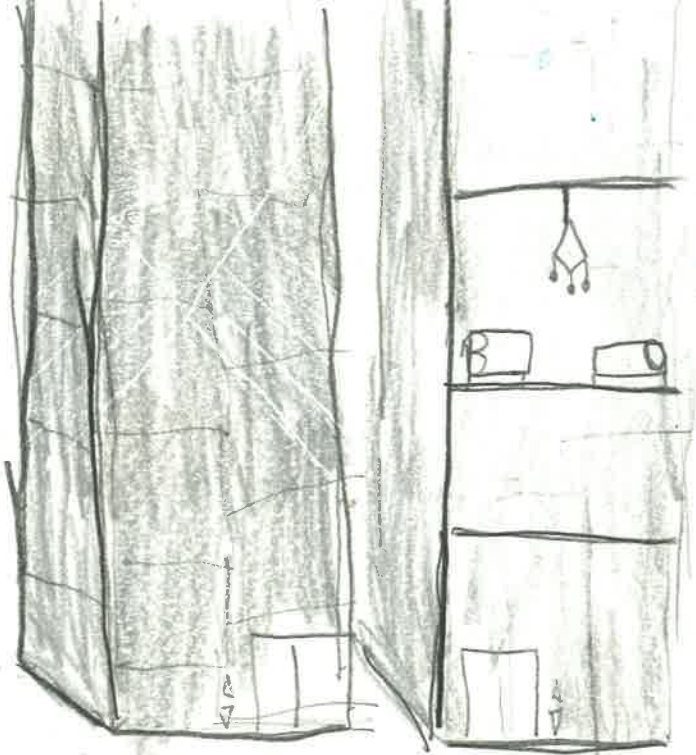
Skate Shop

clothes Shop

cafe

West Field

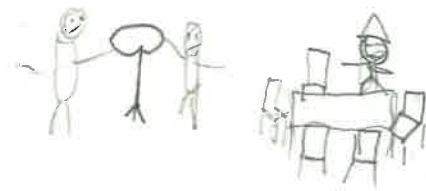
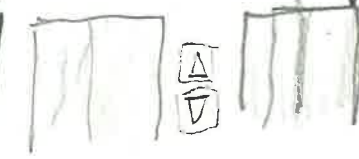
Entry ← Entry



THRASHEA
New Year MAG
Shred Hill dead



SAYS







Welcome to bondi Junction

Cafe

on

DIVA

Dolly

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Cotton

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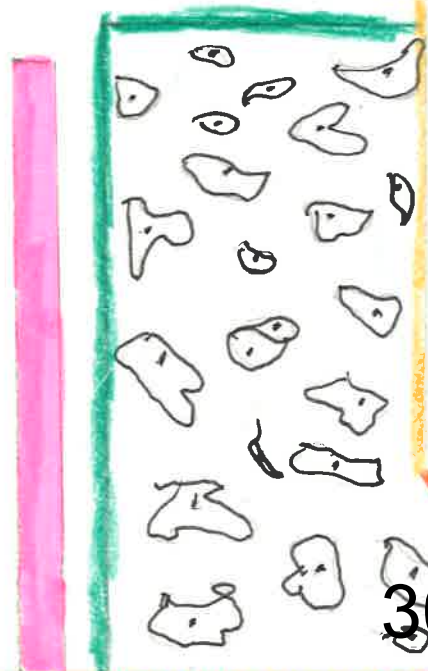
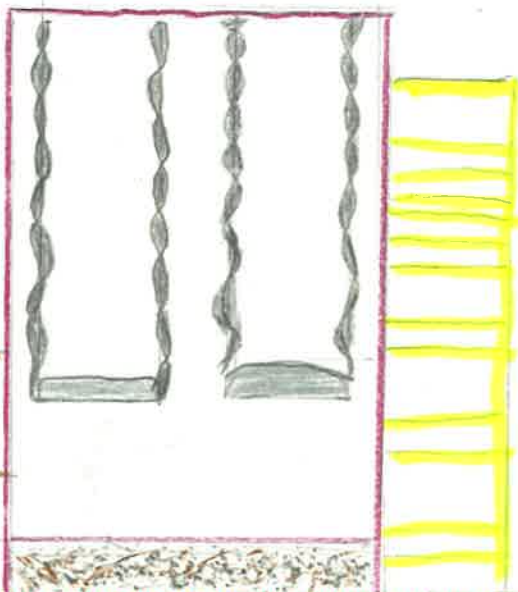
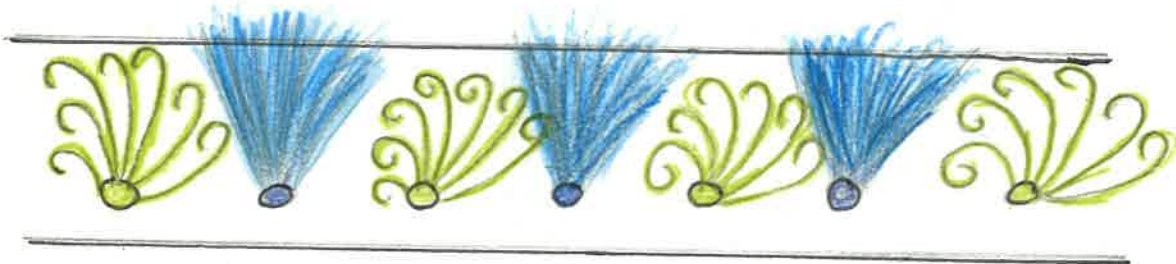
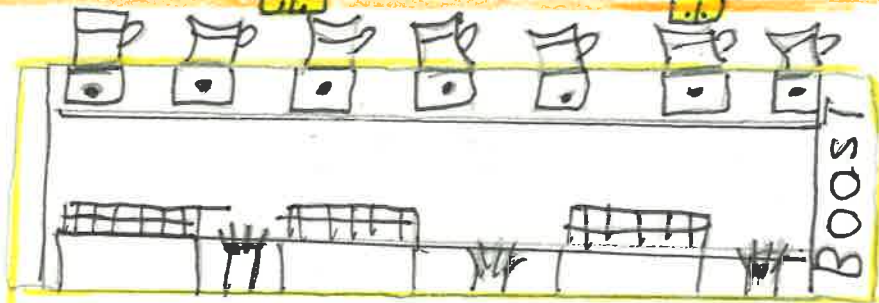
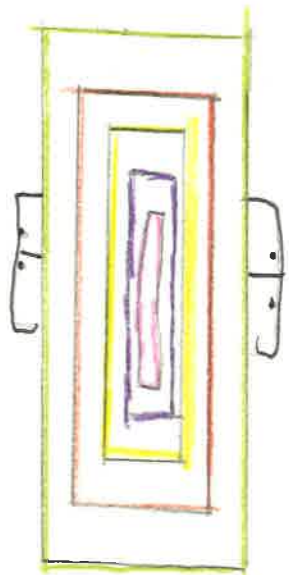
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- cases
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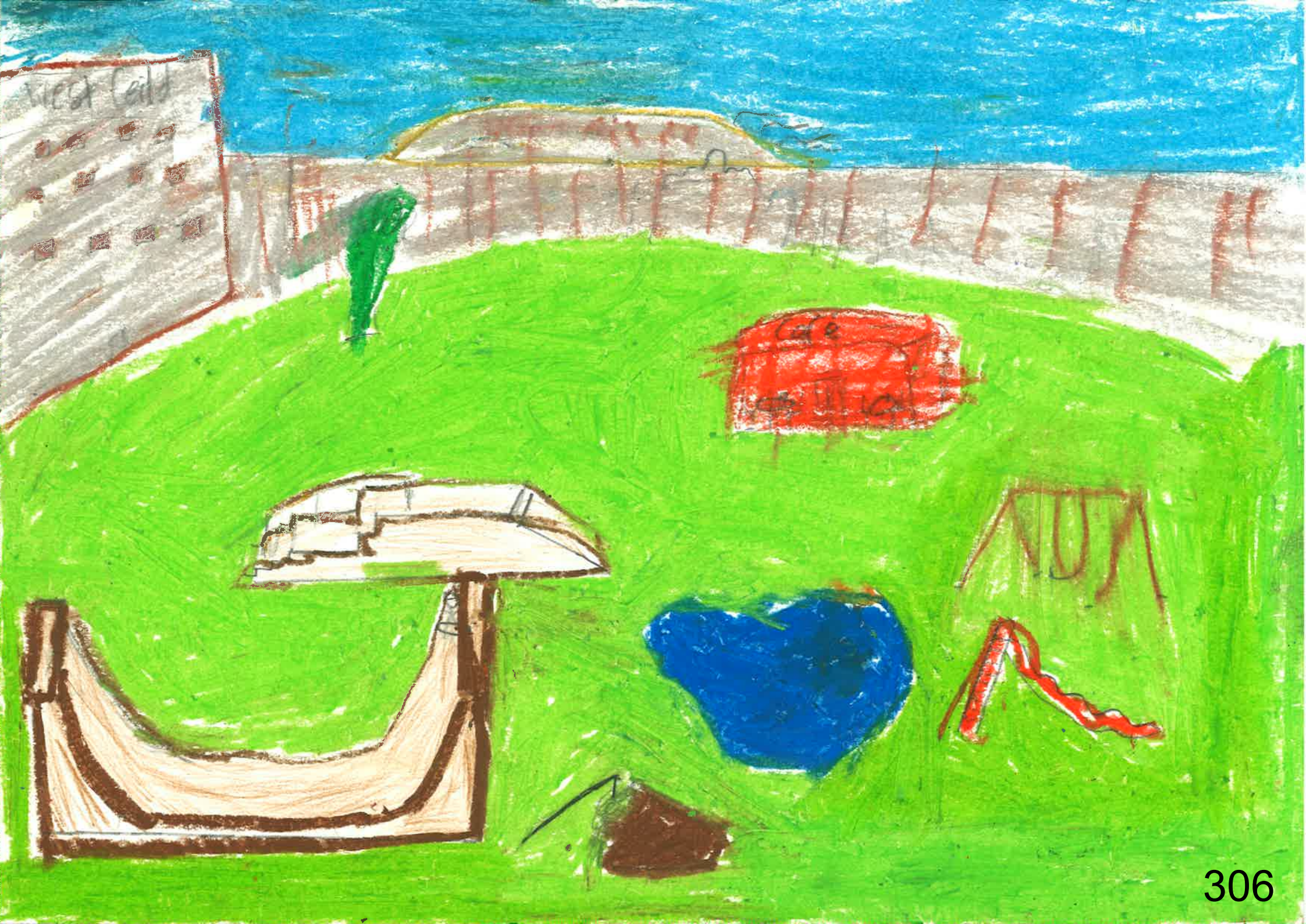
RESTAURANT

Cafe

Megan's CLOTHES SALE

SKATE 'N' SURF

BAKERY



West Camp

Camp

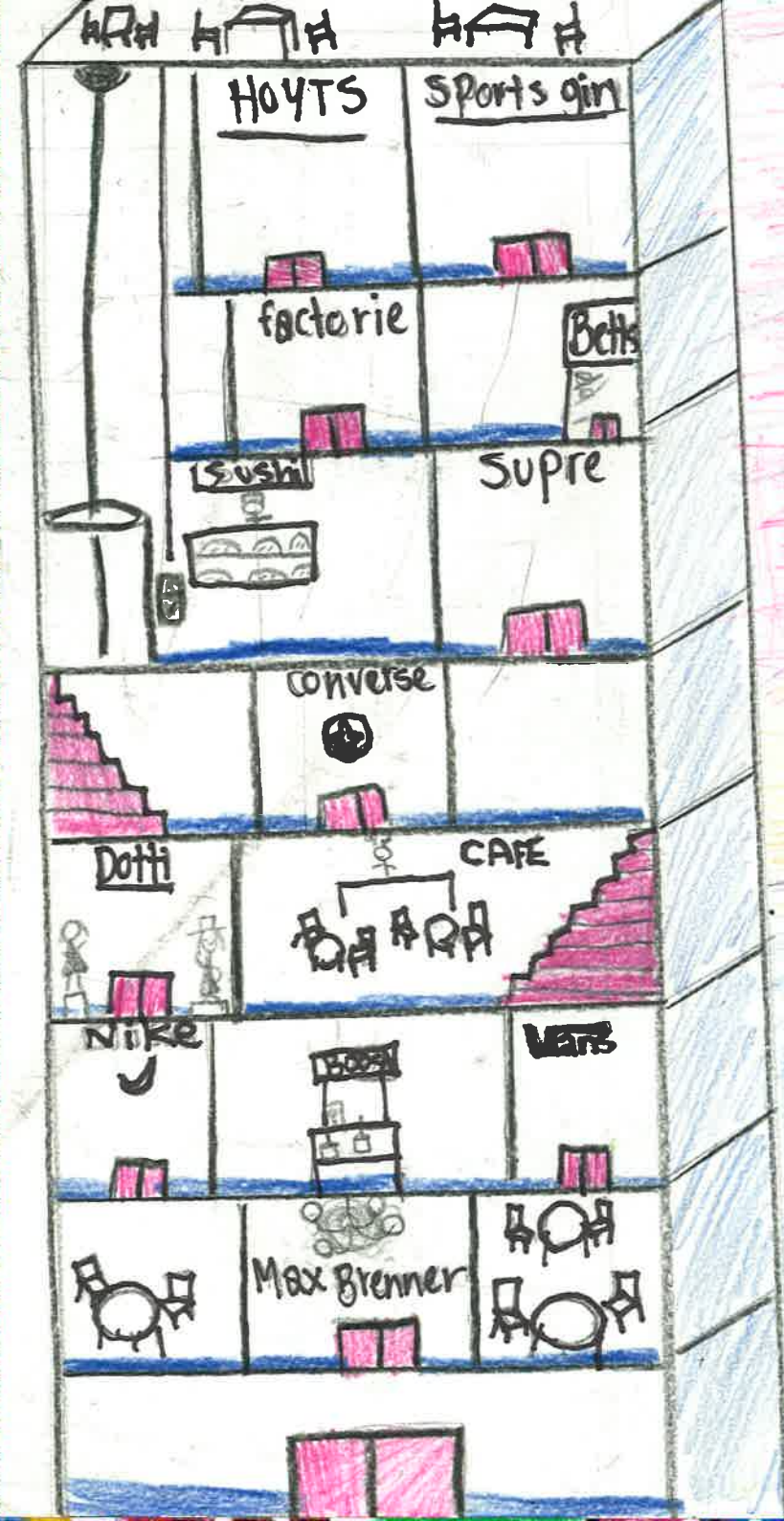


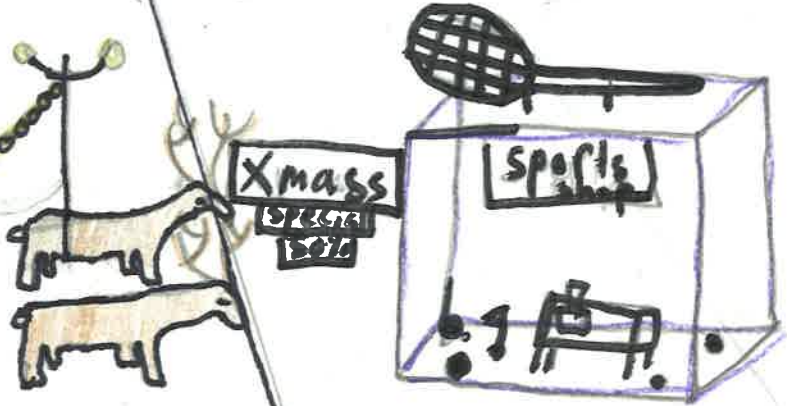
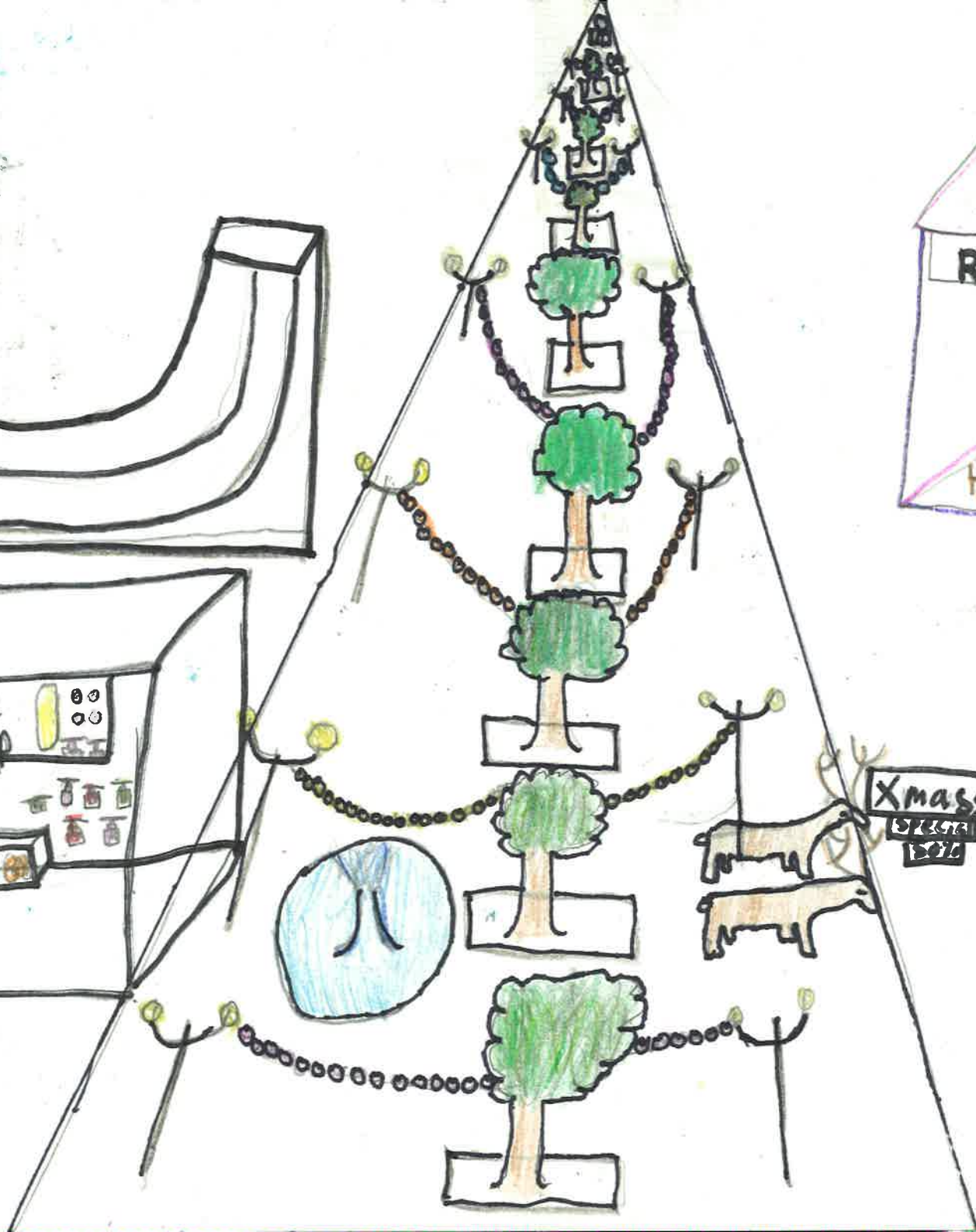
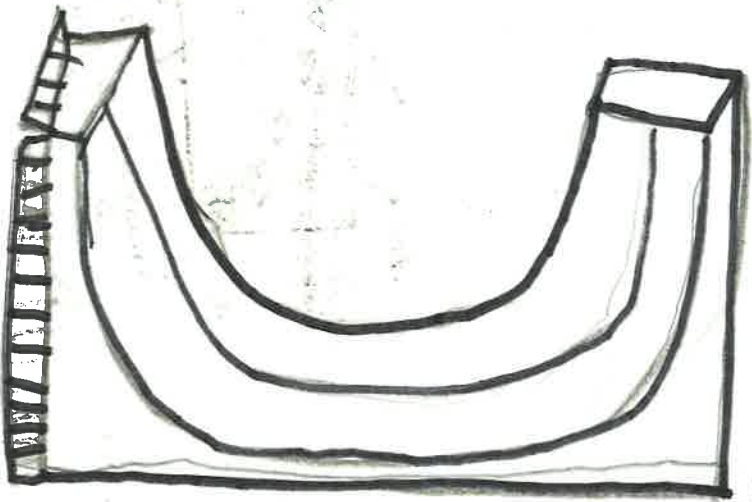
Max
Grammar



CAFÉ

4-D CINEMA





Xmass
SPECIAL
SALE



Dotti

Summer

New Lindt ♥

Event
Movies
3D

Fun SKATE PARK ♥

Chocobin

City Beach

Summer Gardens

Bar ↑

♥ Candy ♥

Juice Bar

Gym

SKYHIGH
Glass
Elevator

Water
Park



Seamats

Quake



ICE BAR

WASH YOUR HANDS & WAX JACKETS PROVIDED

Cafe

Kids aged 12-15

ICE SKATING



Kids aged 12-15

ICE SKATING

Appendix F Precinct Committee Meeting Notes

Bondi Junction Precinct Committee Meeting Notes

Wednesday 19th November, 2014 Waverley Library Theatre

Attendees: Peter Monks (Director, Waverley Futures, Waverley Council), Roberta Ryan (UTS), Alex Lawrie (UTS), Marcella McAdam (Bondi Junction Precinct Committee Executive and Meeting Convenor), Various Precinct Committee Meeting attendees

Discussion Item	Points Raised
<p>Overview of Bondi Junction Visioning process, and master planning for Council's property portfolio in the street block bound by Denison, Spring, Ebley and Newland Streets (Peter Monks, Waverley Council, and Roberta Ryan, University of Technology, Sydney)</p>	
<p>Purpose of this session and process</p>	<p>Participant comment</p> <p>I would like to raise some concerns about the full agenda we have for this meeting and that there is insufficient time allocated to these discussions.</p> <p>Peter Monks</p> <p>I provided an extensive briefing at the last precinct committee meeting regarding what this process is about, so I won't reiterate that this evening in order to give more time for the discussions. Having said this, Council is seeking to achieve two things out of this process.</p> <p>The first is to respond to community demand, expressed through the Waverley Together 3 Community Strategic Plan (WT3) process, to develop a vision statement for Bondi Junction. This initiative was incorporated as a specific action within WT3. We really want to know what Bondi Junction means to you, what you would like to see for this place in the future.</p> <p>The second is about how Council can manage Council-owned properties in Bondi Junction in order to get the best return for the community in terms of how these properties are used. Some of Council's property in the area is reaching the end of its effective life, there are significant maintenance issues and there is the issue of the Boot Factory.</p> <p>The first part of the discussion tonight is to take a high level strategic view of Bondi Junction, what is important, what do we value. We have collected a lot of valuable information about this in recent times and this information will also feed into writing a brief for technical consultants to prepare a master plan for the street block bound by Spring, Denison, Ebley and Newland Streets. We are focusing on the Bondi Junction core, not the residential periphery. The brief has not yet been written and the outputs of this process will feed into the brief.</p> <p>Roberta Ryan</p> <p>We have not prepared a presentation; rather we have developed some questions to prompt a conversation. But we are happy for you to lead the conversation and take it wherever you think it needs to go. We have twenty five</p>

minutes and happy to take general questions if that is what people want to do.

As Peter said, the purpose is twofold. Whilst Council has been undertaking a lot of separate initiatives in Bondi Junction, there were views that came through WT3 that there wasn't an overall strategic vision about what the community want to see from Bondi Junction. This is what we are trying to capture through this process – what you would like to see for Bondi Junction in the future and how Council's properties, services and facilities can best be used to meet the needs of the community. This is up front engagement, there are no pre-determined views or plans and the outputs we get will be made publically available.

Participant Question

Do you know how Council acquired the properties we are considering? Do you know the history of Council's compulsory acquisition from private individuals?

Roberta Ryan

No, I do not know that history.

I would like to step you through the process of how we have got to where we are now. Council approached UTS to develop new guidelines on how to engage in a way that alleviates some of the recent concerns about Council's engagement. The guidelines will seek to update Council's approach to include some of the newer thinking around engagement. In the midst of this, Council asked us to design an engagement process in response to community concerns about recent engagement processes and model some of the thinking in the guidelines. Specifically, the focus was to be on engaging and getting comprehensive feedback from the community up front and in advance of any briefs or plans being written. That way, we can provide Council frank feedback on community perceptions and issues to enable Council to make decisions about what goes into the briefs and master plan process.

The Bondi Junction vision engagement process commenced with workshopping and agreeing the approach with Councillors to try and incorporate the unease they were hearing from the community regarding recent engagement processes. To date, the process has included three focus groups with residents from across Bondi Junction and the broader LGA; internal meetings with staff working on initiatives currently underway in Bondi Junction to understand the history of engagement in this place; engaging with primary school students through a 'Postcards from Bondi Junction' activity, secondary schools were offered an opportunity to be involved but unfortunately it isn't the right time of year for them with exams; interviews with community service providers; a random dial telephone survey across the Waverley LGA and surrounding LGAs of Randwick and Woollahra; walk up surveys around Bondi Junction; meetings with the precinct committees; and an online survey on Council's website, for which the link is being widely circulated. We are also capturing existing publically available documents, including prior engagement reports and community needs analyses prepared by Council. We are about half way through the process at the moment.

Meeting Convenor

I know that Council wants to move towards making Bondi Junction a more cohesive centre based around this civic precinct idea. I know from my experience that, driving through Chatswood, you come across this big building with performance halls, auditoriums, civic halls and spaces etc. I know Council are using words like 'aspirational' and 'vision', but Chatswood is what I see when I visualise what Council wants to do with a 'civic precinct'. Council censored this from being put in the agenda and minutes of the last meeting, instead focusing on all the other community services and fun things that a civic precinct would bring. I am concerned Council is working towards a large service centre or facility very close to a residential area, it says that here in point 4 of the information we have been provided. We need to think about what the impact of this is on the residential area, plus on other assets Council owns like the Officeworks building, Mill Hill Centre and the library. We are lucky to be in a quiet residential periphery area but soon we could have the same impact as what is experienced in the heart of Bondi Junction.

Roberta Ryan

From my point of view, this process is about what a civic precinct might be for you, where it might be located. We are asking people about whether Council's properties can be consolidated, what this will mean for them, what is great about what is here now, and what is missing from Bondi Junction that will serve the future community. Council has substantial assets in Bondi Junction – are there things the community think Council can do with these properties that can lead to good outcomes. We are not of a view that a civic precinct has a particular form – we are here to find out what you think a civic precinct could be like. Council's buildings are spread out over a number of locations, and there is the effective life and maintenance issues mentioned by Peter. Your views are very important in terms of what Council does from here.

Participant comment

I have deep concerns about this whole process. We have been through one like this before and our views were not considered at all. Our views were secondarily considered with Council coming up with proposals and precinct plans that are completely contrary to what the community wanted. Council did not accommodate the community in making those plans, we were denied access to the design charettes – we have been through all of this before. There appears to be a hidden agenda, they want to convert this library into a multi-storey building. We've already declared that the west and southern side of Denison St are transitional zones, whatever that means. Then we had the West Oxford St process – can you convince us that we are doing nothing more than affirming these proposals that we know already exist?

Roberta Ryan

What I can convince you about is there is no fixed agenda in terms of what the outcome of this process is. Everything I do is fairly and transparently available to decision-makers and the community alike. What Council does with the information we provide you will have to take up with Council.

Participant comment

To <Participant X>'s point – the community is not overly fussed with development processes. We had an LEP process two years ago that was very well considered. What the community is concerned about is over-development and democracy. Roberta, one thing you could say to Council is to listen and give us a voice. The original plans for West Oxford St were for 30 storey buildings. If Council thought that was what the community wanted they were wrong. If Council just wanted to do that they should have told us rather than deliberately not telling us. Then it would be up to the community to judge whether we have democracy in this Council.

Roberta Ryan

Everything we hear, every bit of information will be fed back to Council. From an engagement point of view, that is what we have been asked to do.

Participant Comment

But then Council just say 'Roberta has done the report' and then they stop listening to us. What kind of recommendations would you be making to Council?

Roberta Ryan

We won't be making any recommendations to Council

Participant Comment

Why wouldn't you be making any recommendations?

Roberta Ryan

Because that isn't our job. We are telling Council the range of views on the issues. We are not making any recommendations from a precinct point of view. We want to get an idea of what the community says in response to the issues being considered and report this to Council.

Participant Comment

You might say 'people are worried about this' or 'people are worried about that', but can your report reflect that the frustration the community is feeling is about every development application in Bondi Junction

Roberta Ryan

Yes, we can report that, we are taking verbatim notes which will be added to our report as an appendix. We have already heard about this issue through this process and through our review of the outcomes of prior engagement processes.

Participant Comment

Roberta it is important you understand the frustration, suspicion and tension we have with Council. It is very difficult for us, we recognise you are an outsider not employed by Council but it is important you understand this.

Participant comment

I would like to put something on the record. We don't want to see Council moving into the centre of Bondi Junction. Council workers aren't going to get out of their cars, even though we have heard the Mayor telling people to get out of cars and onto a bike. I don't see the Mayor riding a bike when Bondi Junction is cluttered with traffic from people coming here all the time. I don't want the Council moving to Bondi Junction, I would sooner move out of here than have Council administration here. I would prefer to keep Spotlight, Officeworks etc. as it is now.

Participant comment

We have had meetings before and asked the Mayor to rule out that we are not going to lose the library, but she wouldn't rule it out. We then put to her that there are plans, and she didn't respond. Our view is that, if she isn't going to rule it out, then it is on the table. What the Mayor talked about is other developments going on in Bondi Junction and that nothing is locked in. We saw plans for a civic precinct under the previous General Manager that included demolition of boot factory. Council has already passed a motion to demolish the Boot Factory - there was an article in the Wentworth Courier. A lot of this information is already out there.

Roberta Ryan

Can I put the position that <Participant X> has just articulated back to everyone, do people agree with this?

From those participants that acknowledged this question, most agreed by nodding their heads.

Participant comment

Roberta, it was in the press that Mayor Betts wanted to build a big building for her staff. That was when the alarm bells were triggered and it became all about a building.

Participant comment

I am finding this process quite bizarre. Last time there was someone here from Council talking about a brief to consolidate Council offices, which meant getting rid of the Boot Factory, Mill Hill Centre, Officeworks and the library.

Roberta Ryan

As I understand it, my brief is that this is the opportunity for people to express their views on all of this. I have not seen any prior plans. Council is looking at developing a brief for a master plan for its own properties, which will be informed by the outcomes of this engagement.

Participant comment

I have a big concern about the Church, a heritage property, which faces the library. The Boot Factory is also heritage; does that mean they can knock down

the Boot Factory and the Church?

Participant comment

What is your process, are you going out to the community?

Roberta Ryan

Yes, as I mentioned at the start, we are doing walk up surveys, telephone survey, focus groups, and discussions with community services providers. The questions are online and we are very happy to take your views on these. We are also very happy to have the discussion now about what you might want from Bondi Junction in the future.

Participant comment

The problem is, if I haven't been to this meeting, I wouldn't know about it. You want our views on very specific things and what should go where, yet you are telling us there is no proposal.

Roberta Ryan

We are asking your views on these things to develop an overall vision and then more specific information to feed into the brief for master planning for Council's property portfolio. What are you concerned about for the future?, what would you like to see in Bondi Junction in the future?.

Participant comment

Can we have a Council staff member explain to us the presence or otherwise of a plan for the Civic Precinct.

Peter Monks

I did see a plan a few years ago. It was done under the previous General Manager and never shown to Council and then it ceased. It was not a detailed plan, just an outline plan looking at different opportunities for different properties. Some of the privately owned properties in the street block, as well as Officeworks and what would happen to them in the future. It did not suggest demolishing the Boot Factory. We recognise we need to make some decisions about the Boot Factory and what we do with Council's properties in the future.

We struggled for a while about what to call the street block. We called it a civic precinct because Council owned some properties there, but maintaining existing social and community services is a priority for Council. Council has a good record in this area. Now we want to know what the best use for Council's properties is - keeping the Bondi Junction properties for community services, or is there other opportunities? Are there other uses the community would like in Bondi Junction? Are there some facilities that other parts of Sydney have and we do not have as a community – theatres, auditoriums etc., does this matter to us as a community? As Roberta said, we need to have a higher level conversation. What sort of facilities would you like to see in this area, is there anything you would like to see on this streetblock, or should it be kept as it is.

Participant comment

There was a plan – but it wasn't announced?

Peter Monks

Yes, that is correct

Participant comment

So it was a covert operation?

Participant comment

In fairness to Peter Monks, he wasn't here at the time. Residents were active and interested in these plans. We heard there were plans being developed so we asked some questions but weren't given any answers so we suspected things were being hidden from us. After a year, the plans that we saw were done by Leighton's and they were a particularly sophisticated and detailed concept plan, but we didn't see anything more than this. Although Peter wasn't here, that is the process that is feeding the suspicion and mistrust. We heard a rumour and weren't given any information and were lied to. I have a copy of the plans somewhere, it was some years ago. It damaged our trust with things going on behind the scenes.

Participant comment

We were told by Council the Boot Factory had to be demolished. We had an engineer give us a report and they advised there hasn't been sufficient examination of the foundations or the building itself. The engineer advised because it is the only heritage building in the area there is not sufficient evidence to justify demolition.

Participant comment

There is no open space in Bondi Junction yet we are the most densely populated local government in Australia, the idea we have to build this area up is ridiculous. The current LEP as it stands exceeds the employment targets by 2036 by 430% and exceeds residential targets by 20%.

Participant comment

The Boot Factory should be preserved and kept as a focal point for the area, there aren't too many other things that are like it. The Mill Hill centre needs to be retained for the purpose it is used for at the moment. Otherwise what are they going to do?, put us up near the chambers which is totally accessible for the Council, but totally inaccessible for the elderly.

Participant comment

What concerns me most about the future is that Bondi Junction will be the wind tunnel capital of the world. More high rises is the real issue, if more go up then there will be more wind and there will also be less sun.

	<p>Participant comment</p> <p>My main concern is based on traffic and the lack of planning around traffic. I have seen some traffic engineer reports that Bondi Junction is at capacity, yet there has been no integrated traffic plan done for the whole of Waverley Council area. The cumulative effect of more high-rise and the civic precinct on traffic is an issue. Adding 20% more people into Waverley would be a dereliction of Council's duty. Some of our infrastructure is not in a good state, sewerage is old and this is an issue. What the real issue with traffic and parking issue is the lack of planning around it. It is expensive and takes time so a lot of these processes are rushed through, rather than proper planning. The community is fine with population growth, communities have to grow, but first we need to sit back and think about how to properly plan for this.</p> <p>Peter Monks</p> <p>At the Council meeting last night the Mayor put forward a recommendation calling for an integrated traffic, parking and land use study for the whole of Waverley. The last one was done 20 years ago. It will focus particularly on Bondi Junction, Charing Cross and Bronte.</p> <p>Meeting Convenor</p> <p>I have a pretty good idea that twenty five minutes has not been enough time for us and that we have only just scratched the surface without directly addressing the questions posed by Roberta. I can hear from participants that there are concerns about heritage impacts, about Council staff driving around Bondi Junction, and concerns about the impact on adjoining residential uses. I suggest that we put forward a motion that Waverley Council hold and advertise a much bigger version of this conversation. The precinct committees consider precinct based issues but this is a much bigger issue that needs a lot more input.</p> <p>Participant comment</p> <p>We heard a rumour that Council wants to sell off assets to pay for other things; can we put that on the motion as well?</p> <p style="text-align: center;"><Discussion with Roberta Ryan ends></p>
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Combined Precinct Committee Meeting Notes

Thursday 20th November, 2014 Waverley Council Building

Attendees: Peter Monks (Waverley Council); Roberta Ryan (UTS); Sasindu Gamage (UTS) ; Representatives from Bondi Beach Precinct; Charing Cross Precinct; Peter from Queens Park Precinct; Simon from Queens Park Precinct; Bronte Precinct; Penkivil Precinct; North Bondi Precinct; North Bondi Precinct; South Bondi Precinct; and South Bondi Precinct.

Discussion Item	Points Raised
Overview of Bondi Junction Visioning process, and master planning for Council's property portfolio	
<p>Purpose of this session and process</p>	<p>Peter Monks</p> <p>Council is seeking to achieve two things out of this process. The first is to respond to community demand, expressed through the Waverley Together 3 Community Strategic Plan (WT3) process, to develop a vision statement for Bondi Junction. Associate Professor Roberta Ryan and her team from UTS are asking people for their views on how they envisage the future of Bondi Junction. The second is about how Council can manage their responsibility for Council owned properties in Bondi Junction in order to get the best return for the community with respect to how these buildings are used. Council owns a number of properties close to each other and in close proximity to the library. In addition, the Boot Factory cannot be left as it is, and the master planning process for the whole street block will consider options for reusing the Boot Factory.</p> <p>The Bondi Junction Vision process will help identify what these options might be by looking at what the community see as their vision for how Bondi Junction functions in the future, and whether everything the community needs from Bondi Junction is currently provided – things like accommodation options, conference venues, cultural spaces etc. Having said this, it is Council's absolute priority to protect the range of social and community services currently provided in Bondi Junction. Council is responding to concerns about prior engagement by taking a different approach where, before thinking about a brief for a master plan, we have engaged the UTS team to find out from the community what the focus of the brief should be.</p> <p>Roberta Ryan</p> <p>We have developed some questions to prompt a conversation, but are happy for you to lead the conversation and take it wherever you think it needs to go. I have been doing community engagement for a long time and working with communities on outcomes that affect them. Council approached us to develop new guidelines on how to engage in a way that alleviates some of the recent concerns around Council's approach to engagement, and updates Council's approach to include some of the newer thinking around engagement. In the midst of this, Council asked us to design an engagement process in response to recent concerns and modelling some of the thinking in the guidelines. Specifically, engaging and getting comprehensive feedback from the community up front, this is the best way to do it. That way, we can give Council frank feedback on community perceptions and issues to enable Council to make decisions.</p> <p>The overall engagement process commenced with a workshop with Council to develop the process and incorporate a response to the unease Councillors were hearing from the community regarding recent engagement processes. To date, the process has included three focus groups with residents from across Bondi Junction and the broader LGA; internal meetings with staff working on programs currently underway in Bondi Junction and to understand the history of engagement in this place; engaging with primary school students through a 'Postcards from Bondi Junction' activity, secondary schools were offered an opportunity to be involved but unfortunately it isn't the right time of year for them with exams; interviews with community service providers; a random dial</p>

	<p>telephone survey across the Waverley LGA and surrounding LGAs of Randwick and Woollahra; walk up surveys around Bondi Junction; meetings with the precinct committees; and an online survey on Council's website, which the link is being widely circulated for. We are also reviewing existing publically available documents, including prior engagement outcomes and community needs analyses undertaken by Council. We are about half way through the process at the moment.</p>
<p>Initial discussion – first question</p>	<p>Roberta Ryan I'm aware there are a lot of Council initiatives currently underway in Bondi Junction, what I'd like to know is whether you think there is a sense of unified action amongst these programs and initiatives. What are the strengths of these programs, what do we need to better plan for, how do these programs respond to what Waverley needs? Happy to take general comments and questions</p> <p>Participant Comment Our prime concern and frustration with government is around all these planning processes, there are so many of them and they are always retrospective. Australia lacks vision – somebody has to sit down and come up with the big vision for Australia. Just think: Bondi Junction could be a new technology precinct, but we wouldn't get this kind of outcome generically from the community, someone needs to come up with what the big vision is for Australia first.</p> <p>Participant Comment I grew up in Clovelly and have visited Bondi Junction for many years, it has changed a lot – a huge amount – but it's always been the central place for shopping, going to the cinema, entertainment etc. As it expands it would be good to have things such as low cost housing. The community needs diversity, otherwise it becomes a boring place. We also have a lot of ageing people so they need to be provided accommodation. Bondi Beach is where our hotel accommodation options are and there are only two places there. Bondi Junction does not have a lot of accommodation so people can come to Bondi Junction instead of going to the City.</p> <p>Roberta Ryan Is Bondi Junction missing a range in hotel accommodation options?</p> <p>Participant Comment Yes, it can't all be high end accommodation</p> <p>Participant Comment I'm interested in Bondi Junction being as green as possible. We can't complain about the wind because it's sitting on top a ridge and gets a north-easterly wind from the ocean, but environmental design is important.</p> <p>Participant Comment Bondi Junction also needs attractive places to sit, at the moment people just drive in and drive out, it would be good to have somewhere nice to sit down and relax with friends.</p> <p>Participant Comment It's interesting that back in 2003 the idea for Westfield was to provide an economic hub that would draw in people from all over the eastern suburbs peninsula that would otherwise go to the CBD. Maybe we now want to be intercepting people who go to the CBD. Bondi Junction needs arts and cultural</p>

events, theatre and concert halls – we don't have a decent hall in Bondi Junction and this is something that is definitely needed.

Participant Comment

I have an idea of where Council would put that hall.

Participant Comment

We don't want a massive concrete building out there pumping out heat – we have to retrofit the urban environment with trees and other things that are good for biodiversity. We can put in lightweight systems that don't have to be structurally-intensive.

Participant Comment

I might be the only person who didn't grow up here, I grew up in the northern suburbs but I moved and changed my tribe to Bondi Junction and chose this place deliberately as it has a train, is close to the beach, has all sorts of things – it is convenient. Now the traffic is the curse and now this boom has also become the curse. In the last 20 years traffic has become worse – it terribly chokes up everything. All we need to do is get the traffic out, but that isn't the right thinking because as soon as we remove some traffic, someone else just comes in to fill their place. Perhaps we need more pedestrian paths and dedicated service access lanes for trucks which is unfriendly to cars, and allow access only to pedestrians. We need viable bypasses and streets that are wide. All of the changes with Westfield seriously messed up the traffic and they can't be easily rolled back. Byrell Street needs work, but it is too difficult to do it all in isolation and whatever you do impacts on something else. People from Queens Park are on the edge of Bondi Junction and are afraid it will all get worse and traffic will come to a crawl, people can't ride bikes into the place as it is.

Participant Comment:

Yes, there are things available for cyclists, but cyclists aren't able to ride around due to traffic.

Participant Comment

I grew up here in the 1970s. Someone had big thinking to buy up all the land in Bondi Junction and alleviate the big bottle neck of traffic coming north - south along Byrell Street as well as from Randwick. Other than a tunnel, I can't see a solution – the biggest issue is traffic. Also, people don't want another Chatswood.

Roberta Ryan

What is it about Chatswood?

Participant Comment

Chatswood is everything we don't want – a big mass of high rise. Meriton built big high rises with views, then built another high rise that blocked those views, and then built another. It's amazing – they were able to sell those views three times over.

Participant Comment

Chatswood is about not wanting a wall of high rise. Council has done a lot of work in the past on the high rise interface and setting limits but all that work seems to have unravelled, West Oxford Street has certainly deviated from that.

Participant Comment

Looking back 70 years, the tallest building used to be the Methodist Church with 2 storeys, we thought that was something, and then the trains came through. I

have been to Chatswood and it feels like all the buildings are closing in on you when all you want to see is it open up so that you have a view of the open sky. You don't just go to a place for shopping, you go there for the experience.

Participant Comment

Years ago the popcorn factory and ice skating rink used to be here too.

Participant Comment

If I had a magic wand I wouldn't put high rise here, it would all be 5 storeys over a larger area like Paris and other European cities, like what is about to happen along parts of Oxford Street. What's happened now is that the view to the CBD has been blocked off by high rises on the other side of the road. We need higher density but lower height terrace and townhouse developments, rather than continual higher rise. If I really had a magic wand I would demolish between Spring Street and the Mall and make it a plaza with a fountain. The other long term trend we need to be aware of is fewer shops; in the long term if shops are not going to exist then this should be addressed in the plan, for example issues such as shoppers preferring online shopping. The downside of living in a popular area is that it becomes crowded. The tourists and visitors all leave when it is off season and then the place changes back to a more liveable place – it is very much cyclical. This is why hotel accommodation should be encouraged; we're congested as it is.

Participant Comment

I like to compare Bondi Junction to Bondi Beach. Why aren't we making use of roofs? This is a congested area and people are packed into it. It would be good to have places to relax as well as interesting spaces so that people can talk and get to know each other. It's very important to get to know your neighbours. Also Council must always get to know residents, it's very important that Council keeps us close to its heart, that's what makes for successful councils everywhere. We have to do something about Bondi Road especially when festival such as the Festival of Wind is on. Bondi is a famous place and people come to have such a good time but due to traffic and congestion frustration builds up amongst people at those events. Council should direct someone to look into this or else Council has to do something themselves.

Participant Comment

I've lived here most of my life but for the last 20 years I've avoided Bondi Junction for reasons other than going to work and to the library. I travel to Edgecliff where 99% of the time I can spot same people week-in week-out. Congestion on our roads has reached a stage where it can't get much worse – I can't imagine that what is being looked at will make situation better, it will only make it worse. The theatre building was originally built in '95 or '96 and it's structurally sound. Knocking it down and redeveloping it would concern me because I like the library, it's still a very functional building. I'm also philosophically highly opposed to the high rises going up.

Participant Comment

I've lived in Bondi for nearly 20 years and I may come across as cynical but first I want to see improvement, the wind tunnels are ghastly, there is a lack of sunlight and West Oxford Street also needs to be improved. You're all visitors but Bondi Junction is my home, my asset. I'm passionate about community and I'm happy about where I live. It's great we get the chance to represent residents but we have to speak to people who actually live in Bondi Junction. The property

portfolio referenced by Council also sets alarm bells ringing for me, they're our assets we want to be involved in any planning that happens in that area. Cycling is great but walking isn't an option either. I agree with the comments made about the mall, I want to preserve Spotlight but Council has already ruled it out, and I don't want to see the library gone. We're concerned about anything aspirational – we have to make sure aspirational plans don't have too much of an impact on heritage which is special, it's rare to have something like this, there are fears about Queens Park being too close to redevelopment. Whatever happens with this vision the congestion will get worse. Low cost housing is a big necessity. I thought voluntary planning was a good idea. I would like all precincts to know we're not against improvements and developments, we know something is happening but want to be part of what is happening there, and right now I'm very fearful because this is the first time I've heard about accommodation in Bondi Junction, and these are the things that I want you to know will set off alarm bells for other residents.

Participant Question

Are your concerns about heritage preservation and shopping in Bondi Junction?

Participant Response

Down Hollywood Street and Grafton Street where there's discussion around putting in civic precinct, the proposed plan concerns block developments which border on heritage sites.

Roberta Ryan

We will discuss where redevelopments will occur and what they might look like not in the current stage of this process but the stages to follow.

Participant Comment

We're discussing the idea of a single focus on Bondi Junction but there are so many different focus areas. Some places have a manufactured process and Bondi lacks that, a lot of current planning tends to be not to solve it here but shift it somewhere else. We have to look at transport etc. and make it a holistic plan that is apart from plans for Sydney. A good example is a new city in Saudi Arabia, it's very interesting to see how it's being done, everything is below ground, people bring their cars and it's synced to GPS, water sewage etc. is completely integrated. It's also unrealistic to say Bondi Junction won't be high rise but if one doesn't negate the other nexus between high and low level spaces, it's a problem. A lot of spaces in Saudi Arabia are low level development with things that happen on the ground.

Participant Comment

My vision for Bondi Junction includes central, public transport - visiting relatives from Perth comment on how easy it was to jump on one train from Central to Bondi Junction, they enjoy being in Bondi from the perspective of being Perth residents. Bondi Junction is seen as a place for shopping, but like [fellow participant] I also go to Edgecliff where it's easy to find a parking spot. I was there yesterday at 5:00 PM, it was very busy, there were lot of stalls up with organic produce and all of a sudden it dawned on me how small it was. We need passageways for people to get through, a plaza for people to come through and buy bread fresh daily. I come from Perth which is a city where they created very nice cycle paths for people to use, from that point of view it is a visible issue. I come home from work late at night and I look behind my back all the time, that's how it is - pub is full of people drinking and there are always police cars

and there is always something happening. I love the place and it has a lot of potential; often I say I want to move but I keep coming back to Bondi and that's why people want to come there.

Participant Comment

What I like about Bondi Junction is that transport is easy, and the shopping. What I don't like is lack of greenery and green spaces, the mall isn't that great. We need some space where the community could gather, something that integrates library and other areas. The transport interchange is not at all connected to Westfield or the mall and it's been difficult since it was redone. In the evening it doesn't feel safe, including on trains and buses.

Participant Comment

What I like about Bondi Junction is obviously shopping and visiting friends that live in nicer streets. The only issue most of the time is really functionality. High rises don't have to be bad, Central Park is beautifully designed and there was a lot of fear because it borders on heritage. It's possible to have green walls and encourage innovative ideas, imagine if Bondi Junction had green walls and a really good design, unfortunately the planning process doesn't allow Council to control the quality of the development. So it can be done well but it hasn't been done well. I also like medium density but we're past that point. Cycling is a big part of the connection to Bondi Junction, it's terrible at the moment but there are plans to improve that. There are lots of dangerous traffic movements in a minimally separated space. Cycling isn't about cyclists; it's about reducing pollution and a brighter future for children. The other thing I'm a fan of is City of Sydney – their planning strategy and vision encourages creative industries - rather than dictate, Sydney creates the environment which brings people into the space. For example if there was warehouse space and development in Bondi I would relocate my current studio in Surry Hills, and when things like that are done it opens up more spaces and places - cafes, small bars pop up and that would be important part of rejuvenation. The last thing I'm concerned about is changes occurring to Kings Cross and because of this how things have moved and shifted to Bondi Junction in terms of licenses; people now have a nightclub culture in Bondi, it's not safe to cycle in.

Participant Comment

There's no evidence to say crowds from Kings Cross have moved in to Bondi Junction, the shift has been more to Double Bay or perhaps to Bondi Beach.

Participant Comment

We could have a library short cut on the roof, as well as an exoskeleton for building form. Chatswood has a very wide bridge, if there was a narrow bridge on Oxford Street it would help a lot. I absolutely agree that we need a town square.

Participant Comment

I'm concerned about the mention of high technology, Bondi is not to be a high technology place. This is concerning because it is a residential area and residents are very important and I think how many people can a place bear? These matters will be finalized long after I'm gone, but I am still concerned.

Participant Comment

[In reference to Bondi Junction being 'residential area'] The comments made by Council and the Mayor refer to a 'city'.

	<p>Participant Comment Following on the call for a town square and piazza, a town hall would also be nice.</p> <p>Participant Comment We had it years ago but they knocked everything down, including church halls.</p> <p>Participant Comment Commenting on the idea of high rises with nice green buildings, I've got nothing against Chatswood but if you build another high rise next to a green garden it would destroy all the greenery. High rise when planned is fine but not when they pack buildings in like in Spring Street. Building next to the library is lovely but they built another one so that if one person in one building puts a hand out the people in the other building people could touch hands. We need separation between buildings.</p>
<p>Second question</p>	<p>Roberta Ryan, Second Question What are some of the things that Bondi Junction will need in the future? For example critical services for seniors, childcare, community, professional services etc. - are there things missing now? Think about things you want to do in Bondi Junction but can't do, for example arts and culture and sports...</p> <p>Participant Comment We need a high school, we're very low on government ones.</p> <p>Participant Comment The issue of addressing transport and the congestion. For example - for tourists - put express buses that only take people who want to go to the beach straight there.</p> <p>Participant Comment One solution proposed earlier is heavy rail, it was proposed and canvassed highly and then thrown away, would that solve many problems because it seems on the face of it to solve traffic and provide a reason for people to take public transport all the way to the beach for Festival of the Wind and Sculpture by the Sea etc.</p> <p>Participant Comment I attended a presentation by Council's Peter Monk on light rail and the reason heavy rail is not a good idea is that there aren't enough numbers to support it, but there are enough people to support light rail.</p> <p>Participant Comment But how many people will be here in the future? We have to consider that.</p> <p>Participant Comment But there is a projection.</p> <p>Roberta Ryan The issue of traffic and congestion is an issue that has to be addressed; it has been addressed by Council in other forums but not at this particular time. I'll invite Peter to elaborate on Council's current plans.</p> <p>Peter Monks I'll provide a very brief comment – Council is calling for integrated traffic study for parking and land use to look at all issues raised. It will be a Waverley-wide study; the last Waverley-wide study was done 17 years ago. However, this is not the forum for the transport conversation.</p>

Participant Comment

I believe a tourist information centre would be a good addition.

Participant Comment

A place to give blood transfusions.

Participant Comment

I would like to see something happening in the pavilion, for example music etc. so that when going shopping there is entertainment that doesn't require extra spending. Leave Bondi Junction the way it is, but it does need improvements to what is already there.

Participant Comment

Netball courts.

Participant Comment

Sporting facilities.

Participant Comment

Restaurants.

Participant Comment

We've got netball courts at Waverley Oval.

Participant Comment

In winter this area isn't great so it would be good for Bondi Junction to have some indoor pools.

Participant Comment

The pools are fine in Bondi Junction during winter; they're not cold, don't be soft.

Participant Comment

We talked about Chatswood not being a good role model, but what about St Leonards on the north side? It's narrow but it's functional - it doesn't have a big shopping centre and maybe that's why it's functional.

Roberta Ryan

This question relates to Council buildings and surrounding area. Is there a need to bring council functions together in one place? Does Bondi Junction need a central place to house community services and staff?

Participant Question

How many floors do council need?

Participant Comment

That work hasn't been done.

Participant Comment

I'm thinking that if you build a building next to Mill Hill does it have to be 20 storeys high to house everything like swimming pool, hall, courts...? Five levels for council - is that what people are thinking?

Participant Comment

Look at Burwood, Concord, Monash Councils - everything seems to be contained there. At Waverley everything spread out - how efficient is that?

Participant Comment

The way I see the industry in Australia is that most people seem to be moving towards not having offices, people are working from home etc.

	<p>Participant Comment How would Peter Monks like to work from home?</p> <p>Participant Comment Council buildings are currently all over the place but in reference to this Council Building, I like that it's here, I can find a parking spot, it's nice, it's next to a space - why does everything in council have to be in one space? Some things are better down there and I can't see that bringing everything together is ideal. However I assume council wants to keep everything together, I mean Spotlight is Spotlight - it's one building.</p> <p>Participant Comment Don't get rid of Spotlight! There will be big trouble if that happens.</p> <p>Participant Comment This Council Building is a beautiful old building but certainly upgrading this one building means that rate payers will be paying money for this. As ratepayers are the ones paying, there should be drive to maximize the return - maybe just improve this place.</p> <p>Participant Comment I don't think this is a lovely building, I think it's a lovely spot though but someone said can't put anything in here but Council chambers.</p> <p>Participant Comment Why have are we having this discussion now?, what if there are big amalgamations of councils like Woollahra, Randwick... then Council might end up being in South Head Road!</p> <p>Participant Comment We did bring that up at Bondi Junction two meetings ago, we were concerned that this was all in the pipeline and we wanted to know what would happen in the particular space discussed, why is this being done pre-amalgamations because then suddenly we've got huge buildings. We need to reassess assets as Peter said - but they're not Council's assets they are our assets, Council is only caretaker - the library is ours, Spotlight is ours. Spotlight brings half a million dollars to Council as does Officeworks, so we have to ask what will new developments bring back to us and what will the return be? Council can't just sell one building.</p> <p>Participant Comment But that being said, these assets belong to everybody.</p> <p>Participant Comment No, I meant 'we' as the LGA as the community.</p> <p>Participant Comment The point is we have a Council staffed by people who have expertise in these matters, who have the expertise to look after our assets. Maybe people sitting around this room have some sort of expertise but Council has expertise to decide - hopefully in a very intelligent manner. Let's wait to hear what is being decided before having these discussions.</p> <p>Participant Comment But the feedback from our residents is concern over the commercial creep, Spotlight borders on a residential area, yes something can be done but what will the impact be?</p>
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	<p>Participant Comment But everything is about what the impact will be. When you have high rise it's acceptable to put retail on the bottom.</p> <p>Participant Comment No; if I choose to live on a particular street, I will not be happy if 100 meters down the road from home a wine bar opens up. Hopefully the idea is that it can all be managed well.</p> <p>Participant Comment But the goal of this exercise is that change will occur whether we like it or not. Change will occur, but has to be sympathetic change.</p> <p>Participant Comment Yes, 'sympathetic' is the right word to use.</p>
<p>Third question</p>	<p>Roberta Ryan What about the physical aspects of Council buildings? One criticism is that it's on the edge, not the heart of Bondi.</p> <p>Participant Comment But it's in Waverley.</p> <p>Participant Comment But it's actually almost the same distance as the library from Bondi Junction station if you walk – it's only about 2-3 minutes to walk.</p> <p>Participant Comment Bondi Junction is right on the edge of Waverley.</p> <p>Roberta Ryan Is there anything in Bondi Junction that is a central place?</p> <p>Participant Comment The mall.</p> <p>Participant Comment Oxford Street.</p> <p>Participant Comment The intersection of Bronte Road and Oxford Street.</p> <p>Roberta Ryan Where does the centre fit?</p> <p>Participant Comment The mall.</p> <p>Participant Comment Westfield.</p> <p>Participant Comment It is Westfield because it's open late, we can go to the movies at night.</p> <p>Participant Comment Westfield - that's where most people are.</p> <p>Participant Comment Centre for me is about the mall, but we need a cultural centre.</p> <p>Participant Comment Can I just say: I don't know I might be very cynical but I think you're very trusting when you say leave it in Council's hands.</p>

	<p>Participant Comment You're talking about Council, politics will sway them. Do you trust the architects etc.? They have their way, look at Bays Precinct for example.</p> <p>Participant Comment We're talking about Council staff doing preparations.</p> <p>Participant Interjection But why wouldn't Council staff be swayed? It's their job, they're employed by people who are going one way.</p> <p>Participant Comment They are paid not to be swayed.</p> <p>Roberta Ryan: Thank you for participating</p> <p style="text-align: right;"><Meeting Ends></p>
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Attachment 2

Revised vision for Bondi Junction – heartbeat of the East

Our vision for Bondi Junction is:

A world-class place within the greater Sydney area, a proud part of this great global city.

A destination where people want to be – an accessible, safe place that meets our current and future needs, and exceeds our expectations.

To be the heartbeat of the east – bringing people together from all over the eastern suburbs, and from further afield to live, work, and connect in the 21st Century way.

To realise our vision for Bondi Junction we will:

- Partner with the community to foster a strong sense of place and identity
- Demonstrate environmental excellence and leadership, and deliver ambitious environmental targets through low carbon energy, efficient waste management, and recycled water infrastructure
- Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone
- Preserve the heritage and historical landscapes
- Enhance our parks and green our streets for everyone's health and wellbeing
- Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency to alleviate congestion on our roads
- Build on our unique urban coastal lifestyle and climate to maintain a high quality of life for our current and future residents
- Foster and look after our diverse community through affordable and accessible services
- Build on the strategic and economic importance of Bondi Junction
- Facilitate growth in the centre in a strategic, appropriate, and sustainable way.