4 December 2013

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

7.00PM, TUESDAY, 10 DECEMBER 2013

QUORUM: Seven Councillors

APOLOGIES: E-mail the General Manager or Governance Manager

Late notice by telephone or through a Councillor attending the meeting

Peter Brown
GENERAL MANAGER

MEETING DATES FOR FEBRUARY 2014

Finance, Ethics & Strategic Planning Committee Meeting 04/02/2014
Community, Housing, Environmental Services & Public Works Committee 04/02/2014
Council Meeting 18/02/2014
AGENDA

1312.1 OPENING PRAYER & ACKNOWLEDGMENT OF INDIGENOUS HERITAGE

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

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

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

1312.2 LEAVES OF ABSENCE AND APOLOGIES

1312.3 DECLARATIONS OF INTEREST

1. 

2. 

1312.4 CONFIRMATION OF MINUTES

1312.4.1 PAGE 17

Council Meeting – 19 November 2013

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

1312.5 ADDRESSES TO COUNCIL BY MEMBERS OF THE PUBLIC

1. 

Waverley Council Meeting – Tuesday, 10 December 2013
1312.6 MAYORAL MINUTE

1312.7 OBITUARIES (A02/0017)

Graham Quinn.

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

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

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

1312.8 QUESTIONS BY COUNCILLORS WITH NOTICE

There are no questions by Councillors with Notice.

1312.9 QUESTIONS BY COUNCILLORS TO THE MAYOR WITHOUT NOTICE

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

1. _______________________________________________________________________

1312.10 PUBLICATIONS RECEIVED

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

NOTICES OF MOTION SUBMITTED BY COUNCILLORS

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

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

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

1312.11.1 Scout Hall, Victoria Park, Victoria Street, Queens Park (A03/0990)

The following Notice of Motion was submitted by Cr Cusack and Cr Burrill:

“That, considering that the Waverley Development Assessment Panel has now granted approval for the demolition of the Scout Hall in Victoria Park, Council:

1. Encourage Scouts Australia NSW branch to demolish the Hall with some urgency.

2. Offer some assistance to ensure that this is done urgently.

3. Organise a community meeting of the neighbouring Queens Park residents to take place with the Ward Councillors and the Mayor in early February to discuss extending and/or upgrading the Children’s playground or options the residents wish to pursue.

4. Table a condition of assessment of the current playground equipment at that meeting.

BACKGROUND
For many years the residents living in close proximity to the Scout Hall in Victoria Park have been subjected to a derelict and unsafe building which has attracted anti-social behaviour. It is appropriate that Council now assists with the prompt demolition of the building and speaks with residents as to their vision for Victoria Park.”

1312.11.2 Promotion of Planning Alerts (A03/0509)

The following Notice of Motion was submitted by Cr Cusack and Cr Burrill:

“That Council:

1. Using appropriate communication tools, promotes the ability for Waverley residents to sign up to receive free email planning alerts of Development Applications near them
2. Increases the prominence of the link to sign up to the planning alerts on Council's website.

BACKGROUND
Feedback is regularly received from residents that they know when major development is planned near them because they receive a letter from Council, but do not know when smaller Development Applications (DAs), which may still impact them and their neighbourhood, are exhibited.

Residents actually have the ability to receive email alerts about regular DAs (excluding complying DAs) by signing up to Planning Alerts at http://www.planningalerts.org.au/alerts/signup. After they sign up and receive a confirmation email, they can select the distance from their property they are interesting in (200m, 800m, or 2km).

The alerts are run by the charity Open Australia Foundation, and work by collecting information from over 90 different planning authorities including Waverley Council. In Waverley's case, the data is sourced from Council's DA tracking website ensuring it is accurate.

If a resident is signed on to receive alerts, they get an email shortly after a new DA is loaded on to Council's DA tracking website. The email alert provides the name of the DA, and a link to 'Read more information'. This link then redirects the user to that DA on Council's DA tracking website. If the DA tracking website is open in a separate browser and terms and conditions have been accepted, the relevant DA should load automatically.

The link to subscribe to this service is provided in the 'Building and Development' section of Council's website, but is not easy to find due to insufficient labelling and the requirement to click through five links to get to it.

Council needs to make this service more widely known about and easier to access."

1312.11.3
Upgrade to Playground and its surrounds in Stephen Street Reserve, Bondi (A08/0833)

The following Notice of Motion was submitted by Cr Mouroukas and Cr Kay:

“That:

1. Council investigate upgrade, maintenance and addition options of playground equipment and its surrounds within Stephen Street Reserve, Bondi, through community consultation with local families and Child Care Centres.

2. A report comes back to Council to include recommendations on the issues mentioned in the background to this motion, funding, and timing.

BACKGROUND
With at least three Child Care Centres within walking distance, a growing population of children in the local area, and nestled within a high density residential precinct, Stephen Street Reserve has become a popular location for our young residents and their parents.
Council's past investment in the playground facility has returned excellent value to the community, however time and high usage has revealed a need for some improvements.

The current woodchip soft-fall "Organic Surface Matter" has issues of drainage, mould growth and sharp edges from vegetation, and should be replaced with a soft rubberised surface such as that used at Bronte Park and Tamarama Park playgrounds.

The Penkivil Precinct Committee requests that equipment is upgraded to cater for the expanding needs of the community.

Measures should be undertaken to ensure a clean and safe environment for the young users of the playground, including addressing trip and slip hazards from tree roots, fallen leaves, twigs and branches. The schedule for grass mowing should be increased, and there is a need for a park style rubbish bin to be installed close to Bennett Street. An improved fencing solution is required for safety. 'Dogs Not Permitted' signage should be installed close to the playground, as none exists at the present.

Consideration should also be given to installing a bubbler at the existing water tap.

In summary, it is important that Council explores an upgrade to the playground and Reserve in what may be a relatively low cost investment for a substantial benefit to the community.”

1312.12 ADDITIONAL MATTERS FOR CONSIDERATION

1312.12.1 Delegations over the Christmas Break (A03/0013)

Report dated 7 November 2013 from the Director, Corporate and Technical Services about the delegations over the Christmas Holiday period.

Recommendation: That Council:

1. Resolve that the Mayor, or in her absence the Deputy Mayor (or Acting Mayor), in consultation with the General Manager, will determine any matter, excepting Development Applications, that would normally require a Council decision between the last ordinary meeting of the Council for 2013 and the first ordinary meeting of the Council in 2014, with any such matter so dealt with then reported to the first available Council meeting.

2. Note that any urgent development assessment matters arising during the Christmas Holiday period will be dealt with by the Waverley Development Assessment Panel (WDAP) which will have the option of convening an extra-ordinary meeting.
Investment Portfolio Reporting (A03/2211)

Report dated 18 November 2013 from the Director, Corporate and Technical Services providing an update on the performance of Council's investment portfolio for the 2013/14 financial year to 31 October 2013.

Recommendation: That Council:

1. Receive and note this report.

2. Note 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.

Adoption of revised Internal Reporting Policy and Investigation Process (A07/0062)

Report dated 26 November 2013 from the Director, Corporate and Technical Services about the adoption of a revised Internal Reporting Policy and Investigation Process for Public Interest Disclosures.

Recommendation: That Council adopt the revised Internal Reporting Policy and Investigation Process that accompanies this report.

Reporting on Council’s 2013-17 Delivery Program (A12/0729)


Recommendation: That Council receive and note progress to date with actions from Council's Operational Plan in delivering on Council's 2013-17 Delivery Program.

Evaluation of Tender – General Electrical Services Panel (A120721)

Report dated 7 August 2013 from the Director, Corporate and Technical Services about the tender assessment panel’s evaluation of the tender for General Electrical Services.

Recommendation: That:

1. The Evaluation of Findings report attached to Council's file be treated as confidential in accordance with section 11(3) of the Local Government Act 1993, as it relates to a matter specified in section 10A(2) of the Local Government Act 1993.
2. Council endorses the recommendation to enter into a contract with Eastern Electrical, CBD Mechanical & Electrical, A1 General Contracting and Acland Group Pty Ltd for a contract period of 3 years with a 2 Year Option subject to agreement by both parties to contract conditions.

3. Council notify unsuccessful tenderers of the decision.

**Evaluation of Tender – General Plumbing Services Panel (A12/0721)**

Report dated 27 November 2013 from the Director, Corporate and Technical Services about the tender assessment panel’s evaluation of the tender for General Plumbing Services.

**Recommendation:** That:

1. The Evaluation of Findings report attached to Council’s file be treated as confidential in accordance with section 11(3) of the Local Government Act 1993, as it relates to a matter specified in section 10A(2) of the Local Government Act 1993.

2. Council endorses the recommendation to enter into a contract with Piperight Services, Gollins Plumbing, Acland Group Plumbing and Moore Bros Plumbing for a contract period of 3 years with a 2 Year Option subject to agreement by both parties to contract conditions.

3. Council notify unsuccessful tenderers of the decision.

**Waverley Local Environmental Plan 2012 - Clause 4.4B Planning Proposal (A13/0627)**

Report dated 2 December 2013 from the Director, Planning and Environmental Services providing an amendment to Clause 4.4B within the Comprehensive Waverley Local Environmental Plan 2012.

**Recommendation:** That Council:

A. Review Clause 4.4B of Waverley LEP 2012 in conjunction with the Department of Planning and Infrastructure and our legal representatives in order to ensure that:

   i. The value of any affordable housing incentive associated with future development is shared equitably between Council and developers.

   ii. The intent of any future amendment is the continuation of an affordable housing enabling provision in the Waverley Local Environmental Plan.

   iii. Seek the removal of “Area 1” from WLEP2012 and instead include a subclause in Clause 4.4B that the clause applies to areas zoned R3 Medium Density, R4 High Density and B4 Mixed Use.

B. That subject to “A” above, a Planning Proposal be prepared and submitted to the Department of Planning and Infrastructure for a gateway determination seeking approval for the preparation of a draft Local Environmental Plan to amend WLEP 2012.
C. However, if as a result of future discussions this is not possible, Clause 4.4b be repealed and objectives to deliver affordable housing be incorporated into the Planning Agreement Policy and/or Development Control Plan.

D. That subject to a positive response from the Department of Planning and Infrastructure, the Planning Proposal be placed on public exhibition in accordance with the requirements of the Gateway determination.

1312.12.8  PAGE 272
West Oxford Street Precinct Plan (13/0636)

Report dated 10 December 2013 from the Director, Planning and Environmental Services reporting on a proposal to prepare the West Oxford Street, Bondi Junction Precinct Plan.

Recommendation: That Council:

1. Receive and note this report.

2. Agree to prepare the West Oxford Street Precinct Plan as outlined in this report.

3. Engage the Government Architect’s Office to assist in facilitating the process, including using a Design Charette with invited stakeholders.

1312.12.9  PAGE 283
Draft Waverley Development Control Plan 2012 (Amendment No. 2) (A12/0664)

Report dated 2 December 2013 from the Director, Planning and Environmental Services regarding the outcome of the public exhibition of the draft Waverley Development Control Plan 2012 (Amendment No. 2).

Recommendation: That Council:

1. Receive and note this report.

2. In accordance with Section 21 of the Environmental Planning and Assessment Regulation 2000 approve the draft Waverley Development Control Plan 2012 (Amendment No. 2) with an effective date in early 2014, subject to amendments outlined in this report.

The Draft Waverley Control Plan 2012 (Amendment No 2) has been distributed separately.
1312.12.10 Draft Public Art Policy (A05/0416)

Report dated 2 December 2013 from the Director, Community and Recreation Services about the Draft Public Art Policy recommended by Waverley Public Art Committee.

Recommendation: That Council approve the Draft Public Art Policy for the purpose of community consultation

1312.12.11 Indoor Venue Hire – Review of Fee Structure and Fee Levels (A13/0273)

Report dated 30 November 2013 from the Director, Community and Recreation Services about the proposed changes to the venue hire fee structure and fee levels of Waverley Council indoor Venues.

Recommendation: That Council:

1. Give preliminary endorsement to the revised fee structure and fee levels as set out in this report.

2. Note that the revised fee structure and fee levels will be included in the Draft Operational Plan Pricing Policy, Fees and Charges which will come to Council for approval and public exhibition in 2014.

3. Note that any finally approved changes to fee structure and fee levels will come into effect 1 July 2014.

1312.12.12 Request to call for Tenders for Surfing School at Bondi Beach (A03/1974)

Report dated 6 October 2013 from the Director, Community and Recreation Services seeking Council’s approval to proceed to call for expression of interests for a Surfing School at Bondi Beach for a 5 year term.

Recommendation: That Council resolve to proceed to tender for a single Surfing School Operator licence at Bondi Beach for a term of five years plus a five year option.

1312.13 ADOPTION OF COMMITTEE MINUTES

1312.13.1 Waverley Traffic Committee Meeting – 28 November 2013

Recommendation: That Part 1 of the Minutes of the Waverley Traffic Committee Meeting of 28 November 2013 be received and noted, and that the recommendations contained in

Save and except the following:

1. _______________________________________________________________________

The late reports considered at Items WTC-1311.L1 and WTC-1311.L2 by the Committee are attached to the end of the Minutes for Council’s consideration.

1312.14 GENERAL MANAGER’S REPORT

1312.14.1 PAGE 386
Review of Council’s Agendas (A13/0320)

Report dated 25 November 2013 from the General Manager on the review of Council’s Agendas and the associated introduction of Infocouncil to manage the production of Council’s agendas, minutes and the order of business.

**Recommendation:** That Council:

1. Adopt Option 1 consisting of:

   (i) That the FESP and CHESPW committees be disestablished in line with Council’s powers to create committees as per Clause 260 of the Local Government Regulation 2005.

   (ii) That Council move to a twice monthly meeting cycle for its Ordinary Council meetings.

2. Adopt the new Agenda and Order of Business as set out in the Report and Attachment 2 and this be implemented on a 12 month trial basis commencing as of February 2014.

3. Adopt the Report layouts as per Attachment 3 and that these form the templates to be used in Infocouncil.

4. Change the meeting commencement times to 6.30pm.

5. Examine the implementation of the webcasting of Council meetings as a project to be considered in the 2014-15 Operational Plan.
1312.15  PETITIONS

1312.15.1
Intersections at Blair Street, Warners Avenue and Glenayr Avenue and at Wairoa Road, Gould Street, Murriviere Road and Warners Avenue, Bondi. – request for pedestrian crossings (A03/0042-04 and A13/0100)

Petition containing 448 signatures, the majority of which are from residents of Bondi, seeking additional pedestrian crossings at the intersection of Blair Street, Warners Avenue and Glenayr Avenue and the intersection at Wairoa Road, Gould Street, Murriviere Road and Warners Avenue, Bondi.

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

1312.15.2
255 Old South Head Road, Bondi Beach – request to restrict the size of the childcare centre to reduce traffic congestion in Frances Street, Bondi (DA-465/2013 and A13/0100)

Petition containing 44 signatures, the majority of which are from residents of Francis Street, Bondi, seeking that the size of the proposed childcare centre be restricted to accommodate 40 children, so as to reduce the expected congestion along Francis Street, Bondi.

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

1312.15.3
Isabel Avenue, Diamond Bay Road and Craig Avenue, Vaucluse – request to convert traffic flow into a one way clockwise loop (A03/0042-04 and A13/0100)

Petition containing 39 signatures, the majority of which are from residents of Craig Avenue, Vaucluse, seeking the conversion of the traffic flow in Isabel Avenue, Diamond Bay Road and Craig Avenue, Vaucluse, to a one way clockwise loop.

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

1312.16  QUESTIONS BY COUNCILLORS FOR NEXT COUNCIL MEETING

1. ___________________________________________________________________________________________
URGENT BUSINESS

MATTERS TO BE DEALT WITH IN CLOSED SESSION

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

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

(a) personnel matters concerning particular individuals.
(b) personal hardship of any resident or ratepayer.
(c) information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
(d) commercial information of a confidential nature that would, if disclosed:
   i prejudice the commercial position of a person who supplied it: or
   ii confer a commercial advantage on a competitor of Council;
   iii reveal a trade secret.
(e) information that would, if disclosed, prejudice the maintenance of law.
(f) matters affecting the security of Council, Councillors, Council staff and Council property.
(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.
(h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.
(i) alleged contraventions of any code of conduct requirements applicable under Section 440.

Pursuant to section 10A(4) of the Act and clause 252 of the Regulation, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.
The following matters are proposed to be dealt with in Closed Session:

1312.18.1 ISSUED SEPARATELY
CONFIDENTIAL REPORT – Tamarama Park – Compulsory Acquisition of Parcel of Land lot 12/1153358, 10A Illawong Avenue (A05/1644)

Confidential report dated 29 November 2013 from the Director, Corporate & Technical Services updating Councillors about the compulsory acquisition of the former Fletcher Estate parcel of land at lot 12/1153358, also known as 10A Illawong Avenue.

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

1312.18.2 ISSUED SEPARATELY
CONFIDENTIAL REPORT – Evaluation of Tender for the Lease of Shop 1A Bondi Pavilion – A13/0313

Confidential Report dated 3 December 2013 from the Director, Corporate and Technical Services about the findings from the Assessment Panel created to evaluate the tender for the Lease of Shop 1A Bondi Pavilion

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

1312.18.3 ISSUED SEPARATELY
CONFIDENTIAL REPORT – Evaluation of Selective Tender – Customer Relationship Management System (CRMS) (A13/0533)

Confidential Report dated 21 November 2013 from the Director, Recreation & Community Services about the findings from the Assessment Panel created to evaluate the tender for a Customer Relationship Management System.

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

1312.18.4 ISSUED SEPARATELY
CONFIDENTIAL REPORT – Contract Renewal – Director, Corporate and Technical Services (P99/040-02)

Confidential Report dated 29 November 2013 from the General Manager.

This matter is classified as confidential under the provisions of Section 10A (2) (a) of the Local Government Act 1993.
Report dated 2 December 2013 from the General Manager regarding the General Manager’s Performance Agreement.

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

Before the motion to close the meeting is put, the Chair will provide an opportunity for members of the public to make representations as to whether this part of the meeting should be closed.

Recommendation to move into closed session: That:

1. Council move into closed session to deal with these matters which are classified as confidential under the provisions of Section 10A (2) (a), (c) and (d) of the Local Government Act 1993 for the following reasons:

   (a) The information at Item 1312.18.1 if disclosed, would confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

   It is not in the public interest to reveal details of Council’s position with regard to these matters as doing so would place Council at a commercial disadvantage.

   (b) The information at Items 1312.18.2 and 1312.18.3 contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of a person who supplied it.

   It is not in the public interest to reveal all details of these tenders or the assessment process. Tenderers have provided sensitive information about their operations in the confidence that their details will not be made public by Council. The practice of publication of sensitive information provided by tenderers could result in the withholding of such information by tenderers and reduction in the provision of information relevant to Council’s decision.

   (c). The reports at Items 1312.18.4 and 1312.18.5 contains information regarding personnel matters concerning particular individuals.

   It is not in the public interest to reveal details regarding particular individuals employed by Council.

2. Pursuant to Section 10A(1), 10A(2) and 10A(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of Section 10A(2) of the Local government Act 1993.

3. The correspondence and reports relevant to the subject business be withheld from the media and public as provided by section 11(2) of the Local Government Act 1993.
1312.RMP
Resolutions from closed session made public

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

1312.19 SUBMISSION OF RESCISSION MOTIONS

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

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

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

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

The Chair will call for the submission of any rescission motions.
MINUTES OF THE WAVERLEY COUNCIL MEETING HELD AT THE WAVERLEY COUNCIL CHAMBERS ON TUESDAY, 19 NOVEMBER 2013

PRESENT

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

At the commencement of proceedings at 7.02pm, those present were as listed above with the exception of Cr Strewe who arrived at 7.04 and Cr Wakefield who arrived at 7.17pm.

At 11.11pm, prior to the consideration and vote on Item 1311.18.1 – CONFIDENTIAL REPORT – Draft Community Tenancy Policy – Further Analysis, the Mayor, Cr Betts, relinquished the Chair and the Deputy Mayor, Cr Kay, assumed the Chair.

At 11.21pm, after the consideration and vote on Item 1311.18.1 – CONFIDENTIAL REPORT – Draft Community Tenancy Policy – Further Analysis, the Deputy Mayor, Cr Kay, relinquished the Chair and the Mayor, Cr Betts, assumed the Chair.

At 11.35pm, prior to the announcement of the resolution made by Council in closed session on Item 1311.18.1 – CONFIDENTIAL REPORT – Draft Community Tenancy Policy – Further Analysis, the Mayor, Cr Betts, relinquished the Chair and the Deputy Mayor, Cr Kay, assumed the Chair. The Mayor, Cr Betts, did not return to the meeting.

1311.1 OPENING PRAYER & ACKNOWLEDGMENT OF INDIGENOUS HERITAGE

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

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

Waverley Council respectfully acknowledges our indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms our Local Government area.”
1311.2 **LEAVES OF ABSENCE AND APOLOGIES**

There were no leaves of absence or apologies for this meeting.

1311.3 **DECLARATIONS OF INTEREST**

1. Cr Betts declared a significant non pecuniary interest in Item 1311.18.1 – CONFIDENTIAL REPORT – Draft Community Tenancy Policy – Further Analysis (A11/0237, A02/0237) and informed the meeting that one of the community tenants is WAYS and as she is on the Management Committee of WAYS she will vacate the Chamber during the consideration and vote on this item.

1311.4 **CONFIRMATION OF MINUTES**

1311.4.1 Council Meeting – 15 October 2013

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

That the Minutes of the Council meeting of 15 October 2013 be received and noted, and that such Minutes be confirmed as a true record of the proceedings of that meeting.

1311.4.2 Reconvened Council Meeting – 22 October 2013

**MOTION / DECISION (Goltsman / Cusack)**

That the Minutes of the Reconvened Council meeting of 22 October 2013 be received and noted, and that such Minutes be confirmed as a true record of the proceedings of that meeting.

1311.5 **ADDRESSES TO COUNCIL BY MEMBERS OF THE PUBLIC**


This is page 2 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.


1311.6 MAYORAL MINUTE

1311.6.1 Sculptures on loan (A02/0459-10)

MOTION / UNANIMOUS DECISION (Betts / Burrill)

That Council:

1. Note the kind offer by artists via Sculptures by the Sea for loans of sculptures as follows:
   - 'Returning to the Sea' by Peter Lundberg, on an approximately 12 month loan, and
   - 'Ocean Cathedral' by Debbie Harding, on an approximately 6 month loan.

2. Note and endorse the placement of these sculptures at Marks Park for the duration of the temporary loan.

3. Note and endorse the temporary placement of 'Twice Twist Bands' by Keizo Ushio at Calga Reserve as a 12 month trial.

BACKGROUND

At the completion of the 2013 Sculpture by the Sea in November 2013, artists generously offered loans of their sculptures to Waverley Council as follows:

Returning to the Sea (Peter Lundberg), a large bronze sculpture approximately 6.8 metres long. Peter Lundberg is a US sculptor well known for his monumental sculptures. His works...
are inspired by patterns in nature, casting shapes in the earth. Being bronze, the sculpture is extremely durable. It has been offered on a twelve month loan.

Ocean Cathedral (Debbie Harding), a bamboo sculpture approximately 4.5 metres high. Sculpture by the Sea notes describe 'Ocean Cathedral' as "a sculpture integral to the Bondi land/rock and seascape. Although it suggests the stability of stone window tracery, it is transitory and ephemeral; the structure sways and bends with the wind; it is created on-site and then similarly disassembled. The view is like looking through the magnificence of stained glass in a high vaulted cathedral, but is actually of the real, sparkling deeply coloured powerful ocean, and vault of the sky." It is expected the sculpture will deteriorate over time and will be disassembled after six months (or earlier if needed).

In addition, a further artist generously offered a sculpture for loan in November 2013. Officers advised that due to the nature of this sculpture it was likely to be difficult for Waverley Council to retain and maintain.

Also, in October 2012 after the 2012 Sculpture by the Sea exhibition, distinguished Japanese artist Keizo Ushio kindly offered a temporary loan of his granite sculpture 'Twice Twist Bands' for 12 months. This was reported to Council and the sculpture remained in Marks Park for approximately twelve months.

In late September 2013 the Keizo Ushio sculpture was offered on a permanent loan, and Waverley Council had to quickly make the decision whether to accept this or not. Councillors were invited to suggest locations for the sculpture and after discussion by Waverley Public Art Committee, the location of Calga Reserve was proposed for a 12 month trial. Residents were advised and feedback has been invited throughout the 12 month trial. Four residents have provided feedback so far, all very positive about the sculpture itself, with some suggestions of moving it to a more prominent location at Calga Reserve and removing other signage. Officers oversaw the installation of the sculpture at Calga Reserve in October 2013.

All these very generous loans from internationally renowned artists, via Sculpture by the Sea, provide benefits to the Waverley community and to visitors all year round. These sculptures relate to our distinctive and beautiful ocean cliffs and are very appropriate for these sites at Waverley. They also demonstrate our ongoing commitment to public art - and will assist Waverley Council (with the expert help of Waverley Public Art Committee) to grow our reputation as a place for outstanding public art.

1311.7 OBITUARIES (A02/0017)

Julian Bures

Gus Larkin

MOTION / DECISION (Goltsman / Betts)

That a letter of sympathy be forwarded to the families of the deceased named above expressing the condolences of the Mayor, Councillors and staff in the bereavement they have experienced.
Council rose for a minute’s silence for the souls of people generally who have died in our Local Government area.

1311.8 QUESTIONS BY COUNCILLORS WITH NOTICE

1311.8.1 Public Art Policy (A05/0416)

The following question was submitted by Cr Strewe:

The Public Art Policy makes it clear that community consultation will be undertaken on decisions about art work (Public Art Policies 2.) and that for solicited and unsolicited art "Final artist selection rests with Council" (Public Art Policies 3.). It appears to me that this policy may not have been followed in the recent relocation of a sculpture to Calga Reserve. Can an explanation please be provided of how the Public Art Policy was followed in this instance?

The Director of Community and Recreation Services replied:

Yes, the Public Art Policy was followed in this instance of this generous loan of the sculpture. The sculpture was offered on permanent loan in September 2013. Councillors were invited to suggest locations for the sculpture and were invited to the Public Art Committee which discussed locations. Following that Public Art Committee meeting, officers chose a preliminary location of Calga Reserve and there was a letterboxing of local residents prior to the installation of the sculpture. Feedback was received before the sculpture was installed which was generally supportive and did suggest some changes to the location, which resulted in changes to where we actually put the sculpture and some changes that will eventuate to nearby signage. So community consultation is continuing as part of the trial and at the end of the trial a decision will be made by Council. So in all of the ways outlined, the Public Art Policy was fulfilled.

1311.8.2 Climate Change Preparedness Policy (A09/1017)

The following questions were submitted by Cr Strewe:

1. Does Council have a Climate Change Preparedness Policy?

2. Does Council know and share the information available, to the State Government, in its Preparedness Policy with Waverley residents and staff, including impacts on health, flora and fauna and increased wind, fire, drought and erosion?

3. Impact on vegetation - In Sydney there is expected to be a 10% to 20% increase in evaporation. Does Council have a plan to ensure that trees on grass verges do not die and are the trees Council plants appropriate for the changes expected in the climate?
4. Is there a plan for grass verges which are increasingly drying out and is there a solution?

5. Recreation - It would appear that there will not be enough shade at beaches. At Bronte there are not enough trees further back around the picnic shelters which are currently full on hot days and people are backed back up along the slopes and under the pines and palms. On hot days areas with accessible shade are completely full. Will Council have strategies in place to manage increasing use of beaches after dark on very hot nights?

6. Heat stress - Is increased stress on elderly and small children a Council responsibility?

7. Does Council share Beat the Heat information with residents and visitors?

8. Outdoor staff - Does Council have a strategy in place, or is Council planning one, for managing staff especially outdoor staff in extreme temperatures, including but not limited to smoke, such as earlier starts, shorter shifts, rest periods, night work and will there be times when no work is permitted?

9. Planning - How is Council progressing in planning and approving more roof and wall gardens, less hard surfaces, more light coloured roofs?

10. Are we prepared in any way for great societal change?

The Director, Planning and Environmental Services provided the following information in response:

Climate Change Adaptation Progress to Date

In 2012, Council prepared a Climate Change Adaptation Risk Assessment as a requirement of the Office of Environment and Heritage and following the release of the NSW Government guidelines on risk assessment. This involved a workshop with all relevant Council staff. The next step is for Council to consider completing a Climate Change Adaptation Plan which is not currently a legislative requirement. The NSW Government is currently running workshops with NSW Councils (of which we are an active participant) to prepare Resilient Sydney a climate change adaptation plan for the Sydney metro area. The outcomes of this will assist Council in our future plan development.

At the same time, Council was completing the Coastal Risks and Hazards Vulnerability Study with Worley Parsons (one of the first Councils to prepare such a detailed study on coastal risk). From this, Council adopted the Coastal Risk Management Policy and got legal advice on private property risk and Section 149 Certificates. The recommendations of the study have been integrated into the DCP, the Strategic Asset Management Plan, and Section 149 Certificates where applicable. Council has endorsed the integration of these recommendations into the relevant POMs for the affected park. This was recently done with the Bondi POM.

Response to Questions

All of these questions need to be answered as part of the NSW Government planning process that is currently underway. Council will also be required to address these strategies within our own plans and policies. This will include but will not be limited to plans to deal with vegetation, heat stress, workplace safety and urban heat island impacts. Council Officers will provide Councillors with a progress report in 2014 when Resilient Sydney is released.

This is page 6 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
1311.8.3
Hunter Sculpture Park (A03/2480)

The following question was submitted by Cr Strewe:

Before the Hunter Sculpture Park was created there was a slide and a small stone fort in the park, these pieces would not have impinged on any sculpture placement and would have encouraged visitation. Was there a particular reason for their removal?

The Director of Community and Recreation Services replied:

I understand that Council endorsed a Master Plan for Hunter Park in late 2005 and that the Master Plan did include the removal of the playground equipment. I understand that the rationale for that was that the playground equipment was believed to be not well used.

1311.8.4
Margaret Whitlam Recreation Centre Play Equipment (A02/0781)

The following question was submitted by Cr Wakefield:

The small lawn outside the Margaret Whitlam Recreation Centre cafe entrance is very well used by parents with babies and toddlers, it is a good meeting place. In the plans for this area Council proposed, when money becomes available, to have play equipment installed. It is possible this would spoil something that is working really well? What would need to be done to ascertain the value of the current arrangement and to keep it as it is, if desirable?

The Director of Community and Recreation Services replied:

The Waverley Park Plan of Management was approved by Council last year following extensive community consultation and Council debate. The adopted plan does include an action to design and construct a new toddlers' playground in the green space near the kiosk. Council could resolve to review that aspect of the Plan of Management through community consultation and officer reinvestigation. If Council then wished to change the Plan of Management this would require Council resolution, public exhibition and submission to Crown Lands Division. Alternatively, Council could decide not to fund the project or pursue funding for the project. However, I do advise Councillors that a grant application for this project has already been made in line with the approved Plan of Management endorsed by Council last year.

1311.8.5
Bronte Road Bus Terminus (A02/0225-02)

The following question was submitted by Cr Masselos:

At the Council meeting of 21 May 2013, I moved a motion requesting information be made available to Councillors on the previous trial move of the bus terminus from the south side of Bronte Road to the actual terminus; this motion was altered to read planned trial. A report was also requested to investigate the widening of the footpath and removal of the bus setdown from the southern side of Bronte Road to the terminus on weekends.
As I have not received any of this requested information, I would like an indication as to when this will occur.

The Director of Corporate and Technical Services replied:

If it is admissible I will treat this question and the next question with the one answer as it would seem to me that they are a pigeon pair?

Cr Masselos acceded to this request.

1311.8.6
Bronte Road Bus Terminus – 378 bus route passenger usage  (A02/0225-02)

The following question was submitted by Cr Masselos:

At the Council meeting of 21 May 2013, I moved a motion requesting information be made available to Councillors on the previous trial move of the bus terminus from the south side of Bronte Road to the actual terminus.

To help Councillors better understand the matter I would like this additional information:

1. What are the numbers of passengers disembarking at the 378 bus terminus on Bronte Road at the following times:
   - 6.00 am - 10.00 am weekdays
   - 6.00 am - 10.00 am weekends
   - 4.00 pm - 7.00 pm weekdays
   - 4.00 pm - 7.00 pm weekends?

2. What are the number of passengers embarking at the 378 bus terminus at the old tram shed on Bronte Road at the following times:
   - 6.00 am - 10.00 am weekdays
   - 6.00 am - 10.00 am weekends
   - 4.00 pm - 7.00 pm weekdays
   - 4.00 pm - 7.00 pm weekends?

3. What are the total number of passengers disembarking at the 378 Bronte Road bus terminus:
   - for each weekday
   - for Saturday and for Sunday?

4. What are the total number of passengers embarking at the 378 Bronte Road bus terminus at the old tram shed:
   - for each weekday
   - for Saturday and for Sunday?

The Director of Corporate and Technical Services replied:

This is page 8 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
Sydney Buses operates the 378 bus service from Bronte Beach to Railway Square via Waverley, Bondi Junction, Paddington, Darlinghurst and return. In regard to the trial move of the terminating 378 bus stop from the south side of Bronte Road outside the Bronte Beach Café to the bus terminus, staff is not aware of this trial and have been unable to locate a report. The matter of moving the bus stop was last considered by Waverley Traffic Committee and Council in 2009. Sydney Buses wrote that they were not supportive of the proposal and rejected a trial for the following reasons:

- That the current bus terminus does not have sufficient space to allow for buses to set down passengers near the curb and then park the vehicle to allow the driver to take his heavy vehicle driver rest period and then be able to manoeuvre the vehicle to a space to take up passengers.

- That also, due to the number of trips afforded to this route, while one bus is resting another will arrive to commence the next trip on this route and there would not be sufficient space to complete this without a set down area at the terminus as currently the resting bus is parked on the southern wall of the terminus, a space that could not be reached if vehicles are required to set down within the current terminus.

Mr Eric Graham, who is the Regional Traffic and Services Manager of the Eastern Region Sydney Buses, was recently contacted about the matter and confirmed in the strongest terms that they would oppose the Bronte Beach set down being in the terminus as they believe it would be very dangerous.

As for the patronage data for dropping off at the bus stop and picking up at the terminus, that has been requested from Sydney Buses and we are still awaiting this information. This was requested sometime ago. A copy of that report, when received, will be made available.

1311.9 **QUESTIONS BY COUNCILLORS TO THE MAYOR WITHOUT NOTICE**

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

There were no questions by Councillors to the Mayor without notice.

1311.10 **PUBLICATIONS RECEIVED**

*MOTION / DECISION (Goltsman / Kay)*

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


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This is page 9 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
NOTICES OF MOTION SUBMITTED BY COUNCILLORS

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

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

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

1311.11.1
Waverley Cemetery (A02/0658-06)

The following is a Notice of Motion submitted by Cr Masselos:

MOTION / UNANIMOUS DECISION (Masselos / Cusack)

That Council Officers:

1. Investigate what is required for the listing of Waverley Cemetery on either the State or National Heritage Register, or both.
2. Include in the investigation research of all heritage options for listing, what information is required for heritage listing and Council's obligations once listed.
3. Prepare a report of findings for consideration by the Visioning Committee as part of its deliberations.
4. Invite a cemetery heritage expert to address the visioning workshop about the value of listing.

BACKGROUND

Waverley Cemetery is considered to be one of the most important heritage cemeteries in Australia, given the significant number of high profile, famous and influential people buried here. A number of those buried have played an important role in the development of Australia including:

- Albert Family - music publishers and builders of Boomerang Mansion in Sydney
- Arthur Tauchert - star of the silent movie classic "The Sentimental Bloke"
- Dorothea Mackellar - poet
- Henry Lawson - poet
- Henry Kendall - writer and poet
- Edmund Resch - beer brewer
- George and Charlotte Sargent - meat pie bakers
- Major George Johnston - RUM Corp soldier and pioneer
- Harold Hardwick - champion swimmer and boxer
• Jules Francoise Archibald - founder and editor of The Bulletin, public benefactor and provider for the Archibald Prize
• John Sands - greeting card manufacturer
• Laurence Foley - boxer
• Laurence Hargrave - inventor and aviator
• Oscar Eliason - Dante the Great (magician and conjurer)
• Sarah (Fanny) Durak - Olympic gold medal swimmer
• Sir Frances Forbes - 1st Chief Justice of NSW
• Sir James Martin - Judge, politician and Chief Justice of NSW
• Victor Trumper - test cricketer
• William Dymock - bookseller

There are also a number of memorials of significance such as that of the Irish Martyrs and of the American Civil War.

While the cemetery is listed in Waverley's LEP, there is merit in considering state and or national heritage listing given the scope of eminent people buried here. Listing of this nature will also pave the way for potential additional funding sources for the cemetery and for its ongoing maintenance.

1311.11.2
Hunter Sculpture Park (A03/2480)

The following is a revised Notice of Motion submitted by Cr Strewe:

MOTION / DECISION (Strewe / Masselos)

That:

1. Hunter Sculpture Park is signposted on its two frontages the Coastal Walk and Bondi Road / Campbell Parade.

2. Council investigates the requirements for the signposting of other parks in relation to public art.

BACKGROUND:
Waverley Council's Sculpture Park remains without a sign post and it would appear that many long term residents and most visitors are unaware of its existence. This is unfortunate, as it is a beautiful space with fabulous views. The very lovely 'Chapel' is there, as well as the sculpture, celebrating the centenary of Surf Life Saving in Australia.

1311.11.3
Boot Factory (A08/1326)

The following Notice of Motion was submitted by Crs Masselos, Strewe and Wakefield:

MOTION (Wakefield / Strewe)

This is page 11 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
That Council:

1. Receive and note the report from Dennis Bunt Consulting Engineers written by consultant engineer Dr Smith.

2. In the light of the conclusions of this report on the condition of the Boot Factory, Council
   (a) Does not proceed with lodging an application to demolish the building.
   (b) Undertakes the investigations outlined in the Dennis Bunt Consulting Engineers report.
   (c) Prepares a preliminary plan to restore the historic structure.
   (d) Investigates funding models including but not limited to realising the value of the air rights over the property; State and Federal grants; external borrowings, and internal funding.

AMENDMENT (Cusack / Burrill)

That clause 2 of the Motion be deleted.

THE AMENDMENT WAS PUT AND DECLARED CARRIED.

THE AMENDMENT NOW BECAME THE SUBSTANTIVE MOTION AND READS AS FOLLOWS:

That Council receive and note the report from Dennis Bunt Consulting Engineers written by consultant engineer Dr Smith.

THE SUBSTANTIVE MOTION WAS PUT AND DECLARED CARRIED.

DECISION: That the Substantive Motion be adopted.

BACKGROUND
Councillors were assured the heritage listed Boot Factory was in danger of collapse. It would appear that comprehensive investigations were not undertaken to establish this and it would also appear that the building is able to be refurbished. Government responsibility to protect publicly owned heritage listed buildings for current and future generations is greater than the private sectors duty, as the laws in regard to heritage are made by government.

1311.11.4
Public Open Space (A04/1096)

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

MOTION / DECISION (Kanak / Masselos)

“That Council requests that Council Officers circulate information to Councillors on:

This is page 12 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
(a) Any change in the amount of public open space under Council control since 2001/02; and  

(b) Pressures on Council owned public open space.

1311.11.5
Bondi Pavilion – Space vacated by the Marine Discover Centre (A02/0280-09)

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

MOTION (Kanak / Wakefield)

That:

1. Council notes an expression of interest process has taken place for the temporary occupancy of the former Marine Discovery Centre space in Bondi Pavilion.

2. The terms of any future tender for the long-term use of the former Marine Discovery Centre space be brought back to a Council meeting for approval prior to such a tender being advertised.

3. Any future tender for the long-term use of the former Marine Discovery Centre space footprint be aimed at not-for-profit and community-based uses and organisations.

BACKGROUND
Bondi Pavilion is a Community Cultural Centre. A balance between community use and commercial use needs to be retained. In the long term, the space vacated by the Marine Discovery Centre should be used for not-for-profit and community uses.

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, Goltsman, Guttman-Jones, Kay and Mouroukas.

1311.11.6
Library – DVD Collection (A05/0327)

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

MOTION / DECISION (Kanak / Wakefield)

That:

1. Council officers, in cooperation with Council’s Multicultural Committee, prepare a report wherein community harmony building and anti-discrimination based strategies and programs can be run at Council and community venues such as Waverley Library,

This is page 13 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
Bondi Pavilion and the Margaret Whitlam Recreation Centre and, where appropriate, these programs promote items from Waverley Library’s DVD collection that have a theme of multicultural education and community harmony building messages.

2. Council’s practice of featuring themed booklists and genre sheets for library browsers/users be expanded to include lists for Waverley Library DVDs depicting examinations and explorations of multicultural community harmony building educational themes.

3. Council officers liaise with International Film Festival organisers in Sydney to procure multicultural community harmony building educative DVDs for the benefit of Waverley’s library patrons as these Film Festivals often feature films/documentaries around the themes of dispelling cultural myths and debunking stereotypes.

4. Council requests it’s Multicultural Advisory Committee to assist Council staff in:

(a) Selecting other suitable titles for the Waverley Library catalogue relating to harmony building education within our community.

(b) Preparing a report wherein community harmony building and anti-discrimination based strategies and programs which can be run at Council and community venues such as Waverley Library, Bondi Pavilion and the Margaret Whitlam Recreation Centre and, where appropriate, these programs promote items from Waverley Library’s DVD collection that have a theme of multicultural education and community harmony build messages.

Division
For the Motion: Crs Betts, Burrill, Kanak, Kay, Masselos, Strewe and Wakefield.
Against the Motion: Crs Cusack, Goltsman, Guttman-Jones and Mouroukas.

1311.12 ADDITIONAL MATTERS FOR CONSIDERATION

1311.12.1 Final Audit Report for the Year Ended 30 June 2013 (A02/0647-09)

Report dated 6 November 2013 from the Director, Corporate & Technical Services in relation to Council’s 2012/13 Annual Financial Statements (including General and Special Purpose Financial Statements and Special Schedules).

MOTION / UNANIMOUS DECISION (Cusack / Betts)

That:

1. In accordance with Section 419 of the Local Government Act, Council receive and note the Auditor’s Report on the Annual Financial Statements for 2012/13 (including General and Special Purpose Financial Statements and Special Schedules).

1311.12.2
Budget Review (A03/0346)

Report dated 7 November 2013 from the Director, Corporate & Technical Services on Council’s 1st Quarter Budget Review for financial year 2013/14.

MOTION / DECISION (Cusack / Burrill)

That Council:

1. Note this report on the 1st Quarter Budget Review for 2013/14.
2. Note and receive the Quarterly Budget Review Statement (QBRS) for the 1st quarter 2013/14.
3. Vary the allocations to the recurrent and capital works budget in accordance with the review documents.

1311.12.3
Reporting on Council’s 2012-2013 Annual Report (A13/0240)


MOTION / DECISION (Cusack / Burrill)

That Council:

1. Receive and note the Annual Report 2012-13
2. Agree that a copy of the Annual Report 2012-13 be forwarded to the Minister of Local Government as required under Section 428 of the Local Government Act 1993.

1311.12.4
Review of Council’s Sponsorship, Grants and Donations Policy (A06/1396)

Report dated 10 October 2013 from the Director, Corporate & Technical Services on the review of Council’s Sponsorship, Grants and Donations Policy.

MOTION / DECISION (Kay / Mouroukas)

That Council:

This is page 15 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
1. Receive and note this report.

2. Adopt the revised Sponsorships, Grants and Donations Policy subject to the following:
   
   (a) The headings in the section entitled ‘Definitions’ be amended to read:
   
   i. “Sponsorship received by Council
   ii. Grant provided by Council
   iii. Donation received by Council (including unconditional gift, bequest or endowment.)”
   
   (b) The section entitled ‘Where Council is being asked for a grant’ be amended to read:
   
   “Where Council is being asked for a grant, it will be to help a community organisation conduct:

   • Events
   • Activities
   • Programs, or
   • Provide Facilities

   that have direct benefits to the residents, owners and businesses within the Waverley Local Government Area.”
   
   (c) The first paragraph of the section entitled ‘Where Council is seeking sponsorship’ be amended to read:
   
   “Where Council is seeking sponsorship, it may be possible to connect the sponsorship with Council’s:

   • Events
   • Activities
   • Programs
   • Assets
   • Services”
   
   (d) The third paragraph of the section entitled ‘Where Council is seeking sponsorship’ be amended to read:
   
   “This contribution could be via a cash payment, providing ‘in kind’ resources, or a combination of the two. The activity or project may be carried out as a joint venture with Council or as a commitment to totally fund the works. The works could be simple and low cost (eg a mural), or moderately complex with low – medium cost (eg park, play area upgrade or public art).”
   
   (e) The first bullet point of the section entitled ‘Unsuitable Proposals’ be amended to read:
   
   “Conflict with the Community’s long term vision, direction and strategies as set out in the Community Strategic Plan (Waverley Together) or other Council policies and plans (eg Plans of Management, Arts Plus Plan).”
(f) The tenth bullet point of the section entitled ‘Unsuitable Proposals’ be amended to read:

“Requests that seek permission to install obtrusive signage or other undesirable visual clutter which is contrary to Council guidelines on memorials and signage, Plans of Management or other Council Polices.”

(g) The section entitled ‘Retainment of discretion to reject sponsorship’ be amended to read:

“RETAINMENT OF DISCRETION TO REJECT SPONSORSHIPS AND DONATIONS

Waverley Council retains the discretion not to accept sponsorships or donations from any entity for any reason.”

(h) The sole paragraph in the section entitled ‘Transparency of Information’ be amended to read:

“Information about sponsorships, grants and donations will be available to the public on request. Council will maintain a register on sponsorships, grants and donations and will report on these in its Annual Report.”

(i) The seventh bullet point of the section entitled ‘Other Policies and Legislation’, sub section ‘General’ be amended to read:

“Plans of Management for parks, reserves and beaches.”

1311.12.5
570-588 Oxford Street, Bondi Junction - Demolition of existing buildings, construction of a 19 storey residential tower (133 apartments, including 14 for affordable housing), ground level retail and basement parking (DA-501/2012)

Report dated 12 November 2013 from the Development & Building Unit.

MOTION (Burrill / Cusack)

That Council:

1. Receives the report and notes that it will be forwarded to the Joint Regional Planning Panel for its meeting on 28 November 2013.

2. Makes the following submissions to the Joint Regional Planning Panel:

That:

(a) Council does not support Condition 5(a) being the reduction of car parking provision and that the 133 spaces requested by the applicant be approved.
(b) Council does not support Condition 5(b) being the number of visitor car parking spaces being 17 and suggests to increase the number of visitors' car parking to 23 car parking spaces for the parking of resident visitor cars. Details of the location of the visitor parking be submitted to Council prior to the release of the Construction Certificate.

(c) The applicant be required to install CCTV cameras in consultation with the local police command to improve community safety around the building.

**AMENDMENT (Wakefield / Strewe)**

That a preamble statement be included in the submissions proposed to be made that states that the original report written by Council’s Planning Department indicate conditions contrary to those being added.

THE AMENDMENT WAS PUT AND DECLARED LOST.

**Division**

<table>
<thead>
<tr>
<th>For the Amendment:</th>
<th>Crs Kanak, Masselos, Strewe and Wakefield.</th>
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<tr>
<td>Against the Amendment:</td>
<td>Crs Betts, Burrill, Clayton, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.</td>
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THE MOTION WAS THEN PUT AND DECLARED CARRIED.

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

**Division**

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<tr>
<th>For the Motion:</th>
<th>Crs Betts, Burrill, Clayton, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.</th>
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<tbody>
<tr>
<td>Against the Motion:</td>
<td>Crs Kanak, Masselos, Strewe and Wakefield.</td>
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</table>

**1311.12.6**

**363-367 Bronte Road, Bronte - Demolition of existing buildings, excavation and construction of a new residential aged care facility containing 98 beds, with associated facilities and basement car parking (DA 274/2013)**

Report dated 12 November 2013 from the Development and Building Unit.

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

That Council:

1. Receives the report and notes that it will be forwarded to the Joint Regional Planning Panel for its meeting on 28 November 2013.

2. Supports the recommendation of Council’s Development and Building Unit.

**Division**

<table>
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<tr>
<th>For the Motion:</th>
<th>Crs Betts, Burrill, Clayton, Cusack, Goltsman, Guttman-Jones, Kanak, Kay, Masselos, Mouroukas, Strewe and Wakefield.</th>
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<tr>
<td>Against the Motion:</td>
<td>Nil.</td>
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This is page 18 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
MOTION (Cusack / Betts)

That Council:

1. Receives the report and notes that it will be forwarded to the Joint Regional Planning Panel for its meeting on 28 November 2013.

2. That Council makes a submission to the Joint Regional Planning Panel advising as follows:

   (a) Council notes the support of the proposed design from the Randwick/Waverley SEPP 65 Design Review panel and, having regard to the individual circumstances and merits of this case, is also supportive of the building design as proposed and that a Deferred Commencement Consent should be granted in accordance with the draft conditions.

      Whilst the proposal does not provide the required 6 metre tower setback in the Waverley DCP 2012, the design takes into consideration the prominent corner location and provides an appropriate visual appearance that achieves a strong built form to the street corner and public domain.

   (b) Council agrees to accept the applicant’s proposed Voluntary Planning Agreement should the Joint Regional Planning Panel approve the application.

   (c) Council supports the proposed variations to height and FSR and notes that the assessment report also supports these variations having regard to the limited environmental impacts and the public benefit that will be achieved from the Voluntary Planning Agreement.

   (d) That part of the funds from the Voluntary Planning Agreement will be spent on upgrading the public spaces in Waverley Mall.

   (e) That the applicant be required to install CCTV cameras in consultation with the local police command to improve community safety around the building.

AMENDMENT (Wakefield / Strewe)

That the reduction of the setback of 6 metres is not accepted.

THE AMENDMENT WAS PUT AND DECLARED LOST.

Division
For the Amendment: Crs Kanak, Masselos, Strewe and Wakefield.
Against the Amendment: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.
THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.

Division
For the Motion: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.
Against the Motion: Crs Guttman-Jones, Kanak, Masselos, Strewe and Wakefield.

G. Tonnet of Leighton Properties (the Applicant) and Prof. P. Webber (on behalf of the Applicant) addressed the meeting.

1311.12.8
Boot Factory (A08/1326)

Report dated 12 November 2013 from the Director, Corporate & Technical Services updating Council about the Boot Factory building at 27 Spring Street, Bondi Junction.

MOTION / DECISION (Cusack / Betts)

That Council:

1. Receive and note this report.
2. Note that a briefing of Councillors will be organised on the details of the materials prepared for a Development Application for demolition of the Boot Factory prior to lodgment of any DA.
3. Note that a Councillor briefing will also be provided on the benefits or otherwise of augmenting the DA process to allow for consideration of more alternatives for funding and retaining the building in some form.

AMENDMENT (Wakefield / Strewe)

That:

1. Clause 2 of the Motion be deleted.
2. A new Clause 2 be added that reads as follows:
   “Council withdraws its application to demolish the Boot Factory.”

THE AMENDMENT WAS PUT AND DECLARED LOST.

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

THE MOTION WAS THEN PUT AND DECLARED CARRIED.

DECISION: That the Motion be adopted.
Division
For the Motion: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Guttman-Jones, Kay and Mouroukas.
Against the Motion: Crs Kanak, Masselos, Strewe and Wakefield.

1311.12.9
Draft Community Tenancy Policy (A11/0237, A02/0237)

Report dated 24 October 2013 from the Director, Community & Recreation Services about Council’s new draft Community Tenancy Policy which is presented to Council for endorsement to go to public exhibition.

MOTION / DECISION (Betts / Clayton)

That Council

1. Receive and note the report.
2. Endorse the draft policy for public exhibition.

A further report on this item was dealt with in Closed Session.

1311.12.10
Request for the calling of Tenders for South Bondi Public Toilets Refurbishment and Upgrade works (A13/0567)

Report dated 6 November 2013 from the Director, Corporate & Technical Services seeking approval to proceed to tender for South Bondi Public Toilets refurbishment and upgrade works.

MOTION / DECISION (Clayton / Goltsman)

That Council approves the calling of tenders for South Bondi Public Toilets refurbishment and upgrade works.

1311.12.11
Bronte House (A13/0573)

Report dated 4 November 2013 from the Director, Corporate & Technical Services, about tendering for the upgrade and major works at Bronte House.

MOTION / DECISION (Burrill / Cusack)

That Council approves the issue of a public tender for upgrade and major works at Bronte House.

Cr Kanak asked that it be recorded in the minutes that he voted against the Motion.
1311.12.12
Draft Waverley Bike Plan (A11/0612)

Report dated 11 November 2013 from the Director, Planning & Environmental Services about the Draft Waverley Bike Plan which specifies a package of infrastructure and behavioural strategies to improve the environment for cycling in the Waverley LGA. The Draft Waverley Bike Plan has been prepared in accordance with the actions specified by the Waverley Transport Plan.

MOTION / DECISION  (Goltsman / Burrill)

That Council:

1. Consider all submissions received during the exhibition of the Draft Waverley Bike Plan.

2. Adopt the draft Waverley Bike Plan, subject to the amendments outlined in this report.

3. Implement the recommendations 1 – 3 as outlined in Table 1.

Division
For the Motion:  Crs Betts, Burrill, Clayton, Goltsman, Guttman-Jones, Kanak, Kay, Masselos, Mouroukas, Strewe and Wakefield.
Against the Motion:  Cr Cusack.

M. Worthington (in support of the recommendation) addressed the meeting.

1311.12.13
Bondi Winter Magic Ice Rink (A07/0497-08)

Report dated 1 November 2013 from the Director, Community & Recreation Services seeking approval for the provision of a Bondi Winter Magic Ice Rink.

MOTION / DECISION  (Clayton / Goltsman)

That Council agree to enter into a two year agreement for the provision of an ice rink for the 2014 and 2015 Bondi Winter Magic campaigns.

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

1311.12.14
Request for the Calling of Tenders for the Remediation of the Existing Council Depot (A13/0620)

Report dated 8 November 2103 from the Director, Public Works & Services seeking to proceed to tender for the remediation of the site of the existing Council Depot at 97-115 Portman Street, Zetland.

This is page 22 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
MOTION / DECISION (Betts / Strewe)

That Council approves the calling of a tender for the remediation of the existing Council Depot site.

1311.12.15
Flickerfest Event Application (A03/0073)

Report dated 3 November 2013 from the Director, Recreation & Community Services on the Flickerfest 2013 event to be held in the Bondi Pavilion Amphitheatre from 10-19 January 2014.

MOTION / DECISION (Clayton / Strewe)

That Council:

1. Approve Flickerfest to proceed as planned in the Bondi Pavilion for 10-19 January 2014;

2. Note the event fee will be set as per Council's 2013-14 Pricing Policy, Fees and Charges.

1311.13  ADOPTION OF COMMITTEE MINUTES

1311.13.1
Waverley Traffic Committee Meeting – 24 October 2013

MOTION / DECISION (Kay / Mouroukas)

That Part 1 of the Minutes of the Waverley Traffic Committee Meeting of 24 October 2013 be received and noted, and that the recommendations contained in Clauses WTC-1310.C1 to WTC-1310.C3, WTC-1310.V1 to WTC-1310.V4 and WTC-1310.L1 and WTC-1310.L2 be adopted.

Save and except the following:

1. Waverley Traffic Committee Meeting Minutes – 24 October 2013 – Clause WTC – 1310.L1 – Beach Road, Bondi Beach – Construction Zone (A03/2514-03).

2. Waverley Traffic Committee Meeting Minutes – 24 October 2013 – Clause WTC – 1310.L2 – Queen Elizabeth Drive and Park Drive, Bondi Beach – P Ticket area 7am-12Midnight (A02/0638)

And that these items be dealt with separately.
Cr Kay was not in the Chamber during the consideration and vote on this Item.

This matter was saved and excepted by Cr Kanak.

MOTION (Kanak / Masselos)

That this matter be deferred to allow community consultation to take place with affected residents and commercial operators in Gould Street.

THE MOTION WAS PUT AND DECLARED LOST.

AT THIS STAGE IN THE PROCEEDINGS THERE BEING NO SUBSTANTIVE MOTION BEFORE THE CHAIR THE FOLLOWING MOTION WAS MOVED, SECONDED AND DECLARED CARRIED:

MOTION / DECISION (Burrill / Cusack)

That Council:

1. Install a 45 m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in Beach Road, outside 180-186 Campbell Parade, Bondi Beach.

2. Delegates Authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zones, as necessary.

1311.13.1.2

Cr Kanak.

MOTION / DECISION (Kanak / Burrill)

That Council proceed with the installation of ‘Bondi Beach Parking Area, P Ticket 7am-12Midnight, Except As Signed’ parking in Queen Elizabeth Drive and Park Drive, Bondi Beach.
1311.13.2
Finance, Ethics & Strategic Planning Committee Meeting – 5 November 2013

MOTION / DECISION (Cusack / Burrill)

That the Minutes of the Finance, Ethics & Strategic Planning Committee Meeting of 5 November 2013 be received and that such Minutes be confirmed as a true record of the proceedings of that Meeting and that the decisions contained in Clauses F-1311.1 and F-1311.3. be received and noted and the recommendations contained in Clauses F-1311.2 and F-1311.4 to F-1311.11 be adopted.

C. Boyd (in support of the recommendation in Clause F-1311.11 – 105 Wellington Street, Bondi (Bondi Tennis Centre), Planning Proposal submitted by Urbis Pty. Ltd.) addressed the meeting.

1311.13.3
Community, Housing, Environmental Services & Public Works Committee Meeting – 5 November 2013

MOTION / DECISION (Mouroukas)

That the Minutes of the Community, Housing, Environmental Services & Public Works Committee Meeting of 5 November 2013 be received and that such Minutes be confirmed as a true record of the proceedings of that Meeting and that the recommendations contained in Clauses C-1311.1 and C-1311.2 be adopted.

Save and except the following:


And that this item be dealt with separately.

1311.13.3.1
Community, Housing, Environmental Services & Public Works Committee Meeting Minutes – 5 November 2013 – Clause C-1311.1 – Waverley Traffic Committee Meeting Minutes – 26 September 2013 – Clause WTC-1309.C10 – 16-20 Wallace Street, Waverley – P10 Minute Parking at a Proposed Child Care Centre (DA-212/2013)

This matter was saved and excepted by Cr Masselos.

MOTION (Masselos / Strewe)

That Council:

1. Receive and note this information.

This is page 25 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
2. Commission an independent traffic study taking into account both Albion Lane and Wallace Street.

THE MOTION WAS PUT AND DECLARED LOST.

Division
For the Motion: Crs Guttman-Jones, Kanak, Masselos, Strewe and Wakefield.
Against the Motion: Crs Betts, Burrill, Clayton, Cusack, Goltsman, Kay and Mouroukas.

AT THIS STAGE IN THE PROCEEDINGS THERE BEING NO MOTION BEFORE THE CHAIR THE FOLLOWING MOTION WAS MOVED, SECONDED AND DECLARED CARRIED.

MOTION / DECISION (Kay / Strewe)

That Council:

1. Receive and note this information.

2. Adopt the recommendation of the Waverley Traffic Committee meeting held on 26 September 2013.

MOTION OF DISSENT (Kanak)

Cr Kanak moved a Motion of Dissent on the Chair’s ruling (that a Division could not be called as the meeting had moved to the next item on the agenda).

THE MOTION OF DISSENT WAS PUT AND DECLARED LOST.

DECISION: That the Chair’s ruling be upheld.

R. Wheeler and A. Thomson (against the recommendation) addressed the meeting

1311.14 GENERAL MANAGER’S REPORT

1311.14.1
Schedule of Meeting Dates for Council and its Standing Committees 2014 (A04/1869)

The schedule of meeting dates for Council and its Standing Committees for 2014 was attached for Council’s consideration.

The dates proposed in the Schedule take into account public holidays and Christian and Jewish Holy Days throughout the year.

MOTION / DECISION (Betts / Clayton)


This is page 26 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
1311.15 PETITIONS

No petitions have been received.

1311.16 QUESTIONS BY COUNCILLORS FOR NEXT COUNCIL MEETING

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

1311.17 URGENT BUSINESS

There were no urgent business items.

1311.18 MATTERS TO BE DEALT WITH IN CLOSED SESSION

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

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

(a) personnel matters concerning particular individuals.

(b) personal hardship of any resident or ratepayer.

(c) information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

(d) commercial information of a confidential nature that would, if disclosed:

   i) prejudice the commercial position of a person who supplied it; or
   ii) confer a commercial advantage on a competitor of Council;
   iii) reveal a trade secret.

(e) information that would, if disclosed, prejudice the maintenance of law.
(f) matters affecting the security of Council, Councillors, Council staff and Council property.

(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.

(h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.

(i) alleged contraventions of any code of conduct requirements applicable under Section 440.

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

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

MOTION / DECISION (Mouroukas / Goltsman)

That:

1. Council move into closed session to deal with these matters which are classified as confidential under the provisions of Section 10A (2) (c ) and (d) of the Local Government Act 1993 for the following reasons:

   (a) The information at Items 1311.18.1, 1311.18.2, 1311.18.3, 1311.18.4 and 1311.18.5 if disclosed, would confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

   It is not in the public interest to reveal details of Council’s position with regard to these matters as doing so would place Council at a commercial disadvantage.

   (b) The information at Items 1311.18.3 and 1311.18.4 contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of a person who supplied it.

   It is not in the public interest to reveal all details of these tenders or the assessment process. Tenderers have provided sensitive information about their operations in the confidence that their details will not be made public by Council. The practice of publication of sensitive information provided by tenderers could result in the withholding of such information by tenderers and reduction in the provision of information relevant to Council's decision.

2. Pursuant to Section 10A(1), 10A(2) and 10A(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of Section 10A(2) of the Local Government Act 1993.
3. The correspondence and reports relevant to the subject business be withheld from the media and public as provided by section 11(2) of the Local Government Act 1993.

At 11.08pm Council moved into closed session and resumed in open session at 11.25pm.

1311.18.1
CONFIDENTIAL REPORT – Draft Community Tenancy Policy – Further Analysis (A11/0237, A02/0237)

Cr Betts declared a significant non pecuniary interest in this item and informed the meeting that one of the community tenants is WAYS and as she is on the Management Committee of WAYS Cr Betts then vacated the chamber and was not present at, or in sight of, the meeting during the consideration and vote on this item.

Confidential Report dated 24 October 2013 from the Director, Community & Recreation Services providing additional information about Council’s new draft Community Tenancy Policy and the impact on local services.

MOTION / DECISION (Burrill / Clayton)

That:

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

2. Council endorse suggested outcomes contained in this report for consultation with Grace Child Care, Junction House, WAYS, and Waverley Woollahra Arts Centre.

3. Following release of the draft community tenancy policy, individual organisations be immediately updated on the expected impact of the policy, taking into account suggested actions contained in this report.

4. Active consultation occur with all groups while the draft tenancy policy is on exhibition to determine final recommendations to Council.

Division

For the Motion: Crs Burrill, Clayton, Cusack, Goltsman, Guttmann-Jones, Kay and Mouroukas.

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

1311.18.2
CONFIDENTIAL REPORT - Former Marine Discovery Centre Space - Temporary Use (A13/0571)

Report dated 8 November 2013 from the Director, Community & Recreation Services recommending the temporary use of the vacated Marine Discovery Centre site.
MOTION / DECISION (Goltsman / Clayton)

That:

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

2. Council notes that Marine Discovery Centre Bondi Beach Inc has surrendered their licence for their licensed area in the Bondi Pavilion.

3. The negotiation of new licence arrangements for the temporary use of the former Marine Discovery Centre site be approved as set out in this report.

4. The term of new temporary licence arrangements be approved as set out in the Call for Expression of Interest, being an initial term of three months, with the licence to roll over by mutual agreement on a monthly basis, during which one month's written notice may be given by either party if the licence is to be terminated.

5. The General Manager or delegate be authorised to finalise negotiations, sign and execute the necessary temporary licence documentation.

6. Council note that the longer term use of the site will be the subject of a further report to Council, prior to any tender process commencing.

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

1311.18.3
CONFIDENTIAL REPORT - Evaluation of Tender – SSROC – Cleaning and Inspection of Gross Pollutant Traps and associated services (A13/0575)

Report dated 29 October 2013 from the Director, Public Works & Services about the findings from the Assessment Panel created to evaluate the tender for SSROC – Cleaning and Inspection of Gross Pollutant Traps and Associated Services.

MOTION / DECISION (Goltsman / Mouroukas)

That:

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

2. Council enters into a supply agreement under Clause 178 of the Local Government (General) Regulation 2005 with a panel of two (2) providers, Total Drain Cleaning Pty Ltd and Bell Environmental for a contract period of 3 years with an option to extend for further 2 years for the Cleaning and Inspection of Gross Pollutant Traps and Associated Services.
1311.18.4
CONFIDENTIAL REPORT – Evaluation of Tender – Supply and Lay of Asphalt and Associated Services (A13/0508)

Confidential Report dated 8 November 2013 from the Director, Public Works & Services about the findings from the Assessment Panel created to evaluate the tender for Supply and Lay of Asphalt and Associated Services.

MOTION / DECISION (Mouroukas / Goltsman)

That:

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

2. Council endorses the recommendation to enter into a contract with Downer EDI Works Pty Ltd for Supply and Lay of Asphalt and Associated Services (A13/0508).

3. Council notify unsuccessful tenderers of the decision.

1311.18.5
CONFIDENTIAL REPORT - Affordable Housing Program – Update on Reserves and Proposals for Expenditure (A13/0385)

Confidential Report dated 29 October 2013 from the Director, Community and Recreation Services providing an update on Affordable Housing Reserves and proposals for their expenditure.

MOTION / DECISION (Clayton / Goltsman)

That:

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

2. Council note the advice from Community Housing NSW that the proposed renewal of 91-93 O'Brien Street is unlikely to proceed.

3. Council note that the $1 million previously allocated by Waverley Council to the 91-93 O'Brien Street renewal will require reallocation to future Waverley Council affordable housing projects.

4. Council endorse the development of a Draft Memorandum of Understanding between Waverley Council and Bridge Housing for the purpose of purchasing a residential flat building in Waverley for the provision of affordable housing, as per the proposal set out in this report, with the Draft Memorandum of Understanding to be brought back to Council for final approval.

This is page 31 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
1311.RMP
Resolutions from closed session made public

In accordance with Clause 253 of the Local Government (general) Regulation 2005, when the meeting resumed in open session the Deputy Mayor announced the resolution made by Council in Item 1311.18.1 and the Mayor announced the resolutions made by Council in Items 1311.18.2, 1311.18.3, 1311.18.4 and 1311.18.5, including the names of the movers and seconders, while the meeting was closed to members of the public and the media.

1311.19 SUBMISSION OF RESCISSION MOTIONS

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

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

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

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

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

THE MEETING CLOSED AT 11.28PM.

SIGNED AND CONFIRMED      MAYOR
10 DECEMBER 2013

This is page 32 of the Minutes of the Council Meeting held on Tuesday, 19 November 2013.
Delegations over the Christmas Break (A03/0013)

Report dated 7 November 2013 from the Director, Corporate and Technical Services about the delegations over the Christmas Holiday period

Recommendations: That Council:

1. Resolve that the Mayor, or in her absence the Deputy Mayor (or Acting Mayor), in consultation with the General Manager, will determine any matter, excepting Development Applications, that would normally require a Council decision between the last ordinary meeting of the Council for 2013 and the first ordinary meeting of the Council in 2014, with any such matter so dealt with then reported to the first available Council meeting.

2. Note that any urgent development assessment matters arising during the Christmas Holiday period will be dealt with by the Waverley Development Assessment Panel (WDAP) which will have the option of convening an extra-ordinary meeting.

Purpose of Report
This report informs Council of the need to put in place delegations to cover the operation of the organisation over the Christmas Holiday Period.

Background / Introduction
There is a relatively long break between Council and Committee meetings during the December 2013/February 2014 period where Council’s last meeting is 10 December 2013 and it will not reconvene until Tuesday 18 February 2014. During this 70 day period the ordinary business of Council needs to be transacted otherwise unnecessary delays would be incurred by anyone trying to do business with the organisation. Accordingly Council needs to have in place delegations to allow it to function over this period.

After the Council meeting of 10 December 2013, the next ordinary meeting of Council is scheduled for 18 February 2014. Between Council meetings, in cases of necessity, the Mayor can exercise the policy-making functions of the governing body of Council as per Section 226 of the Local Government Act 1993. Should this occur over the Christmas Holiday Period, it will be reported to Council at its first meeting in 2014. Should there be an Acting Mayor over this period, similar powers apply. The General Manager also has substantial delegations. Therefore, it is proposed that the Mayor (or Acting Mayor) be given authority to determine any matter, excepting Development Applications, in consultation with the General Manager during the period 11 December 2013 to 17 February 2014 inclusive.

Council now has in place the Waverley Development Assessment Panel (WDAP), which has been operational since 1 July 2013, to deal with development application matters. The first WDAP meeting is scheduled for Wednesday 22 January 2014, following its 11 December 2013 meeting. In previous years when Council still had the Development Control Committee in place provision was made for certain councillors to have delegated authority to determine development applications which may need a decision during this period. Under the WDAP this will no longer be a requirement.

The convenor of the Panel has informed Governance that if any urgent development assessment matters arise over the period 12 December 2013 – 22 January 2014 the staff
within PES have the ability to call an extra-ordinary meeting of the Panel. All other development assessment business will be held over until the next ordinary meeting of the Waverley Development Assessment Panel which is tentatively scheduled for 22 January 2014.

Analysis
- **Financial:** There are no costs associated with implementing these delegations over the Christmas Holiday Period.

- **Delivery/Operational Plan:** This activity is in line with Direction G3 of Council’s Delivery Program 2013-17, which states that “Services are accessible and provided in a professional, friendly and timely manner’ and Council’s Operational Plan 2013-2013 4 Strategy G3a ‘Promote and advocate systems and procedures that support efficient and effective service delivery which meets or exceeds customer satisfaction goals.’

- **Consultation:** No consultation is required to put these delegations in place.

**Timeframe**
The delegations would be in place for the period 11 December 2013 – 17 February 2014.

**Recommendation:** That:

1. Resolve that the Mayor, or in her absence the Deputy Mayor (or Acting Mayor), in consultation with the General Manager, will determine any matter, excepting Development Applications, that would normally require a Council decision between the last ordinary meeting of the Council for 2013 and the first ordinary meeting of the Council in 2014, with any such matter so dealt with then reported to the first available Council meeting.

2. Note that any urgent development assessment matters arising during the Christmas Holiday period will be dealt with by the Waverley Development Assessment Panel (WDAP) which will have the option of convening an extra-ordinary meeting.

Bronwyn Kelly
**Director, Corporate & Technical Services**

*Author: Paul Spyve, Divisional Manager Governance & Integrated Planning*
REPORT TO COUNCIL

Investment Portfolio Reporting (A03/2211)

Report dated 18 November 2013 from the Director, Corporate and Technical Services providing an update on the performance of Council’s investment portfolio for the 2013/14 financial year to 31 October 2013.

Recommendation: That Council:

1. Receive and note this report.

2. Note 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.

Background / Introduction

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.

In the budget for 2013/14 interest income from Council’s investment portfolio has been set at $2,270,000 compared to the actual for 2012/13 of $2,524,895.

Interest Income – current month

For the month of October 2013 Council received $186,679 of interest income which, based upon the profile of interest earned over the previous three financial years, is unfavourable to the monthly budget by $2,679 or 1.4%.

Portfolio Value

Council’s investment portfolio, as at 31 October 2013, has a market value of $65,178,214 which represents a premium of $937,307 above the $64,240,907 face value of the portfolio, as illustrated in the table below.

<table>
<thead>
<tr>
<th>Asset Group</th>
<th>Face Value</th>
<th>Market Value</th>
<th>$ Gain/(Loss)</th>
<th>% Gain/(Loss)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Protected Notes</td>
<td>$2,000,000</td>
<td>$1,882,800</td>
<td>($117,200)</td>
<td>(5.9%)</td>
</tr>
<tr>
<td>Corporate Bonds</td>
<td>$1,500,000</td>
<td>$1,622,940</td>
<td>$122,940</td>
<td>8.2%</td>
</tr>
<tr>
<td>Current Account</td>
<td>$3,235,721</td>
<td>$3,235,721</td>
<td>$0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Floating Rate Notes</td>
<td>$3,000,000</td>
<td>$3,034,755</td>
<td>$34,755</td>
<td>1.2%</td>
</tr>
<tr>
<td>Managed Cash Funds</td>
<td>$6,105,186</td>
<td>$6,105,186</td>
<td>$0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Term Investments</td>
<td>$48,400,000</td>
<td>$49,296,812</td>
<td>$896,812</td>
<td>1.9%</td>
</tr>
<tr>
<td></td>
<td>$64,240,907</td>
<td>$65,178,214</td>
<td>$937,307</td>
<td>1.5%</td>
</tr>
</tbody>
</table>

With regards to Council’s remaining Capital Protected Note investment while it presently has a market value below the face value, at maturity in October 2015, we receive the $2,000,000 face value of the investment.

Analysis

Attached to this report is the Waverley Council – Summary of Investment Portfolio, as prepared by Council’s independent financial advisor, for the period ending 31 October 2013.

Financial
REPORT TO COUNCIL

For October 2013 Council was budgeting interest receipts of $189,358 however actual receipts for the month are $186,679 representing a $2,679 or 1.4% unfavourable variance against the October 2013 budget. On a year to date basis the interest received is $727,939 which is marginally unfavourable to budget by $10,490 or 1.4%.

It is not proposed that a budget adjustment will be made as part of the Q1 budget review process.

Operational Plan/Delivery Program
This report meets a statutory reporting requirement and a deliverable in our 2013/17 Delivery Program G5a of providing “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.

<table>
<thead>
<tr>
<th>Month</th>
<th>Portfolio Return - last 12 Periods</th>
<th>Benchmark Return - last 12 Periods</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov-12</td>
<td>5.42%</td>
<td>4.09%</td>
<td>1.33%</td>
</tr>
<tr>
<td>Dec-12</td>
<td>5.35%</td>
<td>3.97%</td>
<td>1.38%</td>
</tr>
<tr>
<td>Jan-13</td>
<td>5.33%</td>
<td>3.84%</td>
<td>1.49%</td>
</tr>
<tr>
<td>Feb-13</td>
<td>5.22%</td>
<td>3.73%</td>
<td>1.49%</td>
</tr>
<tr>
<td>Mar-13</td>
<td>5.20%</td>
<td>3.58%</td>
<td>1.62%</td>
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<tr>
<td>Apr-13</td>
<td>5.10%</td>
<td>3.46%</td>
<td>1.64%</td>
</tr>
<tr>
<td>May-13</td>
<td>5.35%</td>
<td>3.33%</td>
<td>2.02%</td>
</tr>
<tr>
<td>Jun-13</td>
<td>5.22%</td>
<td>3.28%</td>
<td>1.94%</td>
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<td>Jul-13</td>
<td>5.21%</td>
<td>3.24%</td>
<td>1.97%</td>
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<tr>
<td>Aug-13</td>
<td>5.12%</td>
<td>3.17%</td>
<td>1.95%</td>
</tr>
<tr>
<td>Sep-13</td>
<td>4.92%</td>
<td>3.06%</td>
<td>1.86%</td>
</tr>
<tr>
<td>Oct-13</td>
<td>4.70%</td>
<td>2.98%</td>
<td>1.72%</td>
</tr>
</tbody>
</table>

Average 5.18% 3.48% 1.70%

Consultation
The preparation of this report is based on information provided by Council’s independent investment advisor.

Recommendation: That Council:

1. Receive and note this report.
2. Note 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.

Bronwyn Kelly
Director Corporate and Technical Services
Author: Ian Mead
# Waverley Council

## Investment Summary

### AUD Investment Summary

<table>
<thead>
<tr>
<th>Asset Group</th>
<th>Face Value</th>
<th>Purchase Price</th>
<th>Avg Purchase Yield</th>
<th>Current Value</th>
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<td>2,000,000.00</td>
<td>0.0000</td>
<td>1,882,800.00</td>
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<td>1,622,940.00</td>
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<td><strong>54,891,420.00</strong></td>
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<td><strong>65,178,214.17</strong></td>
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As at 31 October 2013

Printed: 7 November 2013 3:26 pm
## Investment Summary

### Dealing Bank Distribution

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<tr>
<th>Dealing Bank</th>
<th>Investment</th>
<th>Percentage</th>
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<tr>
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<tr>
<td>Bank of Western Australia</td>
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<td>2.33</td>
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<td>Commonwealth Bank of Australia</td>
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<td>5.04</td>
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<td>9.96</td>
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<tr>
<td>National Australia Bank Limited</td>
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<tr>
<td>National Australia Bank Ltd - Govt Business</td>
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<tr>
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Current values reflected in your Investment Summary represent a "fair value" valuation of your holdings and is based on a buy and hold methodology for clients. These valuations may differ significantly to potential sale prices during illiquid conditions in financial markets.

As at 31 October 2013

Printed: 7 November 2013 3:26 pm
### Maturity Summary

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<tr>
<th>Maturity Profile</th>
<th>Face Value</th>
<th>% Portfolio</th>
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<td>Between 30 Days and 60 Days</td>
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<td>Between 60 Days and 90 Days</td>
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<tr>
<td>Between 90 Days and 180 Days</td>
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<td>Between 180 Days and 365 Days</td>
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<tr>
<td>Between 365 Days and 2 Years</td>
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<tr>
<td>Between 2 Years and 5 Years</td>
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<td>11.67</td>
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</table>

Current Maximum Maturity: 3.55 years  
Policy Maximum Maturity: 10 years

### Total Portfolio

|             | 64,240,907 | 100.00    |
### Waverley Council

#### Investment Summary

**Alternative Investment Group**

<table>
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<tr>
<th>Reset/Coupon Date</th>
<th>Face Value</th>
<th>Last Coupon</th>
<th>Borrower</th>
<th>Rating</th>
<th>Maturity Date</th>
<th>Purchase Price</th>
<th>Purchase Date</th>
<th>Current Value</th>
<th>Deal Number</th>
<th>Annualised Mthly Return</th>
<th>Dealing Bank</th>
<th>Reference</th>
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</thead>
<tbody>
<tr>
<td>2,000,000.00</td>
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<td>Octagon Limited Series 2005-3 EMU</td>
<td>AAA</td>
<td>30-Oct-15</td>
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<td>25-Oct-05</td>
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**Totals**

| 2,000,000.00 | 2,000,000.00 | 1,882,800.00 |

**Corporate Bond Investment Group**

<table>
<thead>
<tr>
<th>Reset/Coupon Date</th>
<th>Face Value</th>
<th>Purchase Yield</th>
<th>Borrower</th>
<th>Rating</th>
<th>Maturity Date</th>
<th>Purchase Price</th>
<th>Purchase Date</th>
<th>Current Value</th>
<th>Deal Number</th>
<th>Accrued Interest</th>
<th>Dealing Bank</th>
<th>Reference</th>
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</thead>
<tbody>
<tr>
<td>15-Feb-14</td>
<td>1,500,000.00</td>
<td>6.2601</td>
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<td>AA-</td>
<td>15-Feb-17</td>
<td>1,483,470.00</td>
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<td>336188</td>
<td>19,076.09</td>
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**Totals**

| 1,500,000.00 | 1,483,470.00 | 1,622,940.00 | 19,076.09 | |

**Current Account Investment Group**

<table>
<thead>
<tr>
<th>As at Date</th>
<th>Current Yield</th>
<th>Borrower</th>
<th>Rating</th>
<th>Current Value</th>
<th>Deal Number</th>
<th>Dealing Bank</th>
<th>Reference</th>
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</thead>
<tbody>
<tr>
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<td>General Funds</td>
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<td>120796</td>
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<td>Cemetery Funds</td>
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**Totals**

| 3,235,721.38 | |

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As at 31 October 2013

Printed: 7 November 2013 3:26 pm
Waverley Council

Investment Summary

### Floating Rate Note Investment Group

<table>
<thead>
<tr>
<th>Reset/Coupon Date</th>
<th>Face Value</th>
<th>Current Coupon</th>
<th>Borrower</th>
<th>Rating</th>
<th>Maturity Date</th>
<th>Purchase Price</th>
<th>Purchase Date</th>
<th>Current Value</th>
<th>Deal Number</th>
<th>Accrued Interest</th>
<th>Dealing Bank</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
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<td>17-Sep-13</td>
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<td></td>
<td><strong>3,007,950.00</strong></td>
<td><strong>3,034,755.41</strong></td>
<td><strong>22,990.69</strong></td>
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### Pooled Managed Investment Group

<table>
<thead>
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<th>As at Date</th>
<th>Current Yield</th>
<th>Borrower</th>
<th>Rating</th>
<th>Current Value</th>
<th>Deal Number</th>
<th>Dealing Bank</th>
<th>Reference</th>
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<tbody>
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<td>New South Wales T-Corp Cash Facility</td>
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As at 31 October 2013

Printed: 7 November 2013 3:26 pm
## Investment Summary

### Term Investment Group

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<th>Rating</th>
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<th>Purchase Date</th>
<th>Current Value</th>
<th>Deal Number</th>
<th>Accrued Interest</th>
<th>Dealing Bank</th>
<th>Reference</th>
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<tbody>
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<td>17-Oct-13</td>
<td>1,508,402.09</td>
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<td>4.0000</td>
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**Totals** 38,400,000.00 3.9171 38,400,000.00 38,789,787.71 265,872.07

As at 31 October 2013

Printed: 7 November 2013 3:26 pm
## Term Investment Periodic Int Group

| Rollover Date | Face Value | Purchase Yield | Borrower | Rating | Maturity Date | Purchase Price | Purchase Date | Current Value | Deal Number | Accrued Interest | Dealing Bank | Reference |
|---------------|------------|----------------|----------|--------|---------------|----------------|---------------|---------------|-------------|--------------|---------------|-------------|-----------|
| 21-Feb-14     | 3,000,000.00 | 6.6700         | National Australia Bank Ltd - Govt Business | A-1+    | 21-Feb-14     | 3,000,000.00   | 22-Feb-11     | 3,173,978.89  | 29136       | 138,151.23   | National Australia Bank Ltd - Govt Business | NABLGS     |
| 21-May-15     | 4,000,000.00 | 4.3500         | Westpac Banking Corporation - Local Govt | AA-     | 21-May-15     | 4,000,000.00   | 21-May-13     | 4,168,380.21  | 389615      | 78,180.82    | Westpac Banking Corporation - Local Govt | WBCLGP     |
| 23-May-16     | 3,000,000.00 | 4.5500         | Westpac Banking Corporation - Local Govt | AA-     | 23-May-16     | 1,000,000.00   | 23-May-13     | 3,164,665.01  | 389922      | 60,583.56    | Westpac Banking Corporation - Local Govt | WBCLGP     |
| **Totals**    | **10,000,000.00** | **5.1060**     | **10,000,000.00** | **10,507,024.11** | **276,915.61** |            |               |               |             |               |             |           |
## AUD Historical Investment Performance

### Investment Performance Summary

<table>
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<tr>
<th>Performance period</th>
<th>Annualised Monthly Returns</th>
<th>Basis: Combined Portfolio</th>
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</thead>
<tbody>
<tr>
<td>30 September 13 to 31 October 13</td>
<td></td>
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### Portfolio

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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<tr>
<td>Portfolio return for period</td>
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<tr>
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<td>Duration</td>
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<tr>
<td>Modified duration</td>
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### Benchmark

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Benchmark: UBS Warburg AUD Bank Bill Index

### Policy

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<tr>
<td>Maximum duration</td>
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### Historical Summaries

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<th>Benchmark</th>
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<tr>
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<td>Last 6 periods</td>
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<td>Last 12 periods</td>
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<td>Financial YTD period</td>
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**Waverley Council**

**Investment Summary**

<table>
<thead>
<tr>
<th>Global Credit Exposure</th>
<th>Utilised</th>
<th>% Portfolio</th>
<th>% Policy Max</th>
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<tr>
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<tr>
<td>Category A-1+</td>
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<td>Category A-1</td>
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<td>100%</td>
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<td>Category A-2</td>
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<tr>
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<td>Category AAA</td>
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<tr>
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<td>A- Securities Exposure</td>
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<td>BBB+ Securities Exposure</td>
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<tr>
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<td>0.00%</td>
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<td><strong>Total Portfolio</strong></td>
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As at 7 November 2013

Printed: 7 November 2013 3:32 pm
## Approved Borrowers

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<tr>
<th>Borrower</th>
<th>Short Term Rating</th>
<th>Long Term Rating</th>
<th>Short Term Total Usage</th>
<th>Short Term Total Available</th>
<th>Short Term Total Utilised</th>
<th>Short Term Total Available</th>
<th>Long Term Total Limit</th>
<th>Long Term Total Utilised</th>
<th>Long Term Total Available</th>
<th>Long Term Total Available</th>
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<tr>
<td>Bank of Queensland Ltd Group</td>
<td>A-2</td>
<td>A-</td>
<td>4,000,000</td>
<td>9,636,136</td>
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<td>0</td>
<td>0</td>
<td>9,636,136</td>
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<td>Bendigo and Adelaide Bank Limited Group</td>
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<td>Commonwealth Bank of Australia Group</td>
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<td>ING Bank (Australia) Limited</td>
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<td>6,400,000</td>
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<td>1,500,000</td>
<td>14,560,227</td>
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<td>26,015,268</td>
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<td>AAA</td>
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<td>12,500,000</td>
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<td>7,000,000</td>
<td>9,060,227</td>
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<td><strong>Totals</strong></td>
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<td><strong>16,060,227</strong></td>
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# Waverley Council

## Transaction Cashflows

For 01-Oct-2013 to 31-Oct-2013

### AUD Investment Transaction Cashflows

<table>
<thead>
<tr>
<th>Date</th>
<th>Deal Type</th>
<th>Action</th>
<th>Face Value</th>
<th>Cashflow</th>
<th>Deal No</th>
<th>Borrower</th>
<th>Dealing Bank</th>
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<tr>
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<td>Interest Payment</td>
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<td>10-Oct-2013</td>
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<td>Maturity</td>
<td>1,000,000.00</td>
<td>1,000,000.00</td>
<td>388519</td>
<td>National Australia Bank Limited</td>
<td>NABS</td>
</tr>
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<td>Interest Payment</td>
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<td>BOQB</td>
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<td>Maturity</td>
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<td>BOQB</td>
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<tr>
<td>17-Oct-2013</td>
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<td>Purchase</td>
<td>1,500,000.00</td>
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Adoption of revised Internal Reporting Policy and Investigation Process (A07/0062)

Report dated 26 November 2013 from the Director, Corporate and Technical Services about the adoption of a revised Internal Reporting Policy and Investigation Process for Public Interest Disclosures.

Recommendation: That Council adopt the revised Internal Reporting Policy and Investigation Process that accompanies this report.

Purpose of Report
The Public Interest Disclosures Unit of the Office of the NSW Ombudsman in Issue 22 of its e-news dated July 2013 advised Councils of recent amendments to legislation to protect public officials who disclose wrongdoing in accordance with the Public Interest Disclosures Act 1994 (previously known as the Protected Disclosures Act 1994).

In light of these new amendments, this report presents a revised Internal Reporting Policy and Investigation Process for Public Interest Disclosures for consideration and adoption by Council.

Background / Introduction
Council originally adopted a Protected Disclosures Policy and Investigation Process in April 1998 with the last amendment to this policy being adopted in July 2011. Since that date the NSW Government has introduced a series of amendments to the Public Interest Disclosures Act 1994 (the Act) which has required a review of our policy (Now named Internal Reporting Policy and Investigation Process) to ensure it complies with the latest requirements.

The amendments to the Act were passed by the NSW Parliament in March 2013 and came into effect on assent.

These principal legislative changes that affect Council’s Internal Reporting Policy and Investigation Process consist of the following:

1. The insertion of a new section (4A) which clarifies the definition of a public official under the Act. This definition now includes employees engaged under contract to provide services to or on behalf of a public agency. For example:
   a. Any volunteer officer of the Rural Fire Service, State Emergency Service or Royal Society for the Prevention of Cruelty to Animals, NSW.
   b. Any accredited certifiers within the meaning of the Environmental Planning and Assessment Act 1979.

2. The Act now protects any person including staff and ‘public officials’ who makes a disclosure which is not voluntary. That is, if the person is compelled to make the disclosure in the exercise of a duty under the Act.

3. The Amendment to the Act has extended the period of time within which prosecutions must be taken against a person who is accused of taking
REPORT TO COUNCIL

reprisal action against a person who has made a public interest disclosure. The Act has extended this time period from two years to three years.

4. The Amendment to the Act removed the obligation on Council to provide acknowledgement of receipt of the disclosure.

Analysis
Waverley Council is very fortunate in that it already has in place a comprehensive Internal Reporting Policy. A review has been undertaken of this policy against the recent amendments to the Act. The proposed changes ensure that our policy complies with the model policy as well as meeting all the requirements under the new amendments. The relevant changes are set out in the attachment to this report in RED so that Councillors can see what amendments have been made and the words they replace.

The main amendments to Waverley’s Internal Reporting Policy and Investigation Process are:

1. The addition of a section 2.6 under ‘Definitions’ that sets out who is a public official, to make it clear that an employee of officer under contract to provide services to or on behalf of Council, is a public official.

2. The removal of the third point (Section 3.1 and 3.2, p.10) which states that only disclosures made voluntarily are protected.

Financial: There is no additional cost involved in adopting the revised policy.

Delivery Program/Operational Plan: Reviewing this Policy is consistent with:

- Delivery Program Direction G1 Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning,
- Council Operational Plan 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.
- Council Operational Plan Strategy G1b Promote and embed good governance and corruption prevention practices in operational activities.

Consultation: The revised policy requires no broad consultation as the revisions are based on legislative amendments to the Public Interest Disclosures Act 1994 which became effective as of 26 March 2013. The revised policy is ensuring that we are fully compliant with the revised legislative requirements.

Timeframe
The revised Internal Reporting Policy will be implemented once adopted by Council.
REPORT TO COUNCIL

**Recommendation:** It is recommended that Council adopt the revised *Internal Reporting Policy and Investigation Process* that accompanies this report.

Bronwyn Kelly  
**Director, Corporate and Technical Services**  
Author: Paul Spyve, Divisional Manager Governance & Integrated Reporting

*Attachment: Revised Internal Reporting Policy & Investigation Process*
## Internal Reporting Policy and Investigation Process

### Public Interest Disclosures Act 1994

<table>
<thead>
<tr>
<th>AUTHOR:</th>
<th>Paul Spyve</th>
</tr>
</thead>
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<td>Governance and Integrated Planning</td>
</tr>
<tr>
<td>DATE CREATED:</td>
<td>January 2007</td>
</tr>
<tr>
<td>DATE REVISED:</td>
<td>November 2013</td>
</tr>
<tr>
<td>DATE ADOPTED BY EXECUTIVE TEAM:</td>
<td></td>
</tr>
<tr>
<td>DATE APPROVED BY COUNCIL:</td>
<td></td>
</tr>
<tr>
<td>NEXT REVIEW DATE:</td>
<td>August 2015</td>
</tr>
<tr>
<td>TRIM REF:</td>
<td>A07/0062</td>
</tr>
</tbody>
</table>

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

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

- **G1b** Promote and embed good governance and corruption prevention practices in operational activities.
Table of contents

1. INTRODUCTION 4
   1.1 Title and commencement 4
   1.2 Support for persons who make disclosures 4
   1.3 Purpose of policy 4
   1.4 Objective and coverage of policy 5
   1.5 Other government policy provisions 5

2. DEFINITIONS 6
   2.1 Corrupt Conduct 6
   2.2 Maladministration 6
   2.3 Serious and Substantial Waste 7
   2.4 Government Information Contravention 8
   2.5 Other Wrongdoing 9
   2.6 Public Officials 10

3. WHAT DISCLOSURES ARE PROTECTED UNDER THE ACT 10
   3.1 What disclosures are protected? 10
   3.2 What disclosures are not protected? 11

4. REPORTING A DISCLOSURE UNDER THE INTERNAL REPORTING SYSTEM 11
   4.1 Our Internal Reporting System 11
   4.2 Roles & Responsibilities 12
       4.2.1 Staff 12
       4.2.2 Supervisors 12
       4.2.3 Nominated Disclosure Officers 13
       4.2.4 Disclosure Coordinator 14
       4.2.5 The General Manager 15
       4.2.6 The Mayor 16

5. ALTERNATIVE AVENUES FOR MAKING DISCLOSURES 17

6. HOW TO MAKE A DISCLOSURE 19
   6.1 Anonymous Reports 19
   6.2 Information to Include in Your Disclosure 20
   6.3 Confidentiality 20

7. THE RIGHTS OF PERSONS WHO ARE THE SUBJECT OF A DISCLOSURE 21

8. FEEDBACK ON REPORTS 22

9. PROTECTION AVAILABLE UNDER THE ACT 3
   9.1 Protection against Reprisals 23
   9.2 Responding to Reprisals 23
   9.3 Protection against Actions 24

10. NOTIFICATION OF ACTION TAKEN OR PROPOSED 25

11. INVESTIGATING A PROTECTED DISCLOSURE 25
    11.1 The Initial Investigation 25
11.2 Further Investigation 26
11.3 Contents of Investigation reports 26

12. OTHER MATTERS 26

12.1 General Manager’s Duty to Report to ICAC 26
12.2 What should the Report include? 27
12.3 Further information on Public Interest Disclosures 27

Attachment 1 Protected Disclosure Procedure 28
Attachment 2 Protected Disclosure Officers 29

Table of Revisions

<table>
<thead>
<tr>
<th>Revision</th>
<th>Date of Revision</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Policy created</td>
<td>January 2007</td>
</tr>
<tr>
<td>Revised Policy</td>
<td>February 2010</td>
</tr>
<tr>
<td>Provisions updated to change to Public Interest Disclosures</td>
<td>August 2011</td>
</tr>
<tr>
<td>Revised policy to take into account amendments to Act as per Issue 22 of PID News</td>
<td>December 2013</td>
</tr>
</tbody>
</table>
1. Introduction

1.1 Title and commencement
This policy is titled Internal Reporting Policy and Investigation Process – Public Interest Disclosures Act 1994.

This revised policy was adopted by Council on 10 December 2013 and commenced upon adoption. It replaces the previous policy titled Internal Reporting Policy and Investigation Process – Protected Disclosures Act 1994 that was adopted in February 2010.

1.2 Support for persons who make disclosures
Waverley Council does not tolerate corrupt conduct, maladministration or serious and substantial waste of public money.

One of our core values is working ethically, which is consistent with community expectation that we are a transparent and corruption free organisation.

Council is committed to the aims and objectives of the Public Interest Disclosures Act 1994. It recognises the valuable and important contribution staff can make to enhance administrative and management practices and strongly supports disclosures being made by staff and Councillors about corrupt conduct, maladministration, serious and substantial waste of public money or government information contraventions.

Waverley Council will take all necessary steps to protect staff who make such disclosures from any detrimental action in reprisal for making a disclosure.

1.3 Purpose of policy
To be protected by the Act, a disclosure must be made by a member of staff or a councillor to:

- an investigating authority,
- the General Manager, or
- a nominated Waverley Council officer (a 'disclosure officer') in accordance with the Internal Reporting system established under this Policy for the purpose of the Public Interest Disclosures Act 1994.

This policy establishes an internal reporting system for the reporting of disclosures of corrupt conduct, maladministration, serious and substantial waste of public money or government information contraventions by Waverley Council staff and Councillors. The system enables such internal disclosures to be made to the Disclosure Coordinator, a Nominated Disclosure Officer, the General Manager, or...
the Mayor (in relation to complaints about Councillors and the General Manager only).

This policy is designed to complement the normal communication channels between supervisors and staff. Staff members are encouraged to continue to raise appropriate matters at any time with their supervisors, but as an alternative have the option of making a protected disclosure in appropriate circumstances in accordance with this policy.

This policy should not be used for reporting complaints under Child Protection Legislation. Staff should contact the Divisional Manager, Human Resources and Organisational Development, with any complaints under Child Protection Legislation.

1.4 Objective and coverage of policy
The Public Interest Disclosures Act 1994 (the Act) commenced on 1 March 1995 with substantial amendments being passed in October 2010. The purpose of the Act is to ensure that public officials (Council staff and Councillors), who wish to make disclosures under the legislation, receive protection from reprisals, and that the matters raised in the disclosures are properly, fairly and confidentially investigated.

The Act aims to encourage and assist the disclosure, in the public interest, of corrupt conduct, maladministration and serious and substantial waste in the public sector.

This is achieved by:

- enhancing and adding to established procedures for making disclosures on such matters’
- protecting people from reprisals because of these disclosures, and
- providing for the disclosures to be properly investigated and dealt with.

1.5 Other government policy provisions

1.5.1 Model Code of Conduct
This policy is consistent with the Model Code of Conduct for Local Councils in NSW, Division of Local Government, March 2013 and Waverley Council’s Code of Conduct and the Code of Conduct Procedure for Councillors & General Manager and the Code of Conduct for Staff, Delegates & Volunteers which implement the Model Code.

Council also has in place a Complaints Management Policy, Procedure and Guideline which covers the handling of complaints by the organisation.
1.5.2 NSW Ombudsman publications

The Ombudsman has also issued Public Interest Disclosure guidelines and fact sheets which support the operation of this policy. These publications are available on the Ombudsman’s website at www.ombo.nsw.gov.au.

2. Definitions

Six key concepts in the internal reporting system are ‘corrupt conduct’, ‘maladministration’, ‘serious and substantial waste of public money’, ‘government information contravention’, ‘other wrongdoing’ and what constitutes a ‘public official’. Definitions of these concepts are outlined below.

2.1 Corrupt Conduct

Corrupt conduct is defined in sections 8 and 9 of the Independent Commission Against Corruption Act (ICAC Act).

The definition used in the Act is intentionally quite broad – corrupt conduct is defined to include the dishonest or partial exercise of official functions by a public official. Conduct by a person who is not a public official, when it adversely affects the impartial or honest exercise of official functions by a public official, also comes within the definition.

Corrupt conduct can take many forms, for example, taking or offering bribes, public officials dishonestly using influence, blackmail, fraud, election bribery and illegal gambling.

Other examples include:

- stealing a significant sum of money or valuable property belonging to Waverley Council,
- selling or giving favours in return for personal benefits,
- falsifying computer records of staff or contractors,
- giving a Waverley Council contract to a friend or relative’s company without letting Council know of your personal interest,
- referring work to companies where friends and families work,
- engaging in criminal behaviour which threatens the safety of any other person,
- providing information to assist others to act dishonestly.

2.2 Maladministration

Maladministration is defined in the Act as conduct that involves action or inaction of a serious nature that is:

- Contrary to law; or
- Unreasonable, Unjust, Oppressive, Improperly discriminatory or
- Based wholly or partly on improper motives,

The conduct covered by these terms includes:

Contrary to law, for example:
- decisions or actions contrary to law,
- decisions or actions that is *ultra vires* (that is, the decision-maker had no power to make the decision or to do the act),
- decisions or actions contrary to lawful and reasonable orders from persons or bodies with authority to make or give such orders,
- breaches of natural justice/procedural fairness,
- improper exercise of a delegated power (ie. decisions or actions not authorised by delegation or acting under the direction of another),
- unauthorised disclosure of confidential information, and
- decisions or actions induced or affected by fraud.

Unreasonable, for example:
- decisions or actions inconsistent with adopted guidelines or policy, or not justified by any evidence, or so unreasonable that no reasonable person could so decide or act (ie. irrational),
- arbitrary, partial, unfair or inequitable decisions or actions (for example, showing favouritism),
- relevant considerations not adequately taken into account or irrelevant considerations taken into account,
- serious delay in making decisions or taking action,
- providing wrong, inaccurate or misleading advice leading to detriment,
- failure to rectify identified mistakes, errors, oversights or improprieties,
- decisions or actions based on incorrect or misinterpreted information, and
- failure to properly investigate.

Unjust, for example:
- decisions or actions not justified by any evidence, so unreasonable that no reasonable person could so decide or act, and
- partial, unfair, inequitable or unconscionable decisions or actions.
Oppressive, for example:

- unconscionable decisions or actions,
- means used not reasonably proportional to ends to be achieved, and
- abuse of power, intimidation or harassment.

Improperly discriminatory, for example:

- inconsistent application of law, policy or practices when there is no reasonable, justified or appropriate reason for doing so,
- applying a distinction not authorised by law or failing to make a distinction authorised by law, and
- abuse of power, intimidation or harassment.

Based wholly or partly on improper motives, for example:

- decisions or actions for a purpose other than that for which the power was conferred (ie. in order to achieve a particular outcome),
- conflicts of interest,
- bad faith or dishonesty, and
- seeking or accepting gifts or benefits in connection with performance of official duties, and misuse of public property, official services or facilities.

2.3 Serious and Substantial Waste

The term ‘serious and substantial waste’ is the uneconomical, ineffective use of resources, authorised or unauthorised, which results in significant loss/wastage of public funds/resources. This includes all revenue, loans and other money collected, received or held by, for or on account of the Council.

The following examples may help to define serious and substantial waste.

**Absolute** - Serious and substantial waste might be regarded in absolute terms where the waste is regarded as significant.

**Systemic** - The waste indicates a pattern that results from a system weakness within public authorities.

**Material** - The serious and substantial waste is material in terms of the public authority’s expenditure on a particular item of expenditure or is material to such an extent so as to affect a public authority’s capacity to perform its primary functions.
Material by Nature Not Amount - The serious and substantial waste may not be material in financial terms but may be significant by nature. That is, it may be improper or inappropriate. For example, it might be outside of Council’s Purchasing Policy.

Waste can take many forms, for example:

- misappropriation or misuse of public property,
- the purchase of unnecessary or inadequate goods or services, where the purchaser is aware the goods or services are inadequate,
- too many personnel being employed in a particular area, for a significant period of time, incurring costs which might otherwise have been avoided,
- personnel being remunerated for skills that they do not have, but are required to have under the terms or conditions of their employment, and
- programs not achieving their objectives and therefore the costs being clearly ineffective and inefficient.

Waste can result from such things as:

- the absence of appropriate safeguards to prevent the theft or misuse of public property,
- purchasing procedures and practices which fail to ensure the goods and services are necessary and adequate for their intended purpose, and
- purchasing practices where the lowest price is not obtained for identically described goods or services.

2.4 Government Information Contravention

A Government Information Contravention is a failure to properly fulfil functions under the Government Information (Public Access) Act 2009 (GIPA Act). This could include:

- Destroying, concealing or altering records to prevent them from being released.
- Knowingly making decisions that are contrary to the legislation.
- Directing another person to make a decision that is contrary to the legislation.

2.5 Other Wrong-Doing

Although reports about the previous four categories can attract the specific protections of the PID Act, you should report all activities or incidents that you believe are wrong. These could include:

- Harassment or unlawful discrimination
- Reprisal action against a person who has reported wrongdoing
• Practices that endanger the health or safety of staff or the public.

These types of issues should be reported to a supervisor in line with Waverley council’s policies:

• Code of Conduct for Councillors
• Code of Conduct for Staff, Delegates and Volunteers'
• Complaints Management Policy
• Complaints Management Procedure
• Complaints Management Guideline

Even if these reports are not dealt with as protected disclosures Waverley council will consider each matter and make every attempt to protect the staff member making the report from any form of reprisal.

2.6 Public Officials

Under the Act a public official means:

• Individuals who are employees of, or otherwise in the service of Council. This includes staff as well as Councillors.

• Contractors engaged to provide services to or on behalf of Council including employees or officers of the contractor who provides or is to provide the services or part thereof, and

• An accredited certifier (within the meaning of the Environmental Planning and Assessment Act 1979)

3. What Disclosures Are Protected Under The Act

3.1 What disclosures are protected?

Disclosures are protected under the Act if they:

• are made in accordance with this Internal Reporting Policy, and

• show or tend to show corrupt conduct, maladministration, serious and substantial waste of public money or a government information contravention by Waverley Council or any of its staff or Councillors.

The requirement that a disclosure show or tend to show means that there must be evidence available of the behaviour.
3.2 What disclosures are not protected?

Protection is not available for disclosures which:

- are made by a public official in the exercise of a duty imposed by or under an Act,
- primarily question the merits of government policy including formal policy adopted by resolution of Council, or
- are made only to avoid dismissal or other disciplinary action.

It is an offence to wilfully make a false or misleading statement when making a disclosure (for example, to discredit a person, or to divert attention from employee performance problems). If it is determined that a disclosure was false and misleading, disciplinary action will be taken.

4. Reporting A Disclosure Under The Internal Reporting System

4.1 Our Internal Reporting System

The persons or positions to which internal disclosures can be made in accordance with this policy are:

- our Disclosure Coordinator (complaints about staff, GM and Councillors),
- a Nominated Disclosure Officer (complaints about staff, GM and Councillors),
- the General Manager (complaints about staff and Councillors),
- the Mayor (complaints about Councillors and the General Manager only).

Complaints about staff should not be made to the Mayor.

A staff member who wishes to make a protected disclosure that involves a Councillor, may do so to a Nominated Disclosure Officer, the Disclosure Coordinator, the General Manager, the Mayor, or an investigating authority (as defined in Section 5).

A Councillor who wishes to make a protected disclosure, which involves another Councillor, may do so to the Mayor, the General Manager, or an investigating authority (as defined in Section 5).

If the Mayor wishes to make a protected disclosure they may do so to the General Manager or an investigating authority (as defined in Section 5).

The Division of Local Government is not an investigating authority under the Act. However, the ICAC, the NSW Ombudsman, Information
Commissioner or a Council may refer a protected disclosure to the Division for investigation, and in such circumstances, any protection conferred under the Act is maintained.

Where staff contemplating making a disclosure are concerned about publicly approaching the Disclosure Coordinator, a Nominated Disclosure Officer, or the General Manager, they can telephone the relevant officer and request a meeting in a discreet location away from the workplace.

If you make a complaint to one of the above officers, but decide not to go ahead with it, Council is still obliged to investigate the claims if there is sufficient suspicion of corrupt conduct, serious and substantial waste or maladministration.

As the complaint must be investigated (if there is sufficient suspicion), it is to your benefit to make a statement under the Act to ensure your protection and confidentiality.

4.2 Roles and Responsibilities

This Internal Reporting Policy applies to both Councillors and staff (fulltime permanent, part time, temporary, casuals, consultants and contractors working for Council) and places responsibilities upon people at all levels within Waverley Council.

4.2.1 Staff

Staff members are encouraged to report known or suspected incidences of corrupt conduct, maladministration or serious and substantial waste in accordance with these guidelines.

All Waverley Council staff has an important role to play in supporting those who have made legitimate disclosures. They must not victimise or harass persons who make disclosures. Further, they should protect and maintain the confidentiality of persons they know, or suspect, have made disclosures.

Staff must not make disclosures frivolously or vexatiously or to avoid disciplinary action. It is an offence to wilfully make a false or misleading statement when making a disclosure. Disciplinary action will be taken against any employee who is determined to have made a disclosure frivolously or vexatiously. Incorrect allegations can cause extreme stress to those about whom allegations have been made.

4.2.2 Supervisors

Supervisors are not Nominated Disclosure Officers under Council’s policy. However if staff make a protected disclosure to a supervisor, it is the supervisor’s role to document the complaint and forward it to a Nominated Disclosure Officer, Council’s disclosure coordinator, or the General Manager for their consideration.

It is not the supervisor’s role to investigate the complaint. Supervisors should:
• clearly explain to the person making a disclosure what will happen in relation to the information received,

• clearly document in writing any complaints made orally. Statements must be put into writing within 7 days of the statement being made. The statement must declare that it is a disclosure under the Public Interest Disclosures Act by starting with “this is a disclosure under Part 2 of the Public Interest Disclosures Act 1994”,

• ensure that the person who made the disclosure signs and accepts the written statement as accurate. The disclosing officer should sign the statement,

• forward the written statements to a Nominated Disclosure Officer, the Disclosure Coordinator or the General Manager as appropriate,

• take all reasonable steps to ensure a person who has made a disclosure is not disadvantaged.

If the person making the disclosure decides not to sign the written statement, or withdraws their complaint, the supervisor is still obliged to forward the complaint to a Nominated Disclosure Officer, the Disclosure Coordinator or the General Manager, for consideration.

4.2.3 Nominated Disclosure Officers

The Public Interest Disclosures Act 1994 requires that ‘for a report to be a protected disclosure it must be made to a public official in accordance with Council’s disclosure procedures. Waverley has in place a series of Nominated Disclosure Officers. These officers are responsible for receiving, forwarding and/or acting upon disclosures in accordance with this policy. See Attachment 2 for the names of current Nominated Disclosure Officers.

Criteria for selecting persons or positions to be Nominated Disclosure Officers and be the Disclosure Coordinator include:

• easily accessible by staff,

• able to facilitate discreet enquires from, and contact by, staff,

• provide an alternative to the direct line of supervision or authority over staff,

• have adequate authority and expertise to properly deal with disclosures,

• have relevant experience and skills for the position.

Nominated Disclosure Officers will:

• clearly explain to persons making disclosures what will happen in relation to the information received,

• when requested, make arrangements to ensure that disclosures can be made privately and discreetly (if necessary away from the workplace),
• put in writing and date any disclosures received orally (and have the person making the disclosure sign the document) within 7 days. The statement must declare that it is a disclosure under the Public Interest Disclosures Act by starting with “this is a disclosure under Part 2 of the Public Interest Disclosures Act 1994”,

• impartially assess each disclosure to determine whether the disclosure appears to be a protected disclosure within the meaning of the Act and the recommended action to be taken in relation to the disclosure, for example:
  • no action/decline,
  • preliminary or informal investigation,
  • formal investigation,
  • referral to an investigating authority for investigation or other appropriate action,

• forward disclosures to the Disclosure Coordinator or General Manager within 14 days and discuss future actions with them,

• where appropriate, and following approval by the General Manager or Disclosure Coordinator, investigate complaints and report findings to the Disclosure Coordinator or General Manager,

• take all necessary and reasonable steps to ensure that the identity of persons who make disclosures, and the persons the subject of disclosures, are kept confidential, and

• support persons who make disclosures and protect them from victimisation, harassment or any other form of reprisal.

If the person making the disclosure decides not to sign the written statement, or withdraws their complaint, the Nominated Disclosure Officer is still obliged to forward the complaint to the Disclosure Coordinator for consideration.

4.2.4 Disclosure Coordinator

The Disclosure Coordinator has a pivotal position in the internal reporting system and acts as a clearing-house for disclosures.

The Disclosure Coordinator will:

• provide an alternative internal reporting channel to Nominated Disclosure Officers and to the General Manager,

• clearly explain to persons making disclosures what will happen in relation to the information received,

• when requested, make arrangements to ensure that disclosures can be made privately and discreetly (if necessary away from the workplace),
• put in writing and date any disclosures received orally (and have the person making the disclosure sign the document). The statement must declare that it is a disclosure under the Act by starting with "this is a disclosure under Part 2 of the Public Interest Disclosures Act 1994",

• impartially assess each disclosure to determine whether the disclosure appears to be a protected disclosure within the meaning of the Act and the appropriate action to be taken in relation to the disclosure, for example:
  • no action/decline,
  • the appropriate person to take responsibility for dealing with the disclosure,
  • preliminary or informal investigation,
  • formal investigation,
  • prosecution or disciplinary action,
  • referral to an investigating authority for investigation or other appropriate action, or
  • referral to the police (if a criminal matter) or the ICAC (if the matter concerns corrupt conduct),

• consult with the General Manager about all disclosures received, other than where a disclosure concerns the General Manager,

• be responsible for either carrying out or coordinating any internal investigation arising out of a disclosure, subject to any relevant direction from the General Manager;

• report to the General Manager on the finding of any investigation and recommend remedial action,

• take all necessary and reasonable steps to ensure that the identity of persons who make disclosures, and persons the subject of the disclosures, are kept confidential, and

• support persons who make disclosures and actively protect them from victimisation, harassment or any other forms of reprisal, and

• report actual or suspected corrupt conduct, including criminal offences, to the General Manager in a timely manner to enable the General Manager to comply with Section 11 of the ICAC Act.

Provide feedback to the person making the disclosure within six months.

### 4.2.5 The General Manager

Disclosures may be made directly to the General Manager. The General Manager will impartially assess each disclosure to determine whether:
• the disclosure appears to be a protected disclosure within the meaning of the Act,
• whether the disclosure concerns another agency and should therefore be referred to the principal officer of that agency,
• the appropriate action to be taken in relation to the disclosure, for example:
  • no action/decline,
  • preliminary or informal investigation,
  • formal investigation,
  • the appropriate person to take responsibility for dealing with the disclosure,
  • prosecution or disciplinary action,
  • referral to an investigating authority for investigation or other appropriate action, or
  • referral to the police (if a criminal matter) or the ICAC (if the matter concerns corrupt conduct),
• receive reports from the Disclosure Coordinator on the findings of any investigation and any recommendations for remedial action, and determine what action should be taken,
• take all necessary and reasonable steps to ensure that the identity of persons who make the disclosures, and the persons the subject of disclosures, are kept confidential,
• have primary responsibility for protecting staff who make disclosures, or provide information to any internal or external investigation of a disclosure, from victimisation, harassment or any other form of reprisal,
• be responsible for implementing organisational reform identified as necessary following investigation of a disclosure, and
• report criminal offences to the Police and actual or suspected corrupt conduct to ICAC (under s. 11 of the ICAC Act).

4.2.6 The Mayor
The Mayor may receive internal disclosures from any member of staff or any Councillor concerning the General Manager or a Councillor only. However, complaints about staff should not be made to the Mayor. The Mayor will impartially assess each disclosure made to him/her about the General Manager or a Councillor to determine:
• whether the disclosure appears to be a protected disclosure within the meaning of the Act. In making this
assessment the Mayor may seek guidance from the Disclosure Co-ordinator or General Manager (if appropriate), an investigating authority (as defined in Section 5), or the Division of Local Government,

- the appropriate course of action to be taken in relation to the disclosure (in consultation with the General Manager or Disclosure Coordinator, if appropriate), for example:
  - no action/decline,
  - preliminary or informal investigation,
  - formal investigation,
  - the appropriate person to take responsibility for dealing with the disclosure,
  - prosecution or disciplinary action,
  - referral to an investigation authority for investigation or other appropriate action,
  - referral to the police (if a criminal matter) or the ICAC (if the matter concerns corrupt conduct), or
  - refer disclosures to the General Manager for appropriate action if they concern Council’s administration, within the day to day responsibilities of the General Manager,

- take all necessary steps to protect:
  - the identity of persons who make disclosures (unless any of the criteria in s.22 of the Act apply), and
  - the identity of persons the subject of the disclosures (unless disclosure is required to enable the allegations to be investigated or otherwise appropriately dealt with).

5. Alternative Avenues For Making Disclosures

Staff and Councillors are encouraged to report wrongdoing within Waverley Council, but internal reporting is not the only option. Alternative avenues available to staff and councillors for making a protected disclosure under the Act (other than by means of the internal reporting system created under this Policy), can be made to an investigating authority. These authorities are:

- the Independent Commission Against Corruption (ICAC) – for corrupt conduct
- the Ombudsman – for maladministration
• the Director General of the Division of Local Government, Department of Premier and Cabinet – for disclosure about local government agencies
• The Information Commissioner – for disclosures about a government information contravention
• The Police Integrity Commission – for disclosures about the PIC or its staff
• The Inspector of the ICAC – for disclosures about the ICAC or its staff
• The Inspector of the Crime Commission – for disclosures about the NSW Crime Commission or its staff
to a journalist or a Member of Parliament (where certain important pre conditions apply).

You should contact the relevant authority for advice about how to make a disclosure to them. Contact details for each investigating authority are provided at the end of this policy.

While the Act includes the Auditor General as an external investigating authority, the Auditor General’s jurisdiction relates to State Government authorities and not to local Councils.

The Division of Local Government is not an investigating authority under the Act, however, the ICAC, the Ombudsman, the Information Commissioner or a Council may refer a protected disclosure to the Division for investigation, and in such a circumstance any protection conferred under the Act is maintained.

Disclosures made to a journalist or a Member of Parliament will only be protected if certain conditions are met. These include:

• the person making the disclosure to a journalist or member of Parliament must have already made substantially the same disclosure through the internal reporting system, or to the General Manager or an investigating authority in accordance with the Act,
• the information provided in the disclosure is substantially true, and
• the investigating authority, public authority or officer to whom the matter was originally referred has:
  • decided not to investigate the matter;
  • decided to investigate the matter but not completed the investigation within 6 months of the original disclosure,
  • investigated the matter but not recommended any action in respect of the matter, or
  • failed to notify the person making the disclosure, within 6 months of the disclosure, of whether the matter is to be investigated.
6. How To Make A Disclosure

Make an appointment, by phone or personally with a Nominated Disclosure Officer, the Disclosure Coordinator, the General Manager, or the Mayor.

The Mayor should only be contacted in relation to complaints about Councillors and the General Manager.

Complaints about Councillors can also be made to Nominated Disclosure Officers/ Disclosure Coordinator and the General Manager.

Request to meet with the officer in a private area, to ensure confidentiality.

You can provide the information to the officer in two ways:

- either provide your disclosure in writing, or
- make a verbal statement to an appropriate officer who will type/write it up and ask you to sign it.

The statement must declare that it is a disclosure under the Act by starting with “this is a disclosure under Part 2 of the Public Interest Disclosures Act 1994”.

Describe as accurately as possible the facts or circumstances which make up the disclosure using, as much as you can, your first hand knowledge.

Retain a copy of your signed statement and keep it safe.

Make sure your information is accurate, as false disclosures, wilfully made, carry a penalty under the Act.

If you do not want to make a complaint as a protected disclosure, the General Manager still has an obligation to investigate the complaint as a protected disclosure if it falls within the definition of maladministration, corrupt conduct, or serious and substantial waste as defined in this Policy.

For your own protection, and to ensure confidentiality, you should only discuss the details of your disclosure with the following people:

- a Nominated Disclosure Officer or the Disclosure Coordinator,
- the General Manager,
- an employee of ICAC or the Ombudsman’s Office,
- a staff member from Council’s Employee Assistance Program or a Doctor.

Under no circumstances should you discuss the details of an investigation with other staff members.

6.1 Anonymous Reports

Disclosures can be made anonymously but we do not encourage staff to do this as it makes the investigation of a complaint much harder. Although these reports will be dealt with by Waverley Council, it is best
to identify yourself. This allows the organisation to provide you with any necessary protection and support, as well as feedback about the outcome of any investigation into the allegations. If the identity of a staff member who makes an anonymous disclosure becomes known then they are entitled to the protections available under the Act and this Policy.

6.2 Information to Include in Your Disclosure
In order for the information to be investigated fairly and quickly, as much detail as possible should be provided, such as:

- the alleged wrongdoing, when it occurred and how frequently,
- the name, address and phone number of the person/s who are alleged to have committed the wrongdoing,
- the name, address and phone number/s of those who are directly affected by the alleged wrongdoing,
- any other witnesses to the alleged wrongdoing,
- supporting material such as receipts, bills or photographs,
- your name, contact phone and address.

6.3 Confidentiality
Waverley Council realises many staff will want their report to remain confidential. This can help to prevent any action being taken against you for reporting wrongdoing. We are committed to keeping your identity, and the fact that you have reported wrongdoing, confidential. However, there may be situations where this may not be possible or appropriate. We will discuss with you whether it is possible to keep your report confidential.

The identity of any person making a disclosure will be kept confidential except:

- where the person making the disclosure discloses the information themselves,
- where the person making the disclosure consents (in writing) to the release of their name,
- it is essential, having regard to the principles of natural justice, that identifying information be disclosed to a person whom the disclosure concerns,
- it is necessary to do so to effectively investigate the matter, or
- release of the information is necessary in the public interest.

Any disclosure decision based on natural justice, effective investigation or public interest will be made only after consultation with the person who made the disclosure.
7. The Rights Of Persons Who Are The Subject Of A Disclosure

The rights of persons the subject of disclosures will also be protected as follows:

- The confidentiality of persons the subject of disclosures will be protected/maintained (where this is possible and reasonable).
- Disclosures will be assessed and acted on impartially, fairly and reasonably.
- Responsible officers who receive disclosures in accordance with these guidelines are obliged to:
  - protect/maintain the confidentiality of the identity of persons the subject of the disclosures,
  - assess disclosures impartially, and
  - act fairly to persons the subject of disclosures.

Disclosures will be investigated as discreetly as possible, with a strong emphasis on maintaining confidentiality both as to the identity of whistleblowers and the persons the subject of disclosures.

Where investigations or other enquiries do not substantiate disclosures, the fact the investigation/enquiry has been carried out, the results of the investigation/enquiry, and the identity of persons the subject of the disclosure will be kept confidential, unless the person the subject of the disclosure requests otherwise.

Persons the subject of disclosures (whether protected disclosures under the Act or otherwise) which are investigated by or on behalf of Waverley Council, have the right to:

- be informed as to the substance of the allegations,
- be informed as to the substance of any adverse comment that may be included in a report/memorandum/letter or the like arising out of any such investigation,
- be given a reasonable opportunity to put their case (either orally or in writing) to the persons carrying out the investigation for or on behalf of Council, and
- be informed of the outcome of the investigation.

Where the allegations in a disclosure have been investigated by or on behalf of Council, and the person the subject of the allegation is aware
of the substance of the allegations, the substance of any adverse comments, or the fact of the investigation, they should be formally advised of the outcome of the investigations, regardless of the outcome.

Where the allegations contained in a disclosure are clearly wrong or unsubstantiated, the person the subject of the disclosure is entitled to the support of Council and our senior management. For example, this could include a public statement of support or a letter setting out the Council’s views that the allegations were either clearly wrong or unsubstantiated.

8. Feedback on Reports

Staff who report wrongdoing will be told what is happening in response to their report. When you make a report, you will be given:

- An acknowledgement that your disclosure has been received. (Council is excepted from this obligation if the disclosure is made by a public official, as defined in the Act.)
- The timeframe for when you will receive further updates.
- The name and contact details of the people who can tell you what is happening.

This information will be given to you within **two working days** from the date you make your report. After a decision is made about how your report will be dealt with, you will be given:

- Information about the action that will be taken in response to your report.
- Likely timeframes for the investigation.
- Information about the resources available within Waverley Council to handle any concerns you may have.
- Information about external agencies and services you can access for support.

This information will be given to you within **10 working days** from the date you make your report. During any investigation, you will be given:

- Information on the on-going nature of the investigation.
- Information about the progress of the investigation and reasons for any delay.
- Advice if your identity needs to be disclosed for the purposes of investigating the matter, and an opportunity to talk about this.

At the end of any investigation, you will be given:

- Enough information to show that adequate and appropriate action was taken and/or is proposed to be taken in response to your disclosure and any problem that was identified.
- Advice about whether you will be involved as a witness in any further matters, such as disciplinary or criminal proceedings.
9. Protections available under the Act

9.1 Protection against Reprisals

The Act provides protection for people reporting wrongdoing by imposing penalties on anyone who takes “detrimental action” against a staff member who has made a protected disclosure.

Waverley Council will not tolerate any reprisal action against staff who report wrongdoing. The criminal penalties that can be imposed include imprisonment or fines. Detrimental action is also misconduct that justifies disciplinary action. People who take detrimental action against someone who has made a disclosure can also be required to pay damages for any loss suffered by that person.

Detrimental action (or reprisal) is action that can cause or involve any of the following:

- injury, damage or loss,
- intimidation or harassment,
- discrimination, disadvantage or adverse treatment in your employment,
- dismissal from, or prejudice in, employment, or
- disciplinary proceedings.

9.2 Responding to Reprisals

Waverley Council will act to protect staff who report wrongdoing from reprisals. When a report is received, we will ensure that a thorough risk assessment is conducted. This will identify any risks to the member of staff who reported the wrongdoing, as well as strategies to deal with those risks.

If you believe that detrimental action has been or is being taken against you or someone else has reported wrongdoing in reprisal for making a report, you should tell your supervisor, the Disclosure Coordinator or the General Manager immediately.

All supervisors must report any suspicions they have that reprisal action against a staff member is occurring, or any reports that are made to them, to the Disclosures Coordinator or the General Manager.

If the Disclosure Coordinator becomes aware of reprisal action against a person who has made a disclosure, they will:

Ensure a senior and experienced member of staff, who has not been involved in dealing with the initial disclosure, will investigate the suspected reprisal.
Give the results of that investigation to the General Manager.

Give the results of that investigation to the Mayor for a decision if the allegation of reprisal action is about the General Manager.

If it has been established that reprisal action is occurring against someone who has made a disclosure, take all steps possible to stop that activity and protect the member of staff who made the disclosure.

Take appropriate disciplinary or criminal action against anyone proven to have taken or threatened any action in reprisal for making a disclosure.

If you report reprisal action, you will be kept informed of the progress of any investigation and the outcome.

The General Manager may issue specific directions to help protect you against reprisals. If the allegation of reprisal action about the General Manager, the Mayor may issue similar directions. These may include:

Issuing warnings to those alleged to have taken reprisal action against a member of staff who made the disclosure.

Relocating the member of staff who made the disclosure or the subject officer within the current workplace.

Transferring the member of staff who made the disclosure or the staff member who is the subject of the allegation to another position for which they are qualified.

Granting the member of staff who made the disclosure or the subject officer leave of absence during the investigation of the disclosure.

These directions will only be taken if the member of staff who made the disclosure agrees to it. The Disclosures Coordinator will make it clear to other staff that this action was taken in consultation with the staff member and with management support – and it is not a punishment.

If you have reported wrongdoing and feel that any reprisal action is not being dealt with effectively, contact the NSW Ombudsman or the Independent Commission Against Corruption (ICAC) – depending on the type of wrongdoing you reported.

9.3 Protection against Actions

The Act provides that a person is not subject to any liability for making a protected disclosure and no action, claim or demand may be taken or made against the person for making the disclosure. The provision has effect despite any duty of secrecy or confidentiality or any other restriction on disclosure by a public official.
A person who has made a protected disclosure has defence of absolute privilege in proceedings for defamation.

A person who has made a protected disclosure is taken not to have committed any offence against an Act which imposes a duty to maintain confidentiality with respect to any information disclosed.

10. Notification of Action Taken or Proposed

A person who makes a protected disclosure must be notified, within 6 months of the disclosure being made, of the action taken or proposed to be taken in respect of the disclosure.

If a disclosure is made in accordance with this Policy, the Disclosure Co-ordinator is responsible for the 6 month notification to the person who made the disclosure, unless this responsibility has been retained by or allocated to another officer by the General Manager.

If a disclosure is made to the Mayor under this Policy, the Mayor is responsible for such notification to the person who made the disclosure, unless he or she directs the General Manager, Disclosure Coordinator or another Nominated Disclosure Officer to assume this responsibility.

11. Investigating a Protected Disclosure

11.1 The Initial Investigation

The purpose of the initial investigation is to determine whether there may be a factual basis to the alleged wrongdoing or that the Internal Reporter honestly believes on reasonable grounds that his/her disclosure shows or tends to show one of the categories of conduct covered by the Public Interest Disclosures Act.

The Nominated Disclosure Officer or disclosure coordinator will conduct the initial investigation (unless the General Manager determines otherwise).

All disclosures made to either a supervisor or a Nominated Disclosure Officer must be forwarded to the Disclosure Coordinator or the General Manager for information/assessment within 7 days.

The initial investigation must answer the following questions:

- How serious is the matter?
- What additional specific information is required?
- Could the matter be dealt with by our usual complaint handling system?
- Is it really a protected disclosure? (This term has specific meaning in terms of the Act and this Policy)
• Are there any time considerations or competing priorities?
• Do you have sufficient resources to conduct the investigation internally or will you need outside expertise?

These questions will help the investigating officer determine if a more thorough investigation is required and on what the investigation should focus. This initial investigation shall take no more than 10 working days.

11.2 Further Investigation

It is expected that further investigation shall take no more than an additional 15 working days. The further investigation shall include, but not be limited to:

• discussions with relevant staff, members of the community and others directly connected with the alleged wrongdoing,
• sources of additional information to verify or otherwise the information given, and
• further discussions, if necessary, with external agencies about investigation processes.

11.3 Contents of Investigation Reports

After completing an investigation a report must be prepared. The report will be for Council's records (and may be subject to outside scrutiny). The report may also be required by one of the investigating authorities or other external authorities (as defined in Section 5).

The minimum contents of an investigation report should include:

• the allegations(s),
• a statement of all relevant facts and evidence relied upon in reaching any conclusions,
• the conclusions reached and the basis for them, and
• recommendations to overcome or address any actual or potential shortcomings identified.

12. Other matters

12.1 General Manager’s Duty to Report to ICAC

Section 11 of the Independent Commission Against Corruption (ICAC) Act imposes an obligation on principal officers to report suspected corrupt conduct to the ICAC.

As Council's principal officer the General Manager has the duty to report to ICAC. This duty cannot be delegated.
A report must be made as soon as there is reasonable suspicion that corrupt conduct may have occurred or may be occurring. Matters should be reported prior to disciplinary or other action being taken.

Section 11 reporting is a statutory duty. Provided reports are made in good faith the General Manager is protected from any criminal or civil liability, even if the case reported turns out to be groundless.

If it is uncertain as to whether a complaint or suspected activity involves corrupt conduct, it is best to be cautious and report it to the ICAC.

Supervisors and Nominated Disclosure Officers aware of any actual or suspected corrupt conduct must report this to the Disclosure Coordinator in a timely manner.

The Disclosure Coordinator must report actual or suspected corrupt conduct to the General Manager in a timely manner to enable the General Manager to comply with Section 11 of the ICAC Act.

12.2 What should the Report include?
The General Manager’s Report to the ICAC should include:
- A complete description of the allegations,
- the name and position of any public official/s alleged to be involved,
- the name and role of any other person/s relevant to the matter,
- the dates and/or time frames in which alleged conduct occurred,
- an indication as to whether the conduct appears to be a one-off event or part of a wider pattern or scheme,
- the date the allegation was made or the date he/she became aware of the conduct,
- what Council has done about the suspected conduct, including notification to any other agency (for example, the Police or Ombudsman),
- what further action is proposed by Council,
- approximate amount of money (if any) is involved, and
- any other indicators of seriousness.

12.3 Further information on Protected Disclosures
Anyone wishing to obtain additional information on protected disclosures or the process on how to make a protected disclosure can obtain such by contacting the Public Disclosures Unit of the NSW Ombudsman’s Office. There contact details are:
- Telephone: (02) 9286 1000
- E-mail: pid@ombo.nsw.gov.au
- Website: www.ombo.nsw.gov.au
Attachment 1: Making a Protected Disclosure

An acknowledgement will be sent within 2 working days from the date of receipt.

Internal disclosure received – in writing or orally. Statement MUST declare "this is a disclosure under Part 2 of the Public Interest Disclosures Act 1994."

Complainant can choose to go direct to an Investigating Authority (ICAC, Ombudsman etc).

Disclosure Coordinator (complaints about staff, GM & councillors)

Nominated Disclosure Officer (complaints about staff, GM & councillors)

General Manager (complaints about staff, & councillors)

Mayor (complaints about GM & councillors)

Determine if a Protected Disclosure & General Manager notified

Yes

Notify GM

Disclosure forwarded to the Disclosure Coordinator or GM within 14 days to discuss future course of action

Investigation & Interviews

Notify person who made disclosure.

Inform of option to contact external Investigating Authority (ICAC, Ombudsman, Information Commissioner) or refer complaint to another procedure (Grievance?)

No

Notify GM

Disclose forward to the Disclosure Coordinator or GM within 14 days to discuss future course of action

Investigation Report produced

Notify person who made disclosure. Notification must be made within 6 months of the disclosure being made by the Disclosure Coordinator or the GM

Report to Mayor if disclosure is about GM or councillors

Report to GM for appropriate action

Action complete

Oral disclosures will be put in writing within 7 days and the person making the disclosure asked to sign the document.

Follow-up information will be provided to the complainant within 10 working days outlining how their report will be dealt with.

Complainant can choose to go direct to an Investigating Authority (ICAC, Ombudsman etc).
Attachment 2

Nominated Protected Disclosure Officers – December 2013

The following people can be contacted if you want to discuss or make a protected disclosure under the Public Interest Disclosures Act 1994 about staff or Councillors of Waverley Council. It is important that you make a disclosure to one of the following officers, or an outside body, in order to be protected under the Act.

Disclosure Coordinator
Paul Spyve 9369 8129

Disclosure Officers
- Fiona Calabrese 9369 8120
- Julie McKenzie 9369 8163
- Meg Cunningham 8305 8460
- Mitchell Reid 9369 8088
- Mark Featherstone 9369 8012
- Scott Field 8306 3631
- Greg Holten 8306 3623
- Christine Egri 9386 7937
- 0415 627 326 (M)

General Manager
Peter Brown 9369 8058

Mayor (Councillors and General Manager only)
The Mayor 9369 8127
REPORT TO COUNCIL

Reporting on Council’s 2013-17 Delivery Program (A12/0729)


Recommendation: That Council receive and note progress to date with actions from Council’s Operational Plan in delivering on Council’s 2013-17 Delivery Program.

Purpose of Report
This report and the review that accompanies it aim to provide a summary of progress with the actions from our 2013-14 Operational Plan as they reflect progress with our 2013-17 Delivery Program.

The reporting format is in line with the motion adopted by Council in July 2010 that “in the case of the six monthly reporting of the Delivery Program, a new version of the executive exception reporting could include comment on progress that has significantly stalled, or has well exceeded expectations, thereby not requiring the reader to delve into the detailed report for these items”.

Background / Introduction
Section 404(5) of the Local Government Act 1993 requires that ‘the General Manager ensure regular progress reports are provided to the Council as to its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every 6 months’.

We have 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 2024 as well as their 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).
REPORT TO COUNCIL

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 achieve the directions set out in the Community Strategic Plan. This report constitutes the first 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 decision to report on progress with actions from the Operational Plan as a measure of how well we are moving forward with the Delivery Program is based on a number of factors including the longer term output based nature of the progress measures in the Delivery Program and the integration of the Delivery Program and the Operational Plan – we need to complete the identified activities (services and projects) in the Operational Plan to deliver what we have said we will do in the Delivery Program.
REPORT TO COUNCIL

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”.

**Analysis**

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

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

The Community quadrant has performed well, with 95% of the deliverables completed in accordance with target, ongoing but meeting target or on track to meet target. This leaves only 5% of deliverables that are not on track to meet the target. Some targets that were not met were due to:

1. Library usage being maintained but not increased, which is in line with NSW trends.
2. One fatal incident which meant we did not meet our high expectations of beach safety.
3. The POM for Bondi Park and Pavilion was delayed due to review by the Crown Lands Division.
4. Decisions by Council to investigate other projects and scheduling conflicts that arose as a result.
The Sustainable Living Quadrant achieved a very positive 98% of the deliverables being either completed in accordance with the target, ongoing but meeting target or on track to meet target. Some deliverables that were not on track to meet the target were due to:

1. Some proposed civic pride enhancements were delayed to align with the footpath program.
2. Some projects’ quotes taking longer to complete than expected.
3. Transport Plan review changes that are to be finalised at the Q2 budget review.

One target relating to traffic and pedestrian crashes could not be measured due to the data only being available from the Roads and Maritime Service on an annual basis.
The Sustainable Environment Quadrant scored 91% of its deliverables either completed in accordance with the target, ongoing but meeting target or on track to meet target. This Quadrant reported that 9% of activities are not on track to meet target. The main reasons for this were some delays with both the Street Tree database management and Significant Tree Register due to the Tree Management Policy taking priority over those activities. Other reasons why deliverables were not meeting their target were:

1. The total tonnes of recycling did not increase from last year as hoped for. A new strategy will be designed to reinvigorate community participation in kerbside recycling.
2. A target relating to community engagement for recycling was not met due to a recent restructure.
The Sustainable Governance Quadrant measured 97% of its deliverables to be either completed in accordance with the target, ongoing but meeting target or on track to meet target. Only 4 out of 130 deliverables in this Quadrant were completed but did not meet target or were not on track to meet target because:

1. The review of the Code of Meeting Practice was delayed to await the results of the Local Government Acts Review as a model code is being proposed.
2. The first Quarter Customer Service Performance Report to the Executive Leadership Team and Council was delayed due to data extraction issues. This has now been resolved.
3. Cemetery works were deferred and a report will now go to Council in March 2014.
4. The deliverables for achieving employer of choice status were delayed. Analysis was completed with Aon Hewit but a decision was made to delay proceeding until the implementation of the new Workforce Plan.

Overall Progress

Overall, the majority of the deliverables in the Operational Plan are ongoing and meeting target. A further third of deliverables are on track to meet target with another 8.3% that have already been completed and met target. Less than half a percent of deliverables that have been completed did not meet the target and less than 5% are not on track to meet their target.

Some reasons for deliverables not meeting their targets or not tracking to meet the target can be found in the quadrant summaries. More detailed results are contained in the body of the progress report.
Overall Progress as at December 2013

- Completed in accordance with target: 54.2%
- On going but meeting target: 33.1%
- Completed but did not meet target: 8.3%
- On track to meet target: 4.2%
- Not on track to meet target: 0.2%
The above chart shows how the four quadrants scored in comparison to each other. It shows very positive results with an average of 95% for all quadrants achieving or on target to achieve their deliverables.

The next progress report and second overall for this current Delivery Program will report to the June Council Meeting in 2014.

- **Financial**: Actions in the Operational Plan 2013-14 are included in the budget adopted when the Plan was adopted by Council in June 2013. 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 and strategic asset management plan and environmental action plan. The components of the resourcing strategy have also been adopted by Council.

- **Delivery Program/Operational Plan**: Strategy G8b in our Delivery Program requires that we provide statutory, financial and management information and reporting on time and with a high degree of accuracy. The deliverable for this strategy is the provision of reports required by legislation or requested by Government departments and agencies. Reporting as required by legislation on the Delivery Program is part of this deliverable and meets the progress measure set.

- **Consultation**: Operational Plan progress is based on information provided by Directors and Divisional Managers across Council.

**Timeframe**
This progress review covers the period 1 July 2013 to 31 December 2013. This constitutes the first 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 June 2014.

**Recommendation**: That Council receive and note progress to date with actions from Council’s Operational Plan in delivering on Council’s 2013-17 Delivery Program.
Waverley Council

Delivery Program

Six Monthly Progress Report

December 2013

A12/0729

KEY:
1 = Completed on accordance with target
2 = On-going but meeting target
3 = Completed but did not meet target
4 = On track to meet target
5 = Not on track to meet target
Executive Summary

Section 404(5) of the Local Government Act 1993 requires that ‘the General Manager ensure regular progress reports are provided to the Council as to its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every 6 months’.

Waverley Council has 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 the directions that Council needs to pursue to help achieve the vision. 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 opposite).

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.

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.
The charts below set out progress in achieving the deliverables by quadrant.

**Sustainable Community**

The Community Quadrant has performed well, with 95% of the deliverables completed in accordance with target, ongoing but meeting target or on track to meet target. This leaves only 5% of deliverables that are not on track to meet the target. Some targets that were not met were due to:

1. Library usage being maintained but not increased, which is in line with NSW trends.
2. One fatal incident which meant we did not meet our high expectations of beach safety.
3. The POM for Bondi Park and Pavilion was delayed due to review by the Crown Lands Division.
4. Decisions by Council to investigate other projects and scheduling conflicts that arose as a result.

**Sustainable Living**

The Sustainable Living Quadrant achieved a very positive 98% of the deliverables being either completed in accordance with the target, ongoing but meeting target or on track to meet target. Some deliverables that were not on track to meet the target were due to:

1. Some proposed civic pride enhancements were delayed to align with the footpath program.
2. Some projects’ quotes taking longer to complete than expected.
3. Transport Plan review changes are to be finalised at the Q2 budget review.

One target relating to traffic and pedestrian crashes could not be measured due to the data only being available from the Roads and Maritime Service on an annual basis.
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2. The first Quarter Customer Service Performance Report to the Executive Leadership Team and Council was delayed due to data extraction issues. This has now been resolved.
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The above chart shows that the majority of the deliverables in the Operational Plan are ongoing and meeting target. A further third of deliverables are on track to meet target with another 8.3% that have already been completed and met target. Less than half a percent of deliverables that have been completed did not meet the target and less than 5% are not on track to meet their target.

Some reasons for deliverables not meeting their targets or not tracking to meet the target can be found in the quadrant summaries. More detailed results are contained in the body of the progress report.

The above chart shows how the four quadrants scored in comparison to each other. It shows very positive results with an average of 95% for all quadrants achieving or on target to achieve their deliverables.

The next progress report and second overall for this current Delivery Program will report to the June Council Meeting in 2014.
This quadrant covers those plans, policies and initiatives that contribute to the development of our community capacity, including our cultural vitality and indigenous and post colonial heritage, our sense of community and connection, as well as a safe, healthy and harmonious living environment. It represents the ‘social’ component of the quadruple bottom line.

Directions

C1 Waverley’s cultural heritage and diversity is recognised, protected and respected.

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

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

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

C5 People feel safe in all parts of Waverley.

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

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

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning for a diverse and tolerant community</td>
<td>Monitor and report on changes to data on languages other than English spoken by Waverley residents; percentage change in age groups in Waverley population; changes in household and family type and changes in proportion of home owners and renters in Waverley</td>
<td>Community Planning</td>
<td>Prepare community profiles from 2011 census data and publish to Council’s website</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement recommendations of the Cultural Diversity Policy and report on progress</td>
<td>DM RCPP DM CCS</td>
<td>Access and equity report completed</td>
<td>September 2013</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>A coordinated program of social, recreational and cultural events targeting diverse groups</td>
<td>Provide a program of events &amp; activities at various locations in Waverley</td>
<td>Multicultural Services; Services for Indigenous People; Cultural Festivals and Events; Other Cultural Programs</td>
<td>Number of events &amp; programs supporting multiculturalism and Indigenous culture provided annually</td>
<td>Six</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Provide a program celebrating local history and heritage</th>
<th>Number of events/programs supporting local heritage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide events &amp; promotions targeting culturally and linguistically diverse people and Aboriginal and Torres Strait Islander communities</td>
<td>Number of events &amp; promotions supporting multiculturalism and Indigenous culture provided annually</td>
</tr>
<tr>
<td>DM CCS DM LCS</td>
<td>DM CCS DM RCPP</td>
</tr>
<tr>
<td>Four</td>
<td>Five</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
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</tbody>
</table>
### 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

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</thead>
<tbody>
<tr>
<td>Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley</td>
<td>Develop partnerships with internal and external stakeholders to facilitate inclusion of multicultural and Indigenous groups</td>
<td>Community Support and Grants DM RCPP</td>
<td>Number and type of partnership activities to strengthen multiculturalism and Indigenous culture provided annually</td>
<td>One</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage</td>
<td>Maintain Waverley and South Head Cemeteries</td>
<td>Waverley Cemetery; South Head Cemetery DM BSP</td>
<td>Number of maintenance agreements for allotments is steady or increasing</td>
<td>&gt; 11,000 (including perpetual care agreements)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investigate fencing and security options for Waverley and South Head Cemeteries</td>
<td></td>
<td>Number of instances of vandalism in cemeteries is steady or decreasing</td>
<td>&lt; One instance per week</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain allotments where maintenance agreements are in place</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Market maintenance agreements for allotments</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Provide information about the cemeteries</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Facilitate searches of cemetery records</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Strategic Community

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

<table>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable and accessible community facilities</td>
<td>Provide a community garden for use by residents and community organisations who lack access to a garden</td>
<td>Services for older People; Services for People with a Disability; Bondi Pavilion Programs; Arts Programs</td>
<td>Percentage of community garden plots maintained to standards</td>
<td>90%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
Strategy: C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness

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<tbody>
<tr>
<td>A coordinated program of social, recreational and cultural events targeting diverse groups</td>
<td>Provide a coordinated program of events for identified target groups including children, youth, older people and people with disability. Program to include music, exhibitions, festivals, workshops and special events at Council venues. Provide a range of recreation programs for the community at Margaret Whitlam Recreation Centre Provide a Community and Seniors Centre</td>
<td>Cultural Services Planning; Arts Programs; Music rooms and Programs; Literary Programs; Cultural Festivals and Events; Bondi Pavilion Programs; Other Cultural Programs DM RCPP DM CCS</td>
<td>Number and type of programs/events for different groups eg young people, older people provided annually</td>
<td>Minimum 50 Council events, programs and activities</td>
<td>4</td>
<td></td>
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</tbody>
</table>
Strategy: C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness

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<tr>
<td>A range of venue hire places for and accessible to the local community and corporate sector</td>
<td>Provide a range of indoor venues for hire</td>
<td>Library Services; DM LCS</td>
<td>Establish a benchmark for level of usage for each site</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake a review of hiring arrangements for Council indoor venues</td>
<td></td>
<td>Review completed and report finalised</td>
<td>June 2014</td>
<td>4</td>
<td></td>
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Strategy: C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness

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<tbody>
<tr>
<td>Accessible cemetery services for internments, memorials and associated ceremonial activities</td>
<td>Provide interments and associated services</td>
<td>Waverley Cemetery; South Head Cemetery DM BSP</td>
<td>Number of interment services provided at our cemeteries annually is steady or increasing</td>
<td>&gt; 172 per year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Investigate Cemetery pavilion construction (offset by loan to be repaid by entry to funeral business)</td>
<td>Investigate Cemetery pavilion construction (offset by loan to be repaid by entry to funeral business)</td>
<td>Waverley Cemetery, South Head Cemetery DM BSP</td>
<td>Community panel established</td>
<td>Panel to meet at least bi-monthly over 2013-14</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: C2b Encourage and foster community pride through community groups and volunteering initiatives such as the ‘Civic Pride’ program

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Programs which encourage volunteering including civic pride and bush care that enhance community cohesion</td>
<td>Develop a program to recruit volunteers for community organisations and to assist Council services in their volunteer recruitment drives</td>
<td>Community Planning; Volunteering Programs; Civic Pride Programs; Bush Care Programs</td>
<td>Number of services assisted</td>
<td>Ten</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Respond to volunteering inquiries and improve volunteering referral database</td>
<td>DM RCPP</td>
<td>Percentage of inquiries actioned and (where relevant) referred</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide support and skills development to community gardeners</td>
<td>DM CCS</td>
<td>Number of workshops per year</td>
<td>Minimum of 3</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide a program of Recognition &amp; Awards</td>
<td></td>
<td>Number of recognition events</td>
<td>Two</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pocket Parks program and other civic pride initiatives continued</td>
<td></td>
<td>Number of sites initiated in partnership with volunteers</td>
<td>Two</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support bushcare program through skills and capacity development, promotion and recruitment</td>
<td></td>
<td>Regular / workshop / meetings to support bushcare program</td>
<td>Two meetings per year</td>
<td>2</td>
<td></td>
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</tbody>
</table>

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

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<tr>
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</thead>
<tbody>
<tr>
<td>A vibrant and relevant Library space that meets user needs</td>
<td>Review and upgrade Library spaces</td>
<td>DM LCS</td>
<td>Revitalisation Plan produced and initial stages implemented</td>
<td>December 2013</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Programs, events and activities that meet community needs and interests</td>
<td>Implement annual schedule of events, public programs, exhibitions and activities</td>
<td>DM LCS</td>
<td>Annual activities program produced and delivered</td>
<td>January 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Current and relevant Library collections and services</td>
<td>Provide collections which are relevant and responsive to community demands</td>
<td>DM LCS</td>
<td>Number of members</td>
<td>&gt;28,000</td>
<td>5</td>
<td>While library usage has been maintained, membership numbers have declined and this is comensurate with NSW library trends</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of loans per year</td>
<td>&gt;500,000 p.a.</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of visits in person to the library</td>
<td>&gt;450,000 p.a.</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Visits via Library website</td>
<td>&gt;50,000 p.a.</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of e-resources added and loaned</td>
<td>Number added &gt; 2,000</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number loaned &gt;3,500</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Percentage of enquiries to the Library successfully completed on same day</td>
<td>Same day enquiry success rate &gt;80%</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

<p>| Establish optimum staff and public access to WiFi | Annual strategies for Library technology developed | August 2013, with annual updates thereafter | 1 |
| Continue digitisation of relevant collections | Service level established | | 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 | Develop and implement a plan to identify needs and expectations of Library users and non-users | DM LCS | Dec 2013 |
| | Establish annual priorities for digitisation | | August 2013, with annual updates thereafter |
| | Plan developed and strategies commenced | | |
| Market and promote Library services, facilities and resources, including e-resources | Scope marketing strategy | DM LCS | June 2014 |
| | Develop suite of promotional material | | June 2014 |
| | Marketing strategy scoped | | September 2014 |
| | Promotional material produced | | |</p>
<table>
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<tr>
<td>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.</td>
<td>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 Implement planning controls that seek to retain existing affordable housing</td>
<td>DM STP</td>
<td>Number of affordable housing units in Council ownership</td>
<td>Retain or increase</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percentage of new affordable housing recommendations implemented</td>
<td>100%</td>
<td>2</td>
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</table>
### Strategy: C3b Ensure Council’s own portfolio of housing is affordable and accessible

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</table>
| Social housing for older people, people with a disability and families on low to middle incomes | Provide a range of social housing options  
Where possible acquire additional units of social housing  
Develop and implement asset maintenance plan | Social Housing Program  
DM RCPP  
DMBSP  
DMRCPP | Number of social housing units  
Ensure Program operations are efficient and effective  
Plan is implemented within the year | 54 units or more  
Report program performance annually  
June 2014 | 2  
2  
4 | |
| 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  
Where possible acquire additional units of affordable housing  
Collect data on tenant profile for social and affordable housing  
Report on Housing Need in Waverley | Affordable Housing Program  
DM RCPP | Number of affordable housing units in Council ownership  
Ensure Program operations are efficient and effective  
Report to Council | 22 units or more  
February 2014  
Report program performance annually  
February 2014 | 2  
2  
4 | |
**Strategy: C3c Investigate and pursue housing initiatives through joint venture and other forms of partnership opportunities**

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<tr>
<td>A working group to develop local and regional partnerships to address homelessness</td>
<td>Convene meetings of the Waverley Homeless Coalition to develop strategies to address homelessness</td>
<td>Community Planning DM RCPP</td>
<td>Number of partnerships that support needs of homeless people</td>
<td>At least three</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
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

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<tr>
<td>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</td>
<td>Provide long day care for children aged birth to five years</td>
<td>Waverley, Bronte, Gardiner and Mill Hill Early Education Centre Services</td>
<td>% of long day care places utilised</td>
<td>97% per annum</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide family day care for children aged birth to five years</td>
<td>Family Day Care Services</td>
<td>Number of children in long day care per day</td>
<td>Minimum of 272</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Benchmark fees and charges structure for family day care educators</td>
<td>DM CCS</td>
<td>Number of full time equivalent children in family day care per week</td>
<td>More than 275</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide holiday and recreational programs for preschool children</td>
<td></td>
<td>Benchmark completed and fees reviewed</td>
<td>Dec 2013</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of preschool children in holiday programs</td>
<td>At least 20 per program</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percentage of services maintaining National Quality Standards</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Satisfaction score from annual early education centre and family day care services user survey</td>
<td>At least 75%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
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## 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

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| **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  
Coordinate a program of parenting education and support programs  
Provide places in Council’s Early Education Centres for children with additional needs  
Provide family case management and counselling  
Provide community information forums about children’s services | Family Support Services  
DM CCS | Number of families in parenting education & support programs annually | At least 80 | 4 |  
Number of places provided for children with additional needs annually | At least 25 places | 4 |  
Number of families in case management and/or counselling annually | At least 40 families | 4 |  
Number of community participants at the ‘Transition to School’ forum | 100 participants | 4 |  
| **An increase in the number of child care places provided by Council** | Increase number of places for children available in the Family Day Care program | Community Planning, Child Care Services  
DM RCPP  
DM CCS | Number of additional family day care places | 20 places | 4 |

### Deliverable: Recreational, educational and social initiatives for young people

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<tr>
<td>Ensure inclusion of recreation activities for young people in recreation and open space planning</td>
<td>Services for Young People Recreation Planning</td>
<td>Number of plans including recommendations relating to recreation needs of young people</td>
<td>At least one</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Provide a coordinated school holiday program for school children of all ages</td>
<td>DM RCPP DM CCS DM LCS</td>
<td>Number of holiday programs delivered per annum</td>
<td>Four</td>
<td>2</td>
<td></td>
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### 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

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<tr>
<td>High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion</td>
<td>Maintain Home and Community Care (HACC) validation for Council HACC programs&lt;br&gt;Provide a Meals on Wheels service&lt;br&gt;Provide shopping service&lt;br&gt;Implement external review of best practice service models for Meals on Wheels&lt;br&gt;Provide a Waverley Home Library Service&lt;br&gt;Provide programs for older people at Bondi Pavilion</td>
<td>Services for Older People; Library Services; Bondi Pavilion Programs&lt;br&gt;DM CCS DM LCS</td>
<td>Percentage of services maintaining accreditation&lt;br&gt;Number of meals provided daily at home for older people&lt;br&gt;Total number of shopping service users&lt;br&gt;Recommendations implemented&lt;br&gt;Number of Home Library Service users and loans per annum&lt;br&gt;Satisfaction rating on regular client survey&lt;br&gt;Number of programs at Bondi Pavilion per month</td>
<td>100%&lt;br&gt;At least 80&lt;br&gt;At least 15 clients&lt;br&gt;June 2014&lt;br&gt;&gt;140&lt;br&gt;&gt;16,000 p.a.&lt;br&gt;&gt;80%&lt;br&gt;Four per month</td>
<td>2&lt;br&gt;4&lt;br&gt;4&lt;br&gt;4&lt;br&gt;4&lt;br&gt;4&lt;br&gt;4</td>
<td></td>
</tr>
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## 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

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<tr>
<td>Services for the over fifties including a seniors centre that offers recreational, physical, educational and social activities</td>
<td>Operate the Community &amp; Seniors Centre</td>
<td>Services for Older People DM CCS</td>
<td>Average monthly attendance at Seniors Centre maintained or increased</td>
<td>1700</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide a varied program of activities and events for older people</td>
<td></td>
<td>Number of programs/ activities provided per week at Seniors Centre for older people</td>
<td>At least 30</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investigate potential for shared service programs and activities with appropriate community and government organisations</td>
<td></td>
<td>Number of new activities established in collaboration with external organisations</td>
<td>2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Services to adults with mild intellectual disability to promote independent living</td>
<td>Provide a program of classes and courses aimed at improving independent living skills for people with mild intellectual disability</td>
<td>Services for People with a Disability DM CCS</td>
<td>Number life skills courses held annually</td>
<td>12</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Individual support and medium term accommodation places for people with mild intellectual disability</td>
<td>Provide subsidised rental accommodation places for people with intellectual disability.</td>
<td>Services for People with a Disability</td>
<td>Number of people with intellectual disability provided with subsidised rental accommodation places</td>
<td>9</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Provide individual and group support and case management services for people with mild intellectual disability</td>
<td>Number of people with mild intellectual disability provided with support annually</td>
<td>20</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apply for government funding for services with people with disability including growth funding and Supported Living Fund program funds</td>
<td>Satisfaction rating on annual client survey</td>
<td>Minimum of 90%</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Funding submissions submitted</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
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<tr>
<td>Deliverable</td>
<td>Actions</td>
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</tr>
<tr>
<td>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</td>
<td>Provide subsidised accommodation for identified groups</td>
<td>Community Support and Grants</td>
<td>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 &amp; Alcohol Centre, Randwick/ Waverley Community Transport, WAYS Youth Service</td>
<td>100%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Develop a community tenancy policy to ensure fair, equitable and transparent access to Council's community assets</td>
<td>DM RCPP</td>
<td>Adoption by Council</td>
<td>Dec 2013</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan, deliver and evaluate services to the community

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<tr>
<td>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</td>
<td>Provide support and resources to services/community groups and interagencies to improve planning and quality programs for specific target groups as per service agreements with the State Government. Revise web content to improve communication through Council’s web site.</td>
<td>Community Support and Grants Child care Services Community Services DM RCPP</td>
<td>Activities including forums, training sessions and directories as agreed Percentage of community content revised by June 2014</td>
<td>Four 100%</td>
<td>2</td>
<td>2</td>
</tr>
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## Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan, deliver and evaluate services to the community

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<td>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</td>
<td>Provide funding through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally</td>
<td>Community Support &amp; Grants</td>
<td>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</td>
<td><strong>Family &amp; Community:</strong> Bondi Beach Cottage (up to $7,450) Community Transport (up to $16,870) Norman Andrews House (up to $35,000) Minefields ($340) EATS (Up to $15,600) The Lighthouse ($10,100) <strong>Children:</strong> Bondi Toy Library (up to $17,000) OSH Services (up to $2,362) Francis St Playgroup ($847) <strong>Youth:</strong> WAYS (up to $68,800) Outreach Service (up to $45,600) <strong>(Older People and those with a Disability:</strong> ECHO (up to $17,500) Junction House (up to $36,400)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Provide funding through the small grants program for community groups delivering cultural, recreational and social outcomes</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

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1 Council at an earlier meeting was advised that the local group Junction House was to be merged with Eastern Respite & recreation (ER&R) and as a result Council resolved to grant ER&R a community grant of $35,065 on behalf of Junction House. Advice has subsequently been received from both organizations that their proposed merger has been abandoned. The grant will now be paid to Junction House.
### Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan, deliver and evaluate services to the community

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial and other support to the community to improve capacity and to support partnerships that enhance Council’s vision in relation to priority groups</td>
<td>Monitor Community Grants Program recipients to ensure their funding and support provided meets Social Plan priorities</td>
<td>DM RCPP</td>
<td>Percentage of grant recipients who meet Social Plan priorities</td>
<td>100%</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
**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**

<table>
<thead>
<tr>
<th>Deliverable</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Up to date and accessible community profile and demographic information</td>
<td>Ensure Council’s online profile is updated to reflect 2011 census data and and supplemented with updates</td>
<td>Community Planning</td>
<td>Reviewed and updated annually</td>
<td>September 2013</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM RCPP</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Documented research on key issues including safety, housing, children, ageing</td>
<td>Completed social planning research for identified priority issues including Volunteering in Waverley</td>
<td>Community Planning</td>
<td>Number of social planning research reports completed and published to Council's web site annually</td>
<td>Two</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM RCPP</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of Community Safety Plan</td>
<td>Safety audits of Bondi and Bondi Junction Place undertaken</td>
<td>Place Maintenance DM B&amp;S</td>
<td>Number of safety audits of Bondi and Bondi Junction Place undertaken annually</td>
<td>At least two annually</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Issues from audits that require attention actioned</td>
<td></td>
<td>Condition and location of alcohol free zone signs audited</td>
<td>October and April annually</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alcohol free zones signs audited and maintained as required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A summer strategy for Bondi to promote a safe and enjoyable environment at peak times</td>
<td>Safe Summer program implemented, including safety initiatives, crowd management, events and promotion.</td>
<td>Place Maintenance DM B&amp;S</td>
<td>Safe Summer Initiative evaluated annually</td>
<td>July 2013</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Investigate closed circuit TV</td>
<td>Investigate options to develop closed circuit TV in key Waverley locations</td>
<td>DM RCPP DM DA</td>
<td>Report to Community Safety Advisory Committee</td>
<td>November 2013</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
## 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

<table>
<thead>
<tr>
<th>Deliverable</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Support for the operation of a Community Safety Committee</td>
<td>Initiate, contribute to and support community safety programs and activities with reference to Waverley’s Community Safety Plan</td>
<td>Community Safety Advisory Committees and Forums</td>
<td>Implement at least one major project annually in association with external partners</td>
<td>At least one per annum</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide administrative and other support to Community Safety Committee</td>
<td>DM RCPP</td>
<td>Composition of Community Safety Committee includes a broad range of groups that are representative of the community</td>
<td>Representatio n includes Police and at least three other community interest groups</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Provide emergency management including support for Waverley/ Woollahra SES</td>
<td>Provide accommodation and other support for Waverley/ Woollahra SES Meet regularly with Waverley/ Woollahra SES Controller Maintain up to date Disaster Management Plans</td>
<td>Emergency Management Services Director PW&amp;S</td>
<td>Disaster Management Plan (DISPLAN) reviewed and kept up to date</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
**Strategy: C5c Maintain a high level of beach safety at Bondi, Bronte and Tamarama**

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Progress</th>
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</thead>
<tbody>
<tr>
<td>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</td>
<td>Roster Lifeguards for year round operations at Council’s beaches</td>
<td>Lifeguard Services</td>
<td>Number of lives lost by drowning on Council’s beaches annually</td>
<td>No Drownings</td>
<td>5</td>
<td>Sadly 1 drowning</td>
</tr>
<tr>
<td></td>
<td>Undertake patrols of beaches to maintain surf safety</td>
<td>DM B&amp;S</td>
<td>Number of serious injuries on Council’s beaches annually</td>
<td>Less serious injuries than previous year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake rescues and provide first aid and other assistance on Council’s beaches</td>
<td></td>
<td>Number of rescues undertaken on Council’s beaches annually compared to number of users</td>
<td>Less rescues per 10,000 users than previous year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work with surf life saving clubs and volunteer lifesavers</td>
<td></td>
<td>Percentage attendance by volunteer surf lifesavers on weekend and public holiday</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recruit and provide induction and training for casual Lifeguards for summer season</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
### Strategy: C5c Maintain a high level of beach safety at Bondi, Bronte and Tamarama

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>A program of Surf Awareness/ Education Programs</td>
<td>Develop Surf Awareness/ Education Programs</td>
<td>Lifeguard Services</td>
<td>Number of surf education programs including initiatives for targeted vulnerable groups presented each year</td>
<td>At least 10 programs including one for targeted vulnerable groups</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Present Surf Awareness/ Education Programs</td>
<td>DM B&amp;S</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review the format, content and provision of Surf Awareness/ Education Programs presented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial and other support to surf lifesaving clubs in the Waverley area for volunteer lifesaving programs</td>
<td>Provide support to surf lifesaving clubs in the Waverley</td>
<td>Support to Surf Life Saving Clubs</td>
<td>Level of funding or other support provided annually to surf lifesaving clubs in the Waverley area</td>
<td>= or &gt; previous year (2010-11 $72,500)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support refurbishment works at North Bondi Surf Club (Misc Buildings 05)</td>
<td>DM B&amp;S DM BSP DM M&amp;C</td>
<td>Finished cost for projects and time to complete compared to agreed budget and timetable</td>
<td>Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: C5d Assist in the maintenance of public health

<table>
<thead>
<tr>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health, food and hygiene inspections undertaken</td>
<td>Undertake inspections of registered food premises</td>
<td>Food Hygiene and Regulation DM C</td>
<td>Percentage of inspections undertaken compared to number of premises that require inspection</td>
<td>&gt; 80% subject to resource availability</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake inspections of registered hair and beauty premises</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Deliverable</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A diverse and exciting range of arts and cultural events across Waverley</td>
<td>Provide arts and cultural events across Waverley including events provided in collaboration with external organisations</td>
<td>Arts Programs; Other Cultural Programs; Cultural Events and Festivals</td>
<td>Number and type of arts and cultural events held annually</td>
<td>At least 40</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide support to community organisations delivering cultural community benefits that align with Council priorities</td>
<td>DM CCS</td>
<td>Number of collaborative arts and cultural events held annually supported by Waverley Council</td>
<td>20</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Financial and other support to arts and cultural programs in the Waverley area</td>
<td>Provide funding through the Community Grants Program to Waverley Band and Waverley Philharmonic Orchestra, Sculpture by the Sea and Kiteflyers Association for Festival of the Winds</td>
<td>Arts Programs; Other Cultural Programs; Community Support and Grants</td>
<td>Level of funding annually to arts and cultural programs in Waverley</td>
<td>Up to $7,700 for Waverley Band and Waverley Philharmonic Orchestra</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Waverley Art Prize and Waverley Youth Art Award for annual competition at Waverley School of Arts</td>
<td>DM RCPP</td>
<td></td>
<td>Up to $7,000 for Waverley Art Prize</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$10,250 to Sculpture by the Sea</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$5000 for Mayors Prize at Sculpture by the Sea</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Up to $8000 to Kiteflyers Association</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### 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

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</tr>
</thead>
<tbody>
<tr>
<td>Implementation of Arts Plus Plan</td>
<td>Implement Arts Plus Implementation Plan</td>
<td>Arts Programs  DM RCPP  DMLCS  DMCCS</td>
<td>Number of arts, entertainment and cultural initiatives developed annually from Arts Plus</td>
<td>One</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deliver the Artist in Residence Program</td>
<td></td>
<td>Number of artists involved in program</td>
<td>Up to 12</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Report on the delivery of key milestones for the Resident Theatre Program funding</td>
<td></td>
<td>Level of funding provided annually to resident theatre company depending on agreement</td>
<td>Up to $75,000</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Funding sought from other levels of government and business to develop and provide arts, entertainment and cultural events in Waverley</td>
<td>Develop and submit submissions for funding and awards to celebrate and support arts and cultural events</td>
<td>Cultural Services Planning  DM RCPP  DM CCS</td>
<td>Number of successful grant and award proposals</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Encourage arts and cultural sponsorships and partnerships with local businesses</td>
<td></td>
<td>Number of sponsorship proposals presented</td>
<td>At least ten</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

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*Sustainable Community*

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

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<tr>
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</thead>
<tbody>
<tr>
<td>Art in the public space</td>
<td>Support Public Art Committee</td>
<td>DM CCS Cultural Services Planning; Arts Programs</td>
<td>Percentage of actions within adopted plan that are implemented annually</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain public art inventory and develop public art maintenance plan</td>
<td>DM RCPP DM EBD</td>
<td>Public art inventory and maintenance plan complete</td>
<td>August 2013</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop annual agreement with Sculpture by the Sea</td>
<td>DM RCPP</td>
<td>Agreement on level of support for Sculpture by the Sea completed annually</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Encourage suitable art in the private domain</td>
<td>DM RCPP</td>
<td>Percentage of public art in private domain projects in identified developments</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Encourage public art in suitable locations in Waverley</td>
<td>DM RCPP</td>
<td>Relevant Public Art Committee work plan actions are implemented</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>A public art trail in Waverley</td>
<td>Develop promotional material to make existing public art accessible through a planned &quot;trail&quot;</td>
<td>Cultural Services Planning DM RCPP</td>
<td>Plan completed, promotional material finalised and available to the public</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
## Sustainable Community

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

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Support, advice and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities</td>
<td>Provide support and advice to assist artists and others to hold arts and cultural events and activities</td>
<td>Cultural Services Planning</td>
<td>Number of events supporting artists</td>
<td>12</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Provide a range of affordable and accessible venues to assist artists and others to hold arts and cultural events and activities</td>
<td></td>
<td>DM LCS DM RCPP DM CCS</td>
<td>Percentage of available venue hire hours in Library exhibition areas, School of Arts and Bondi Pavilion used as a percentage of hours available</td>
<td>Library: &gt;70% Bondi Pavilion &amp; School of Arts: &gt;50%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Undertake annual audit of affordable and accessible venues in the LGA</td>
<td></td>
<td></td>
<td>Audit of number of residencies, work spaces and accessible venues conducted annually</td>
<td>March 2014</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
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<tr>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces</td>
<td>Plan of Management for Bondi Pavilion and Park completed</td>
<td>Parks, Reserves and Open Space Planning and Design; Recreation Planning</td>
<td>POM for Bondi Park and Pavilion completed</td>
<td>December 2013</td>
<td>5</td>
<td>The draft Plan was completed and reported to Council in August and has been forwarded to the crown lands Division for review prior to exhibition. This has delayed finalisation by an expected 3 months.</td>
</tr>
<tr>
<td></td>
<td>Plan in place for review/completion of all Plans of Management for parks, reserves and green spaces</td>
<td>DM RCPP</td>
<td>Plan in place</td>
<td>December 2013</td>
<td>1</td>
<td></td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Provide management systems to implement licences and conditions for use of recreation facilities</td>
<td>Recreation Planning</td>
<td>Process documented and licenses for key fields completed</td>
<td>December 2013</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complete dog exercise area review</td>
<td>DM RCPP</td>
<td>Website updated and new signage finalised</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Report delivery against Margaret Whitlam Recreation Centre key performance indicators</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>2008 Recreation Needs Study implemented</td>
<td>Ensure the provision of outdoor fitness equipment which meets community needs</td>
<td>Project completed</td>
<td>June 2014</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------------</td>
<td>-------------</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008 Recreation Needs Study implemented</td>
<td>Continue to implement priority actions in relation to recreation facilities in Waverley</td>
<td>Recreation Planning DM RCPP DM POSO</td>
<td>Percentage of priority actions for the Recreation Needs Study complete</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: C7b Plan and prioritise future recreation and leisure facilities based on regional as well as local needs, using appropriate data and trends

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Recreation opportunities provided in response to community needs</td>
<td>Carry out activities which support local sport and recreation groups</td>
<td>Recreation Planning DM RCPP</td>
<td>Mayor’s Bowls Cup delivered Report a 2012-13 program against access</td>
<td>September 2013 June 2014</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop new recreation opportunities that reflect community diversity at Waverley Pavilion</td>
<td></td>
<td>equity guidelines for Waverley Park Pavilion</td>
<td>2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of community members

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Active and passive recreation facilities provided on Council land or through joint ventures</td>
<td>Finalise investigation of potential for tennis court operations and tender in Waverley Park</td>
<td>Parks Infrastructure Works and Maintenance DM POSO DM RCPP DM M&amp;C</td>
<td>Report to Council</td>
<td>December 2013</td>
<td>5</td>
<td>An earlier decision by Council to investigate netball at the site has required further work in this area which has delayed time frames.</td>
</tr>
<tr>
<td>Sporting fields and other active recreation facilities upgraded</td>
<td>Finalise schedule and plans for facilities in Waverley Park Remove and reconstruct Bocce Court depending on funding Investigate location of netball court at Waverley Park Implement landscape improvements to south west corner of Waverley Park</td>
<td>Parks Infrastructure Works and Maintenance DM RCPP</td>
<td>Waverley Within schedule to allow other works Report to Council Completed according to agreed timetable</td>
<td>March 2013 July 2013 August 2013 Within 3 months</td>
<td>5</td>
<td>Works delayed to align schedule with development of amenity building.</td>
</tr>
</tbody>
</table>
**Strategy: C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of community members**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playgrounds upgraded</td>
<td>Minimum of two playgrounds (to be identified) to be upgraded Source additional funding for playground development in priority locations as identified</td>
<td>Parks Infrastructure Works and Maintenance DM POSO DM RCPP</td>
<td>Construction complete Finished cost for projects and time to complete compared to agreed budget and timetable Proportion of funding programs sourced</td>
<td>June 2014 Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable 100%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves</td>
<td>Undertake works arising from Park Plans of Management (POM) Commence Parks Template, detailing preferred palette of materials, finishes, planting, signage and wayfinding. Detailed planning commenced for priority works in Bondi Park</td>
<td>Parks Infrastructure Works and Maintenance DM RCPP</td>
<td>Finished cost for projects and time to complete compared to agreed budget and timetable Template completed within agreed timeframe Timeframe established</td>
<td>Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable</td>
<td>Within 3 months of commencement</td>
<td>2</td>
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<td>148</td>
</tr>
</tbody>
</table>
## Strategy: C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of community members

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<th>Progress</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves</td>
<td>Detailed design and construction of amenity building, Waverley Park</td>
<td>Parks Infrastructure Works and Maintenance</td>
<td>Finished cost for projects and time to complete compared to agreed budget and timetable</td>
<td>Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable completed</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tamarama Park landscape improvements implemented</td>
<td>DM RCPP DM M&amp;C</td>
<td>Finished cost for projects and time to complete compared to agreed budget and timetable</td>
<td>Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable completed</td>
<td>5</td>
<td>Works were not complete in time for SXS and have therefore been further delayed to allow for this event.</td>
</tr>
</tbody>
</table>
This quadrant refers to those plans, policies and initiatives that support the liveability and economic vitality of the Waverley area. It covers everything from place management strategies to improve the look and feel of villages and town centres and promote economic development, through to planning for the best built form and better transport, parking and access. It represents the ‘economic’ component of the quadruple bottom line.

**Directions**

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

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Progress</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Initiatives implemented to encourage visitation and stimulate economic activity</td>
<td>Annual marketing and promotions plan developed and implemented to enliven public open spaces and encourage visitation to Bondi Junction</td>
<td>DM EBD</td>
<td>Number of initiatives implemented to encourage visitation</td>
<td>At least 4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Advise businesses of sponsorship and participation opportunities associated with activities and promotions</td>
<td></td>
<td>Number of business who sponsor and participate in programs and activities</td>
<td>At least 4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct Business Occupancy and Tenancy Mix Audits</td>
<td></td>
<td>Number of Business Occupancy and Tenancy Mix Audits conducted</td>
<td>2 annually (June and January)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct Pedestrian Count on Oxford Street Mall</td>
<td></td>
<td>Number of pedestrian counts on Oxford Street Mall</td>
<td>1 Pedestrian Count</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manage outdoor markets licence and activities</td>
<td></td>
<td>Frequency of meetings held with operator</td>
<td>Quarterly</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Produce seasonal banner displays in Oxford St Mall</td>
<td></td>
<td>Number of banner changes</td>
<td>At least 4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Improved communication with major Bondi Junction stakeholders</td>
<td>Manage Wayfinding signs contents (map and information posters) on Oxford Street</td>
<td>Undertake lighting and risk audits at night on Oxford Street and Waverley Street Malls</td>
<td>Encourage use of Oxford Street Mall for commercial and community promotional activities</td>
<td>Manage and issue permits for activities</td>
<td>Implement “Busking” policy to manage busking activities on Oxford Street Mall</td>
<td>Number of content changes</td>
</tr>
</tbody>
</table>

**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
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</thead>
<tbody>
<tr>
<td>Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process</td>
<td>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</td>
<td>Development Assessment and Approvals DM DA</td>
<td>Percentage of development applications assessments for major private developments that applied ‘Place Making’ principles within Bondi Junction commercial precinct</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Bondi Junction Complete Streets study adopted, recommendations implemented</td>
<td>Bondi Junction complete streets reccomendations implemented</td>
<td>DM TS</td>
<td>Recommendations implemented as per schedule</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
**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**

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<tr>
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</table>
| Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works | Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved  
Enforcement of development approvals and building work compliance            | Place Development Planning and Strategy; Place Regulation DM TS DM C | Change in complaints received in relation to public domain works and private development works in Bondi Junction from base year 2009-10 | < than base year | 2        | 2                            |
### 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

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Initiatives and programs implemented to increase visitation and economic activities</td>
<td>Annual marketing and promotions plan developed and implemented</td>
<td>DM EBD</td>
<td>Number of initiatives implemented to encourage visitation</td>
<td>At least 3</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Advise businesses of sponsorship and participation opportunities associated with activities and promotions</td>
<td></td>
<td>Number of business who sponsor or participate in programs and activities</td>
<td>At least 4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manage outdoor markets license and activity in Roscoe Street Mall</td>
<td></td>
<td>Number of meetings held with operator</td>
<td>1 meeting prior to Summer commencement</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manage mobile vending licences and activities at Bondi Beach</td>
<td></td>
<td>Licence compliance and requirements implemented</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manage Wayfinding signs contents (map and information posters) in Bondi, Bondi Road and Rose Bay</td>
<td></td>
<td>Number of content changes</td>
<td>At least 4 seasonal content changes</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manage and issue permits for commercial and community activities including Bondi Beach, Bondi Park and Bondi Pavilion Forecourt</td>
<td></td>
<td>Number of permits issued</td>
<td>At least 20 permits</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Undertake lighting and risk audit at night

- **Number of audits conducted:**
  - 2 audits annually (June and January)

### Assess and approve development applications for Bondi place making in line with Councils planning controls and policies

- **Percentage of development applications assessments for major private developments that applied ‘Place Making’ principles within Bondi’s commercial precinct:** 100%

### Undertake Bondi Beach Design Framework public domain works

- **Performance against budget and delivery timeline monitored closely and variances reported:**

### Undertake Bondi Beach Design Framework public domain works

- **Performance against budget and delivery timeline monitored closely and variances reported:**

### Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved

- **Change in complaints received in relation to of public domain works and private development works at Bondi Beach from base year 2009-10:** Less than base year

### Enforcement of development approvals and building work compliance

- **Percentage of complaints investigated to agreed service standards timetable:** 100%
| Sustained and diverse mix of commercial activity | Conduct Business Occupancy and Tenancy Mis Audits | Promote diverse range of business operating in commercial areas and villages | DM EBD | Business Occupancy and Tenancy Mix Audits conducted | Number of promotions | At least 2 | 2 |
|---|---|---|---|---|---|---|
| | | | |DM EBD | | 2 | 2 |
Strategy: L1c Support the creation of jobs and business opportunities in Waverley commercial areas including its villages and neighbourhood centres

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<tr>
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| Programs and initiatives implemented to sustain visitation levels and commercial viability | Develop and implement a program of activities to increase and/or sustain business activity in villages  
Carry out regular Business Activity Audit and report results of these audits  
Meet with other business stakeholders regularly | DM EBD  
Number of cooperative activities undertaken each year  
Level of business activity in the commercial villages  
Number of Chamber, BEC and precinct meetings attended annually | At least two annually  
Business Activity Audit show business activity stable or increasing  
At least four meetings with business stakeholders per annum | 2 | 2 |
| Up to date and accessible business start-up and development information on Council’s business webpage | Work with Communications Unit in development of Council’s website with new look and navigation capabilities to include Business page and information requirements  
Business Page to provide relevant information and links to relevant Council areas and forms, rules and regulations to meet business needs  
Update “Doing Business” page on Council’s website regularly | DM EBD  
New look Business webpage implemented  
Business Page audited | 100%  
Quarterly audits of information on business webpage | 2 | 2 |
**Strategy: L1d Create vibrant public places through the support and provision of a range of community and visitor related activities**

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Programs, activities and events enliven public places</td>
<td>Initiatives and programs implemented to increase visitation, economic activity and employment opportunities&lt;br&gt;Undertake surveys to measure level of community and visitor participation</td>
<td>DM EBD</td>
<td>Range of public place activities implemented&lt;br&gt;Community and visitor participation in programs and activities</td>
<td>At least 3&lt;br&gt;At least 1</td>
<td>2&lt;br&gt;2</td>
<td>2</td>
</tr>
</tbody>
</table>
## Strategy: L2a Develop and implement tourism initiatives to benefit the local economy and community

<table>
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</table>
| Visitor information promotes shopping, dining and recreational experiences. | Visitor information marketing and material to promote diversity of shopping areas, dining, cultural and recreational experiences available  
Visitor information page on Council’s website kept up-to-date and linked to Eating Out Guide, My Bondi Summer and Bondi Winter Magic Sites | DM EBD                         | Number of marketing material, guides and maps produced  
Information on visitor information page is timely and relevant | At least two                    | 2                                   |                                           |
| Programs and events benefit both visitors and the local community.         | Undertake tourism research to identify Bondi visitors numbers, country of origin, demographic, interests, spend, transport mode and length of stay. (Report to inform development of future tourism programs and initiatives).  
Deliver and manage a range of Council and Commercial events to suit a range of interests  
Develop and deliver a program to increase winter visitation levels in Bondi to sustain business activity | DM EBD                         | Tourism research undertaken  
Public place events addressed in accordance with Council's Events Policy.  
Number of winter programs implemented | 1                                    | 2                                   |                                           |
| Regular communication with tourism providers and organisations | Attend meetings with tourism providers and organisations | Lobby tourism providers and organisations to include safety and alcohol messages in their marketing and promotions using Bondi Beach as a draw card | DM EBD | Number of meetings attended | Number of marketing material containing safety and behaviour messages | At least 4 | 2 | 2 | 161 | 161 |
Strategy: L2b Ensure visitor related activities contribute positively to the local community and economy

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Visitor management and safety program implemented.</td>
<td>Develop and implement summer safety and education program “My Bondi Summer” Manage Free Beach WiFi trial at Bondi Beach and landing page message</td>
<td>Visitor Management Services DM EBD</td>
<td>Summer visitor management and education program implemented WiFi analytics (Baseline: 2012 – 500 average daily summer usage)</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Safety and environmental messages are visible to and accessible to visitors and tourists at Waverley’s beaches</td>
<td>Replace and/or upgrade signage in commercial areas as required by Place Management Audit Distribute and maintain levels of brochures and safety information available to visitors at information centres and tourism associated businesses</td>
<td>DM B&amp;S DM EBD</td>
<td>90% of signs replaced Number of outlets where brochures available</td>
<td>June 2014</td>
<td>At least 10</td>
<td>2</td>
</tr>
<tr>
<td>An excessive noise compliance program</td>
<td>Receive noise complaints</td>
<td>Pollution Control Programs DM C</td>
<td>Number of noise complaints received annually compared to base year 2009-10 Reduction in noise complaints that are sustained is = or &lt; than base year</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Investigate noise complaints</td>
<td>Commence investigation of complaints within 21 days of receipt</td>
<td>100%</td>
<td>2</td>
<td></td>
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<tr>
<td>Issue fines or take other enforcement action under the <em>Protection of the Environment Operations Act 1997</em> when required to deal with noise pollution</td>
<td>Take enforcement action for non compliance</td>
<td>100%</td>
<td>2</td>
<td></td>
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**Strategy:** L3a Ensure that public places are clean and well maintained

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<tbody>
<tr>
<td>Improved coordination of public place services to commercial centres</td>
<td>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</td>
<td>DM B&amp;S</td>
<td>Frequency of meetings</td>
<td>Monthly</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>All public place areas including high profile gardens, landscaped traffic</td>
<td>Planting and maintenance of high profile gardens undertaken Cleaning and maintenance of landscaped traffic calming devices undertaken Programmed cleaning of streets, village centres and non landscaped traffic calming devices undertaken in accordance with Public Place Cleansing Standards of Service Programmed mowing of nature strips undertaken in accordance with Public Place Cleansing Standards of Service Hazards or item requiring maintenance reported and rectified</td>
<td>Parks Cleaning and Maintenance; Place Cleaning Services; Nature Strip Mowing Services; DM POSO DM RR&amp;PPC</td>
<td>Percentage compliance with SLA maintenance of parks and high profile gardens No of times annually: • landscaped traffic calming devices are maintained; • streets, village centres and non landscaped traffic calming devices are cleaned • programmed maintenance of nature strips undertaken</td>
<td>95%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>calming devices and village centres maintained</td>
<td></td>
<td></td>
<td>Minimum four times per year</td>
<td>Minimum four times per year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Minimum four times per year</td>
<td>Minimum four times per year</td>
<td>2</td>
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### Strategy: L3a Ensure that public places are clean and well maintained

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<tbody>
<tr>
<td>Programmed cleaning and maintenance of Council assets undertaken</td>
<td>Undertake programmed cleaning of council assets including street furniture, signage and litterbins in accordance with adopted Service Level Agreement</td>
<td>Place Cleaning Services DM RR&amp;PPC</td>
<td>Percentage compliance with SLA for maintenance of Council assets</td>
<td>90%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
| Graffiti and posters removed in accordance with Council’s Graffiti Management and Poster Removal Policy | Remove graffiti in accordance with Council’s Graffiti and Billposter Removal Policy  
Remove of billposters in accordance with Council’s Graffiti and Billposter Removal Policy  
Respond to customer requests to remove graffiti and billposters with Service Desk (customer request system) service standards | Graffiti Removal Services DM RR&PPC           | Percentage compliance with established graffiti and bill poster removal protocol                  | 90%      | 2        |                                           |
|                                                                 | Increased graffiti removal  
(Service Plus Component 7 – Providing more cleaning and greening of all the spaces we share) | Graffiti Removal Services DM RR&PPC           | Increase Graffiti Removal (m3) per Quarter                                                    | > 890m3 graffiti removed per Quarter            | 2        |                                           |
| Community awareness of and engagement with strategies to prevent/ manage graffiti | Graffiti prevention/ management program implemented with reference to the Community Safety Plan | Community Safety; Civic Pride Programs | Update website Number of civic pride sites maintained per year New sites added each year | June 2013 | 2 | 2 | 4 |
## Strategy: L3a Ensure that public places are clean and well maintained

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<tr>
<td>Public place regulation and compliance programs undertaken</td>
<td>Undertake regular patrols of the area to ensure regulatory compliance in accordance with Service Level Agreements or in response to customer complaints or requests</td>
<td>Place Regulation DM C</td>
<td>Percentage of times public place regulation and compliance programs meet service standards</td>
<td>90%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Abandoned cars removed</td>
<td>Identify abandoned vehicles</td>
<td>Abandon Car Control and Removal DM C DM M&amp;C</td>
<td>Percentage of abandoned cars removed in accordance with Impounding Act</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Arrange removal of abandon vehicles to Council depot and securely stored pending disposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Arrange return or disposal of abandon vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beach cleaning and beach pool cleaning program undertaken</td>
<td>Clean beach using both beach rake and cleaning staff in accordance with agreed program</td>
<td>Beach Cleaning and Maintenance DM POSO DC MC</td>
<td>Percentage of times beach cleaning program meets timeframe and standards set</td>
<td>95%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Seasonal beach pool cleaning program developed and posted on Council’s webpage</td>
<td></td>
<td>Percentage of times pool cleaning meets timeframe and standards set</td>
<td>80%</td>
<td>2</td>
<td></td>
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</tbody>
</table>
## Strategy: L3a Ensure that public places are clean and well maintained

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<tbody>
<tr>
<td></td>
<td>Programmed cleaning and maintenance of major parks and coastal reserves undertaken</td>
<td>Parks Cleaning and Maintenance DM POSO</td>
<td>Percentage of times major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Bondi Park, Tamarama Park &amp; Marks Park) cleaned daily</td>
<td>95%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Programmed cleaning and maintenance of other parks and reserves undertaken</td>
<td></td>
<td>Percentage of times other parks and reserves cleaned weekly</td>
<td>95%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Emergency cleaning of parks and reserves undertaken</td>
<td></td>
<td>Percentage of times emergency cleaning of Council reserves undertaken within 24 hours of customer request</td>
<td>100%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Planting, landscaping or landscape maintenance in parks and reserves undertaken</td>
<td></td>
<td>Percentage of times landscape maintenance is completed in Parks and Reserves</td>
<td>95%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Check lists for parks completed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hazards in parks reported and rectified</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Hazards or item requiring maintenance reported and rectified</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
**Strategy: L3a Ensure that public places are clean and well maintained**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All playgrounds inspected and maintained regularly</td>
<td>Check and inspect high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) daily and complete check list</td>
<td>Parks Cleaning and Maintenance DM POSO</td>
<td>Percentage of times high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park inspected daily)</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Check and inspect all other playgrounds monthly and complete check list</td>
<td>Percentage of times all other playgrounds inspected monthly</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Trees in streets and reserves are maintained</td>
<td>Service Desk requests for maintenance of trees in streets or reserves assessed, locations inspected and works prioritised with regard to potential risk</td>
<td>Tree Maintenance Services DM POSO</td>
<td>Percentage of customer requests for maintenance of trees in streets or reserves meet</td>
<td>90%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work to maintain trees in streets or reserves undertaken</td>
<td>DM POSO</td>
<td>Percentage of healthy trees maintained 12 months after planting season</td>
<td>80%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>SAMP 4 park improvement works undertaken</td>
<td>Implement SAMP 3 park improvement works for 2013/14</td>
<td>DM POSO</td>
<td>Percentage of works completed on time and less than or equal to agreed budget</td>
<td>90%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Management of companion animals</td>
<td>Ensure compliance with Companion Animals Act including control of dangerous dogs and nuisance cats</td>
<td>Animal Control</td>
<td>Change in number of animals impounded annually from base year 2009-10</td>
<td>&lt; than base year</td>
<td>2</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Deal with complaints about companion animals</td>
<td>DM C</td>
<td>Investigate complaints within 7 days</td>
<td>90%</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide companion animal reporting</td>
<td></td>
<td>Provide reporting as required by the legislation within the required time</td>
<td>95%</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deal with abandon companion animals</td>
<td></td>
<td>Investigate complaints regarding abandoned animals within 48 hours</td>
<td>90%</td>
<td>2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: L3a Ensure that public places are clean and well maintained

<table>
<thead>
<tr>
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<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspection and removal of dumped rubbish and where appropriate enforcement action</td>
<td>Dumped rubbish identified and reported for inspection</td>
<td>Dumped Rubbish and Litter Control</td>
<td>Dumped rubbish removed within five days of notification</td>
<td>100%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Dumped rubbish inspected for possible compliance action</td>
<td></td>
<td>Number of reported dumped rubbish</td>
<td>&lt; than base year</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Remove dumped rubbish</td>
<td></td>
<td>Number of compliance notices issued</td>
<td>&lt; than base year</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Undertake legal action in relation to dumped rubbish where possible</td>
<td></td>
<td>Number of dumped rubbish collected</td>
<td>&lt; than base year</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tonnes of dumped material collected</td>
<td>&lt; than base year</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Adopt a Tree Program continued</td>
<td>Program implemented in accordance with Street Tree Masterplan and planting schedule</td>
<td>Civic Pride Programs</td>
<td>Percentage of adopt a tree requests actioned</td>
<td>90%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM RCPP</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>DM POSO</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Footpath garden program continued</td>
<td>Program implemented in accordance with new policy and guidelines</td>
<td>Civic Pride Programs</td>
<td>Percentage of applications approved following new policy and guidelines</td>
<td>90%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM RCPP</td>
<td></td>
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</tbody>
</table>
### Strategy: L3b Develop E-Reporting process for illegal graffiti and billposters

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Application available for residents to report graffiti available and promoted on Council website</td>
<td>Development of a graffiti reporting form available on Council's website</td>
<td>DM RR&amp;PPC</td>
<td>Creation of the online reporting form</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: L4a Use planning and heritage policies and controls to protect and improve the unique built environment

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved developments maintain and enhance the identity of Waverley's villages</td>
<td>Assess and approve development applications in line with Council’s planning controls and policies</td>
<td>Urban Planning DM DA</td>
<td>Percentage of development applications assessed in line with Council’s planning controls and policies</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>All properties with heritage significance listed within LEP</td>
<td>Properties with heritage significance identified and reviewed</td>
<td>Urban Planning DM STP</td>
<td>Properties and areas with heritage significance are identified within LEP</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Consultation undertaken, where required, into heritage listing</td>
<td></td>
<td>Review DCP Heritage controls for areas outside Bondi Junction</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review</td>
<td>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</td>
<td>DM STP</td>
<td>Review Heritage Inventory Sheets for Heritage Items and Conservation areas</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: L4b Maintain a distinct sense of identity for individual village centres, including Bondi, Bronte, Charing Cross, North Bondi and Rose Bay

<table>
<thead>
<tr>
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<th>Progress</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Looking Good – streetscape improvement works undertaken</td>
<td>Consultation with key stakeholders including Place Managers undertaken</td>
<td>Place Maintenance and Upgrade DM TS</td>
<td>Finished cost and time to complete compared to agreed budget and timetable</td>
<td>Cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Civic Pride Village Improvement Project initiated</td>
<td>Consultation on civic pride elements of Footpath Improvement Program with key stakeholders including Place Managers and community depending on funding 2012-13</td>
<td>Civic Pride Programs DM TS DM ES</td>
<td>Number of civic pride enhancements developed and implemented annually</td>
<td>Two</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide landscaping enhancement to Looking Good streetscape and other projects</td>
<td>DM RCPP</td>
<td>Percentage of priority projects actioned</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Liaise with key stakeholders to plan for inclusion of civic pride elements in Footpath Improvement Program</td>
<td></td>
<td>Number of civic pride enhancements proposed</td>
<td>Two</td>
<td>5</td>
<td>Delayed to align with footpath program</td>
</tr>
<tr>
<td></td>
<td>Provide landscaping enhancement to Looking Good streetscape and other projects</td>
<td></td>
<td>Percentage of priority projects actioned</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
**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**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Approved developments achieve high quality urban design outcomes</td>
<td>Assess and approve development applications in line with Council’s planning controls and policies</td>
<td>Development Assessments and Approvals DM DA</td>
<td>Percentage of development applications assessed in line with Council’s planning controls and policies</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Comprehensive local environment plan (LEP) updated annually in line with Council’s Land Use Strategy and the requirements of the NSW Department of Planning and Infrastructure</td>
<td>Review comprehensive LEP to be publicly exhibited as required by DoPI.</td>
<td>Urban Planning DM STP</td>
<td>Amendments to comprehensive LEP adopted by Council.</td>
<td>Annually</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Arrange for LEP to be gazetted</td>
<td></td>
<td>Once the LEP is gazetted by the Department of Planning post gazetral tasks completed.</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake review of Waverley Development Control Plan in line with LEP</td>
<td>Urban Planning DM STP</td>
<td>Amendments to comprehensive DCP adopted by Council.</td>
<td>Annually</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Submit DCP to Council for adoption</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
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

<table>
<thead>
<tr>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Land Use policies and plans reviewed regularly</td>
<td>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</td>
<td>Urban Planning DM STP</td>
<td>Specific Strategic Land Use policies and plans reviewed</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Compliance with Council requests for new or amended planning policies and land use plans</td>
<td>Update existing or create new strategic land use policies when requested by Council</td>
<td>Urban Planning DM STP</td>
<td>Percentage of Land Use plans/ policies requested by Council completed within timeframe required</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Building regulation, inspection and compliance undertaken</td>
<td>Undertake building compliance inspections  Respond to complaints about building compliance issues  Undertake building fire safety inspections  Issue building occupation certificates</td>
<td>Building and Fire Safety Regulation DM C</td>
<td>Number of complaints about building work received annually compared to base year 2009-10  Time to issue building certificates</td>
<td>= or &lt; than base year 14 days</td>
<td>2 2</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: L5b Protect and maintain heritage significant buildings while ensuring they are fit for use

<table>
<thead>
<tr>
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<th>Progress</th>
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</tr>
</thead>
</table>
| Expert heritage advice on development applications | - Provide heritage advice to development applicants  
- Provide heritage advice to Council officers to assist them in assessing development applications | Heritage Conservation  
DM STP | Heritage advice referrals completed within service standard | 90% | 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 | Heritage Conservation  
DM STP | Heritage and Urban Design Awards conducted annually | April 2014 | 4 | |
## Strategy: L5c Consider the use of planning controls and agreements to provide improvements to built infrastructure

<table>
<thead>
<tr>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)</td>
<td>Identify opportunities to deliver public infrastructure through Voluntary Planning Agreements</td>
<td>Urban Planning DM STP</td>
<td>Percentage change in number of Voluntary Planning Agreements (VPA) executed annually from 2009-10 base year</td>
<td>Increase from base year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Develop new VPA policy</td>
<td>Develop Voluntary Planning Agreements Policy that deliver public infrastructure</td>
<td>Urban Planning DM STP</td>
<td>New VPA Policy adopted by Council</td>
<td>March 2014</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: L5d Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and placemaking principles

<table>
<thead>
<tr>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct retail heirarchy Study in Bondi Junction</td>
<td>Lead DM to undertake training in Economic development</td>
<td>DM STP</td>
<td>Successful completion of training</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Bondi Junction is safer and more vibrant at night</td>
<td>Complete Streets project adopted by Council and key recommendations implemented</td>
<td>DM STP</td>
<td>Increased pedestrian activity in Bondi Junction measured by a pedestrian survey every 5 years.</td>
<td>Number of pedestrians in Bondi Junction is steady or increasing</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

*Actions for these deliverables will be carried out in future years of this Delivery Program period (subject to available funding)*
## Strategy: L6a Reduce vehicle and pedestrian crashes by improving road and traffic safety measures

<table>
<thead>
<tr>
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<th>Progress</th>
<th>Comment (if rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction of traffic islands in the Council area</td>
<td>Traffic islands designed and documented</td>
<td>Traffic Management Services; Road Works and Maintenance DM TS DM M&amp;C</td>
<td>Finished cost and time to complete compared to agreed budget and timetable</td>
<td>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</td>
<td>5</td>
<td>PWS currently seeking quotes for Martins Ave</td>
</tr>
<tr>
<td>Traffic &amp; pedestrian crashes reviewed annually</td>
<td>Collect and collate traffic &amp; pedestrian crash data</td>
<td>Road and Parking Safety Programs DM TS</td>
<td>In 2005 total of 287 crashes with:</td>
<td>Number of vehicle, pedestrian and cyclist crashes causing death or injury is equal to or less than 2005 base year</td>
<td>N/A</td>
<td>Data available from RMS on an annual basis.</td>
</tr>
<tr>
<td>Improve safety around schools</td>
<td>Undertake parking patrols around school zones</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Provide information to improve safety around schools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake enforcement action to ensure safety around schools</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Road and Safety Parking Programs</td>
<td>Number of parking patrols a week conducted around schools</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>DM PS</td>
<td>Minimum of five parking patrols a week</td>
<td></td>
<td></td>
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<td>2</td>
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</tbody>
</table>
## Strategy: L6b Stabilise or reduce private passenger vehicle numbers or trips

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Waverley Transport Plan review completed</td>
<td>Commence implementation of short term projects identified in the Waverley Transport Plan</td>
<td>DM ES</td>
<td>Percentage of identified works completed as per schedule</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review The Waverley Transport Plan</td>
<td></td>
<td>Review complete</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td>Changes to be finalised at Q2 budget amendment.</td>
</tr>
<tr>
<td>Infrastructure, education and promotion programs to encourage car efficiency and active travel as an alternative to the private car</td>
<td>Coordinate local events, including Ride to Work Day and Walk to Schools Day, that promote sustainable transport</td>
<td>Alternative Transport Programs</td>
<td>Number of event, educational activities and other programs to encourage sustainable transport alternatives provided each year</td>
<td>Three events, 12 workshops, two guides</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Run community workshops, including bike proficiency and bike maintenance, that encourage cycling</td>
<td>DM ES</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Prepare transport access guides for Council facilities</td>
<td></td>
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</tr>
<tr>
<td>Improved quality and frequency of public transport in the LGA through working with state government and other agencies</td>
<td>Meet regularly with state government agencies to discuss possible improvements/changes to increase in public transport capacity in LGA</td>
<td>Transport Planning</td>
<td>Meetings held with agencies</td>
<td>Twice per year</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
**Strategy: L6c Ensure access to major movement hubs is clear and direct**

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Improved pedestrian and commuter connections to public transport</td>
<td>Implement the Complete Streets recommendations adopted by Council in Bondi Junction</td>
<td>DM STP DM TS DM ES</td>
<td>Compare public transport usage information from STA and SRA</td>
<td>Increase in commuters using public transport over 4 years from the base year 2013/14.</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
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<tr>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved public domain infrastructure</td>
<td>Implement the Complete Streets recommendations adopted by Council in Bondi Junction</td>
<td>DM STP DM TS DM EBD</td>
<td>Conduct pedestrian survey in key commercial centres annually and compare pedestrian numbers over 4 years from the base year.</td>
<td>Increase in pedestrian numbers</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: L7a Create safe and accessible pedestrian and cycle links into, out of and within Waverley

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (if rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of bicycle parking improved</td>
<td>Identify locations that require new or additional bicycle parking or other bicycle related facilities</td>
<td>Cyclist Mobility Programs DM ES DM TS</td>
<td>Annual increase in the number of bicycle parking spaces</td>
<td>20 per year</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide bicycle parking or other bicycle related facilities</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Consultation with key stakeholders including Place Managers undertaken</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Footpath amenity and accessibility improved</td>
<td>Develop annual footpath program in consultation with Access Committee</td>
<td>Pedestrian Mobility Programs DM TS DM M&amp;C</td>
<td>Finished cost and time to complete compared to agreed budget and timetable</td>
<td>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Undertake adopted annual footpath program</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>10% increase in proportion of footpaths kept in top condition</td>
<td>Pedestrian Mobility Programs DM TS DM M&amp;C</td>
<td>Finished cost and time to complete compared to agreed budget and timetable</td>
<td>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>(Service Plus Component 4 – Providing more and safer access to public places)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Consultation with key stakeholders including Place Managers undertaken</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
### Strategy: L8a Improve and augment public transport along main routes

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
</table>
| Support for public buses to directly connect neighbourhood centres | Bus operations reviewed annually with STA  
Report and if required make recommendations on traffic and pedestrian accident data review to assist with STA planning | Transport Planning  
DM TS | Meeting held with STA | December 2013 | 2 |  
| Bus shelters maintained and replaced | Bus shelter replacement developed and adopted  
Bus shelters requiring maintenance identified  
Maintenance of bus shelters undertaken | Other Infrastructure Works and Maintenance  
DM TS | Number of bus shelters replaced annually  
Finished cost and time to complete compared to agreed budget and timetable | At least two  
Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4 | 4 |
| Information on Bondi Junction and Bondi Beach promotes the use of public transport | Provide information on the use of public transport in marketing material for events and activities at Bondi Junction and Bondi Beach  
Ensure promoters for events at Bondi Junction and Bondi Beach where Council is an event partner promotes the use of public transport in marketing/ promotional material | Place Marketing  
DM EBD | Percentage of marketing material that promotes the use of public transport | 100% | 4 |
### Strategy: L8a Improve and augment public transport along main routes

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
</table>
| Parking patrol conducted along main roads during weekdays | Undertake parking patrols along main roads during weekdays
Provide information to improve parking compliance along main roads
Undertake enforcement action to ensure compliance along main roads | On Street Parking Services DM PS | Number of parking patrols conducted each day along main roads during weekdays | Two | 2 | |
| Parking patrol conducted along transport corridors during weekends | Undertake parking patrols along transport corridors during weekends
Provide information to improve parking compliance along transport corridors
Undertake enforcement action to ensure compliance along transport corridors | On Street Parking Services DM PS | Number of parking patrols conducted each day along transport corridors during weekends | Two | 2 | |
## Strategy: L8b Ensure all modes of public transport are accessible for all users

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our infrastructure provides access to public transport which complies with Commonwealth Disability Standards for Accessible Public Transport 2002</td>
<td>Complying with Commonwealth Disability Standards for Accessible Public Transport</td>
<td>DM TS</td>
<td>Percentage compliance with Commonwealth disability standards for Accessible Public Transport 2002</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

## Strategy: L8c Improve access to the Bondi Junction interchange

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>More efficient and safer access to the Bondi Junction Bus / Rail Interchange for commuters</td>
<td>Investigate options for improving the commuter access to the Bus / rail Interchange from the surrounding street system</td>
<td>D PES DM PS DM STP DM TS</td>
<td>Options presented to key stakeholders for consideration</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Deliverable</td>
<td>Actions</td>
<td>Sub service/Reporting Officer</td>
<td>Measure</td>
<td>Target</td>
<td>Progress</td>
<td>Comment (If rating 3 or 5)</td>
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</tr>
<tr>
<td>Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach eg. light rail</td>
<td>Attend meetings about light rail and improving transport efficiency within the Eastern Suburbs</td>
<td>Alternative Transport Programs</td>
<td>Number of meetings attended annually by Council staff about light rail within the Eastern Suburbs</td>
<td>One</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Investigate the feasibility of light rail to service the key transport routes of the Waverley LGA</td>
<td></td>
<td>Director PES DM ES DM TS</td>
<td>Feasibility complete</td>
<td>June 2014</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
Strategy: L9a Ensure fair access to parking services through regular review of parking demand, fee structures, enforcement and facilities

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking patrols conducted in accordance with adopted program in commercial and residential areas</td>
<td>Identify priority areas to be patrolled</td>
<td>DM PS</td>
<td>Patrol numbers in commercial areas</td>
<td>Bondi Beach – Minimum 2 per day Bondi Junction – Minimum 2 per day Bronte – Minimum 1 per day Local villages – Minimum 1 per week</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake parking patrols in commercial and residential areas</td>
<td></td>
<td></td>
<td>Residential areas Bondi Beach – Minimum 2 per day (weekend) and 1 per day (weekday) Bondi Junction – Minimum 1 per day Bronte – Minimum 1 per day Local neighbourhoods – Minimum 1 per week</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake enforcement action to ensure compliance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accepted Residential Preferential Parking Scheme Recommendations implemented</td>
<td>Implementation of all recommendations of the RPPS Review as resolved by Council</td>
<td>On Street Parking Services DM PS</td>
<td>Finalisation of the implementation of all recommendations of the RPPS Review</td>
<td>80 % complete within one year of adoption of the recommendations</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rolling education program to promote safe parking carried out</td>
<td>Identify parking and road safety issues that would benefit from further community education</td>
<td>Road and Safety Parking Programs DM PS</td>
<td>Number of articles on safe parking published annually</td>
<td>At least two</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Produce educational material for identified risk areas</td>
<td></td>
<td>Number of talks on road safety provided to schools or other organisations</td>
<td>At least five</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
This quadrant refers to those plans, policies and initiatives that improve environmental sustainability. For example, strategies that seek to promote recycling and reuse in the community, actions that maintain and enhance wildlife corridors and those that encourage water and energy saving by the community. It represents the ‘environmental’ component of the quadruple bottom line.

**Directions**

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

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

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

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

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

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

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

**E8**  Waverley is an environmentally educated and committed community.
### Strategy: E1a Improve energy efficiency of Council and non-Council owned public place lighting

<table>
<thead>
<tr>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and implement energy efficiency retrofit opportunities on Council assets</td>
<td>Undertake an energy efficiency retrofit of Council assets not already retrofitted</td>
<td>DM ES</td>
<td>Retrofit program complete</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement the Waverley Energy Efficiency Plan 2011 management actions</td>
<td></td>
<td>Identified actions implemented</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement integrated environmental data management system to ensure effective monitoring of electricity consumption from Council assets</td>
<td></td>
<td>System operational</td>
<td>April 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Partner with Ausgrid to improve the energy efficiency of public place lighting</td>
<td>Report on the efficiency improvements available for Ausgrid street lighting infrastructure</td>
<td>DM ES</td>
<td>Report to Council</td>
<td>May 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Continue to participate in the SSROC Street Lighting Improvement Program</td>
<td>DM TS</td>
<td>Meetings attended</td>
<td>Once per year</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: E1b Investigate and implement low carbon technologies

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities for low carbon and renewable technologies on Council assets are investigated and implemented</td>
<td>Develop strategy to ensure best practice (including consideration of trigeneration) redevelopment of Council sites in Bondi Junction</td>
<td>DM ES DM BSP</td>
<td>Strategy for Council sites developed</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Partner with major greenhouse emitters in Waverley LGA to undertake low carbon technology investigations / retrofits</td>
<td>Investigate trigeneration ownership and operating models for Bondi Junction</td>
<td>DM ES</td>
<td>Report completed</td>
<td>May 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and deliver an engagement program to reduce non-residential electricity use prioritising medium to high electricity using sites</td>
<td></td>
<td>Commence program delivery</td>
<td>February 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engage with Westfield Bondi Junction to encourage the uptake of low carbon technologies in line with the Bondi Junction Greenhouse Gas Review 2011</td>
<td></td>
<td>Meet with Westfield to present opportunities for low carbon initiatives</td>
<td>December 2013</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Encourage uptake of low carbon technologies in the community</td>
<td>Continue to investigate and promote emerging low carbon technologies and efficiencies such as fuel cells, mini combined heat and power and energy management systems</td>
<td>DM ES</td>
<td>Investigation complete</td>
<td>March 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Deliverable</td>
<td>Actions</td>
<td>Sub service/ Reporting Officer</td>
<td>Measure</td>
<td>Target</td>
<td>Progress</td>
<td>Comment (If rating 3 or 5)</td>
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</tr>
<tr>
<td>Incentives developed to encourage sustainable retrofits of existing building stock</td>
<td>Survey large multi-uni developments to develop an energy and water efficiency program</td>
<td>Energy Management Programs</td>
<td>Survey complete</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Incentives developed to encourage sustainable building design and construction beyond BASIX through the DA process</td>
<td>Encourage the uptake of low carbon technologies in Bondi Junction mixed development via incentive program</td>
<td>Energy Management Programs</td>
<td>Incentive program developed</td>
<td>Feb 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Information and education for residents on energy efficient technologies and behaviours in building design and construction, renovations and general retrofits</td>
<td>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</td>
<td>Environmental Education Programs</td>
<td>Number of targeted workshops run annually Update website monthly</td>
<td>Four 100% 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunities for improved energy efficiency and low carbon technologies in commercial and residential buildings identified and controls developed.</td>
<td>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</td>
<td>Energy Management Programs DM ES DM STP</td>
<td>Integrate controls into the Waverley DCP Ensure Environmental Services are represented on Project Control Groups for new builds</td>
<td>Sep 2013 100% 4</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: E1d Encourage and support the Waverley community to minimise electricity use and reliance on non-renewable energy

<table>
<thead>
<tr>
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<th>Progress</th>
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</tr>
</thead>
</table>
| 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  
Develop and deliver an engagement program to reduce non-residential electricity use prioritising medium to high electricity using sites  
Develop and deliver an engagement program to increase residents awareness of the phase out of electric hot water systems and options for an efficient system | Energy Management Programs  
DM ES | Correspondence sent | December 2013 | 1 | |
| Partner with major residential and non-residential electricity consumers to reduce consumption and improve efficiency | Develop and deliver an engagement program to reduce non-residential electricity use prioritising medium to high electricity using sites  
Develop and deliver an engagement program to increase residents awareness of the phase out of electric hot water systems and options for an efficient system | Energy Management Programs  
DM ES | Commence program delivery | February 2014 | 4 | |

*Correspondence sent December 2013*

*Program delivered December 2013*
### Strategy: E1e Increase the efficiency of car use through increased passengers, car pooling, car sharing, small cars, fuel efficiency and avoiding trips

<table>
<thead>
<tr>
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<th>Progress</th>
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</thead>
</table>
| Increased use of car sharing vehicles to reduce private vehicle ownership, vehicle kilometres travelled (VKT) and parking demand | Identify locations for additional car share spaces  
Create additional car share spaces  
Publicise car share scheme and additional car share spaces | Alternative Transport Programs  
DM TS  
DM ES | Increase in car share spaces in 2012-2013 | 15% increase on previous year | 2 | |
| Improve environmental performance of Council’s fleet | Implement identified actions in the Waverley Sustainable Fleet Policy | Alternative Transport Programs  
DM ES  
DM TS  
DM BS | Percentage of identified actions complete | 100% | 4 | |
### Strategy: E1f Increase trips by active travel including walking, cycling and public transport

<table>
<thead>
<tr>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
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</thead>
</table>
| An expanded bicycle network together with the provision of bike facilities throughout the LGA | Participate in the Inner Sydney Regional Bike Plan discussions/workshops  
Improve the provision of bike parking facilities in the Waverley LGA | Cyclist Mobility Programs  
DM ES  
DM TS | Attend workshops  
Number of bike parking facilities provided | Two per year  
20 per year | 1         | 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  
Prepare application for a Local Area Traffic Zone on the Eastern Beaches Coast Walk from Notts Avenue to Bronte Beach | DM TS  
DM ES | Application submitted to the RTA  
Application submitted to the RTA | December 2013  
June 2014 | 2         | 2                           |
### Strategy: E2a Identify, plan and respond to future impacts of climate change

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
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<th>Progress</th>
<th>Comment (if rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Implement the recommendations of the Waverley Coastal Risk and Hazards Vulnerability Study</td>
<td>Environmental Sustainability Planning DM ES DM TS</td>
<td>Percentage of identified actions implemented</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Investigate and implement micro-climate management actions to reduce urban heat island effect</td>
<td>Seek grant funding to complete thermal imaging project across the Eastern Suburbs</td>
<td>Environmental Sustainability Planning DM ES DM POSO</td>
<td>Grant documentation prepared</td>
<td>May 2014</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: E2b Ensure Council and the Community are well prepared for inevitable climate change impacts

<table>
<thead>
<tr>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement climate change adaptation plan</td>
<td>No action in 2013/14</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Strategy: E3a Reduce waste generation and maximise recycling in CUOncil operations, homes, businesses, schools, development sites and public places

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A domestic waste and recycling service, together with a public place litter collection service</td>
<td>Collect domestic waste weekly</td>
<td>Domestic Waste Services; Recycling Services; Green Waste Services; Clean Up Services DM RR&amp;PPC</td>
<td>Total tonnes domestic waste collected annually</td>
<td>Decrease in tonnes from previous year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Collect domestic recycling weekly</td>
<td></td>
<td>Total tonnes domestic recycling collected annually</td>
<td>Increase in tonnes from previous year</td>
<td>5</td>
<td>New strategy to be designed to reignite community participation in kerbside recycling</td>
</tr>
<tr>
<td></td>
<td>Collect domestic garden waste fortnightly</td>
<td></td>
<td>Total domestic tonnes garden waste collected annually</td>
<td>Increase in tonnes from previous year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide a domestic waste clean up service</td>
<td></td>
<td>Total tonnes domestic waste clean up collected annually</td>
<td>Equal to tonnes from previous year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Empty street litter bins</td>
<td></td>
<td>Street litter bins less than 100% full</td>
<td>&gt;95%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percentage of domestic waste services provided compared to services missed</td>
<td>&gt;95%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates

- Undertake trial program with residents in multi unit developments to improve recycling rates and reduce contamination and illegal dumping.
- Develop and deliver an engagement program to maximise recycling.
- Develop in collaboration with industry a residential engagement program to recover wastes of concern and other waste types.

### Waste Management Programs

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Responsible Officers</th>
<th>Status</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trial program commenced</td>
<td>DM ES DM RR&amp;PPC DM B&amp;S DM M&amp;C</td>
<td>August 2013</td>
<td>Increased recycling rates compared to previous year</td>
<td>5</td>
</tr>
<tr>
<td>Recycling increased annually</td>
<td>Program implemented</td>
<td>September 2013</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Program developed</td>
<td></td>
<td>June 2014</td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

New strategy to be designed to reignite community participation in kerbside recycling.

Restructure has placed waste education into Enviro.

### Residential food waste reduction program implemented

- Continue to run the Compost Revolution food waste program in partnership with Woollahra and Randwick Council's.

### Waste Management Programs

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Responsible Officers</th>
<th>Status</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of compost bins distributed</td>
<td>200 each year</td>
<td></td>
<td></td>
<td>2</td>
</tr>
</tbody>
</table>

### A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement

- Run an anti-litter education/enforcement program at Waverley beaches.
- Investigate options for improved waste management within Bondi Park.

### Waste Management Programs

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Responsible Officers</th>
<th>Status</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-litter program complete</td>
<td>DM ES DM BJ DM BB DM C</td>
<td>Summer 2013</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Review complete</td>
<td>June 2014</td>
<td></td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>
### Sustainable Environment

#### Waste and Litter Reduction

- **Waste and litter reduction management plan for Bondi Place Management Area reviewed, implemented and monitored**

#### Local Events and Initiatives

- **Reduction in amount of waste produced**

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Number of Targeted Waste Workshops</th>
<th>Number of Drop Off Electronic Waste Collections</th>
</tr>
</thead>
</table>
| Coordinate community workshops that encourage recycling and reuse of otherwise discarded items | DM ES | Number of targeted waste workshops 10  
Number of drop off electronic waste collections 2 per year |
| Coordinate and promote collection services that encourage recycling of other waste types | | |
## Strategy: E3a Reduce waste generation and maximise recycling in Council operations, homes, businesses, schools, development sites and public places

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities</td>
<td>Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance</td>
<td>Waste Management Planning</td>
<td>Grant application complete</td>
<td>One per year</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM ES</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>DM RR&amp;PPC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local collection options for the responsible disposal or recycling of non-putrescible wastes eg, batteries, paints, oil heaters investigated</td>
<td>Update Council’s website to provide up to date information of collection program for other waste types</td>
<td>Waste Management Programs</td>
<td>Website maintained with current information</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM ES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategy: E3b Reduce illegal dumping and littering

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure, education and enforcement programs to reduce littering and illegal dumping are implemented</td>
<td>Continue to implement the Waverley Littering and Illegal Dumping Action Plan. Develop and deliver a community engagement program to reduce littering and illegal dumping</td>
<td>Waste Management Planning DM RR&amp;PPC DM ES</td>
<td>Percentage of identified actions implemented Engagement program commenced</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Partner with the NSW Government and regional Council’s to deliver an integrated littering and illegal dumping program</td>
<td>Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance</td>
<td>Waste Management Planning DM ES DM RR&amp;PPC</td>
<td>Grant application complete</td>
<td>One per year</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: E3c Investigate and implement emerging waste technologies to maximise landfill diversion

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to investigate and implement emerging waste technologies that will reduce waste to landfill and improve recycling</td>
<td>Review NSW Government Waste to Energy Policy Statement</td>
<td>Waste Management Planning</td>
<td>Report to ET on implications</td>
<td>December 2013</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake a review of regional approaches to organic waste treatment</td>
<td>DM ES</td>
<td>Review complete</td>
<td>November 2013</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: E4a Improve water efficiency of new and existing building stock

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with Strata to promote water efficiency/ reuse in multi-unit dwellings</td>
<td>Advocate for individual meters to be installed as part of new strata buildings</td>
<td>DM ES</td>
<td>Water Management Programs</td>
<td>Submission prepared</td>
<td>December 2013</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>DM ES DM RCCP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Water Management Programs</td>
<td>Environmental Services representation on Project Control Groups</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Reduction in potable water use in new Council assets</td>
<td>Ensure collaboration with Environmental Services in new asset building design</td>
<td>DM ES DM RCCP</td>
<td>Water Management Programs</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM ES</td>
<td>Environmental Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM RCCP</td>
<td>Management Programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water efficiency and recycling technology at Council’s highest water consuming sites investigated and implemented</td>
<td>Undertake a water efficiency building retrofit of assets not already retrofitted</td>
<td>DM ES DM BSP DM POSO</td>
<td>Water Management Programs</td>
<td>Retrofit commenced</td>
<td>August 2013</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM ES</td>
<td>Percentage of identified actions complete</td>
<td>100%</td>
<td>February 2014</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM POSO</td>
<td>Leak detection systems installed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>System upgraded</td>
<td>December 2013</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Irrigation efficiency at Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water</td>
<td>Isolate mains top up and manage irrigation of Waverley Oval, sports fields and park with recycled water</td>
<td>DM ES DM POSO</td>
<td>Water Management Programs</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
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<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
</table>
| 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  
Provide up to date information to residents on improving water efficiency  
Promote other rebates and water savings programs offered by other government agencies | Water Management Programs  
DM ES | Workshops held | Four 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 | Develop and deliver an engagement program to reduce water use by medium to high users  
Run the Eastern Suburbs Sustainable Business Program within Woollahra and Randwick councils | Water Management Programs  
DM ES | Program delivered | June 2014 | 4 |               |
### Strategy: E4c Investigate and implement recycled water technologies

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Investigate the feasibility of and implement recycled water systems at identified Council sites</td>
<td>Water Management Programs DM ES DM POSO DM TS</td>
<td>Feasibility assessment complete</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: E5a Minimise pollutants in stormwater discharged into waterways

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pollution prevention devices installed and maintained throughout the LGA</td>
<td>Gross pollutant traps monitored and maintained across the LGA</td>
<td>Pollution Control Programs DM ES DM M&amp;C</td>
<td>Reduction in amount of pollutants removed from gross pollution control devices each year compared to 2008-09 base year</td>
<td>5%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Stormwater Harvesting Infrastructure maintained</td>
<td>Maintain existing stormwater and groundwater infrastructure</td>
<td>Water Management Programs DM ES DM M&amp;C</td>
<td>Maintenance reports and water quality data monitored bi monthly</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Water quality at key coastal sites is regularly monitored</td>
<td>Undertake water monitoring program</td>
<td>Water Management Programs DM ES</td>
<td>Dry weather monitoring program implemented</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Targeted community environmental education and awareness program on stormwater pollution undertaken</td>
<td>Run community education program on stormwater pollution in Waverley LGA</td>
<td>Environmental Education Programs DM ES</td>
<td>Program conducted January 2014</td>
<td></td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: E5b Minimise the discharge of untreated wastewater and sewage overflows into receiving waterways

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
</table>
| Partnerships with external organisations to promote water quality improvement programs | Participation in OEH *Beachwatch* program  
Promote Sydney Water *Sewer Fix* monitoring program  
Complete monitoring of ocean pool quality in partnership with NSW Health | Water Management Programs  
DM ES | Number of program in which Council participates annually | At least three | 4                     |               |
| Integrated water quality management program implemented in Waverley      | Develop and implement a integrated water quality improvement strategy to identify appropriate mitigation strategies | Water Management Programs  
DM ES | Strategy complete | June 2014 | 4                     |               |
### Strategy: E6a Ensure no further loss of remnant vegetation

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Tree Management Plan to maximise tree canopy cover in Waverley implemented</td>
<td>Plant trees over the winter months</td>
<td>Tree Planting Services; Tree Maintenance Services; Tree Management Planning</td>
<td>Number of trees planted per year by Council</td>
</tr>
<tr>
<td></td>
<td>Implement a watering and maintenance program over the summer months</td>
<td>DM POSO DM RCPP</td>
<td>Percentage of trees planted that survive by Council</td>
</tr>
<tr>
<td></td>
<td>Update and maintain street tree data base</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve public access to tree planning information on Council’s website</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Tree Technical Manual</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Significant tree register maintained and updated</td>
<td>Process to provide access to Significant Tree Register developed including consultation with the community</td>
<td>Tree Management Planning</td>
<td>Significant Tree Register finalised</td>
</tr>
<tr>
<td></td>
<td>Report on proposed process completed and adopted</td>
<td>DM RCPP</td>
<td>Register to be completed by July 2013</td>
</tr>
</tbody>
</table>

**Target**
- 200 trees planted by June 2014
- 80% percentage of trees planted that survive by Council
- TTM commenced

**Progress**
- 2
- 2
- 5
- 5
- 5
- 5

**Comment**
- Work has not commenced as Tree Management policy had priority
- Work on register behind due to Tree Management policy having priority
| Local native seed propagation program for local plantings implemented | Collect seed from local bushland remnants. Program propagation to provide plants for projects | Biodiversity Management Programs DM RCCP | Seed collection undertaken Collected seed is propagated | Annually 5% of seed stock is propagated annually | 2 | 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 | Biodiversity management Programs DM ES DM STEP | SAMP updated | December 2013 | 4 |
### Strategy: E6b Improve the condition of existing areas of remnant vegetation

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (if rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council strategy for the protection, restoration and enhancement of remnant vegetation and habitat</td>
<td>Develop a Biodiversity Action Plan</td>
<td>Biodiversity Management Programs DM ES</td>
<td>Plan developed</td>
<td>April 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented</td>
<td>Undertake bush regeneration works to improve the quality of our existing remnants</td>
<td>Biodiversity Management Programs DM RCPP</td>
<td>Works completed</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Waverley Street Tree Planting program implemented</td>
<td>Plant trees in priority areas</td>
<td>Tree Planting Services DM POSO</td>
<td>Number of priority areas planted per year by Council</td>
<td>Two</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: E6c Increase the quantity and quality of habitat cover on private and public properties

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage native plantings on public/private property in identified habitat corridors</td>
<td>Develop community engagement program to increase plantings of native species and decrease weed species on private property prioritising sites in areas of remnant vegetation and habitat corridors</td>
<td>Biodiversity Management Programs DM ES</td>
<td>Program delivered</td>
<td>April 2014</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: E7a Protect local marine biodiversity through education and enforcement

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
</table>
| Work with Department of Environment and Climate Change and Water (DECCW) to protect local marine biodiversity | Work with Sydney Coastal Councils Group to better regulate and improve management of marine environment | Biodiversity Management Programs  
DM ES | Meetings attended | 6 per year | 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 | Biodiversity Management Programs  
DM C | 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 | Biodiversity Management Programs  
DM ES | Program implemented | May 2014 | 4 | |
<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication and awareness activities on Council’s sustainability program rolled out</td>
<td>Develop an internal sustainability program for Council staff to improve awareness of Environmental Action Plan</td>
<td>Environmental Education Programs DM ES</td>
<td>Program developed</td>
<td>February 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Coordinate the Eastern Suburbs Schools Environment Network</td>
<td>Environmental Education Programs DM ES</td>
<td>Meetings with schools held quarterly</td>
<td>100%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Work with local childcare centres to improve environmental skills and knowledge and deliver environmental outcomes</td>
<td>Implement the SSROC <em>Little Green Steps</em> Program at Waverley, Gardiner and Bronte Childcare Centres</td>
<td>Environmental Education Programs DM ES</td>
<td>Number of environmental initiatives implemented at each childcare centre</td>
<td>At least two</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>A Waverley Council Sustainable Schools Program</td>
<td>Implement Council’s Sustainable Schools Program</td>
<td>Environmental Education Programs DM ES DM RCCS</td>
<td>Percentage of schools in LGA participating</td>
<td>75% February 2014 August 2014</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: E8b Conduct engagement programs that encourage positive environmental behaviour change

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A environmental workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours</td>
<td>Run community Greenwave workshop program to improve community behaviours</td>
<td>Environmental Education Programs</td>
<td>Number of residents participating</td>
<td>400</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM ES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A lecture and activity series developed so residents can continue to be informed and engaged in debates around current environmental issues</td>
<td>Run community Green Brains program to improve community behaviours</td>
<td>Environmental Education Programs</td>
<td>Annual Green Brains program held</td>
<td>October 2013</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM ES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment</td>
<td>Coordinate Council’s Summer Activities Program</td>
<td>Environmental Education Programs</td>
<td>2011-12 program completed</td>
<td>February 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM ES</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
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

<table>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
</table>
| 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                                                                                                                                              | Governance DM G&IP              | All identified governance policies reviewed at least every three years                       | Policies for review 2013-14  
  - Councillor’s Expenses and Facilities - November 2013  
  - Code of Meeting Practice – August 2013  
  - Internal Reporting Policy & Investigation Process Policy – July 2013  
  - Petitions Policy – July 2013  
  - Records Management Policy – August 2013  
  - Statement of Business Ethics – April 2014                                                                                               | 1                                  | Awaiting outcome of LG Acts Review as a Model Code is being proposed                      |
|                                                                            | Develop a policy review program for all governance policies                                                                                                                                              |                                |                                                                                             |                                                                                                                                                                                                       | 5                                  |                                              |
|                                                                            | Undertake policy reviews                                                                                                                                                                                |                                |                                                                                             |                                                                                                                                                                                                       | 2                                  |                                              |
|                                                                            | Regularly review policies available on Council’s website to ensure currency                                                                                                                                 |                                |                                                                                             |                                                                                                                                                                                                       | 2                                  |                                              |

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### 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

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A suite of integrated corporate plans that meet legislative requirements developed and maintained</td>
<td>Ensure alignment of annual Operational Plan, business plans, budgets and other new plans with Directions and Strategies from the Community Strategic Plan. Review Community Strategic Plan, Resourcing Strategy as required. Develop a Delivery Program for each new Council. Develop an annual Operational Plan for adoption by Council annually.</td>
<td>Long Term Integrated Planning and Consultation, Director C&amp;TS DMG&amp;IP.</td>
<td>Community strategic plan revised every four years, Strategic asset management plan, environmental action plan, workforce plan and long term financial plan revised regularly. Delivery Program and Operational Plan adopted by Council.</td>
<td>June 2017, LTPF annually, SAMP June 2017, EAP June 2017, WFP June 2017.</td>
<td>4, 4, 4, 4</td>
<td>All Integrated Plans (including Resourcing Strategy documents) are programmed in for their respective reviews.</td>
</tr>
</tbody>
</table>
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

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</thead>
</table>
| Regular reporting to Council on progress with implementation of integrated corporate plans | Prepare reports on progress with Delivery Program deliverables  
Report to Council on progress every six months  
Report to outgoing Council on quadruple bottom line outcomes | Long Term Integrated Planning and Consultation Director C&TS DMG&IP | Six monthly reports provided to Council on progress with Delivery Program | 100% | 2 | |

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

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Sub service/ Reporting Officer</th>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular ethics and Code of Conduct training provided for Councillors and staff</td>
<td>Provide ethics and Code of Conduct training to Councillors</td>
<td>Governance DM G&amp;IP DM HR/OD</td>
<td>Number of ethics and Code of Conduct training events provided annually to Councillors</td>
<td>Two</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Provide ethics and EEO training to all new employees</td>
<td>Provide ethics and EEO training to all new employees</td>
<td></td>
<td>Percentage of new employees who undertake ethics and EEO training within three months of commencement</td>
<td>90%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Provide EEO refresher training to all existing employees</td>
<td>Provide EEO refresher training to all existing employees</td>
<td></td>
<td>Percentage of staff who complete refresher training every three years</td>
<td>90%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Internal audit function supported and operating effectively and efficiently</td>
<td>Implement internal audit program</td>
<td>Governance GMU DM G&amp;IP</td>
<td>Internal audit program adopted and implemented</td>
<td>Annually</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Provide support to Audit Committee</td>
<td>Support provided</td>
<td></td>
<td></td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Review internal audit program</td>
<td>Program reviewed and adopted</td>
<td></td>
<td></td>
<td>Annually</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Audit Committee Report to Council</td>
<td>Report adopted by Council</td>
<td></td>
<td></td>
<td>Bi-annually</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Audit Committee meetings are conducted regularly</td>
<td>Meetings held to adopted schedule</td>
<td></td>
<td></td>
<td>Five per year</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: G1c Our leaders advocate on our behalf to promote our area's interests and win resources

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor’s role in advocating the provision of resources for the Waverley local government area</td>
<td>Attendance at inter-government activities</td>
<td>MGMU</td>
<td>Number of inter-government activities attended per year</td>
<td>At least 2 per year</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Regional collaboration/advocacy undertaken by the Mayoral Office</td>
<td></td>
<td></td>
<td>Regional collaboration/advocacy activities undertaken per year</td>
<td>At least 2 per year</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
Strategy: G2a Promote and require strategic directions that are inclusive and reflect the views of the community

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Community Engagement Strategy that meets legislative requirements</td>
<td>Develop Community Engagement Strategy for Community Strategic Plan review</td>
<td>Long Term Integrated Planning and Consultation</td>
<td>Community Engagement Strategy (IP&amp;R) reviewed and adopted by Council prior to consultation on Community Strategic Plan</td>
<td>Community Engagement Strategy (IP&amp;R) reviewed – October 2016</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>A Community Strategic Plan that is inclusive</td>
<td>Implement adopted Community Engagement Strategy for development of Waverley Together 4</td>
<td>Long Term Integrated Planning and Consultation</td>
<td>Results of 2016 Community Survey to inform development of Waverley Together 4</td>
<td>Completion of adopted Community Engagement Strategy</td>
<td>June 2016</td>
<td>2</td>
</tr>
</tbody>
</table>
Strategy: G2b Provide opportunities in a variety of forums for all stakeholders to contribute to community decision making

<table>
<thead>
<tr>
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<th>Progress</th>
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</tr>
</thead>
</table>
| Advisory committees, precinct committees and community forums supported and maintained                                                                                                                   | Manage the operations of the Precinct system and support the application of the new policy and operational guidelines
Provide training for Precinct executive members
Provide support to other peak committees and forums including Sustainability Committee; Independent Hearing & Assessment Panel; Access Committee; Multicultural Advisory Committee; Community Safety Advisory Committee; Public Arts Committee; Housing Advisory Committee; Eastern Region Local Government Aboriginal and Torres Strait Islander Forum | Precinct Committee Facilitation Services
DM RCPP
Advisory Committees and Forums
DM RCPP
DM EBD
DM ES                                                                                                                                   | Number and type of community committees and forums held annually
Number of training events                                                                                                               | Up to 60 meetings
Two                                                                                                                                       | 2                                                                                               | 4                                                                                                                                      |
|                                                                                                                                                                                                          |                                                                                                                                                                                                        | Number of training events                                                                                                                    | Two                                                                                                                                    | 2                                                                 | 2                                                                 |
### Sustainable Governance

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 | Promote consultation events through ‘Have a Say’ portal | Place Precinct agenda and minutes on website | ALL | MGMU Advisory committees and Forums | DM RCPP | Percentage of draft policy and plans placed on website | Percentage of consultation events posted on website | Percentage of minutes and agendas on website | 100% | 100% | 100% | 2 | 2 | 2 |
## Strategy: G2c Promote and advocate communications that are targeted, accessible and clearly branded

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A regular professionally produced and interesting community newsletter</td>
<td>Theme identified and material collected for quarterly community newsletter</td>
<td>MGMU</td>
<td>Percentage increase in number of respondents that report receiving and reading Council’s community newsletter</td>
<td>Benchmarking exercise to be undertaken</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Newsletter produced and distributed</td>
<td>MGMU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council’s Communications Plan &amp; Community Engagement Strategy developed and implemented</td>
<td>Development and implementation of the Communications Plan and Community Engagement Strategy</td>
<td>MGMU</td>
<td>Communications Plan and Community Engagement Strategy developed</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Communication

- **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 (TIS)

### Multicultural Services

- **Multicultural Services DM RCPP**

  - Number of languages aides supported
  - Number of promotions and feedback sessions with targeted staff

### Social media and other communications channels

- **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

### Usage levels

- **MGMU Usage levels of Council social media sites in web reports**

  - Quarterley

<table>
<thead>
<tr>
<th>Description</th>
<th>Multicultural Services DM RCPP</th>
<th>Social media and other communications channels</th>
<th>Usage levels of Council social media sites in web reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a language aide service</td>
<td>Seven</td>
<td>Development and monitoring of social media sites by Council</td>
<td>Quarterley</td>
</tr>
<tr>
<td>Support access to the Telephone Interpreter Service (TIS)</td>
<td>Two</td>
<td>Usage levels of Council social media sites in web reports</td>
<td>1</td>
</tr>
</tbody>
</table>
## Strategy: G3a Promote and advocate systems and procedures that support good customer service

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Progress</th>
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</tr>
</thead>
</table>
| Customer service training provided to staff | Provide customer service training to all new staff  
Provide customer service refresher training to all existing staff | Human Resources  
DM HR/OD | Percentage of new staff trained in customer service within three months of joining Council  
Percentage of existing staff that complete refresher training every three years | 90%  
90% | 2  
2 | |
| Training in systems and processes that support customer service provided to identified staff | Undertake a skills assessment of identified staff  
Develop training programs on customer service systems and processes  
Deliver training programs on customer service systems and processes  
Investigate & implement customer centric customer request management system that will allow monitoring of Council service standards and promote improved customer Responsiveness | Human Resources  
DM HR/OD  
DM LCS | Percentage of identified staff trained in customer service systems and processes compared to number that need to be trained  
System implemented as per agreed timeline | 100%  
June 2014 | 4  
4 | |
| Business process and information systems enhanced in accordance with the Business and Information Systems Steering Committee plan | Business and Information Systems Plan developed | Dir C&TS | Percentage of activities in the Business and Information Systems Plan implemented annually | 100% | 2 |
### Strategy: G3b Monitor and report regularly against the service standards set for customer service

<table>
<thead>
<tr>
<th>Deliverable</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Regular customer surveys conducted</td>
<td>Monitor &amp; report on customer satisfaction with customer service standards                                                                ffen the management of complaints and identify associated service improvements Report on customer service performance against established benchmarks</td>
<td>Customer and Call Centre</td>
<td>At least 80%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Performance against standards for customer requests and complaints recorded in Council's customer request management system and completed within and outside service standards</td>
<td></td>
<td>Customer and Call Centre</td>
<td>At least 80%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>DM LCS Report regularly on the management of complaints and identify associated service improvements Report on customer service performance against established benchmarks</td>
<td></td>
<td>DM LCS</td>
<td>At least 80%</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report to Executive &amp; Council</td>
<td>Quarterly (Executive) (Council)</td>
<td>5</td>
<td>1st Q report delayed due to data extraction issues - now resolved.</td>
</tr>
</tbody>
</table>
## Strategy: G4a Promote and advocate the regular review of services to ensure they are efficient, effective and responsive to customer needs

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Undertake the Workforce Plan program of business and improvement reviews</td>
<td>Divisions undertake reviews identified in annual program Report half yearly on progress with program</td>
<td>SMT OD/L&amp;D DM HR/OD</td>
<td>Number of reviews completed annually compared to adopted program</td>
<td>80%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Implement workforce benchmarking program to compare like Councils</td>
<td>Establish benchmarking requirements and scope Pilot benchmarking process for sample Division</td>
<td>Human Resources DM HR/OD</td>
<td>Annual benchmarking program developed and commenced Pilot benchmarking process for sample Division completed</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Percentage of activities in the Business and Information Systems plan implemented annually</td>
<td>Expansion of on-line services on Council’s website</td>
<td>MGMU</td>
<td>Measurement of on-line services through regular web reports</td>
<td>Quarterly</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
Strategy: G4a Promote and advocate the regular review of services to ensure they are efficient, effective and responsive to customer needs

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</thead>
<tbody>
<tr>
<td>A program of continuous improvement in customer service</td>
<td>Implement scheduled customer service strategy actions</td>
<td>Customer and Call Centre DM LCS</td>
<td>Number of actions implemented</td>
<td>As per agreed timeframes of customer service strategy (At least 2 per year)</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: G4b Provide a range of efficient and effective corporate support services

<table>
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<tr>
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</thead>
</table>
| 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  
Provide staff for meetings of Council and Council’s standing committees  
Provide support to Councillors to enable them to effectively carry out their official duties  
Provide assistance and advice to Councillors on governance matters | Councillor Support Governance  
DM G&IP | Percentage of minutes and agenda for Council and Council committees meet service standards set  
Percentage of requests from Councillors completed within 7 days of receipt | 95%  
95% | 2  
2 |  |
| Council’s vehicle fleet and plant maintained                                  | Manage Council’s vehicle fleet and equipment including fleet and equipment replacement and disposal  
Provide repairs and servicing for Council’s vehicle fleet and equipment | Fleet Management  
DM B&S | Percentage of Council’s vehicle fleet and plant available for use daily  
Fleet whole of life costs, downtime costs, maintenance records and repair times | 90%  
Equal to Industry Standards | 2  
2 |  |
### Computer and communications network availability ensured

| Computer and communications network availability ensured | Provide a computer network that supports the work of Council | Maintain Council's computer network | Provide a communications network that supports the work of Council | Maintain Council's communications network | IT and Telecommunications | DM FISS | Computer network availability (excluding planned downtime) | 95% | 4 | Phone system availability (excluding planned downtime) | 95% | 4 |
### Strategy: G4b Provide a range of efficient and effective corporate support services

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>An efficient and effective payroll service</td>
<td>Produce weekly payroll and pay staff</td>
<td>Human Resources</td>
<td>Staff paid on time</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Process information including timesheets and leave forms</td>
<td>DM HR/OD</td>
<td>Staff paid accurately</td>
<td>98%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Efficient and effective corporate procurement services</td>
<td>Coordinate tendering across Council</td>
<td>Purchasing</td>
<td>Number of audits of purchasing conducted annually</td>
<td>At least 12</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide advice on purchasing</td>
<td>DM FISS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake audits of compliance with Council’s purchasing policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Store operations that are efficient, effective and delivered in a timely manner</td>
<td>Identify items required regularly by Council</td>
<td>Depot and Stores</td>
<td>Number of stocktakes of items in store undertaken annually</td>
<td>Two</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Order items required regularly by Council</td>
<td>DM B&amp;S</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake stocktakes of items in store</td>
<td>DMFISS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More services are provided online</td>
<td>Identify areas where Council services can be provided online</td>
<td>IT and Telecommunications</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>DM STP</td>
<td></td>
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</tr>
<tr>
<td>Establish fully automated process to provide 149 certificates issued on line</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expansion of E-Certificate System</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide online planning policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage 149 certificates issued on line compared to total issued in base year 2011-2012</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research expansion of E-Certificates to include rating and outstanding Notices and Orders</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalise and Implement the Electronic Housing Code Project</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage Increase on base year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 2014</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>June 2014</td>
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</tbody>
</table>
Strategy: G4c Pursue and participate in regional resource sharing and partnership initiatives which provide community benefits

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<tr>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in partnerships and projects through SSROC</td>
<td>Participation in SSROC projects</td>
<td>DM LCS</td>
<td>Number of SSROC projects in which Council participates annually</td>
<td>Four</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>MGMU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participation in partnerships and projects with other councils and organisations</td>
<td>Participation in Inter Library Loans Cooperative and Eastern Suburbs HSC Cooperative</td>
<td>DM LCS</td>
<td>Number of library partnerships</td>
<td>Two</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GMU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participation in partnerships and projects with other councils and organisations</td>
<td>Develop Human Resources &amp; Organisational Development shared services project plan in partnership with Councils in the Eastern suburbs</td>
<td>OD&amp;L&amp;D</td>
<td>Project plan agreed and implemented on completion</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DM HR/OD</td>
<td></td>
<td></td>
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</tbody>
</table>
Strategy: G4d Actively engage in industry continuous improvement and reform with government and private sector partners to seek long term community benefit

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of Strategic Service Management Planning</td>
<td>Trial the development of case study Strategic Service Management Plans on a progressive basis</td>
<td>Dir C&amp;TS</td>
<td>Number of Strategic Service Management Plans developed per year</td>
<td>At least 1 per year</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial advice and coordination to ensure Council meets overall budget performance targets provided</td>
<td>Manage Council’s financial performance to achieve targets set</td>
<td>Financial Management DM FISS</td>
<td>Annual budget targets met or exceeded</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct and report on quarterly reviews of budget performance</td>
<td></td>
<td>Number of green lights on Local Government Finance Health Check Indicators</td>
<td>At least seven</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure year end accounts are completed</td>
<td></td>
<td>Annual financial audit completed and reported on time</td>
<td>October annually</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Issue rates notices quarterly and collect rates levied</td>
<td></td>
<td>Rate notices issued in accordance with legislative timetable</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Achieve a return on Council’s cash investments</td>
<td></td>
<td>Rates outstanding as a percentage of rates collected</td>
<td>Less than 3.5%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: G5b Undertake long term financial and economic planning

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
</table>
| Four-year forecast prepared annually | Develop four-year forecast  
Report to Council annually on forecast | Financial Management  
DM FISS | Four-year forecast completed and reported to Council each year | April annually | 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 | Financial Management  
DM FISS | 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 | Financial Management  
DM FISS | Surplus or balanced budget achieved annually | 100% | 2 | |
| Council’s expenditure satisfies the needs of the community | Monitor expenditure to ensure it is in accordance with the expressed wishes of the community as articulated in the Community strategic plan  
Provide advice to Council to assist its decision making on changes to expenditure that are outside the adopted Delivery Program | DMFISS  
Director C&TS | Quarterly budget review reports to Council  
Service Efficiency & Reporting Committee of Council meets | Quarterly  
At least 3 times a year | 2 | |
### Strategy: G5b Undertake long term financial and economic planning

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A revised Investment Strategy that is being implemented</td>
<td>Review Investment Strategy progress to date</td>
<td>Dir C&amp;TS</td>
<td>Quarterly progress reporting on Investment Strategy projects</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>A revised Investment Strategy building on progress of earlier strategies and financial modelling and multicriteria analysis</td>
<td>Development of Investment Strategy 3 documentation</td>
<td>Dir C&amp;TS</td>
<td>Development and revision of Investment Strategy Stage 3 documentation</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Development of Waverley Economic Development Plan / Strategy</td>
<td>DM STP to undertake Economic Planning Learning and Development</td>
<td>DM STP</td>
<td>Successful completion of training Officer Appointed</td>
<td>November 2013</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Economic Development Officer Appointed</td>
<td></td>
<td></td>
<td>April 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Retail Heirachy Study</td>
<td></td>
<td></td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
### Sustainable Governance

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

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted financial performance for all commercial leases met or exceeded</td>
<td>Manage the leasing Council’s commercial property portfolio</td>
<td>Property Management Senior Facilities Manager</td>
<td>Performance of Council’s business activities against budget targets</td>
<td>=$/&gt;budgeted financial performance for all commercial leases</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Budgeted financial performance for Cemetery business operations met or exceeded</td>
<td>Manage Council’s cemetery business unit</td>
<td>Waverley and South Head Cemetery Services Cemetery Manager</td>
<td>Performance of Council’s business activities against budget targets</td>
<td>=$/&gt;budgeted financial performance for cemetery business operations</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Budgeted financial performance for Council car park business operations met or exceeded</td>
<td>Manage Council’s car parks</td>
<td>Off Street Parking Services Parking Business Manager</td>
<td>Performance of Council’s business activities against budget targets</td>
<td>=$/&gt;budgeted financial performance for Council car parks operations</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Budgeted financial performance for commercial waste collection and recycling service met or exceeded</td>
<td>Manage Council’s commercial waste and recycling service</td>
<td>Commercial Waste Services DM B&amp;S</td>
<td>Performance of Council’s business activities against budget targets</td>
<td>=$/&gt;budgeted financial performance for commercial waste operations</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: G6a Regularly revise Council’s Strategic Asset Management Plans and integrate with financial planning processes

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements</td>
<td>Updated assessment of assets incorporated into preparation of SAMP4</td>
<td>Asset Management Services; DM TS</td>
<td>Report on assets during term of Council</td>
<td>April 2016</td>
<td>2</td>
</tr>
<tr>
<td>Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans</td>
<td>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</td>
<td>Financial Management; Asset Management Services; DM FISS; DM TS</td>
<td>Asset maintenance and renewal estimates are shown in Long Term Financial Plans and reported to Council each year</td>
<td>April annually</td>
<td>2</td>
</tr>
</tbody>
</table>
## Strategy: G6b Implement adopted Asset Management Plans

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/ Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A program of capital works developed and implemented</td>
<td>Capital Works Program Planning</td>
<td>Capitol works program adopted by Council</td>
<td>June 2014</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adopted and funded capital works program implemented</td>
<td>DM TS</td>
<td>Percentage of adopted projects delivered within approved budget as amended by Council in quarterly reviews</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progress with capital works program reported to Council quarterly</td>
<td></td>
<td>Percentage of adopted projects delivered on time</td>
<td>80%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>An annual asset maintenance program developed</td>
<td>Annual asset maintenance program developed</td>
<td>Asset Management Planning; Asset Design Services</td>
<td>80% of program cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adopted and funded asset maintenance program implemented</td>
<td>DM TS</td>
<td>Finished cost and time to complete compared to agreed program, budget and timetable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainable Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Delivery of annual maintenance program  
    Progress with annual asset maintenance program reported to Council quarterly  
    Kerb and Gutter Construction Grant (Urban Local Roads)  
    Kerb and Gutter Construction  
    Roads Construction & Upgrades  
    Stormwater drainage construction & upgrades | 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) | 2 |

# Strategy: G6b Implement adopted Asset Management Plans

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>An annual asset maintenance program</td>
<td>Cemetery infrastructure backlog renewals</td>
<td>Asset Management Planning; Asset Design Services</td>
<td>The proportion of assets in Condition Ratings 1, 2 and 3</td>
<td>Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding)</td>
<td>5</td>
<td>Cemetery works deferred – report to Council in March 2014</td>
</tr>
<tr>
<td></td>
<td>Public toilets upgrade</td>
<td>DM TS DM M&amp;C DM BSP</td>
<td>Finished cost and time to complete compared to agreed program, budget and timetable</td>
<td>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: G6c Implement the adopted Asset Management Continuous Improvement Plan

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/Reporting Officer</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-track delivery of 80% of scheduled activities in the adopted Asset Management Continuous Improvement Plan each year</td>
<td>Progress with scheduled activities monitored quarterly</td>
<td>Asset Management Program Planning</td>
<td>Ongoing improvement in self-assessed scores on meeting agreed Business Excellence Framework (BEF) benchmarks for asset management</td>
<td>Steady increase compared to SAMP3 (self assessed score between 150 -199, indicating Competence in Asset Management)</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progress against benchmarks for asset management assessed annually</td>
<td>DM TS</td>
<td></td>
<td></td>
<td>----------</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: G7a Provide a safer environment by implementing specific risk management practices

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Sub service/Reporting Officer</th>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operational risk processes and strategies developed</td>
<td>Risk and Insurance Management</td>
<td>Number of Registers developed per year</td>
<td>At least 1 register per year</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development of Risk Registers to manage individual risks as per the Risk Management Framework</td>
<td>Risk and Safety Manager</td>
<td>Developing baseline key measures for public liability and insurance claims</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establishing baseline key measures for public liability and insurance claims</td>
<td></td>
<td>Review and gap analysis complete</td>
<td>June 2014</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review of Contractor Management processes across the Departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Developing and implementing a Disaster Recovery Plan</td>
<td>Risk and Safety Manager</td>
<td>Number of workshops held per annum</td>
<td>At least 5</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Working groups held with significant operational sites across Council</td>
<td></td>
<td>Number of meetings per annum</td>
<td>At least 3</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Continuity Committee meets on a regular basis to review and update draft Business Continuity Plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Strategy: G7b Maintain safe workplaces

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of lost time injuries and incidents reduced</td>
<td>Review and revise Claims and Rehabilitation Procedures and tools Monitor and report on lost time injuries, OH&amp;S incidents and time to complete corrective actions</td>
<td>Risk and Insurance Management, Risk and Safety Manager</td>
<td>Revision of the rehabilitation procedures and tools completed Percentage reduction in lost time injuries Percentage reduction in incidents Percentage of corrective actions raised that are closed</td>
<td>December 2013</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>
### Strategy: G8a Promote and advocate the improved management of, and access to, information across Council

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Records management and information access services provided</td>
<td>Maintain Council’s records management system&lt;br&gt;Provide records management services&lt;br&gt;Provide advice and training in the use of Council’s records management system&lt;br&gt;Audit and report on compliance with the use of Council’s records management system</td>
<td>Records and Public Information Services</td>
<td>Percentage of staff who comply with Council’s Records Management Policy</td>
<td>90%</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts</td>
<td>Develop and implement program for compliance with Government Information (Public Access) Act&lt;br&gt;Provide access to information under Government Information (Public Access) Act (the GIPA Act)&lt;br&gt;Manage requests and privacy complaints under Privacy and Personal Information Protection Act (the PPIP Act)</td>
<td>Records and Public Information Services</td>
<td>Percentage of applications under GIPA and PPIP Acts processed annually in accordance with legislative timeframe</td>
<td>100%</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
## Strategy: G8a Promote and advocate the improved management of, and access to, information across Council

<table>
<thead>
<tr>
<th>Deliverable</th>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of web site monitored</td>
<td>Maintain Council’s web site</td>
<td>IT &amp; MGMU</td>
<td>Percentage increase in number of visits to web site each year</td>
<td>10%</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Monitor and report on use of web site</td>
<td>DM FISS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Geographic information system (GIS) across Council maintained</td>
<td>Maintain and update Council’s geographic information (GIS) system</td>
<td>GIS Team</td>
<td>Software and mapping database updates completed annually</td>
<td>100%</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Provide a publicly accessible digital mapping system</td>
<td>DM STP</td>
<td>Increase in number of users accessing the mapping website from base year 2010-11</td>
<td>Increases annually</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
**Strategy: G8b Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Actions</th>
<th>Measure</th>
<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All reports required by legislation or requested by Government departments and agencies provided</td>
<td>Complete Operational Plan as required by legislation</td>
<td>Governance MGMU DM G&amp;IP DM FISS DM C</td>
<td>Percentage of reports required by legislation provided on time and in required format</td>
<td>100%</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Complete and submit Annual Report by due date</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Submit annual audited financial accounts to DLG by due date</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide Companion Animal reporting as required</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Annual reports on key council's plans and policies completed</td>
<td>Report on access and equity policies in Council’s Annual Report</td>
<td>DMG&amp;IP DM RCPP</td>
<td>Information for Annual Report provided</td>
<td>September 2013</td>
<td>1</td>
</tr>
</tbody>
</table>
Strategy: G9a Attract and retain highly skilled employees who take pride in delivering exceptional service to achieve the community’s vision

<table>
<thead>
<tr>
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<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council’s Workforce Plan implemented</td>
<td>Undertake the activities scheduled in Council’s Workforce Plan</td>
<td>Human Resources, DM HR/OD</td>
<td>Percentage of activities from Workforce Plan completed annually</td>
<td>80%</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
| Recruitment process managed to limit the length of time to fill vacant positions | Undertake recruitment in accordance with guidelines  
Monitor recruitment process to identify issues or delays that may increase time to fill vacant positions  
Respond to any issues or delays identified | Human Resources, DM HR/OD | Recruitment cycle time | 6 weeks or less | 2        |                                                                                           |
| Work towards achieving employer of choice status                           | Scope requirements and undertake gap analysis to achieve employer of choice status  
Prioritise key employer of choice projects in working towards the development of long-term employer of choice strategy | DM HR/OD | Achievement of milestones along the path towards employer of choice status | 80%    | 3        | Completed analysis with Aon Hewit. Decision to delay proceeding until implementation of new workforce plan. |
## Strategy: G9b Create a positive performance culture that builds skills in alignment with Council's Mission and Values

<table>
<thead>
<tr>
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<th>Target</th>
<th>Progress</th>
<th>Comment (If rating 3 or 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning and Development (Training) Plan programs delivered</td>
<td>Implementation of Learning &amp; Development Plan</td>
<td>Human Resources</td>
<td>Percentage of scheduled components of Training Plan delivered annually</td>
<td>80%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement Learning &amp; Development Plan</td>
<td>DM HR/OD</td>
<td>Participants satisfaction score on training evaluation</td>
<td>85%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Seek feedback on Plan to assist in development of next Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Seek feedback on Plan to assist in development of next Plan</td>
</tr>
<tr>
<td>Program of internal customer service surveys continued</td>
<td>Implement annual program</td>
<td>Human Resources</td>
<td>Score achieved on internal customer service surveys compared to previous rating and overall rating before or by the 3rd re-take</td>
<td>Each survey has 5% improvement on previous rating</td>
<td>2</td>
<td>Three area’s surveyed - one is in track the other is not.</td>
</tr>
<tr>
<td></td>
<td>Develop and implement improvement plans</td>
<td>DM HR/OD</td>
<td></td>
<td>Overall target 75% + before or by the 3rd re-take</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monitor progress with improvement plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Three area’s surveyed - one is in track the other is not.</td>
</tr>
<tr>
<td>Business Excellence survey program with staff continued</td>
<td>Undertake survey</td>
<td>Human Resources</td>
<td>Score achieved on each retake of Business Excellence survey and pulse surveys</td>
<td>Each survey or area of focus has 5% improvement on previous rating</td>
<td>4</td>
<td>Three of the five departments achieved the target.</td>
</tr>
<tr>
<td></td>
<td>Report results</td>
<td>DM HR/OD</td>
<td></td>
<td></td>
<td></td>
<td>Three of the five departments achieved the target.</td>
</tr>
<tr>
<td></td>
<td>Identify possible areas of improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Three of the five departments achieved the target.</td>
</tr>
</tbody>
</table>
### Leadership Development

<table>
<thead>
<tr>
<th>Leadership Development</th>
<th>Senior Management Team participate in development program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Participation in the LGMA Mentoring Programme</td>
</tr>
<tr>
<td></td>
<td>Participation in the LGMA Management Challenge</td>
</tr>
<tr>
<td>OD/L&amp;D DM HR/OD</td>
<td>Improve rating in Business Excellence pulse survey for those areas who did not achieve the previous target</td>
</tr>
<tr>
<td></td>
<td>Uptake in Mentees from last year</td>
</tr>
<tr>
<td></td>
<td>Waverley team established and complete the challenge</td>
</tr>
<tr>
<td>March 2014</td>
<td>4</td>
</tr>
<tr>
<td>July 2014</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2</td>
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</tbody>
</table>
REPORT TO COUNCIL

Evaluation of Tender – General Electrical Services Panel (A120721)

Report dated 7 August 2013 from the Director, Corporate & Technical Services about the tender assessment panel’s evaluation of the tender for General Electrical Services.

Recommendation: That:

1. The Evaluation of Findings report attached to Council’s file be treated as confidential in accordance with section 11(3) of the Local Government Act 1993, as it relates to a matter specified in section 10A(2) of the Local Government Act 1993.

2. Council endorses the recommendation to enter into a contract with Eastern Electrical, CBD Mechanical & Electrical, A1 General Contracting & Acland Group Pty Ltd for a contract period of 3 years with a 2 Year Option subject to agreement by both parties to contract conditions.

3. Council notify unsuccessful tenderers of the decision.

Purpose of Report

The purpose of this report is to outline the findings of the Assessment Panel’s evaluation of the tender for the General Electrical Services A12/0721.

Background / Introduction

In November 2012 Council approved the calling for tenders for the General Electrical Services.

Tenders were publically advertised in the SMH and Wentworth Courier on 17 September 2013 and 18 September 2013 respectively.

Waverley Council has a large built portfolio comprising community properties, leased Commercial properties, administrative offices, works depot, surf lifesaving clubhouses, community residential, central library, community halls, carparks both open and multi storey, leased industrial properties, sports grandstands etc. All of these facilities require general electrical maintenance from time to time. A panel of external contractors will be established to provide for these services.

The Local Government Act requires Council to call tenders for any purchase of goods or services for contracts that have a total contract value of above $150,000 in expenditure or income. A public tender process was called as an avenue that provided Council with an opportunity to test the market and recommend a supplier that was best value for money for the Electrical Services.

The tendering process was initiated and the Tender Evaluation Plan and methodology were developed by Joe Cavagnino – Corporate Procurement Manager. An Evaluation panel was formed comprising representatives of Financial Services, Business Services and Property and the Corporate Procurement Manager. The panel used the Evaluation Plan and methodology to determine the business which offered the best value for money.
Analysis

Tender Assessment

The tender was evaluated strictly in accordance with Council’s Purchasing Procedure and Evaluation Plan and in compliance with the provisions of the Local Government Act 1993 and Tendering Regulation 2005.

A Tender Evaluation Plan was developed and approved by the Corporate Procurement Manager prior to the tender close. The roles and responsibilities of the Evaluation Committee members and Council are outlined in the Tender Evaluation Plan attached to the file.

Tenders Received

The Tenders received prior to the closing date 7 time were as follows:

- A1 General Contracting
- Acland Group Pty Ltd
- Andrew Elder Services
- CBD Mechanical Electrical
- Eastern Electrical & Plumbing Services
- Eleadata Australia Pty Ltd
- Glenco Electrical Services
- MDE Group Pty Ltd
- NMI Electrospark
- Stacey Electrical
- Total Worx Electrical

Late Tenders

Two late tenderers were received from;

- Optigroup Pty Ltd
- Gardiner & Richardson

Both tenders were not considered.

Conforming Tenders

All tenders met the mandatory requirements and proceeded to tender evaluation.

Evaluation Methodology

The objective of the evaluation was to select a panel of contractors offering the best value for money for the services outlined in the tender in a rational and defensible way. The evaluation criteria and criteria weightings applied to this evaluation process are on file No A12/0721.

Tender Evaluation Process

The evaluation was conducted in four stages:

1. An initial cull of any seriously non-conforming tenders i.e. late tenders, tenders not following the instructions set out in the tender, or tenders which clearly were not of an acceptable standard to warrant further detailed evaluation.
2. The evaluation panel undertook an objective analysis of tenderers’ ability to meet both mandatory and desirable criteria.

3. The tendered information and specific questions were listed under the evaluation criteria and weighted in order of importance to the overall evaluation. Panel members scored the tenders against the criteria in accordance with the evaluation plan.

4. This Tender Evaluation Report detailing the rating of the selected tenderers and the final recommendations of the preferred panel of contractors for General Electrical Services – A120721.

Assessment Panel

Joe Cavagnino  Corporate Procurement Manager
Lucia Beasley    Business Services & Properties – Special Projects Officer
Steve Pracy    Construction Supervisor

Evaluation Criteria and Methodology

A weighting methodology was employed to evaluate the tenderers, with each criterion given a weighting out of 100%. The Assessment panel scored each tenderer’s submission against the criteria using a 0-4 rating. The scores are agreed by the tender panel and the weighting applied to arrive at the final weighted score.

The following tender evaluation criterion was used to assess the value for money offered by the tenderers.

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience &amp; Capacity</td>
<td>30%</td>
</tr>
<tr>
<td>Quality Management</td>
<td>10%</td>
</tr>
<tr>
<td>Personnel &amp; Qualifications</td>
<td>10%</td>
</tr>
<tr>
<td>Work Health &amp; Safety</td>
<td>10%</td>
</tr>
<tr>
<td>Sustainability &amp; Environmental Management Systems</td>
<td>10%</td>
</tr>
<tr>
<td>Price</td>
<td>30%</td>
</tr>
</tbody>
</table>

Initial Findings

The tenders were assessed and a score was completed against the advertised evaluation criteria listed in the tender document. The table below indicates the ranking of each tenderer.

<table>
<thead>
<tr>
<th>Tenderer</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Electrical &amp; Plumbing Services</td>
<td>1</td>
</tr>
<tr>
<td>CBD Mechanical Electrical</td>
<td>2</td>
</tr>
<tr>
<td>A1 General Contracting</td>
<td>3</td>
</tr>
<tr>
<td>Acland Group Pty Ltd</td>
<td>4</td>
</tr>
<tr>
<td>MDE Group Pty Ltd</td>
<td>5</td>
</tr>
<tr>
<td>Elecdata Australia Pty Ltd</td>
<td>6</td>
</tr>
<tr>
<td>Glenco Electrical Services</td>
<td>7</td>
</tr>
<tr>
<td>NMI Electrospark</td>
<td>8</td>
</tr>
<tr>
<td>Stacey Electrical</td>
<td>9</td>
</tr>
<tr>
<td>Andrew Elder Services</td>
<td>10</td>
</tr>
<tr>
<td>Total Worx Electrical</td>
<td>11</td>
</tr>
</tbody>
</table>
The evaluation panel agreed that the four (4) highest ranked tenderers be placed on a panel of approved contractors over the ensuing contract period.

**Summary of Highest Ranked Tenderers**

**Eastern Electrical & Plumbing Services (Ranked No 1)**

Eastern Electrical are a small company based in the Eastern Suburbs. Eastern Electrical met all of the selection criteria and are Council’s current provider for these services. They have worked with both the private sector and Waverley in delivering general electrical services. The prices offered were not as competitive as other tenderers, but when considering all of the evaluation criteria, they ranked No 1 in the evaluation. The panel agreed that Eastern Electrical & Plumbing be included in the panel of Electrical providers.

**CBD Mechanical Electrical (Ranked No 2)**

CBD Electrical are a medium sized company. CBD Electrical met all of the advertised selection criteria and currently contracted to a number of neighbouring councils. CBD Mechanical and Electrical can provide a range of services from general electrical work to electrical work around cooling systems and air conditioning. The panel agreed that this provider be included in the preferred panel of contractors.

**A1 General Contracting (Ranked No 3)**

A1 General Contracting are a medium sized contractor. They also have experience in both general electrical services together with air conditioning and cooling systems. A1 General Contracting provided competitive pricing and are accredited in Quality & Work Health & Safety. They currently have contracts in both private and public sector. The ranked 3 overall in the evaluation and have been recommended as panel providers for these services.

**Acland Group Pty Ltd (Ranked No 4)**

Acland Group Electrical met all the advertised selection criteria. They are a medium sized company that have provided these types of works for a number of State Government Departments. They have also provided works to Willoughby Council and Randwick Council over recent times. The prices submitted were competitive and the panel agreed this contractor should be included in a panel arrangement.

**Assessment Panel’s Endorsement**

Tenders were evaluated strictly in accordance with Council’s Purchasing Policy and Procedures and the Local Government Act 1993 and General Regulations 2005.

Following a rigorous evaluation process of all submitted tenders, the panel is confident in its recommendation that the services offered by the recommended tenderer conform to Council’s requirements.

**Delivery Program**

The tender process accords with adopted Directions/Strategies in Council’s Delivery Program at:

G4 - Council’s operations are efficient, effective and provide value for money.
REPORT TO COUNCIL

G5 - Council is a financially sustainable organisation.

Financial

The funds available for these services come from Council’s Operational Budget.

Consultation

Councils affected staff have been consulted.

Timeframe

Following approval from Council, contracts will be executed.

Recommendation: That:

1. The Evaluation of Findings report attached to Council’s file be treated as confidential in accordance with section 11(3) of the Local Government Act 1993, as it relates to a matter specified in section 10A(2) of the Local Government Act 1993.

2. Council endorses the recommendation to enter into a contract with Eastern Electrical, CBD Mechanical & Electrical, A1 General Contracting & Acland Group Pty Ltd for a contract period of 3 years with a 2 Year Option subject to agreement by both parties to contract conditions.

3. Council notify unsuccessful tenderers of the decision.

Bronwyn Kelly
Director of Corporate & Technical Services
Author: Joe Cavagnino & Lucia Beasley
REPORT TO COUNCIL

Evaluation of Tender – General Plumbing Services Panel (A12/0721)

Report dated 27 November 2013 from the Director, Corporate & Technical Services about the tender assessment panel’s evaluation of the tender for General Plumbing Services – A12/0721.

Recommendation: That:

1. The Evaluation of Findings report attached to Council’s file be treated as confidential in accordance with section 11(3) of the Local Government Act 1993, as it relates to a matter specified in section 10A(2) of the Local Government Act 1993.

2. Council endorses the recommendation to enter into a contract with Piperight Services, Gollins Plumbing, Acland Group Plumbing & Moore Bros Plumbing for a contract period of 3 years with a 2 Year Option subject to agreement by both parties to contract conditions.

3. Council notify unsuccessful tenderers of the decision.

Purpose of Report

The purpose of this report is to outline the findings of the Assessment Panel’s evaluation of the tender for the General Plumbing Services A12/0721.

Background / Introduction

In November 2012 Council approved the calling of tenders for the provision of General Plumbing Services.

Tenders were publically advertised in the SMH and Wentworth Courier on 17 September 2013 and 18 September 2013 respectively.

Waverley Council has a large built portfolio comprising community properties, leased commercial properties, administrative offices, works depot, surf lifesaving clubhouses, community residential, central library, community halls, carparks both open and multi storey, leased industrial properties, sports grandstands, parks etc. All of these facilities require general plumbing maintenance and reactive plumbing works from time to time.

The Local Government Act requires Council to call tenders for any purchase of goods or services for contracts that have a total contract value of above $150,000 in expenditure or income. A public tender process was called as an avenue that provided Council with an opportunity to test the market and recommend a supplier that was best value for money for the provision of General Plumbing Services.

The tendering process was initiated and the Tender Evaluation Plan and methodology were developed by Joe Cavagnino – Corporate Procurement Manager. An Evaluation panel was formed comprising representatives of Business, Services and Property, Environmental Services and the Corporate Procurement Manager. The panel used the Evaluation Plan and methodology to determine the business which offered the best value for money.
Analysis

Tender Assessment

The tender was evaluated strictly in accordance with Council’s Purchasing Procedure and Evaluation Plan and in compliance with the provisions of the Local Government Act 1993 and Tendering Regulation 2005.

A Tender Evaluation Plan was developed and approved by the Corporate Procurement Manager prior to the tender close. The roles and responsibilities of the Evaluation Committee members and Council are outlined in the Tender Evaluation Plan attached to the file.

Tenders Received

The Tenders received were as follows:
- Acland Group Plumbing
- Brian Gregson Management Services
- Gollins Plumbing
- Moore Bros Plumbing
- MNI Electraspark & Trade Services
- Piperight Services
- Waverley Council (PWS Internal)

Late Tenders

No late tenders were received.

Conforming Tenders

The tender from Waverley Council PWS was considered non-conforming as a full range of rates was not submitted and not all criteria were adequately addressed. (Note however that Council’s in-house plumbing team will continue to perform their usual work.)

All other tenders met the mandatory requirements and proceeded to tender evaluation.

Evaluation Methodology

The objective of the evaluation was to select a panel of contractors offering the best value for money for the services outlined in the tender in a rational and defensible way. The evaluation criteria and criteria weightings applied to this evaluation process are on file A12/0721.

Tender Evaluation Process

The evaluation was conducted in four stages:

1. An initial cull of any seriously non-conforming tenders i.e. late tenders, tenders not following the instructions set out in the tender, or tenders which clearly were not of an acceptable standard to warrant further detailed evaluation.
2. The evaluation panel undertook an objective analysis of tenderers’ ability to meet both mandatory and desirable criteria.
3. The tendered information and specific questions were listed under the evaluation criteria and weighted in order of importance to the overall evaluation. Panel members scored the
REPORT TO COUNCIL

...tenders against the criteria in accordance with the evaluation plan.

4. This Tender Evaluation Report detailing the rating of the selected tenderers and the final recommendations of the preferred panel of contractors for General Plumbing Services – A12/0721.

Assessment Panel

Joe Cavagnino Corporate Procurement Manager
Lucia Beasley Business, Services & Property – Special Projects Officer
Corey Fox Environmental Officer

Evaluation Criteria and Methodology

A weighting methodology was employed to evaluate the tenderers, with each criteria given a weighting out of 100%. The Assessment panel scored each tenderer’s submission against the criteria using a 0-4 rating. The scores are agreed by the tender panel and the weighting applied to arrive at the final weighted score.

The following tender evaluation criterion was used to assess the value for money offered by the tenderers.

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<tr>
<td>Price</td>
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Initial Findings

The tenders were assessed and a score was completed against the advertised evaluation criteria listed in the tender document. The table below indicates the ranking of each tenderer.

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</thead>
<tbody>
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</tr>
<tr>
<td>Acland Group Plumbing</td>
<td>2</td>
</tr>
<tr>
<td>Gollins Plumbing</td>
<td>3</td>
</tr>
<tr>
<td>Moore Bros Plumbing</td>
<td>4</td>
</tr>
<tr>
<td>MNI Electraspark &amp; Trade Services</td>
<td>5</td>
</tr>
<tr>
<td>Brian Gregson Management Services</td>
<td>6</td>
</tr>
</tbody>
</table>

The evaluation panel agreed that the four (4) highest ranked tenderers be placed on a panel of approved contractors over the ensuing contract period.

Summary of Highest Ranked Tenderers

Piperight Services (Ranked No 1)

Piperight Services met all of the selection criteria outlined in the tender document. Piperight services are a specialist plumbing provider and have large range of equipment and plumbing services on offer. They provided competitive rates and have experience with a
number of large private organisations, together with past works for Waverley Council's PWS department. The panel agreed that Piperight should be included in the panel of Plumbing providers.

**Acland Group Plumbing (Ranked No 2)**

Acland Group Plumbing met all the advertised selection criteria. They are a medium sized company that have provided these types of works for a number of State Government Departments. They have also provided works to Willoughby Council and Randwick Council over recent times. The prices submitted were competitive and the panel agreed this contractor should be included in a panel arrangement.

**Gollins Plumbing (Ranked No 3)**

Gollins Plumbing is a small plumbing company operating mainly in the eastern suburbs area. They met all of the mandatory criteria set out in the tender specification. Gollins Plumbing have been working with Waverley over a number of years and have site specific experience. The prices offered were not as competitive as other providers, but overall ranked third when considering all other evaluation criteria.

**Moore Bros Plumbing (Ranked No 4)**

Moore Bros Plumbing are a medium sized company with office located in the Eastern Suburbs. They employ 3-6 professional tradesman and have experience in all the services required by Waverley Council. Moore Bros met all of the mandatory requirements set out in the tender. Although Moore Bros Plumbing were not the most competitive on price, their experience and expertise warranted them being included in the panel of providers.

**Assessment Panel's Endorsement**

Tenders were evaluated strictly in accordance with Council’s Purchasing Policy and Procedures and the Local Government Act 1993 and General Regulations 2005.

Following a rigorous evaluation process of all submitted tenders, the panel is confident in its recommendation that the services offered by the recommended tenderer conform to Council's requirements.

**Delivery Program**

The tender process accords with adopted Directions/Strategies in Council’s Delivery Program at:

- **G4** - Council’s operations are efficient, effective and provide value for money.
- **G5** - Council is a financially sustainable organisation.

**Financial**

The funds available for these services come from Councils Operational Budget.

**Consultation**

Council’s affected staff have been consulted.
REPORT TO COUNCIL

Timeframe

Following approval from Council, contracts will be executed.

Recommendation: That:

1. The Evaluation of Findings report attached to Council’s file be treated as confidential in accordance with section 11(3) of the Local Government Act 1993, as it relates to a matter specified in section 10A(2) of the Local Government Act 1993.

2. Council endorses the recommendation to enter into a contract with Piperight Services, Gollins Plumbing, Acland Group Plumbing & Moore Bros Plumbing for a contract period of 3 years with a 2 Year Option subject to agreement by both parties to contract conditions.

3. Council notify unsuccessful tenderers of the decision.

Bronwyn Kelly
Director of Corporate & Technical Services
Author: Joe Cavagnino & Lucia Beasley
Waverley Local Environmental Plan 2012 - Clause 4.4B Planning Proposal (A13/0627)

Report dated 2 December 2013 from the Director, Planning and Environmental Services providing an amendment to Clause 4.4B within the Comprehensive Waverley Local Environmental Plan 2012.

Recommendation: That Council

A. Review Clause 4.4B of Waverley LEP 2012 in conjunction with the Department of Planning and Infrastructure and our legal representatives in order to ensure that:
   i. The value of any affordable housing incentive associated with future development is shared equitably between Council and developers.
   ii. The intent of any future amendment is the continuation of an affordable housing enabling provision in the Waverley Local Environmental Plan.
   iii. Seek the removal of “Area 1” from WLEP2012 and instead include a subclause in Clause 4.4B that the clause applies to areas zoned R3 Medium Density, R4 High Density and B4 Mixed Use.

B. That subject to “A” above, a Planning Proposal be prepared and submitted to the Department of Planning and Infrastructure for a gateway determination seeking approval for the preparation of a draft Local Environmental Plan to amend WLEP 2012.

C. However, if as a result of future discussions this is not possible, Clause 4.4b be repealed and objectives to deliver affordable housing be incorporated into the Planning Agreement Policy and/or Development Control Plan.

D. That subject to a positive response from the Department of Planning and Infrastructure, the Planning Proposal be placed on public exhibition in accordance with the requirements of the Gateway determination.

Purpose of Report
The purpose of this report is to present a review of Clause 4.4B of the Waverley Local Environmental Plan 2012.

Background/Introduction
Drafting and adoption of Clause 4.4B

In June 2011 officers from the Department of Planning Infrastructure (DoPI) contacted Council officers to suggest drafting of an affordable housing enabling clause for inclusion in Waverley’s comprehensive local environmental plan.

The affordable housing clause provides opportunities for developers to seek a maximum of 15% floor space ratio bonus in addition to the permissible floor space ratio to development of residential flat buildings and mixed use development containing shop top housing. The bonus is achieved on the condition that at least 50% of the additional floor space component is made available as affordable rental housing for at least 3 years. The gazetted Clause 4.4B of WLEP2012 is as follows:
4.4B Incentives for providing affordable rental housing

(1) The objective of this clause is to increase the supply of affordable rental housing for very low, low and moderate income earning households by providing incentives for the development of new affordable rental housing.

(2) This clause applies to development for the purposes of residential flat buildings, or a mixed use development that contains shop top housing, if:
   (a) the development is on land identified as “Area 1” on the Floor Space Ratio Map, and
   (b) the development comprises at least one dwelling that is to be used for the purposes of affordable housing.

(3) Despite clause 4.4, development consent may be granted for development to which this clause applies that has a gross floor area of no more than:
   (a) the maximum gross floor area that would be permitted for development on that land calculated by using the maximum floor space ratio shown on the Floor Space Ratio Map for that land, plus
   (b) an additional area of 15% of that maximum gross floor area (the affordable housing incentive).

(4) Development consent must not be granted for development to which this clause applies unless conditions are attached to that consent to the effect that:
   (a) at least 50% of the area of the affordable housing incentive for the development will be allocated to one or more dwellings providing affordable housing in the development, and
   (b) for at least 3 years from the date of the issue of the occupation certificate for the development:
      (i) the dwelling or dwellings will be available for rent as affordable housing, and
      (ii) all such accommodation will be managed by a registered community housing provider, and
   (c) a restriction will be registered, before the date of the issue of the occupation certificate, against the title of the property on which development is to be carried out, in accordance with section 88E of the Conveyancing Act 1919, that will ensure that the requirements in paragraph (b) are met.

(5) Subclause (4) does not apply to development on land owned by a public authority or to a development application made by, or on behalf of, a public authority or a registered community housing provider.

(6) For the purposes of the definition of affordable housing in the Act in its application to this clause, a household is taken to be a very low income household, low income household or moderate income household if the household:
   (a) has a gross income that is less than 120 per cent of the median household income for the time being for the Sydney Statistical Division (according to the Australian Bureau of Statistics) and pays no more than 30 per cent of that gross income in rent, or
   (b) is eligible to occupy rental accommodation under the National Rental Affordability Scheme and pays no more rent than that which would be charged if the household were to occupy rental accommodation under that scheme.

Note. The Act defines affordable housing to mean housing for very low income households, low income households or moderate income households, being such households as are prescribed by the regulations or as are provided for in an environmental planning instrument.

Public Benefit Resulting from Clause 4.4B

The objective of the clause was always to increase the supply of affordable housing. The intent of the bonus floor space is to provide an incentive to developers equal to half the value of the additional floor space. The other half of the value being allocated to affordable housing. Legal advice at the time confirmed this and Hill PDA valuers were engaged to develop a process to determine the value of the additional floor space in any one development. This in turn would determine the lease period being at least 3 years.

Hill PDA provided formal expert advice on 17 September 2013 to Council. The advice provides a methodology for valuing the benefits and costs to the applicant associated with the bonus floor space; and the subsequent value (50%) to be delivered by the applicant as public benefit in the form of affordable housing apartments. The valuation methodology is directly comparable to that utilised under the 15% bonus FSR mechanism contained in Council’s Draft Planning Agreement Policy 2013 (on exhibition from 27 November 2013 to 10 January 2014).
Application of Clause 4.4B - DA 501/2012 - 570 Oxford Street, Bondi Junction

DA 501/2012 - 570 Oxford Street, Bondi Junction is the first development application lodged with Council utilising Clause 4.4B. There was a recent LEC Appeal regarding the DA, during which Senior Development staff were advised by Council's barrister that there is no flexibility in Clause 4.4B and that the maximum lease term of nominated affordable housing units to Council is 3 years.

Consequently, the development consent for DA 501/2012 required a lease period of 3 years for the nominated affordable housing units.

Discussion

Council officers are of the view that a lease term of 3 years under Clause 4.4B does not result in a comparable public benefit to the benefit of the additional FSR to the applicant. The clause therefore needs to be redrafted to ensure the community benefit is fully realised.

In order to determine a lease term that will result in a comparable public benefit, Council officers engaged the services and expertise of Hill PDA.

The methodology provided by Hill PDA has been applied to the assessment of Development Application 501/2012 at 570 Oxford Street. It was determined that a lease of 18 years is required to achieve around 50% capture of the profit from the floor space bonus.

Clause 4.4b is to be redrafted to ensure the community benefit is fully realised. The process of redrafting the clause will involve discussions with Council's legal team, Council officers and the Department of Planning and Infrastructure. However, as a result of these discussions it may be found that it is more appropriate to pursue the continuation of affordable housing in Waverley through Council's Planning Agreement Policy and WLEP Clause 4.6. If this is the case, a planning proposal to repeal Clause 4.4b should be pursued.

Clause 4.4B - Mapping

The application of the additional floor space ratio bonus is notated on the WLEP2012 Floor Space Ratio Maps as 'Area 1' which highlights areas zoned R3 Medium Density, R4 High Density and B4 Mixed Use.

Alternatively, the Planning Proposal amending Clause 4.4B can seek the removal of 'Area 1' from the WLEP2012 FSR Maps altogether and instead include a subclause in Clause 4.4B that states the clause applies to areas zoned R3 Medium Density, R4 High Density and B4 Mixed Use. This would remove the need for any further amendments to the FSR Map concerning Clause 4.4B.
Analysis

- Financial
  NIL

- Delivery Program/Operational Plan

The Waverley Council Operational Plan 2013-2014 comprises of the following activity:

"Implement planning controls that seek to retain existing affordable housing."

The review of WLEP2012 Clause 4.4B is a component of work required by Council’s Operational Plan 2013-2014 design to ensure that Council continue to provide affordable rental housing. The review seeks to provide a comparable lease term for affordable housing units generated under Clause 4.4B. On this basis, the recommendations of this report are consistent with Council’s Operational Plan.

- Consultation

This report has been prepared in consultation with Council’s Principal Planner and Divisional Manager Strategic Town Planning as well as with Council’s lawyers/barristers and Hill PDA consultants.

Timeframe / Next steps

The timeframe for further work on the project is as follows:

January 2014  Lodge planning proposal/gateway determination with Department of Planning and Infrastructure.

January/February 2014  Negotiate with DoPI & legal team.

March 2014  Prepare technical information if requested.

April/May 2014  Public exhibition of planning proposal (28 days). Further Councilor consultation.

June/July 2014  Consideration of planning proposal post exhibition. Report to Council. Submission to the DoPI to finalise LEP.

September 2014  Anticipated gazettal of planning proposal.
REPORT TO COUNCIL

Recommendation

That Council:

A. Review Clause 4.4B of Waverley LEP 2012 in conjunction with the Department of Planning and Infrastructure and our legal representatives in order to ensure that:

i. The value of any affordable housing incentive associated with future development is shared equitably between Council and developers.

ii. The intent of any future amendment is the continuation of an affordable housing enabling provision in the Waverley Local Environmental Plan.

iii. Seek the removal of "Area 1" from WLEP2012 and instead include a subclause in Clause 4.4B that the clause applies to areas zoned R3 Medium Density, R4 High Density and B4 Mixed Use.

B. That subject to “A” above, a Planning Proposal be prepared and submitted to the Department of Planning and Infrastructure for a gateway determination seeking approval for the preparation of a draft Local Environmental Plan to amend WLEP 2012.

C. However, if as a result of future discussions this is not possible, Clause 4.4b be repealed and objectives to deliver affordable housing be incorporated into the Planning Agreement Policy and/or Development Control Plan.

D. That subject to a positive response from the Department of Planning and Infrastructure, the Planning Proposal be placed on public exhibition in accordance with the requirements of the Gateway determination.

Peter Monks

Director, Planning and Environmental Services

Author: Angela Hynes, Strategic Planner (Social)
West Oxford Street Precinct Plan (13/0636)

Report dated 10 December 2013 from the Director, Planning and Environmental Services reporting on a proposal to prepare the West Oxford Street, Bondi Junction Precinct Plan.

Recommendation: That Council:

1. Receive and note this report.

2. Agree to prepare the West Oxford Street Precinct Plan as outlined in this report.

3. Engage the Government Architect’s Office to assist in facilitating the process, including using a Design Charette with invited stakeholders.

Purpose of Report

The purpose of this report is to advise Council on the proposed process for preparing the West Oxford Street Precinct Plan.

Background

Earlier this year, a developer approached Council to discuss the potential of submitting a planning proposal to redevelop several sites at the western end of Oxford Street, Bondi Junction.

As a result of these discussions it was considered that the western end of Oxford Street could benefit from a Council led ideas session focussing on the area in a holistic manner, rather than considering an applicants planning proposal in an ad hoc manner. This type of investigation aligns with the Department of Planning’s White Paper recommendations to put more focus on strategic planning and less on reactionary planning of single sites.

The project will utilise a design charette to explore possible scenarios for the future of the area. A design charette is considered an appropriate method of preparing concepts for West Oxford Street because the creativity that arises from the process is a proven tool to help local communities easily visualise opportunities for their precincts. Design charettes are being increasingly utilised in communities across Australia. The charette will be coupled with an invited stakeholder/resident workshop.

The proposed study area is shown in Figure 1 below.
REPORT TO COUNCIL

Figure 1: Aerial photo of the study area (red denotes core area, white shading denotes zone of influence)

It is intended that Council will work in conjunction with the Government Architect's Office (GAO) to realise the project. To assist in designing concepts Council will also seek submissions from suitably experienced and qualified teams of design professionals (urban design, landscape architecture, public art, economics).

Stakeholders to be invited to the stakeholder workshop are listed under the "Consultation" section below.

Subsequently, the outcomes of the process will be reviewed to form the basis of a list of actions to realise the vision for West Oxford Street. It is intended they will inform but not be limited to the following items:

- built form controls,
- public domain improvement plan,
- capital works schedule,
- public domain technical manual,
- integrated transport plan, and
- state and federal government funding submissions.

The objectives of the study are to:

- Celebrate the western entry to Bondi Junction
- Consider the existing and future character of adjacent areas within Woollahra and Centennial Park when formulating the future desired character of the West Oxford Street area.
- Better connect West Oxford Street with Sydney's famous Centennial Park and Woollahra
- Achieve and reinforce a sense of place;
- Integrate the various transport modes;
- Explore development potential of this area of Bondi Junction
REPORT TO COUNCIL

- Achieve a holistic approach to traffic planning and public space planning;
- Formulate a vision for the future public domain;
- Reinforce the importance of the public domain; and
- Improve the quality of the public domain.

It is intended that Council and GAO will realise these objectives through the proposed scope of works which are contained in Attachment 1.

The project team will focus on:

- facilitating and running a design charette
- facilitating and running a stakeholder workshop
- preparing opportunities and constraints diagrams for the area
- preparing concept designs for the future of the West Oxford Street
- presenting and receiving feedback on the draft concept designs within a stakeholder workshop. Reporting the feedback to the design charette participants.
- co-ordinating and leading the groups involved in the design charette
- reviewing the final designs and recommending a way forward in terms of an action plan, public domain improvements and building envelope and other related development controls; and
- prioritising public domain improvements;

Conclusion

This report describes a process to investigate new ideas and possible alternative futures for Bondi Junction's key western gateway. The area is at a very important node on the journey between the Sydney CBD, Bondi Junction and Bondi Beach. This report suggests that the precinct should be given special attention by invited design professionals in an open and non-biased process led by Council with assistance by the GAO.

The outcomes of the design charette and stakeholder workshop are scheduled to be reported to Council in July 2014.

Analysis

- Financial
Consultants fees will be paid from the current Strategic Town Planning budget. A summary of estimates of probable costs follow:

<table>
<thead>
<tr>
<th>External Services</th>
<th>Probable fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Architect's Office (professional's time)</td>
<td>$48,000</td>
</tr>
<tr>
<td>Design professional teams for Design Charette</td>
<td>$30,000</td>
</tr>
<tr>
<td>Economist as roving specialist and to review of concepts</td>
<td>$5,000</td>
</tr>
<tr>
<td>Incidentally (printing, catering, venue hire)</td>
<td>$3,000</td>
</tr>
<tr>
<td>Total</td>
<td>$86,000</td>
</tr>
</tbody>
</table>
Costs for this project will be received from fees associated with future Planning Proposals and possible Voluntary Planning Agreements (VPAs) from any potential development uplift in the precinct in the future.

- **Delivery Program/Operational Plan**

  Waverley Together 3. Our community's strategic plan for 2013-25

  The Waverley Together 3 Community Strategic Plan 2013-25 sets the strategic direction and overarching strategies for the future of the Local Government Area.

  Undertaking the project will be consistent with the following directions and strategies, namely:

  - "Strategy L1a - Reinforce Bondi Junction's role as a regional centre with a mix of residential, retail, hospitality, business, commercial, professional services and entertainment activities."
  - "Strategy L4a - Use planning and heritage policies and controls to protect and improve the unique built environment."
  - "Direction L5 - Buildings are well-designed, safe and accessible and the new is balanced with the old."
  - "Strategy L5a - Ensure planning 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."
  - "Strategy L5d - Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and placemaking principles."
  - "Direction L6 - Streets are safe and vibrant places which facilitate movement and interaction."
  - "Strategy L6d - Create place-based centres which prioritise the pedestrian experience."

- **Consultation**

  Internal and external consultation will occur in the following ways:

  - Workshop with internal staff - An internal Councillor and staff workshop will be held prior to the design charrette to identify further ideas and issues.
  - Project Control Group - A Project Control Group will be set up for the project. Key internal staff will be invited to the group.
  - Advance discussions with key stakeholders - Prior to the design charrette, meetings will be scheduled with key stakeholders whose individual opportunities and constraints for the area could impact on the success of implementing the outcomes of the project. The stakeholders would include but may not be limited to:
    - Representatives of the Bondi Junction Precinct committee
    - Key property owners
    - Sydney water,
    - RMS,
    - TfNSW,
    - Sydney Buses,
REPORT TO COUNCIL

- Centennial Parklands and
- Woollahra Council

Note that suitable options for community representation at the workshop will be discussed with the precinct committee at this point.

- Design Charette - The Mayor will be invited to welcome participants at the beginning of the design charrette.

- Stakeholder workshop - Background information (prepared by Council staff) and draft concepts (prepared by teams participating in the design charrette) will be presented to a stakeholder workshop with the intention of receiving feedback. It is intended that the feedback will be incorporated into the final conceptual designs. The stakeholders will include but may not be limited to:
  - representatives of Bondi Junction precinct committee,
  - representatives of key property owners,
  - RMS,
  - Police,
  - Sydney buses,
  - Waverley Council (internal staff and ward councillors),
  - Woollahra Council (internal staff),
  - Randwick Council (internal staff),
  - Transport for NSW,
  - Ministry of Finance,
  - BikEAST,
  - Centennial Parklands,
  - Sydney Water, and
  - Local Chamber of commerce.

- Councillor briefing session - The GAO in conjunction with Council Officers will present the draft final report to Councillors prior to its finalisation.

- Public Exhibition - A public exhibition of the outcomes is not proposed at this point. Recommendations on how to implement the outcomes of the process (described in this report) will form part of a report to Council scheduled for July 2014.

**Timeframe**
The project should be realised within 6 months. A draft program follows:

<table>
<thead>
<tr>
<th>Task</th>
<th>Expected Completion date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report to council</td>
<td>December 2013</td>
</tr>
<tr>
<td>Organise design charrette</td>
<td>February 2014</td>
</tr>
<tr>
<td>Design Charette - Session 1</td>
<td>March 2014</td>
</tr>
<tr>
<td>Design Charette - Session 2</td>
<td>March 2014</td>
</tr>
<tr>
<td>Stakeholder workshop</td>
<td>April 2014</td>
</tr>
<tr>
<td>Design Charette - Session 3</td>
<td>April 2014</td>
</tr>
<tr>
<td>Review of concepts and preparation of action plan</td>
<td>June 2014</td>
</tr>
<tr>
<td>Councillor briefing session</td>
<td>June 2014</td>
</tr>
</tbody>
</table>
Recommendation: That Council:

1. Receive and note this report.
2. Agree to prepare the West Oxford St Precinct Plan as outlined in this report.
3. Engage the Government Architect’s Office to assist in facilitating the process, including using a Design Charette with invited stakeholders.

Peter Monks
Director, Planning and Environmental Services

Author: Valerie Giammarco, Co-ordinator - Urban Design & Heritage
George Bramis Divisional Manager Strategic Town Planning

Attachment 1: Proposed scope of works.
## ATTACHMENT 1: Proposed scope of works

<table>
<thead>
<tr>
<th>Proposed Scope of Work – Stages and Tasks</th>
<th>Responsibility</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage 1 – Start up, Previous Studies and Controls Review and Analysis of Context and Study Area</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.1 Project plan</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare project plan</td>
<td>Complete GAO</td>
<td>Dec 2013</td>
</tr>
<tr>
<td>• Review and finalise</td>
<td>Complete Council</td>
<td></td>
</tr>
<tr>
<td>• Report project to December 2013 Council meeting for approval</td>
<td>Council</td>
<td></td>
</tr>
<tr>
<td>• Prepare brief (based on project plan responsibilities) and minor consultancy contract for GAO</td>
<td>Council</td>
<td></td>
</tr>
<tr>
<td>• Meet with Woollahra Council</td>
<td></td>
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<tr>
<td>• Set up Project Control Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.2 Project Definition</strong></td>
<td></td>
<td>Jan/Feb 2013</td>
</tr>
<tr>
<td>• Inception and briefing meeting with GAO at Council with Council staff (project manager).</td>
<td>Council</td>
<td></td>
</tr>
<tr>
<td>• Delivery of studies, maps, photos and general briefing materials to GAO.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Visit the study area and surrounding context with Council officers to begin understanding the study area and to highlight issues.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Review background documents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Summarise relevant issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hold internal workshop to tease out ideas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hold discussions with key stakeholders to ascertain background information. Discussions to be scheduled with Sydney Water, RMS, TfNSW, Sydney Buses, Centennial Parklands and Woollahra Council.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Identify scheduled / committed capital works within the study area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare dot point summary of the review for design charette package. The focus should be on using all the relevant information to move forward</td>
<td>GAO</td>
<td></td>
</tr>
<tr>
<td>• Review dot point summary</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.3 Document Base Material</strong></td>
<td></td>
<td>Jan/Feb 2013</td>
</tr>
<tr>
<td>• Prepare base maps for the study from cadastral and aerial information (photos and maps) and to scale for</td>
<td>Council</td>
<td></td>
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<tr>
<td></td>
<td></td>
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</tbody>
</table>
### Study Area

- Identify contextual elements that may include built features (such as commercial centres, expressway structures and transport nodes), open space locations and natural features (e.g. ridge lines, valleys, etc.)
- Review base material

### 1.4 Analysis

Utilise drawings from previous studies (if relevant) to avoid repetition. Reference the documents below each diagram:

- Based on existing studies and available information document in detail (via analysis drawings, or marked-up aerial photographs) the following:
  - General topography.
  - Current land uses by type
  - General open space locations and facilities (and how well are they integrated with surrounding environs).
  - Street patterns and street hierarchy.
  - General movement networks and links—public transport, vehicle, cycle with more detailed consideration of pedestrian networks.
  - Existing shadow diagrams for 9am, noon and 3pm on 21 June.

- Develop constraints and opportunities mapping/diagrams for the study area based on the above analysis and review of studies and controls.
- Provide analysis as part of design charrette package
- Review

### Stage 2 – Design Charette and Stakeholder Workshop

#### 2.1 Preparation for Session 1

- Set up organising group to confirm objectives and outcomes. The extent of the study area and the wider zone of influence, indicative budget, venue options, participants, dates and resourcing materials should also be discussed at this stage. Assign roles and responsibilities.
- Invite participants, confirm agenda, budget, dates, venue. Determine resource materials required (base plans, analysis etc)
- Finalise logistics (location, room arrangements, transport if required, catering, name tags, data
**REPORT TO COUNCIL**

<table>
<thead>
<tr>
<th>Projectors, IT, pin up. etc). Review resource materials.</th>
<th>Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Upload background material on Council's website in advance</td>
<td>Council</td>
</tr>
<tr>
<td>• A list of preferred professionals and appropriate remuneration will be collated in discussion with GAO</td>
<td>GAO</td>
</tr>
<tr>
<td>• Refer to issues to be considered as part of the design charrette.</td>
<td>Council</td>
</tr>
<tr>
<td>• Refer to notes of internal stakeholder workshop.</td>
<td>GAO</td>
</tr>
<tr>
<td>• Survey businesses in the area on their vision for West Oxford Street (in conjunction with place management team)</td>
<td>Council</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.2 Session 1 - Introduction (half or full day in Feb 2014) - location (library theatrette, Nelson Hotel back bar)</th>
<th>Mar 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Facilitation / MC</td>
<td>GAO</td>
</tr>
<tr>
<td>• Council staff present for event management. Video and photos by comms team</td>
<td>Council</td>
</tr>
<tr>
<td>• Intro</td>
<td>GAO</td>
</tr>
<tr>
<td>• Welcome by Mayor</td>
<td>Council</td>
</tr>
<tr>
<td>• Introduction and overview of background studies, business survey and BJ questionnaire, BJ vision by Peter Monks, possible slot for precinct committee and major landowners.</td>
<td>Council</td>
</tr>
<tr>
<td>• Site walk around</td>
<td>Council</td>
</tr>
<tr>
<td>• Break into 3 groups for intro's and general discussion. Each group will focus on the entire project area holistically and include an urban designer (UD), landscape architect (LA), architect (A), public artist (AR), other (O).</td>
<td>GAO</td>
</tr>
<tr>
<td>• The following roving specialists will be available - George Bramis (Manager - Strategic Town Planning), Valerie Giammarco, Sascha Martin (Urban Designers) of Waverley Council, Dan Joannidies (traffic engineer) of Waverley Council, Julia Wilson (3D modeller), Colin Brady of Waverley Council (Heritage), John Coudanaris of Waverley Council (economic development) and consultant economist.</td>
<td>Council</td>
</tr>
<tr>
<td>• Questions and requests for further information</td>
<td>GAO</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.3 Session 2 - Concepts (full day in Feb 2014) - location (library theatrette or Nelson Hotel back bar)</th>
<th>Mar 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>• intro and quick summary of session 1</td>
<td>GAO</td>
</tr>
</tbody>
</table>
**REPORT TO COUNCIL**

- break into groups to prepare vision and concepts
- by end of day concepts and vision should be ready for exhibition/presentation to stakeholder workshop. Each concept should include a vision statement, opportunities and constraints diagrams, a 300 word description of the scheme (to include statement of character and desired future physical form of the area), a plan (1:XX), two sections and three rough perspectives.
- roving specialists available
- facilitation / MC
- Council admin or Comms team present for event management. Video and photos by comms team

**2.4 Stakeholder workshop (4 hours - one week after session 2) - location** (library theatrette)

- Intro
- Welcome by Mayor
- Overview and then presentation by each group
- Stakeholders to be invited would potentially be:
  - representatives of landowners,
  - representatives of Bondi Junction precinct committee
  - RMS,
  - Police,
  - Sydney buses,
  - Waverley Council / Ward councillors,
  - Woollahra council staff
  - Randwick Council,
  - Transport for NSW,
  - Ministry of Finance,
  - BikEAST,
  - Centennial Parklands,
  - Chamber of commerce and
  - Sydney Water
- Program for gaining feedback to be discussed. Could include post it note comments, breaking into tables to discuss pros and cons of each concept
- facilitation / MC by external facilitator
- Council admin or Communications team present for event management. Video and photos by comms team
- Roving specialists available
- Report the feedback to the design charette

<table>
<thead>
<tr>
<th></th>
<th>GAO</th>
<th>Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Int</td>
<td>GAO</td>
<td>Council</td>
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<tr>
<td>Wel</td>
<td>GAO</td>
<td>Council</td>
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<tr>
<td>OV</td>
<td>GAO</td>
<td>Council</td>
</tr>
<tr>
<td>ST</td>
<td>GAO</td>
<td>Council</td>
</tr>
</tbody>
</table>

April 2014
participants and within the final report.

| 2.5 Session 3 - Finalise design concept and wrap up (half day - one week after Stakeholder session) - location (library theatrette or Nelson Hotel back bar) |
|---|---|
| Intro |
| Presentation by GAO of summary of feedback from stakeholder workshop |
| Break into groups to tweak designs |
| Each group to pin up and present final concepts |
| facilitation / MC |
| Council admin or Communications team present for event management. Video and photos by comms team |
| Roving specialists available |

| Stage 3: Review of outcomes |
|---|---|
| GAO in conjunction with Council to peer review the final designs and recommend preferred concepts, an action plan, vision statement, public domain improvements and building envelope and other related development controls |
| include copies of 3 schemes and recommendations in final report |

| Stage 4: Draft Final Report |
|---|---|
| Provide a draft report and drawings per the deliverables section. |
| Present draft final report / recommendations to Councillor briefing session. |

| Stage 5: Final Report |
|---|---|
| Provide a final report and drawings per the deliverables section. |

| Stage 6: Report recommendations to Council |
|---|---|
| Prepare report to Council recommending how to implement the outcomes. |
Draft Waverley Development Control Plan 2012 (Amendment No. 2) (A12/0664)

Report dated 2 December 2013 from the Director, Planning and Environmental Services regarding the outcome of the public exhibition of the draft Waverley Development Control Plan 2012 (Amendment No. 2).

**Recommendation:** That Council:

1. Receive and note this report.

2. In accordance with Section 21 of the *Environmental Planning and Assessment Regulation 2000* approve the draft Waverley Development Control Plan 2012 (Amendment No. 2) with an effective date in early 2014, subject to amendments outlined in this report.

**Purpose of Report**

The purpose of this report is to detail the submissions received during the public exhibition of the draft Waverley Development Control Plan 2012 (Amendment No. 2) (‘draft DCP’) and identify the necessary amendments required prior to adoption.

**Background**

The Draft DCP comprises the annual housekeeping amendment to Waverley Development Control Plan 2012 as adopted by Council on 26th October 2012.

1. **Consultation**

   *Internal consultation*

   Councillors and staff were consulted throughout the preparation of the Draft DCP. The Councillor Bipartisan Working Group (‘Working Group’) held four meetings to identify and discuss a range of matters. A number of the matters raised through the Working Group are included as amendments in the Draft DCP.

   *External Consultation*

   The Draft DCP was placed on public exhibition for 29 days from 30th October 2013 through to 29th November 2013.

   All precinct committees were notified of the exhibition and invited to comment on the draft documents. An advertisement was placed in the Wentworth Courier and all relevant documentation was available at the Customer Service Centre and Waverley Library. In addition to this, all of the information was placed on the ‘Have a Say’ website.

   A total of 6 submissions were received during the exhibition period.
2. Key issues

The key issues identified during the public exhibition period are summarised below and detailed further in Attachment 1.

1. Attics and part additional storeys required some rewording to clarify provisions.
2. Clearer requirements for roof terraces.
3. Review Part E1 - Bondi Junction Centre requires a substantial review.
4. Laneway development in conservation areas supported but some provisions are duplicated or unclear.
5. On-site detention criteria are not appropriate and should be removed at this stage.

3. Proposed amendments

Following public exhibition a number of amendments are required to be made to the draft DCP prior to adoption. For the purposes of completing this round of amendments the post exhibition changes are only minor in nature and do not warrant re-exhibition. These changes are required to be made prior to adoption to ensure the final DCP is clear, consistent and user-friendly.

The public exhibition version of the DCP, as adopted on 22 October 2012, has been highlighted in red text. The additional post exhibition changes are highlighted in green text (refer to Attachment 2).

A summary of the proposed amendments including DCP page references is outlined in the table below. Refer to Attachment 1 for additional information relating to a specific change.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Include additional paragraph into 1.6 – Savings Provision (page 2):</td>
</tr>
<tr>
<td></td>
<td>“All applications received after the commencement date of an amendment to the DCP are subject to the DCP as amended.”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part B: General Design Provisions</th>
<th>Part B4 – Coastal Risk Management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Include an extract from the Coastal Risk Management Policy that clarifies what extent of proposed work requires an assessment under this part (page 33).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part B5 – Tree Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor wording changes (pages 36-39).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part B6 - Stormwater</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed criteria for on-site detention will be removed and the current provisions in the DCP will be reinstated (page 40).</td>
</tr>
</tbody>
</table>
Part B8 – Transport
- Reinsert control 7.4(b) from the current DCP which reads:

> Properties which have two frontages are only permitted to have one vehicular crossing to the secondary frontage only (e.g. the lane).

Part C: Residential Development

Part C1 – Dwelling House and Dual Occupancy Development
- Reinsert control for flat roof dwellings of 7.5m into Section 1.1 - Height (page 108).

- Section 1.3 – Dual Occupancy Development, Clause 1.3 (b) and (c) (page 111) amended to read:

  (b) In the case of a detached dual occupancy, any second building is restricted to a single storey and to a maximum gross floor area of 110m² (refer to Figure 4) and must not exceed the maximum FSR for the site.

  (c) In the case of a detached dual occupancy, the second dwelling is restricted to a maximum external wall height of 3m measured from natural ground level (refer to Figure 4).

  And add:

  (d) The second dwelling should typically be located in the rear yard, except in cases where there is a pattern of larger secondary structures within the front yard area on adjoining sites.

  And remove the notation ‘front boundary’ and ‘rear boundary’ from the Figure.

- Clause 1.4.1(b) (page 112) will become Clause 1.4.1(c) and visa versa. Then insert additional criteria (ix) for control 1.1.4(c) which reads:

  (ix) In areas of heritage significance, the importance of preserving the front portion of the building by providing an additional setback from the front building line.

- Clause 1.7(d) (pages 120-121) be amended to read:

  (d) Roof tops are to be non-trafficable and not capable of being used as roof terraces or as entertainment areas, except in the following circumstances:

  (i) The residential character in the vicinity of the site includes roof terraces;

  (ii) They will not result in unreasonable amenity impacts such as overlooking and loss of privacy and acceptable noise;
They should not exceed 15m² in area and must be set back a minimum of 2m from the building edge to minimise visual and acoustic privacy impacts; (iv) They satisfy the considerations of the LEC “Super Studio” Planning Principle; and (v) They are provided for casual and infrequent activity and not as an extension of private open space or entertaining areas. (vi) Any access must be provided within the envelope of the main building and there are to be no access hoods or lift overruns proposed above the main roof level. Operable skylights and hydraulic lifts are acceptable where they finish generally flush with the roof level.

It is acknowledged that in some areas within Waverley there are a number of large roof top terraces. These large terraces (larger than 15m²) may impact upon the visual and acoustic privacy of adjoining properties. Control (iii) above specifically aims to limit this development outcome continuing and the existence of larger roof top terraces in close proximity to the proposed roof terrace does not justify a variation from the maximum size control in (iii) above.

- Section 1.10 – Vehicular Access & Car Parking (page 124) should retain the following strategy:
  
  “Car park access is to be provided from secondary streets or lanes where possible”

- Section 1.12 – Swimming Pool and Spa Pools (page 130) to be amended as follows:
  - Minor wording changes in introduction.
  - Remove clause (e) which requires side setbacks as it precludes swimming pools on narrower sites.
  - Remove clause (f) as it is covered by clause (g) which is more robust and merit based.
  - Add new clause which reads:
    
    “On sites where swimming pools are proposed the landscaping requirements in Section 1.11 should be met.”

- Section 1.15 – Laneway Development (pages 133-134) to be amended as follows:
  - Remove Clause 1.15.1(h) which requires pedestrian access.

**Part C2 – Multi Unit and Multi Dwelling Housing**
- Clause 1.7(d) in Part C1 relating to roof terraces be carried over into Section 2.17 – Visual Privacy and Security of Part C2 – Multi Unit and Multi Dwelling Housing (page 150).
Section 2.3 – Height (page 144) to be amended as follows:
- Definition for attic will be included in introduction to section.
- Minor wording changes to Figure 21 caption.
- Remove Figure 22.
- Clause 2.21(k) from ‘attic and roof design’ moved into Section 2.3 – Height as Clause 2.3(d) [subsequent renumbering for clauses]. Then remove the phrase ‘attic’ and in the place of ‘part additional floor’, stipulate that the controls (i) to (vii) relate to development which ‘exceeds the maximum external wall height’. The new clause will read:

(d) An attic level may be permitted, provided it is fully contained within the roof form or an additional storey may be permitted, provided it is does not exceed the overall height identified in WLEP 2012 and is compliant with the following controls:

(i) Include a minimum setback of 2m from the edges of the building below and provide no additional overshadowing as compared to the edge of the building below.
(ii) Must not exceed 50% of the floor area of the floor below (refer to Figure 34).
(iii) Must not contain independent dwellings and must be connected to a unit on the level below.
(iv) May not be used where they compromise the privacy of residents within the development, or within neighbouring buildings.
(v) May access a roof terrace no greater than 15m². These areas are to be designed to minimise opportunities for overlooking and not be enclosed above parapet height.
(vi) Parapet height must not exceed 1.2m (refer to Figure 33).

Section 2.21 – Attic and Roof Design (page 169) amended as follows:
- Clause (j) amended to read:

(j) Where dormer windows are proposed they must be set down a minimum of 300mm from the main ridge line.

As noted above, Control 2.21(k) will be moved out of this section and placed in Section 2.3 – Height.

Part D: Commercial Development
- Clause 3.2 – Furniture and Accessories (page 191) be amended to include the following additional clauses:

(e) Milk crates and the like are not permitted.
(f) Adequate toilet facilities are to be provided in commercial premises to comply with the BCA.

Part E: Site Specific
- Updates to figure references as noted by Council’s Urban

Part D3 – Footpath Activity and Seating
- Clause 3.2 – Furniture and Accessories (page 191) be amended to include the following additional clauses:

(e) Milk crates and the like are not permitted.
(f) Adequate toilet facilities are to be provided in commercial premises to comply with the BCA.

Part E1 – Bondi Junction Centre
4. Next Steps

The recommended changes will be made to the DCP that do not require re-exhibition. It is envisaged that this work will be complete by early January 2014.

Any matters that have been raised through the exhibition period that represent a policy change or require additional research will be carried over into an amendment in 2014.

Analysis

- Financial

The review of WDCP 2012 has been carried out with in-house resources.

- Delivery Program/Operational Plan

Operational Plan 2013/14

The work associated with the house keeping amendment to the development control plan satisfies the following actions under L5a:

- 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.
- Update existing or create new strategic land use policies when requested by Council.
- Undertake review of Waverley Development Control Plan in line with LEP.
- Submit DCP to Council for adoption.

Delivery Program 2013-17

The work associated with the house keeping amendment to the development control plan satisfies the following actions:
Use planning and heritage policies and controls to protect and improve the unique built environment (L4a).
Development Control Plan (DCP) updated annually (L5a).

Consultation

Public exhibition has been conducted in accordance with the requirements of the *Environmental Planning and Assessment Act 1979* and *Regulation 2000*.

Timeframe

The adopted WDCP 2012 (Amendment No. 2) will be finalised and printed in December 2013 with an envisaged effective date in January 2014.

Recommendation: That Council:

1. Receive and note this report.

2. In accordance with Section 21 of the *Environmental Planning and Assessment Regulation 2000* approve the draft Waverley Development Control Plan 2012 (Amendment No. 2) with an effective date in early 2014, subject to amendments outlined in this report.

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

Author: Dan Starreveld, Senior Strategic Planner
Attachment 1: Summary of submissions and associated response
<table>
<thead>
<tr>
<th>Issue</th>
<th>Outcome</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PART A – PRELIMINARY INFORMATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Savings provision</td>
<td>• Amended to reflect the savings and transitional provision in WLEP 2012.</td>
<td>• Replace word “may” with “must”.</td>
</tr>
<tr>
<td></td>
<td>• Recommended by lawyers.</td>
<td>Part A1 1.6 Page 2</td>
</tr>
</tbody>
</table>

**Submissions – 1**

**Comments:**
- Support for the wording change.
- Additional paragraph suggested: “All applications received after the commencement date of an amendment to the DCP are subject to the DCP as amended.”

**Response:**
- Additional paragraph will be included prior to adoption.

<table>
<thead>
<tr>
<th>2. Advertising and notification</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Cost and time for advertising, particularly for relatively minor works to heritage items is too high.</td>
<td>• Remove advertising requirement for heritage items.</td>
<td>Part A3 Table 1 – Notification Requirements Pages 15</td>
</tr>
<tr>
<td>• Complaints regarding A4 Notification Plans: illegible and difficult to understand.</td>
<td>• Retain neighbour notification and site notice requirements.</td>
<td>See Note 6. on Page 15 of draft DCP adopted by Council on 22 October 2013.</td>
</tr>
<tr>
<td></td>
<td>• Reduce notification period from 30 days to 28 days in line with EP&amp;A Regulation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Additional lodgement information for Energy Assessments, Coastal Risk &amp; Geotechnical Risk Assessments &amp; 3D Digital Model.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Remove requirements to provide A4 Notification Plans as part of lodgement information.</td>
<td></td>
</tr>
</tbody>
</table>

**Submissions – 3**

**Comments:**
- Support for the removal of advertising for heritage items and aligning the notification period with non-listed properties.
- Suggest that an alternative form of plans be provided during notification.
- Additional changes to the notification table for site notices, advertising and notification.
Response:
- Most lodgement information, including detailed architectural plans (elevations and sections), is available on Council’s website.
- Cost of distributing A3 plans or the like would be prohibitive.
- The recommended changes to the notification table require further work and will form part of a future amendment.

PART B – GENERAL DESIGN PROVISIONS

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Environmental Services advised that the existing Green Star Rating had limited application for buildings in Waverley.</td>
<td>Part B2 Section 2.5 Page 27 of draft DCP adopted by Council on 22 October 2013.</td>
</tr>
<tr>
<td>- Recommendation to require the preparation of an energy assessment report for buildings over a certain floor area.</td>
<td></td>
</tr>
</tbody>
</table>

Submissions – Nil

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Implications for certain land in the coastal inundation zone and along cliff tops (geotechnical) as identified in Policy.</td>
<td></td>
</tr>
</tbody>
</table>

Submissions – 1

Comments: Proposed changes are more readable and relevant than the previous section. For greater certainty for customers, there should be an extract of the Coastal Risk Management Policy 2012 placed in the DCP where it outlines what extent of proposed work requires an assessment under this part. Some minor work may not require a full assessment.

Response: An extract from the Coastal Risk Management Policy 2012 will be placed in the DCP prior to adoption.
5. Tree preservation
- Council’s Strategic Tree Manager reviewed Part and provided comments.
- Adoption of Draft Tree Management Policy.
- Bi-partisan working group requested changes outlined in the following column.

<table>
<thead>
<tr>
<th>Submissions – 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comments:</td>
</tr>
<tr>
<td>- Minor wording changes recommended.</td>
</tr>
<tr>
<td>- The 5 metre provision is considered appropriate for trees which are subject to an application for tree pruning/removal in isolation, that is, an application made purely because a customer is seeking to prune/remove their tree only.</td>
</tr>
</tbody>
</table>

In the case where a customer is proposing development however, and trees are being proposed to be pruned/removed as part of that development, it is recommended that the height be increased to 6 metres. This would align with the State-wide provisions in New South Wales which allows for anyone who is undertaking Complying Development to remove trees which are ‘in the way’ of the complying development, without Council approval despite the TMP, so long as they are under 6 metres.

<table>
<thead>
<tr>
<th>Response:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The minor wording changes will be made prior to adoption.</td>
</tr>
<tr>
<td>- Advice will be sought from Council’s Strategic Tree Planning Officer as part of next round of amendments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. On-site detention (OSD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- No criteria identifying when OSD is required for certain development types.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Submissions – 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comments:</td>
</tr>
<tr>
<td>- Requiring the submission of stormwater management plans at the DA lodgement stage is the most contested requirement by customers at the Customer Service Counter. The requirement is costly, with most customers suggesting there is a $1200 impost for minor jobs, and significantly more for larger schemes. This cost is often twice that of lodging the DA itself.</td>
</tr>
</tbody>
</table>

From experience within the DA team, changes to the on-site detention details and stormwater management plans have almost never affected the overall design of the development, but rather they are a technical aspect which requires refinement not dissimilar to structural engineering drawings.

| Insert new clause that identifies the type of development that need to provide OSD. | Part B6 Section 6.1 Control (a) Page 40 |
This level of detail, just like structural drawings, should be required at the Construction Certificate (CC) stage rather than at DA stage to reduce cost to the customer.

In addition, the criteria that stipulates when OSD is required should be reviewed as it may be onerous for small additions (just over 30m²) to require full stormwater management plans. This section should be subject to a broad review of its implementation and consistency with the Water Management Technical Guidelines.

**Response:**
- It is acknowledged that the OSD details are more appropriately considered at the construction certificate stage. It is therefore recommended that the current provisions in the WDCP 2012 be reinstated.

### 7. Transport
- Wording at the start of Part B8 required clearer transport strategy that articulates the Council’s policy.
- Revised wording at the start of Part B8 to include clearer transport strategy for Waverley.

<table>
<thead>
<tr>
<th><strong>Submissions</strong> – Nil</th>
</tr>
</thead>
</table>

### 8. Parking rates
- Current parking rates insufficient for certain dwelling types.
- Bi-partisan working group requested increase detailed in the following column.
- Car parking rates have been increased for parking zones as follows:
  - Bondi Junction: no change
  - Parking Zone A
  - 3 bed. min increased from 0 to 1.0.
  - Parking Zone B
  - 2 bed. min increased from 0.8 to 1.0
  - 2 bed max increased from 1.0 to 1.2
  - 3 bed max increased from 1.5 to 2.0
  - Parking Zone C
  - 2 bed min increased from 0.8 to 1.0
  - 2 bed. max increased from 1.2 to 1.4
  - 3 bed max increased from 1.8 to 2.0

<table>
<thead>
<tr>
<th><strong>Submissions</strong> – Nil</th>
</tr>
</thead>
</table>
### 9. Visitor parking
- Additional visitor parking needs to be provided for mixed developments and residential flat buildings with more than 12 units.
- Increase the rate of visitor parking provision from 1 space every 7 units down to 1 space every 4 units.

**Part B8 Control 8.1.1 (e)**

**Submissions – Nil**

### 10. Parking zone map
- Parking zone map revised in working group meeting.
- Parking zone C extended south to include properties on southern side of Murrivere Road.

**Page 50 Parking Provision Map of draft DCP adopted by Council on 22 October 2013.**

**Submissions – 1**

**Comments:**
- Parking Zone A should be extended to cover the western side of Penkivil Street given its proximity to excellent public transport.

**Response:**
- The proposed extension of Parking Zone A will be considered as part of a future amendment.

### 11. Loading facilities
- Manoeuvrability issues with trucks unable to enter and exit from sites in a forward direction.
- Align controls with the Australian Standards.
- Revise minimum height for loading docks and garbage trucks in response to new garbage truck fleet.
- Section reviewed by Technical Services. Advise to retain current controls and include additional DA lodgement information.
- Clearance height increased up to 4.3m for garbage trucks.

**Part B8 Section 8.2**
Page 53 and
Annexure B1-3 Page 95

**Submissions – 1**

**Comments:**
- The DA lodgement requirements should include:

  "Where a development is proposed which offers less than the minimum requirement above, a Loading Vehicles Plan of Management must be submitted with the application."

  This will ensure that in areas where it is not possible to provide on-site
loading facilities, management of the issue can be considered and assessed.

**Response:**
- The recommended wording above will be included prior to adoption.

<table>
<thead>
<tr>
<th>12. Urban design provisions for car parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Current controls need revision to provide greater clarity for design solutions for car parking.</td>
</tr>
<tr>
<td>• Section reviewed with Council’s Heritage Architect.</td>
</tr>
<tr>
<td>• Minor wording revisions recommended.</td>
</tr>
</tbody>
</table>

**Submissions – 2**

**Comments:**
- The control 7.4(b) in the current WDCP has been removed. It should be retained.

> 7.4(b) – Properties which have two street frontages are only permitted to have one vehicular crossing to the secondary frontage only (e.g. the lane).

**Response:**
- The control will be replaced in this section.

<table>
<thead>
<tr>
<th>13. Streetscape controls for heritage (Queens Park Conservation Area)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review of Part B9 – Heritage</td>
</tr>
<tr>
<td>• Council’s Heritage Architect reviewed section and advised that no specific changes were required.</td>
</tr>
<tr>
<td>• Queens Park Conservation Area section moved from Part C1 to (now) Part B9 – Heritage.</td>
</tr>
<tr>
<td>• Additional wording at the front of the section to give the provisions for Queens Park higher order than the standard controls in Part C1 – Residential Development.</td>
</tr>
</tbody>
</table>

**Submissions – 2**

**Comments:**
- Support for QP Conservation Area to be moved into Part B9 – Heritage section and additional wording relating to the higher controls applicable to properties within the conservation area.
- Heritage provisions in the DCP are not well reflected in current development assessments. It has been recommended that detailed statements of significance be prepared for individual items and conservation areas to achieve better heritage outcomes.
**Response:**
- The Urban Design and Heritage unit within Strategic Town Planning are currently working on producing heritage inventory sheets for all conservation areas.

---

### PART C – RESIDENTIAL DEVELOPMENT

<table>
<thead>
<tr>
<th>14. Height</th>
<th>Part C1 Pages 108-109</th>
<th>Figure 1 Page 109</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Height is a development standard in WLEP 2012. DCP should not include overall maximum height limits.</td>
<td>- Section revised to explain the relationship between the LEP height standards and the height provisions in the DCP.</td>
<td></td>
</tr>
<tr>
<td>- Additional introduction paragraph relating to different heights for a range of development types and noting specific issues with flat roof dwellings.</td>
<td>- Updated Figure 1.</td>
<td></td>
</tr>
</tbody>
</table>

**Submissions – 1**

**Comments:**
- Suggestion from Development Assessment to seek legal advice on the height provisions in both the LEP and DCP.
- Retain the 7.5m flat roof height control until legal advice is received.
- Support for the additional introduction statement regarding different height expectations for development types.

**Response:**
- Legal advice will be sought regarding the height development standards and appropriate DCP height provisions.
- The existing 7.5m flat roof control will be reinstated prior to adoption.

<table>
<thead>
<tr>
<th>15. Floor space ratios</th>
<th>No reference in new DCP.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- All references to floor space ratios have been removed. Floor space ratios are now determined by WLEP 2012.</td>
<td>Existing DCP Part C1 Section 1.3 Pages 12-14 of draft DCP adopted by Council on 22 October 2013.</td>
</tr>
<tr>
<td>- Remove floor space ratios from the DCP including the sliding graph and table.</td>
<td></td>
</tr>
</tbody>
</table>
### 16. Dual occupancy development specific controls needed to be consolidated into single section

- **New Section 1.3** combining dual occupancy specific objectives & controls from current DCP.

<table>
<thead>
<tr>
<th>Submissions – 1</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Control 1.3 (b) and (c) should be amended:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>(b)</strong> In the case of a detached dual occupancy, any second building is restricted to a single storey and to a maximum gross floor area of 110m² (refer to Figure 4) and must not exceed the maximum FSR for the site.</td>
<td></td>
</tr>
<tr>
<td><strong>(c)</strong> In the case of a detached dual occupancy, the second is restricted to a maximum external wall height of 3m measured from natural ground level (refer to Figure 4).</td>
<td></td>
</tr>
<tr>
<td>And add:</td>
<td></td>
</tr>
<tr>
<td><strong>(d)</strong> The second dwelling should typically be located in the rear yard, except in cases where there is a pattern of larger secondary structures within the front yard area on adjoining sites.</td>
<td></td>
</tr>
<tr>
<td>And remove the notation ‘front boundary’ and ‘rear boundary’ from the figure.</td>
<td></td>
</tr>
<tr>
<td><strong>Response:</strong></td>
<td></td>
</tr>
<tr>
<td>- The recommended wording changes will be made to the control prior to adoption.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>17. Front and rear building lines</th>
<th><strong>Control amended to increase the number of properties considered when determining the front and rear building line.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development assessment officers indicated that the current predominant front and rear building line controls were unclear.</strong></td>
<td><strong>Reworded part of the control that relates to determining the rear building line on the ground and first floor level.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Updated Figure 5 and included new Figure 6 for rear building lines.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Included additional requirement to consider “Tenacity” Planning Principle as part of front building line assessment.</strong></td>
</tr>
</tbody>
</table>

### Submissions – 1

### 15

<table>
<thead>
<tr>
<th>Part C1</th>
<th>Section 1.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Page 111</td>
<td></td>
</tr>
</tbody>
</table>
Comments:

- Support for the increase in the number of properties to be included in the assessment for determining the front and rear building lines.
- Imposing a separate ground and first floor level for properties that are heritage listed or located within heritage conservation areas may not achieve the best heritage outcomes for a site or locality.
- Figure 5 refers to “established front building line” however there is no reference to this in the text – the text refers to a “predominant front building line.”

Only the predominant rear building line is defined/explained. No reference is made to how the predominant front building line is determined.

It also seems that the DCP is calling the front and rear building line the “predominant” line but this is determined differently at the front and rear – assuming we want the front setbacks to all align with each other and at the rear we would be averaging surrounding properties. If this is what we want to happen at the front too, it is not clear.

In clause 1.4.1 (b) (Where it is proposed to build beyond the predominant front and/or rear building line, then greater consideration must be given to the following;) there should be a new criteria, that:

(ix) – In areas of heritage significance, the importance of preserving the front portion of the building by providing additional setback from the front building line.

For clarity, criteria (c) should become criteria (b) and vice versa.

Response:

- The recommended wording changes to clarify the issues related to the front building line will be made prior to adoption.
- The additional criteria will be included prior to adoption.

---

18. Roof terraces and elevated balconies

- Include maximum area controls for roof terraces and elevated balconies.
- Adopt maximum area requirements in line with WDCP 2010 as follows: 15m² - roof terraces 10m² - elevated balconies
- Additional consideration of “Super Studio” Planning Principle when assessing proposed roof terraces.
- New control for Special Character Areas in Part C2 that discourages roof terraces in higher density areas.

Part C1 Controls 1.7 (c) & (d) Page 120

Part C2 New Controls 2.1.1 (f) pg. 139
2.1.2(h) pg. 140
2.1.3 (h) pg. 142
Comments:

- Request that a statement be included that discourages roof terraces in areas outside Dover Heights.
- Suggest a further reduction in area to 10m² and additional wording for the proposed controls for roof terraces (see below).

Suggested amendments to Part C1:

(d) Roof tops are to be non-trafficable and not capable of being used as roof terraces or as entertainment areas, except in the following circumstances:

(i) The residential character in the vicinity of the site includes roof terraces;
(ii) They will not result in unreasonable amenity impacts such as overlooking and loss of privacy and acceptable noise;
(iii) They should not exceed 10m² in area and must be set back a minimum of 2m from the building edge to minimise visual and acoustic privacy impacts;
(iv) They satisfy the considerations of the LEC “Super Studio” Planning Principle; and
(v) They are provided for casual and infrequent activity and not as an extension of private open space or entertaining areas.
(vi) Any access must be provided within the envelope of the main building and there are to be no access hoods or lift overruns proposed above the main roof level. Operable skylights and hydraulic lifts are acceptable where they finish generally flush with the roof level.

Insert the following after (iv) as a separate paragraph:

It is acknowledged that in some areas within Waverley there are a number of large roof top terraces. These large terraces (larger than 10m²) may impact upon the visual and acoustic privacy of adjoining properties. Control (iii) above specifically aims to limit this development outcome continuing and the existence of larger roof top terraces in close proximity to the proposed roof terrace does not justify a variation from the maximum size control in (iii) above.

Suggested amendments to Part C2:

The inclusion of control 2.1.1(f), 2.1.2(h) and 2.1.3(h) discourages roof terraces in the special character areas of Bondi Heights, North Bondi and Ben Buckler respectively.

In Bondi Heights (2.1.1f) and North Bondi (2.1.2h) this is supported.

In Ben Buckler (2.1.3h) the DA team experience the opposite outcome to the purpose of this control, which states:

*Roof terraces are discouraged due to the greater potential impacts in higher density areas.*

In Ben Buckler the precedent has been set for roof top terraces and they are a defining feature of the area. In this locality a certain level of reduced privacy is mutually accepted by the community for the shared mutual benefit of improved views to the Ocean and Bondi Beach.

Part C2 does not contain controls for roof top terraces. It should. The controls should be consistent with (identical to) the dwelling house controls (as amended above) and be inserted in Part C2 within Section 2.17 – Visual Privacy and Security.
So long as the roof top terraces comply with these controls, it is recommended that 2.1.3h is deleted.

**Response:**
- Adopt the recommended amendments suggested by the Development Assessment team prior to adoption, with the exception of the lowering of 15m² to 10m² as this represents a policy change.
- Include additional wording in the introduction to discourage roof terraces in areas outside Dover Heights.
- As recommended, the controls for roof terraces located in Part C1 will also be included in Section 2.17 – Visual Privacy and Security within Part C2.
- Retain proposed provision discouraging roof terraces in Ben Buckler as there is sufficient flexibility in the control to permit a terrace should site conditions permit.

### 19. Car parking for dwellings
- Whole section reviewed at the request of the Working Group.

**Response:**
- Whole section reviewed with Development Assessment Team and Council’s Heritage Architect. New structure including a Strategy and Objectives and Parking Rates, Location, Design, Dimensions and Driveways controls.

<table>
<thead>
<tr>
<th>Submissions – 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Comments:</strong></td>
</tr>
<tr>
<td>Generally support the additional strategies contained in Part C1, Section 1.10 – Vehicular Access and Car Parking. The strategies should retain the following statement:</td>
</tr>
<tr>
<td>“Car park access is to be provided from secondary streets or lanes where possible”</td>
</tr>
<tr>
<td><strong>Response:</strong></td>
</tr>
<tr>
<td>The control above will be reinstated prior to adoption.</td>
</tr>
</tbody>
</table>

### 20. Parking rates for dwelling houses
- Working Group proposed an increase in the parking rates as outlined in the following column.

<table>
<thead>
<tr>
<th>Submissions – Nil</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>21. Parking on rear laneways</strong></td>
</tr>
<tr>
<td>Construction of garages opposite</td>
</tr>
</tbody>
</table>

| **Response:** |
| Parking rates increased as follows: |
| 1 space for a dwelling with 2 or less bedrooms; and |
| 2 spaces for a dwelling with 3 or more bedrooms. |

<table>
<thead>
<tr>
<th>Part C1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control 1.10.1 (a)</td>
</tr>
</tbody>
</table>

| **Part C1** |
| Section 1.10 |
| Whole Section Pages 124-127 |

| **Part C1** |
| Control 1.10.2 (d) |
| Page 126 of draft |
properties without on-site parking (residents still parking on the lane). Manoeuvring issues when cars are parked on the lane. in the loss of laneway parking.
- Require compliance with the Australian Standards for swept paths.


**Submissions – Nil**

<table>
<thead>
<tr>
<th>22. Undersized car spaces</th>
<th>23. Alterations to the front of buildings to provide car parking</th>
<th>24. Swimming pools</th>
</tr>
</thead>
</table>
| Minimum dimensions for car spaces are too restrictive for smaller vehicles (under 4.5m) that comprise a significant portion of the Australian fleet. | Clearer guidelines required to enable sensitive integration of car parking at the front of dwellings. | No controls for swimming pools. 
- Need to provide some guidance to applicants. |
| Align the minimum dimensions for car spaces with those adopted in adjoining council areas and the Australian Standards: 5.4m x 2.4m. 
- Minor reduction from current 5.5m length. | New controls drafted that provide greater design directions and desirable streetscape outcomes for car parking in front of dwellings. | New section introduced in Part C1 that addresses location, visual and acoustic privacy and BASIX. |

**Part C1**

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**Part C1**

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**Submissions – 1**

**Comments:**
The introduction should be amended:

*This part should be read in conjunction with the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 which allows the construction of a swimming pool with a complying development certificate subject to certain criteria. Swimming pools which do not satisfy that criteria are subject to the following objectives and controls.*

Add ‘or’ to objective (c):

(c) *To ensure the location of swimming pools and spa pools do not adversely impact upon adjoining properties and/or streetscapes.*

There is no need for a setback control (control (e)) as it is often better to place pools...
along the boundaries to minimise privacy impacts and it also unreasonably precludes some narrower sites from compliance. It should be deleted.

Control (f) is not required, as control (g) is more robust and merit based, potentially offering better outcomes than (f). It should be deleted.

Add the following:

(j) On sites where swimming pools are proposed the landscaping requirements in Section 1.11 should be met.

Response:
- The recommended wording amendments will be made prior to adoption.
- The removal of the setback control is considered appropriate given the reasons stated above. This change will be made prior to adoption.
- The requirement for landscaping compliance will be included in this Section prior to adoption.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Detailed controls are required particularly for laneway development in conservation areas.</td>
<td>Laneway development separated from secondary dwelling and ancillary development controls.</td>
<td>New Section 1.14 – Secondary Dwellings and ancillary buildings Page 132</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New section with additional controls developed with Council’s Heritage Architect for laneway development in conservation area.</td>
<td>New Section 1.15 – Laneway Development Pages 133-135</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Laneway development in conservation areas Control 1.15.2 Page 134</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Submissions – 1**

**Comments:**
- Support for the separation of the secondary dwelling and laneway development controls.
- Request to specify the SEPP requirement for minimum site area of 450m² for secondary dwellings as outlined in Willoughby Council DCP.
- The new provisions are generally supported but there is something of a contradiction in these controls as one the stated objectives for laneway development is that, 'laneway development is to be designed with simple built forms’ then a complex set of controls are provided.
- Cl 1.15.2 (e) requiring a variety of setbacks for dormers is unreasonable. These are very small structures that are meant to be low and the new controls are basically applying the sort of principles that would be reasonable to dormers to the main house.
• Cl 1.15.1 requiring a 1m setback of doors is unnecessary and counterproductive as it would seem to require people to build a hiding place into their development which goes against planning for crime principles. A door flush to the building alignment is fine, safer and looks better.

• A control along these lines could read:

_Laneway development is to reflect the front and rear building line of adjoining laneway development and generally allow for consistent ground level open space in the middle of the street block._

**Response:**

• Additional research will be conducted in relation to a 450m² minimum for secondary dwellings. Research may include an audit of relevant development applications on smaller lots. This work will form part of a future amendment to the DCP.

• **Form:** The controls have been provided in response to a panel preference (May 2007) for local variation in prototypes e.g. more traditional transverse gable forms for Queens Park.

Whilst this does not preclude forms being simple i.e. gabled, hipped or offset flat roofed elements, the proposed controls have been generated in response to the range of existing examples exceeding all concepts of a simple minimal structure.

• **Controls:** The above has generated the range of controls e.g. set back of dormers is aimed at regulating dormers which are set flush with the outer wall and extend across all but the outer 600mm of the elevation. This becomes an additional storey rather than a loft.

• **Relationship to the main residence:** There is an expectation that the garage/ studio will be cohesive to the main residence in order to maintain cohesion with the conservation area. We have recently seen examples equivalent to a two bedroom apartment in Queens Park which comply with the current controls. Essentially the options appear either to have comprehensive controls able to be adjusted/ applied to maintain scale and neighbours amenity or have a defined volume and form as employed in the Paddington DCP.

• **Rear door setback:** This is unlikely to be a security issue given the rarity of people walking in the lane. It does however seem unnecessary given the adequacy of turning arcs in the laneway. It would be more reasonable to allow setback where turning arcs are not achievable in the lanes. Door setback control will be removed.

• **Central Open Space:** The combination of rear garage/ studio and roofed pergola is producing fully covered yards particularly in Fitzgerald Street, Queens Park which are approaching 100% site cover. The outcome is akin to RFB’s and not a garden suburb.

• **Summation:** The comparison with Woodstock Conservation Area is noted with the proviso that area has large double vehicle garages with studios above as a standard format. Few have moved away from a consistent format as in assessing DAs we have required consistency in volumes, setback of dormers etc.
26. Height for multi-unit and multi dwelling housing

- Control diagrams do not support the written controls.
- Overall maximum height needs to be removed as height is covered by LEP.

- Control diagrams updated to remove dotted line from buildings.
- Table updated to remove floor space ratios and increase minimum external wall height from 6.5m to 7m for R3 zone buildings with an overall height of 9.5m.

Part C2
Section 2.3
Control (e) and Figures 21-23
Pages 144-145

Submissions – 1
Comments:

A specific definition of an ‘attic’ should be placed in this section. It should stipulate that attics are ancillary extensions of floor area within an existing building envelope, such as the use of the pitched roof section of a building, being ancillary to the main form of the building. The use of figure 21 without the wording currently shown would be a good example to demonstrate that ‘A’ is the ‘attic zone’

Any additions larger than an ‘attic’, e.g. full floor additions or large eyelid extensions, are considered a genuine additional storey and are not attics.

Figure 22 and 23 needs to be removed.

Control 2.21 (k) should be moved out of the ‘attic and roof design’ and put into Section 2.3 Height. The wording should also be changed, to remove the phrase ‘attic’ AND in the place of ‘part additional floor’, stipulate that the controls (i) to (vii) relate to development which ‘exceeds the maximum external wall height’.

Then, in relation to those controls, we recommend the following be inserted:

Any development above the external wall height must consider the following:

(i) Include a minimum setback of 2m from the edges of the building below and provide no additional overshadowing as compared to the edge of the building below.
(ii) Must not exceed 30% of the floor area of the floor below (refer to Figure 34).
(iii) Must not contain independent dwellings and must be connected to a unit on the level below.
(iv) May not be used where they compromise the privacy of residents within the development, or within neighbouring buildings.
(v) May access a roof terrace no greater than 10m². These areas are to be designed to minimise opportunities for overlooking and not be enclosed above parapet height.
(vi) Parapet height must not exceed 1.2m (refer to Figure 33).

Control 2.4 (d) should be changed as follows AND swapped in order with (e):

(d) An attic level may be permitted, provided it is fully contained within the roof form or an additional storey may be permitted, provided it is does not exceed the overall height identified in WLEP 2012 and is compliant with the following controls: (insert 2.21K controls)

Response:
- A definition for ‘attic’ will be included prior to adoption.
- Figure 22 will be removed prior to adoption.
**Figure 23** will remain in the DCP as this does not relate to roof attics. 
References to “part additional floors” will be removed from the section.
The recommended wording above will be included prior to adoption with the exception of the 30% floor area for attics and the 10m² area for roof terrace as these changes represent a policy change.

### 27. Basement Parking
- The provision of basement parking is creating issues with the provision of deep soil zones.
- Update existing objective to include a reference to retaining deep soil zones.
- Introduce new control that states basement parking must not result in non-compliance with the requirements for deep soil zones.

**Part C2**  
Section 2.10  
Objective (a)  
Control (f)  

### Submissions – Nil

### 28. Attic and roof design
- Remove restriction for attic levels in R4 zones.
- Minor rewording of current controls required.
- Control diagrams needed updating as applicants were designing buildings to the dotted lines.
- Introduction permits attic levels in R4 zones.
- Minor rewording to existing controls.
- Dotted lines removed from the control diagrams.

**Submissions – 1**  
**Comments:**
- In 2.21, control (j), it should also state that the dormers must be set down a minimum of 300mm from the main ridge line.
- As per previous comments, Control 2.21 (k) should be moved out of the ‘attic and roof design’ and put into Section 2.3 height.

**Response:**
- The recommended changes are considered appropriate and will be included prior to adoption.
## PART D – COMMERCIAL DEVELOPMENT

<table>
<thead>
<tr>
<th>29. Footpath seating</th>
<th>Higher resolution versions of footpath seating maps placed in DCP.</th>
<th>Part D3 Pages 188-206</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Footpath seating maps are illegible.</td>
<td>- Comment regarding the restriction of “A Frame” signs included at the front of the Part.</td>
<td></td>
</tr>
<tr>
<td>- Concerns raised regarding “A-Frame” signage in footway areas.</td>
<td>- Section renamed “Footpath Activity and Seating” with a view to a more comprehensive review of this Part in the next round of amendments.</td>
<td></td>
</tr>
</tbody>
</table>

### Submissions – 1

**Comments:**

Suggested additional controls for Part D3 footpath seating, at cl3.2

(e) Milk crates and the like are not permitted.
(f) Adequate toilet facilities are to be provided in commercial premises to comply with the BCA

In addition, for Part D generally, controls and/or a section should be inserted relating to ‘high risk premises’ (brothels, tattoo studios, licensed venues and late night traders). These applications should require a Plan of Management upon application being submitted and also ensure proper consideration is given to social impact in the accompanying documentation.

**Response:**

- The proposed controls are considered appropriate to include prior to adoption.
### PART E – SITE SPECIFIC DEVELOPMENT

<table>
<thead>
<tr>
<th>30. Bondi Junction Urban Design Review (BJUDR)</th>
<th>Recommendations from the BJUDR incorporated as updated controls, maps and diagrams as required.</th>
<th>Part E1 Pages 207-277</th>
</tr>
</thead>
</table>

**Submissions – 1**

**Comments:**
This section requires significant amendment and refinement following development outcomes and approvals granted by Council and the JRPP. Substantial and varied amendments were offered by various staff within the DA team and the conclusion from these is that the Section as a whole needs to be revisited.

**Response:**
- As noted above there has been significant feedback from a number of Departments in Council requesting a substantial review of Part E1. This Part will be considered as part of a future amendment.
- Minor wording and figure changes have been noted that will be conducted prior to adoption of the DCP.

<table>
<thead>
<tr>
<th>31. Bondi Beachfront</th>
<th>High resolution maps have been included throughout section. Some minor corrections to controls.</th>
<th>Part E2 Pages 278-310</th>
</tr>
</thead>
</table>

**Submissions – 1**

**Comments:**
- 2.2 Character areas: add more description within the existing and desired future character area section based on the heritage conservation area research and refer to the heritage inventory sheets.
- Controls 2.1.1 (j) and (k) should have diagrams made to illustrate the controls.
- p.285 Figure 45: Notate Campbell Parade.
- p.289 Control 2.2.2 (c) (iv) Add diagram illustrating control.
- p.293 Control 2.2.3 (c) (iii) Add diagram illustrating control.

**Response**
- The notation for Campbell Parade will be included prior to adoption.
- The other matters raised above will be included in a future amendment.
### 32. Screening to balconies on Campbell Parade not required

- Removal of controls 2.2.2(f)(ii), 2.2.3(f)(ii) and 2.2.4(g)(ii) which required the screening of balconies for all applications.

#### Part E2

#### Submissions – Nil

### 33. Local Village Centres

- Control diagrams need to be replaced into this Part to complement the written objectives and controls for each local village centre.

- Control diagrams replaced as Annexures and additional references included to provide additional detail.

#### Part E3
Annexure E3 Pages 311-348

#### Submissions – 1

#### Comments:

The diagrams are too specific and detailed and do not prove practical for development assessment. Some simple more generic diagrams requiring courtyard style redevelopment in these centres would be desirable.

There should be a definition of ‘small lot’ and ‘large lot’ to differentiate which setback controls to use.

#### Response:

- The diagrams in Part E3 will be amended to remove some unnecessary detail.
- The issue relating to the definitions for ‘small lot’ and ‘large lot’ will be addressed in a future amendment.

### PART F – DEVELOPMENT SPECIFIC

#### 34. General tidy up of section. No specific changes made.

- NA


#### Submissions – Nil

### DEFINITIONS

#### 35. Definition for external wall height.

- New definition for external wall height based on feedback from DA team and based on adjoining council DCP definitions.


#### Submissions – Nil
ADDITIONAL MATTERS RAISED DURING EXHIBITION

It is noted that the Unit Mix controls in the Multi-Unit Housing section have been removed. This is strongly supported as the control was often manipulated, afforded variation in certain areas of the LGA based on market demand and rational planning justification, and created conflicts with other sections of the DCP.

SUGGESTED CHANGES IN OTHER SECTIONS

Part A:
- SEPP 65 assessment (in table – pg 7) requests maximum A4 documents. Rather plans should be in A3 and accompanying documentation in A4.
- Plan of Management (in table – pg 11) – Should also request all licensed premises to provide a POM.
- There is no definition of ‘restricted premises’ in LEP or DCP or EPAA, instead it is in the Regulations. It would be beneficial to include it in the DCP/policies. Page 179 of the DCP has a heading ‘restricted premises’, but first paragraph starts with ‘sex premises...’. The definition should be outlined here (at page 179) and sex premises outlined as being an example of restricted premises, rather than a substitute of it.
- 3.7 (pg 15) Note 4, should say: Site notice and newspaper provisions do not apply to modifications or amendments.

CURRENT KNOWN ISSUES FOR FUTURE DISCUSSION

Mixed use development
The DCP seems to be quite limited on mixed use development controls (excluding BJC). With the local villages section being so brief, and the Bondi Beach diagrams being often incorrect, assessment of mixed use development is quite open. It relies on C2 as a guide for residential parts, but ultimately some detailed controls would be beneficial.

Through-site links
These have been addressed within Part E. However, the controls should also be extended in Part D and Site specific areas.

Throughout the DCP, there are references to both ‘through block links’ and ‘through site link’, which are ultimately the same. Having regard to DAs and the legal advice we’ve received on the topic, they should all be called ‘through site links’.

Bottle shops / take away alcohol
Looking at potential anti clustering of packaged liquor premise within certain areas, such as Bondi Beach – how this is affected by CDC would need to be explored.

Reviewing high risk premises
Should be in Part D

Small encroachments over public land
Should be dealt with via a policy position similar to other Councils. An internal procedure should also follow.

Trading hours / hours of operation
There should be a distinction between trading hours and operating hours. This would allow for set up in the morning (like in a bakery) and washing up at the end of the night.
Public art in the private domain
There are no control on this presently, other than it being encouraged – needs to provide for definition of requirement in developments and also what is the trigger (whether it be cost of development, where its located, how many units etc)

Sustainable development
It would be worthwhile for Council to explore options for encouraging improved sustainable measures into designs e.g. The provision of a vertical garden could be calculated into ‘landscaped area’ and worthwhile, particularly for small lots, or roof terraces on mixed use/residential development where it does not impact on amenity and is reasonably setback from side boundaries.

Closed Circuit Television (CCTV)
There are no provisions that require the installation of CCTV for larger developments (commercial and mixed development) that are in locations of higher potential crime activity e.g. laneways or development with late night through-site links open to the public.
ATTACHMENT 2 –
POST EXHIBITION DCP CHANGES
1.6 SAVINGS PROVISION

If an application has been made before the commencement of WDCP 2012 in relation to land which the DCP applies, and the development application has not been finally determined before that commencement, the development application must be determined as if WDCP 2012 had not commenced. Please refer to the Amendment History at the front of this DCP for relevant commencement dates.

A reference to an application in the paragraph above is a reference to a development application, an application to modify a development consent or an application to review a determination of a development application or to review an application to modify a development consent.

All applications received after the commencement date of an amendment to the DCP are subject to the DCP as amended.

1.7 OFFENCES

Section 125(1) of the EP&AA 1979 provides that where any matter or thing is by or under this Act or Regulation directed or forbidden to be done, a person offending against that direction or prohibition shall be guilty of an offence against this Act.

1.8 STRUCTURE

<table>
<thead>
<tr>
<th>PART A</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Describes the purpose and structure of the DCP, development application submission requirements and advertising and notification requirements.</td>
</tr>
<tr>
<td>PART B</td>
<td>Provides general design provisions that relate to all development and land including environmental protection, heritage, transport and parking, accessibility and safety.</td>
</tr>
<tr>
<td>General Design Provisions</td>
<td></td>
</tr>
<tr>
<td>PART C</td>
<td>Provides controls for residential development including new and alterations and additions to single and dual occupancy development and multi dwelling housing, residential flat buildings and the residential component of shop top housing.</td>
</tr>
<tr>
<td>Residential Development</td>
<td></td>
</tr>
<tr>
<td>PART D</td>
<td>Provides controls for commercial development including restricted premises, advertising and signage and footpath seating for restaurants and cafes.</td>
</tr>
<tr>
<td>Commercial Development</td>
<td></td>
</tr>
<tr>
<td>PART E</td>
<td>Provides specific controls for development located within Bondi Junction, Bondi Beach and Waverley’s other commercial centres known as Local Village Centres.</td>
</tr>
<tr>
<td>Site Specific Development</td>
<td></td>
</tr>
<tr>
<td>PART F</td>
<td>Provides controls on specific development types including shared residential accommodation, tourist accommodation and child care centres.</td>
</tr>
<tr>
<td>Development Specific</td>
<td></td>
</tr>
<tr>
<td>Definitions &amp; Abbreviations</td>
<td>Defines terms and abbreviations used in this DCP that are not defined by either the EP&amp;AA 1979 or the WLEP.</td>
</tr>
</tbody>
</table>
### Plan/ Document (and when required)

<table>
<thead>
<tr>
<th>Plan/ Document</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demolition Report</strong></td>
<td>An application involving the demolition must include:</td>
</tr>
<tr>
<td>Applications for demolition</td>
<td>• Details of the age and condition of the buildings or work to</td>
</tr>
<tr>
<td>works, as directed by Council.</td>
<td>be demolished;</td>
</tr>
<tr>
<td></td>
<td>• Details of the method of securing the site during the demolition and the course of construction; and</td>
</tr>
<tr>
<td></td>
<td>• Site Waste &amp; Recycling Management Plan.</td>
</tr>
<tr>
<td><strong>Plan of Management</strong></td>
<td>A Plan of Management is to include:</td>
</tr>
<tr>
<td>Places of Shared Accommodation</td>
<td>• Description of the proposal;</td>
</tr>
<tr>
<td>Tourist Accommodation</td>
<td>• Proposed management;</td>
</tr>
<tr>
<td>Child Care Centres</td>
<td>• Hours of operation;</td>
</tr>
<tr>
<td>Restricted Premises</td>
<td>• Set out measures taken to mitigate any likely adverse environmental or social impact;</td>
</tr>
<tr>
<td>As deemed reasonable, necessary</td>
<td>• Proposed vehicles ingress and egress, the adequacy of any loading, unloading, turning or parking facilities;</td>
</tr>
<tr>
<td>and appropriate to the</td>
<td>• Existing and likely future amenity of the neighbourhood;</td>
</tr>
<tr>
<td>assessment of the proposal by</td>
<td>• Traffic likely to be generated and the adequacy of existing roads and present volume of traffic carried;</td>
</tr>
<tr>
<td>Council.</td>
<td>• Whether public transport will be necessary to serve the development, availability and adequacy of public transport;</td>
</tr>
<tr>
<td></td>
<td>• Social and economic effects of the development on the community, including the loss of affordable housing;</td>
</tr>
<tr>
<td></td>
<td>• Any special circumstances relating to the site or the locality; and</td>
</tr>
<tr>
<td></td>
<td>• Additional requirements as specified within this DCP.</td>
</tr>
<tr>
<td>**Loading Vehicles Plan of</td>
<td>The Loading Vehicles Plan of Management is to be submitted when a development proposes less loading spaces than</td>
</tr>
<tr>
<td>Management**</td>
<td>required by Table 4 in Section 8.2 – Loading Facilities.</td>
</tr>
<tr>
<td>Applications for development</td>
<td></td>
</tr>
<tr>
<td>as identified in Section 8.2 –</td>
<td></td>
</tr>
<tr>
<td>Loading Facilities of this DCP.</td>
<td></td>
</tr>
</tbody>
</table>
Coastal risks include risks from erosion, inundation and geotechnical instability. Erosion refers to the wearing away of the land by the action of natural forces. Coastal or tidal inundation is the flooding of coastal lands by ocean waters, which is generally caused by large waves and elevated water associated with severe storms and the peak of the high tide. Geotechnical risks in the coastal zone refer to coastal cliff or slope instability.

Any application for new buildings, significant alterations and/or additions to existing buildings and/or new swimming pools on properties identified in Figures 3 and 4 are required to submit the following with a development application:

(a) Coastal Risk Assessment; and/or
(b) Geotechnical Risk Assessment.

Refer to Council’s Coastal Risk Management Policy 2012 for further information.
B5 TREE PRESERVATION

Trees are an integral component of the urban environment. They provide habitat for animals, create a distinctive character for an area, visually soften the built environment and improve the natural environment through improved water infiltration, soil stability and air quality.

This part is to be in conjunction with Clause 5.9 Preservation of Trees of Waverley Local Environmental Plan (WLEP) which outlines additional provisions relating to the protection and preservation of tree and vegetation.

The ‘Waverley Tree Management Policy’ (WTMP) outlines the requirements for all tree and vegetation related activity. Please refer to the WTMP for additional information relating to the protection of trees and the requirements for applicants.

The objectives and controls in this section apply to trees and vegetation on private land. In the first instance, refer to the WTMP for the relevant requirements. Where there is any inconsistency between the WTMP and this DCP, the WTMP prevails.
5.1 GENERAL PROVISIONS

Objectives

(a) To ensure the conservation of trees of ecological, environmental, heritage and aesthetic significance.
(b) To ensure development does not impact on the health of a tree on the site or adjoining properties or street trees.
(c) To ensure all works to trees are conducted in accordance with the relevant Australian Standards.

5.1.1 When consent is required

Controls

(a) An application is required to do work on any part of a tree above or below ground. This applies to any tree with:
   (i) Height of five metres or greater and trunk width of 300mm or greater at ground level; or
   (ii) Canopy spread of five metres or greater and trunk width of 300mm or greater at ground level; or
   (iii) Listing on the Waverley Register of Significant Trees.
(b) If the tree or other vegetation is, or forms part of a Heritage Item or is within a Heritage Conservation Area, then development consent is required. (Refer to Clauses 5.9 and 5.10(3) of WLEP).
(c) Any person who contravenes or causes to be contravened, the provisions of this part of this plan shall be guilty of an offence. In any proceedings under this plan, it shall be sufficient defence to prove that the tree or trees and vegetation were dying or dead or had become dangerous.

5.1.2 Trees considered to pose an imminent danger

(a) Except for specified emergency situations, expert advice should always be obtained with respect to hazardous trees to confirm their condition.
(b) Where a hazardous tree is removed (in an emergency situation) due to obvious instability or hazard (e.g. following a storm), Council’s Rangers must be notified prior to removal. It is recommended that evidence of the tree’s condition be retained for a period of at least six (6) months after the event and produced at Council’s request if needed. Such evidence might include a:
   (i) Report by a consulting arborist including photographs; and/or
   (ii) Written statement from the State Emergency Services, if the Service carried out the emergency work at the owner’s request.
(c) If trees are removed for the above reasons it is a requirement to plant replacement trees of a suitable native species to maintain canopy cover in Waverley.
B6 STORMWATER

This Part contains planning controls relating to the management of all aspects of the water cycle in an integrated and consistent manner. The planning controls promote the need for long-term sustainable social, ecological and economic outcomes.

This Part is to be read in conjunction with Council’s ‘Water Management Technical Guidelines’ (WM Technical Guidelines) which provides further details on controls outlined in this Part.

6.1 STORMWATER MANAGEMENT

This Part applies to all development (excluding minor alterations and additions, retro-fits, and the like).

Water Sensitive Urban Design (WSUD) aims to minimise the impacts of development upon the water cycle and achieve more sustainable forms of urban development by integrating stormwater management systems into the landscape. WSUD provides multiple benefits including stormwater retention and detention and water efficiency, whilst addressing the pre-development considerations of flooding, coastal water and groundwater protection, habitat creation and improving visual amenity.

For more information on how to implement WSUD refer to the Sydney Metropolitan Catchment Management Authority website, accessible at the following link: www.wsud.org.

Objectives

(a) To integrate water sensitive urban design with landscape and building design.
(b) To reduce the volume of stormwater run-off.
(c) To improve catchment water quality.
(d) To minimise the impacts of urban development upon water balance and surface and groundwater flow regimes.
(e) To promote infiltration within the “Infiltration zone” and reduce stormwater run-off (refer to annexure B in the WM Technical Guidelines).
(f) To encourage the use of soft landscaping and permeable paving as an alternative to impervious surfaces.

Controls

(a) A stormwater management plan is required to be submitted with all development applications (except minor alterations, retrofits and the like).
(b) WSUD principles are to be integrated into the development through the design of stormwater drainage, on-site detention and landscaping and in the orientation of the development rather than relying on ‘end of pipe’ treatment devices prior to discharge (refer to Figure 5).
(c) WSUD measures are to be employed to prevent contamination of stormwater.
(d) Development is to be sited and built to minimise disturbance of the natural drainage system.
(e) WSUD elements should be located and configured to maximise the impervious area that is treated.
8.4 URBAN DESIGN

The provision of parking should satisfy the parking demand for current and future residents but recognise the need to balance car parking access and urban design outcomes. This Part should be read in conjunction with the Austroads Traffic Management Guides and all relevant Australian Standards.

Objective

(a) To ensure the provision of off-street parking is subject to considerations of urban design, streetscape and heritage conservation.

Controls

(a) Where off street parking is not characteristic of the street, vehicular access from the street is not permitted.
(b) Properties which have two frontages are only permitted to have one vehicular crossing to the secondary frontage only (e.g. the lane).
(c) Applications involving on-site parking spaces shall indicate in the street analysis how the proposal maximises the retention of on-street parking, and retains and improves pedestrian and cyclist amenity. The street analysis must show:
   (i) a comparison between the current and proposed on-street parking; and
   (ii) adequate pedestrian and cyclist accessibility.
(d) Driveways should be provided from rear lanes where possible.
(e) Where only front access is available, car parking shall be provided behind the front building line, unless otherwise indicated in the controls within the DCP.
(f) Car parking and vehicular access must not dominate the streetscape. Landscaping is to be used to soften the impact of such structures/areas.
(g) Car parking and driveway design is to preserve mature and significant trees and vegetation on the site and in the surrounding streetscape.
(h) Existing natural rock faces and heritage listed sandstone walls are not to be removed for the purpose of car accommodation.
(i) Entry gates and structures for car accommodation should be an open design to allow for improved security by way of street surveillance and to reduce any impact on the streetscape.
(j) Vertically stacked parking is only permitted where site constraints (such as horizontal dimensions or vertical relief) prevent full provision of conventional parking.
(k) Stacked parking spaces are to comply with the dimensions for individual spaces and are not acceptable for visitor parking.
(l) Access ways and driveways are to enable vehicles to enter the parking space in a single movement, and to leave the space in a maximum of two turning movements.
(m) The templates provided in Australian Standards must indicate the paths swept by manoeuvring vehicles and must be used by applicants to design access to parking and loading facilities. A minimum clearance of 300mm between the swept path and any building and obstruction is to be maintained.
1.1 HEIGHT

The maximum building height and maximum wall height are two of the most important design elements that influence the overall appearance of residential buildings and character of a streetscape. The maximum building height standards are identified by Clause 4.3 and the Height of Buildings Map in WLEP 2012.

Achieving the maximum building height may not be appropriate in all cases and should not be considered as prescribed or allowable regardless of circumstance. Amenity or streetscape impacts may mean that a lower height or additional setbacks are warranted. Therefore nothing in this part restricts Council’s ability to require the height of a building to be less than the maximum height as specified in the LEP.

Maximum heights in the LEP are the absolute standard however not all development types are appropriate to achieve the maximum height. For example, it may not be acceptable that a laneway development achieves the overall maximum height based on the LEP standard. For this reason, each development type has different height control expectations as outlined in the following sections:

- Dwelling Houses – Part C1, Section 1.1.
- Secondary Dwellings and Ancillary Buildings – Part C1, Section 1.14.
- Laneway Development – Part C2, Section 1.15.
- Local Village Centres – Part E3.

Flat roof dwelling houses can potentially have a greater impact on neighbouring properties than pitched roof dwelling designs. As such, the proposed height of a flat roof dwelling must not preclude the achievement of standards relating to overshadowing, building orientation topography, privacy and views as specified elsewhere in this DCP.

Objectives

(a) To provide a hierarchy of height controls to further inform the maximum height standard in the LEP for various development types e.g. dwellings, secondary structures, laneway development.
(b) To ensure the height and scale of development relates to the topography and street character.
(c) To ensure the height and scale of development does not unreasonably impact on views enjoyed by neighbouring and nearby properties.
(d) To ensure that the height and scale of development does not result in unreasonable overshadowing of neighbouring and nearby properties.
(e) To minimise loss of views from and overshadowing of public places.
(f) To ensure excavation does not add to the overall bulk of the dwelling.

1.1.1 Flat roof dwelling houses

Controls

(a) For a building with a flat roof the maximum overall building height is 7.5m above existing natural ground level.
1.3 DUAL OCCUPANCY DEVELOPMENT

The objectives and controls in this section aim to facilitate an acceptable size and bulk of dual occupancy development that maintains a satisfactory relationship with adjoining development and the wider street context.

Objectives

(a) To ensure that the size and bulk of dual occupancy development is in character with surrounding development and streetscape.

(b) To ensure that the size and bulk of new buildings and alterations and additions to existing buildings do not result in unreasonable impacts on neighbouring properties.

Controls

(a) Where dual occupancy development is proposed the allotment size is to have an area of:

(i) 450m$^2$ or more where the two dwellings are attached; or
(ii) 600m$^2$ or more where the two dwellings are detached.

(b) In the case of a detached dual occupancy, any second building is restricted to a single storey and to a maximum gross floor area of 110m$^2$ (refer to Figure 4) and must not exceed the maximum FSR for the site.

(c) In the case of a detached dual occupancy, the second dwelling is restricted to a maximum external wall height of 3m measured from natural ground level (refer to Figure 4).

(d) The second dwelling should typically be located in the rear yard, except in cases where there is a pattern of larger secondary structures within the front yard on adjoining sites.

Figure 4 Requirements for a detached dual occupancy
1.4 SETBACKS

Setbacks influence the size and shape of buildings and ensure that their bulk and appearance in the streetscape and relationship to adjoining properties is appropriate to the locality.

Uniformity in setbacks provides rhythm and character to residential streets, retains views and glimpses of local and distant landmarks and provides access to the rear of properties.

Setbacks also provide amenity to existing and proposed housing through the maintenance and provision of privacy, ventilation, solar access and views. Setbacks generally increase as the building height increases.

Objectives

(a) To ensure the distance between buildings on adjacent properties allows adequate solar access, ventilation and privacy.
(b) To ensure that the amenity of rear yards, their function as private open space and their visual and landscape contribution to the surrounding area is protected and enhanced.
(c) To accommodate flexibility in the siting of buildings, where appropriate.
(d) To ensure the siting of buildings is consistent with surrounding buildings and does not visually detract from the streetscape.
(e) To ensure significant views and view corridors available from the public domain are retained.

1.4.1 Front and rear building lines

Controls

(a) New buildings and extensions to existing buildings are to be built no further than the predominant front and rear building lines of buildings in its vicinity (refer to Figures 5 and 6).
(b) The predominant rear building line is determined by the average setbacks of the existing main buildings on adjoining properties either side of the subject site (generally 3 to 4 dwellings) and is determined separately on the ground floor and first floor level.

In most circumstances development at first floor level and above shall be setback from the rear building line of the ground floor level in order to minimise bulk and scale impacts and provide visual relief for the open space and living areas at adjacent properties (refer to Figure 6).
(c) Where it is proposed to build beyond the predominant front and/or rear building line, then greater consideration must be given to the following:
   (i) Compliance with applicable development standards, including Floor Space Ratio and Building Height;
   (ii) Compliance with the landscaped and open space controls;
   (iii) Compliance with side setback controls;
   (iv) Emergence of a new front and/or rear building alignment beyond the dwellings either side of the subject site (note that any reliance on an emerging front and/or rear building alignment as a precedent can only be justified where the emerging alignment is itself based
on compliant development with respect to building height, FSR and side setback controls);
(v) Location and retention of existing significant vegetation;
(vi) Visual aspect of the bulk and scale as viewed from the private open space and living areas of adjoining properties;
(vii) Acceptability of amenity impacts on adjacent properties with regard to solar access, and visual and acoustic privacy;
(viii) Views available from the subject site and adjoining properties including an assessment against the Land and Environment Court "Tenacity" Planning Principle;
(ix) In areas of heritage significance, the importance of preserving the front portion of the building by providing an additional setback from the front building line.

Figure 5 Example of front building line and predominant rear building line on irregular shaped lots

Figure 6 Example of ground and first floor level rear building lines
1.7 VISUAL AND ACOUSTIC PRIVACY

Privacy is important for residential amenity. The enjoyment of a residential property by its occupants relies on achieving a reasonable level of acoustic and visual privacy. Roof terraces are generally discouraged however there may be instances where a small roof terrace may be appropriate. Where a roof terrace is proposed the application must have regard for the Land and Environment Court “Super Studio” Planning Principle available at: http://www.lec.lawlink.nsw.gov.au/lec/principles/planning_principles.html

Objectives

(a) To ensure that dwelling house and dual occupancy development does not unreasonably impact upon existing residential or other properties due to unacceptable loss of privacy or generation of noise.
(b) To minimise the impact of roof terraces on adjoining properties.
(c) To ensure that there are no additional overlooking impacts that wouldn’t otherwise be achieved from other less elevated parts of the dwelling.

Controls

(a) Habitable room windows must not directly face windows and/or open space of neighbouring dwellings unless direct views are permanently screened or other appropriate measures are incorporated into the design.
(b) Where a courtyard, balcony or deck is visually prominent from, or in close proximity to, a neighbouring dwelling, permanent screening, landscaping and vegetation is to be used in combination to minimise this impact to an acceptable level.
(c) Where an elevated deck or balcony is proposed it should have a maximum area of 10m² and a maximum depth of 1.5m. Where a larger area is proposed then greater consideration must be given to the following:
   (i) Compliance with the building height development standard;
   (ii) Compliance with setback controls;
   (iii) Efforts to mitigate visual and acoustic privacy impacts including the use of permanent screening devices, increased setbacks, and retention of existing vegetation;
   (iv) Pre-existing pattern of development in the vicinity of elevated decks and balconies; and
   (v) The visual impact of the elevated deck or balcony and any proposed privacy screening in terms of bulk and scale as viewed from the private open space and living areas of adjoining properties and from the street.
(d) Roof tops are to be non-trafficable and not capable of being used as roof terraces or as entertainment areas, except in the following circumstances:
   (i) The predominant residential character in the vicinity of the site includes roof terraces;
   (ii) They will not result in unreasonable amenity impacts such as overlooking and loss of privacy and acceptable noise;
   (iii) They should not exceed 15m² in area; and
   (iv) They satisfy the considerations of the LEC “Super Studio” Planning Principle.
(v) They are provided for casual and infrequent activity and not as an extension of private open space or entertaining areas.

(vi) Any access must be provided within the envelope of the main building and there are to be no access hoods or lift overruns proposed above the main roof level. Operable skylights and hydraulic lifts are acceptable where they finish generally flush with the roof level.

It is acknowledged that in some areas within Waverley there are a number of large roof top terraces. These large terraces (larger than 15m²) may impact upon the visual and acoustic privacy of adjoining properties. Control (iii) above specifically aims to limit this development outcome continuing and the existence of larger roof top terraces in close proximity to the proposed roof terrace does not justify a variation from the maximum size control in (iii) above.

(e) Consideration must be given to noise mitigation measures including:

(i) Noise efficient building materials;

(ii) Avoiding noisy walking surfaces (such as external metal decks) and unenclosed elevated side passages.

(iii) Incorporate all sewerage, water pipes, ducting, cables, fans, vents and other utilities within the building envelope;

(iv) Plumbing for each dwelling is to be contained using appropriate noise resistant wall, ceiling and floor treatments in order to prevent the transmission of noise between dwellings.

(f) External lighting is to be directed away from the main internal living areas and bedrooms of adjacent dwellings.
1.10 CAR PARKING

Car parking is one of the most critical planning and transport issues in Waverley. Wherever possible, Council strongly encourages the use of alternative modes of transport such as walking, cycling and public transport and continues to work towards providing better transport connections to the area.

The provision of private (on-site) and public (on-street) parking must be managed in an equitable and environmentally sensitive manner that benefits the community as well as the individual. When considering applications, the following general principles shall apply:

Strategies
- The provision of car parking on-site may not be appropriate in all locations or circumstances and approval will only be granted where the site and locality conditions permit.
- Car parking must be designed to complement the design of the building and streetscape to which it relates and incorporate a range of appropriate materials and design.
- Where site conditions allow, car parking structures should be located behind the front building line. In some circumstances, car parking structures in front of the building line may not be appropriate for streetscape or design reasons.
- Driveways and vehicular access should be designed to minimise the loss of on-street parking wherever possible.
- Car park access is to be provided from secondary streets or lanes where possible.

Objectives
(a) To provide convenient and accessible parking that is appropriately designed and located.
(b) To achieve a high standard of urban design and retain the visual quality of residential buildings, streetscapes and landscapes.
(c) To protect the amenity and safety of pedestrians.
(d) To ensure that car parking accommodation does not dominate or adversely impact on the existing built or landscape character of the street.
(e) To encourage the use of alternative modes of transport in areas well serviced by public transport.
(f) To ensure on-street parking supply is protected by minimising impacts of additional vehicular kerb crossings.

1.10.1 Parking Rates

Controls
(a) For new dwelling houses, car parking should not exceed:
   (i) 1 space for dwellings with 2 or less bedrooms.
   (ii) 2 spaces for dwellings with 3 or more bedrooms.
(b) Notwithstanding the above, a reduced rate (or no parking) may be required in the following circumstances, where:
1.12 SWIMMING POOLS AND SPA POOLS

This part should be read in conjunction with the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 which allows the construction of a swimming pool with a complying development certificate subject to certain criteria. Swimming pools which do not satisfy that criteria are subject to the following objectives and controls.

All applications for swimming pools over 40,000 litres in capacity must be accompanied by a BASIX Certificate. Please refer to Part A2 – Submission Requirements for more information.

Objectives

(a) To protect significant trees and landscaping on the subject site and adjoining properties.
(b) To retain the visual and acoustic privacy of adjoining properties.
(c) To ensure the location of swimming pools and spa pools do not adversely impact upon adjoining properties and/or streetscapes.

Controls

(a) Swimming pools and spa pools must be located at the rear of the property.
(b) Swimming pools and spa pools should not be located within the side setback, between dwellings.
(c) In the case of a corner block, swimming pools and spa pools must not be located within the primary street frontage.
(d) Swimming pools and spa pools are to be setback from significant trees and landscaping in line with Australian Standard AS4970-2009 - Protection of trees on development sites.
(e) Where decking abuts any boundary, additional consideration must be given to the visual privacy of adjoining properties.
(f) Exposed pool structures must be screened if visible above ground.
(g) All pool equipment must be enclosed within an acoustically treated structure.
(h) On sites where swimming pools are proposed the landscaping requirements in Section 1.11 should be met.
1.15 LANEWAY DEVELOPMENT

The proposed use of laneway development is to be clearly specified. Where it is not proposed as a separate occupancy (e.g. granny flat) the development should not include kitchen or bathroom facilities. Any proposal for the development to be used as a separate occupancy must comply with the relevant provisions for this type of use.

Objectives

(a) Maintain and improve the key function of a lane being the provision of access to and from a site.
(b) To reduce the bulk of additions to residences within Conservation Areas.
(c) To activate rear laneways:
   (i) Through improved passive surveillance;
   (ii) Through improved quality of construction and design; and
   (iii) By establishing opportunities for improved landscaping.
(d) To maintain and enhance aesthetic qualities of Conservation Areas.
(e) To maintain the amenity of existing residences within the Conservation Area.

Controls

1.15.1 General design provisions

(a) The external wall height of laneway development shall not exceed 3.6m and maximum height to the roof ridge shall not exceed 6m (refer to Figure 13).
(b) External walls that include gabled roof ends are to have a maximum ridge height of 6m and are only appropriate where the impact on neighbours is considered acceptable in terms of solar access, bulk and scale, visual and acoustic privacy impacts.
(c) Laneway development is to be designed with simple built forms, built at or very close to the lane alignment and should not provide a strong visual element when viewed from the primary street frontage (refer to Figures 14 and 15).
(d) Laneway development design should incorporate a pitched roof. Skillion roofs located behind parapets may be acceptable in some instances where the prevailing laneway development is consistent with such an approach and where it will result in fewer impacts to the amenity of adjacent properties.
(e) Development along lanes is to maintain the prevalence of mature, regularly spaced street trees and bushes, as well as mature and visually significant trees on private land. Laneway development should not occur if it will result in a significant alteration to the landscape character of the laneway.
(f) Landscaped areas should be maintained in line with the requirements in Section 1.11 – Landscaping and Open Space of this DCP.
(g) External stairs are generally not acceptable in order to protect the visual and acoustic privacy of adjoining properties and to maintain an appropriate aesthetic quality of the development.
(h) Rear lane garages are to employ gable ended and hipped roof forms with continuous roof pitch from outer walls to ridgeline.
(i) Orientation of ridgelines is to consider and minimise impact upon neighbours’ amenity.
(j) Dormer or other roof projections are to be set a minimum of 600mm from outer garage walls and to be set a minimum of 300mm below the garage ridgeline (refer to Figure 14).
(k) Dormers or other roof projections are to have a maximum combined width not exceeding 50% of the associated roof width.
(l) Dormers or other roof projections and openings to gable ends are to be detailed to minimise overlooking of neighbours properties.
(m) To maintain neighbours privacy and amenity, windows and glazed doors to above garage accommodation and storage areas are to incorporate privacy screening, translucent glazing, offset windows or other discrete detailing, cohesive to the design of the building and setting

### 1.15.2 Laneway development in conservation areas

#### Garage Articulation

(a) Garage doors are to be limited to single vehicle widths, with central divide to double vehicle garages (refer to Figure 15).
(b) Roof forms are to reflect those of the conservation area in pitch and modulation.
(c) Garage/studio finishes are to reflect the finishes and proportions of traditional construction in conservation areas.
(d) Proportions of openings to studios are to maintain the proportions and voids to solid ratios of traditional construction in the Conservation Area.
(e) Projections from studio roofs (dormers, gablets etc) are to be:
   (i) secondary to the main roof form;
   (ii) set below the main ridgeline; and
   (iii) setback a minimum of 600mm from outer edges of main roof forms, to be inset from the side or rear garage walls and from side boundary walls.
(f) Windows to above garage studios are to be detailed as to minimise oversight of surrounding properties both adjacent to the site and on opposing sides of laneways. Outlook is to be directed into the associated property or into the rear lane.
(g) Treatment of windows and glazed openings to studios is to incorporate privacy screening of or from neighbouring sites including but not limited to obscure glazing, window hoods, awnings and recessed window planes.
(h) Garage studio structures are to be visibly separate from the associated residence. Interstitial yard areas are not to be roofed.
(i) Alignment of adjacent garage/studio structures is to incorporate cohesive forms massing and roof alignments. Box gutters on side boundaries are to be avoided.

#### Landscaping

Garage studios and rear lane garage developments are to incorporate landscape planting maintaining and enhancing the character and quality of the Conservation Area.

(a) Landscaping is to include but not be limited to:
   (i) Inset pockets for tree, shrub or vine planting;
   (ii) Overhanging planters;
   (iii) Setback planters; and
   (iv) Green walls utilising mesh supported climbers or vertical emphasised tree or shrub species.
2.17 VISUAL PRIVACY AND SECURITY

Privacy is important for residential amenity. The enjoyment of a residential property by its occupants relies on achieving a reasonable level of acoustic and visual privacy.

Roof top terraces are discouraged in areas outside Dover Heights.

Objectives

(a) To have adequate visual privacy levels for residents and neighbours.
(b) To maximise outlook and views from principal rooms and private open space without compromising visual privacy.
(c) To ensure buildings are safe and secure for residents and visitors.

Controls

(a) Dwellings should be oriented towards the street with entrances and street numbering clearly visible.
(b) Development should be designed to provide clear sightlines and lighting between public and private places.
(c) Development comprising 50 or more dwellings must be designed having regard to Crime Prevention through Environmental Design (CPTED) principles. Council may also require consideration of these principles for other large scale development (refer to the NSW Governments Crime Prevention and the Assessment of development Applications – Guidelines under section 79C of the EP&AA 1979 for details).
(d) Above ground open spaces must not directly overlook rooms and private landscaped areas of adjoining properties unless screening can mitigate overlooking. This includes:
   (i) offset windows of apartments in new development and adjacent development,
   (ii) recess balconies and/or provide vertical fins between adjacent balconies; provide solid or semi-solid balustrades to balconies where necessary;
   (iii) provide louvres or screens to windows/balconies where necessary;
   (iv) use vegetation as a privacy screen between buildings;
   (v) incorporate planter boxes into walls or balustrades to increase the visual separation between areas, and
   (vi) utilise pergolas or shading devices to limit overlooking of lower apartments or private open space.
(e) Windows and balconies of an upper level dwelling should be designed to prevent overlooking of more than 50% of the private open space of a lower level dwelling directly below and within the same development. This includes:
   (i) screen balconies from other balconies and ground level private open space, separate communal open space,
   (ii) common areas and access routes through the site from the windows of habitable rooms,
   (iii) change the level between ground floor private courtyards and adjacent communal/public areas.
(f) Privacy needs to be considered in the context of density, separation, use and design and should consider the following principles from LEC decision *Meriton vs. City of Sydney Council* (2004) NSWLEC 314.

(i) The ease with which privacy can be protected is inversely proportional to the density of development.

(ii) Privacy can be achieved by separation. The required distance depends upon density and whether windows are at the same level and directly facing each other.

(iii) The use of a space determines the importance of its privacy. Within a dwelling, the privacy of living areas, including kitchens, is more important than that of bedrooms. Conversely, overlooking from a living area is more objectionable than overlooking from a bedroom where people tend to spend less waking time.

(iv) Overlooking of neighbours that arises out of poor design is not acceptable.

(v) Where the whole or most of a private open space cannot be protected from overlooking, the part adjoining the living area of a dwelling should be given the highest level of protection.

(vi) Apart from adequate separation, the most effective way to protect privacy is by the skewed arrangement of windows and the use of devices such as fixed louvres, high and/or deep sills and planter boxes.

(vii) Landscaping should not be relied on as the sole protection against overlooking.

(viii) In areas undergoing change, the impact on what is likely to be built on adjoining sites, as well as the existing development, should be considered.

(g) Roof tops are to be non-trafficable and not capable of being used as roof terraces or as entertainment areas, except in the following circumstances:

(vii) The predominant residential character in the vicinity of the site includes roof terraces;

(viii) They will not result in unreasonable amenity impacts such as overlooking and loss of privacy and acceptable noise;

(ix) They should not exceed 15m² in area; and

(x) They satisfy the considerations of the LEC “Super Studio” Planning Principle.

(xi) They are provided for casual and infrequent activity and not as an extension of private open space or entertaining areas.

(xii) Any access must be provided within the envelope of the main building and there are to be no access hoods or lift overruns proposed above the main roof level. Operable skylights and hydraulic lifts are acceptable where they finish generally flush with the roof level.

It is acknowledged that in some areas within Waverley there are a number of large roof top terraces. These large terraces (larger than 15m²) may impact upon the visual and acoustic privacy of adjoining properties. Control (iii) above specifically aims to limit this development outcome continuing and the existence of larger roof top terraces in close proximity to the proposed roof terrace does not justify a variation from the maximum size control in (iii) above.
2.21 ATTIC AND ROOF DESIGN

Roof design is an important element of the overall design of a building and how it relates to the surrounding streetscape. This Part includes guidelines for attic and roof design in the R3 and R4 zones.

Objectives

(a) To ensure attic rooms achieve good residential amenity and environmental performance.
(b) To minimise the impact of attic levels when viewed from the street.
(c) To allow a variety of roof forms in response to the scale and character of the building and streetscape.

Controls

(a) Roof design should contribute to the overall design and performance of the development.
(b) Roof design should contribute to the streetscape character of the area.
(c) Attic rooms must have a minimum width of 3m and a minimum floor to ceiling height of 2.4m, for at least two thirds of the floor area.
(d) Alterations and additions in the roof of an existing building should occur within the main roof form. Variations of numerical controls will be considered on a merit basis.
(e) Dormer windows and the like are to be less than 50% of the roof elevation.
(f) Attics must be cross ventilated.
(g) Attic spaces must not contain living and dining rooms, and must be attached to a unit on the floor below.
(h) Attic rooms must not overlook adjacent dwellings or their private open spaces.
(i) Pitched Roof Attics are to retain the pitched roof form as the major visual element of the roof and must respond to the context.
(j) Where dormer windows are proposed they must be no higher than the height of the main roof form.
(j) Where dormer windows are proposed they must be set down a minimum of 300mm from the main ridge line.
2.3 HEIGHT

Building height is one of the most important design elements that influence the overall appearance of residential buildings and character of a streetscape and the amenity of adjoining properties. The height of building standards are outlined in WLEP 2012. This Part provides additional design guidance and prescribes maximum external wall heights that complement the overall heights identified in WLEP 2012.

An attic is an extension of floor area within an existing building envelope, such as the use of the pitched roof section of a building, being ancillary to the main form of the building. Any additions larger than an ‘attic’ are considered a genuine additional storey and are not attics (refer to Figure 21).

Objectives

(a) To ensure future development responds to the desired scale and character of the street and local area.
(b) To minimise the impact of attics and basement car parks on the overall building height.
(c) To provide good residential amenity for apartments.

Controls

(a) The maximum building height is as set by Clause 4.3 of the WLEP 2012 and the Height of Buildings Map.
(b) Council may consider varying the height development standard where it can be demonstrated that the proposed departure from the standard will result in a better environmental planning outcome than that which could have been achieved on the site had the control been complied with.
(c) Where it is proposed to build beyond the maximum Building Height development standard, the onus is upon the applicant to justify that the proposed building height is appropriate. Matters that must be addressed in justifying the building height include, but are not limited to:
   (i) Compliance with Floor Space Ratio development standard;
   (ii) Compliance with side setback controls;
   (iii) Visual aspect of the bulk and scale, as viewed from the private open space and living areas of adjoining properties;
   (iv) Amenity of adjacent properties with regard to sunlight, visual and acoustic privacy and views; and
   (v) A high design quality is achieved.
(d) An attic level may be permitted, provided it is fully contained within the roof form or an additional storey may be permitted, provided it is does not exceed the overall height identified in WLEP 2012 and is compliant with the following controls:
   (i) Include a minimum setback of 2m from the edges of the building below and provide no additional overshadowing as compared to the edge of the building below.
   (ii) Must not exceed 50% of the floor area of the floor below.
   (iii) Must not contain independent dwellings and must be connected to a unit on the level below.
(iv) May not be used where they compromise the privacy of residents within the development, or within neighbouring buildings.

(v) May access a roof terrace no greater than 15m². These areas are to be designed to minimise opportunities for overlooking and not be enclosed above parapet height.

(vi) Parapet height must not exceed 1.2m.

(e) Development must comply with WLEP 2012, Table 2 and Figures 21 and 22 below:

<table>
<thead>
<tr>
<th>Zoning</th>
<th>Overall Height</th>
<th>Max external wall height</th>
<th>Max number storeys</th>
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<tbody>
<tr>
<td>R3</td>
<td>9.5m</td>
<td>7m</td>
<td>2</td>
</tr>
<tr>
<td>R3</td>
<td>12.5m</td>
<td>9.5m</td>
<td>3</td>
</tr>
<tr>
<td>R4</td>
<td>20m</td>
<td>17m</td>
<td>5</td>
</tr>
<tr>
<td>R4</td>
<td>28m</td>
<td>25m</td>
<td>8</td>
</tr>
</tbody>
</table>

Table 2 Height requirements

Figure 21 Residential R3 zone height controls

Figure 22 R4 Residential zone height controls
3.2 FURNITURE AND ACCESSORIES

Outdoor footpath should make a positive contribution to the street environment and be of a style that is practical and that integrates into the surrounding area.

Objectives

(a) To ensure all furniture and accessories are high quality and an appropriate design.

Controls

(a) All furniture must be safe, strong, durable, waterproof, weather resistant and salt resistant. All furniture must be purpose built and designed for commercial outdoor use.

(b) Elements of furniture (such as chairs, tables, barriers or umbrellas) must be uniform in style and design within each café or restaurant in order to maintain a cohesive pattern and legible groupings.

(c) All furniture must be kept well maintained and clean at all times. Council reserves the right to require replacement of inappropriate and/or hazardous furniture as a license requirement.

(d) All furniture, accessories and umbrellas are temporary and must be stored away from footpath seating areas outside the approved hours of operation unless specific approval has been granted.

(e) Milk crates and the like are not permitted.

(f) Adequate toilet facilities are to be provided in commercial premises to comply with the BCA.

3.2.1 Accessories

(a) Provide wind proof menus and sugar containers.

(b) Pedestal menu boards and A-frame or sandwich board menus are to be transportable, kept within occupied areas at all times during use and not obstruct pedestrian thoroughfares.

3.2.2 Umbrellas

(a) Umbrellas are to be commercial grade and suitable for outdoor use (UV resistant, provide rain and hail protection, fire resistant, wind rated and easily maintained) of a square canopy shape with no top hat, have a diameter of between 1.8m and up to 4.0m, have a centre post, be collapsible and be at least 2.2m above ground when open.

(b) Umbrellas must be removed or closed in extreme windy conditions to avoid damage and ensure safety for patrons and pedestrians.

(c) Umbrella bases must not damage the paving and should be secured to the umbrella.

(d) Umbrellas are to be securely anchored by the applicant to the satisfaction of council. The cost of the umbrellas and securing them will be borne by the applicant.
Two (2) storey detailed street frontage and internal floor to ceiling heights

- Clear dimension to inset balconies: 2500
- Height of parapet is dependant upon adjoining properties
- Shading device
- Street awning
- Inset balcony where required

Adjoining property - Street reserve
Three (3) storey detailed street interface and internal dimensions
Four (4) storey street interface details and internal dimensions
Report dated 2 December 2013 from the Director, Community & Recreation Services about the Draft Public Art Policy recommended by Waverley Public Art Committee.

Recommendation: That Council approve the Draft Public Art Policy for the purpose of community consultation

Purpose of Report

This report recommends adoption of a draft Public Art Policy for consultation purposes. It provides information on the consultation and development process of the policy draft.

Background / Introduction

Waverley Council's existing Public Art Policy was adopted in 1999 and is overdue for review. That Policy was written by external consultants and while aspects of it are still relevant, the Public Art Committee recommended a review and updating of the Public Art Policy document to reflect current trends in Public Art, and to place the policy in the context of the current Waverley LGA.

In July 2013 some members of the Public Art Committee along with Councillors and staff formed a public art policy working group to lead the redevelopment of the policy. The public art policy working group have researched and driven the direction of the policy draft with consideration to industry context as well as the unique environment of the Waverley area. The public art policy working group sought to refine the context and definition of public art in the area, key objectives, and benefits of public art to the community and established a set of expected outcomes for the growth of public art projects in the area. The draft policy was then considered by Waverley Public Art Committee at its meeting on 18 November.

The Waverley Public Art Committee recommends to Council that this draft policy be adopted for public consultation purposes.

Analysis

The proposed draft policy is a new policy document rather than a revision of the 1999 version.

The proposed new policy provides an overarching framework document. In time a number of more operational documents will sit under the Public Art Policy, as set out in the diagram of Attachment 1 to the Draft Public Art Policy:

- Mural Guidelines;
- Public art in the private domain guidelines (revision of existing guidelines);
- Accessioning and de accessioning artwork;
- A public art master plan for Waverley, to identify where future works of public art should be located in the event that funding is achieved.
REPORT TO COUNCIL

- Financial

The Waverley Public Art Master Plan is under development. No funds are currently allocated to the commissioning of the public art in the forward capital works schedule, although there is potential for funds from section 94A contributions to be used for this purpose.

- Delivery Program/Operational Plan

Relevant provisions from Waverley Together 3 include:

C1 Waverley’s cultural heritage and diversity is recognized, protected and respected.

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

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

C6a Enrich the community’s cultural life and support lifelong learning through a variety of cultural events and activities, balancing the needs of residents and visitors

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

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

- Consultation

Internal consultation and research was undertaken in the development of this draft policy. The public art policy working group researched public art policy documents from various local governments across Australia. Industry experts from the Public Art Committee, Waverley Council’s Strategic Planning team, the Economic Development Officer and the Visual Arts Team attended ongoing policy development workshops over a five month period during the writing of this draft policy.

If Council adopts the recommendation, wider public consultation will take place.

Timeframe

If Council adopts the recommendation, the policy draft will be put on exhibition until mid February 2014 for community feedback. Feedback will be collected and collated in response to the draft and reviewed by the Public Art Committee in consultation with Council staff, with a report to come back to Council in March or April 2014.

Drafts of the Waverley Public Art Master Plan and suite of accompanying documents will be completed by June 2014 and will be brought back to Council for.
REPORT TO COUNCIL

Recommendation: That Council approve the Draft Public Art Policy for the purpose of community consultation

Cathy Henderson
Director, Community & Recreation Services

Author: Elizabeth Reidy, Project Officer Gallery Coordination
Waverley Council Public Art Policy

DRAFT ONLY 2 December 2013

1. Vision

The Waverley local government area will have an engaging public art program that responds to place, aspires to international excellence, and is a source of pride for the local community.

2. Context and Definitions

Public Art plays a powerful role within Waverley. It engages and promotes dialogue across the community, attracts economic benefit, connects artists with the area, and enhances overall appreciation of Art.

Public Art can be permanent (such as a sculpture) or temporary (such as street art, temporary installations or experimental media). For the purposes of this policy, 'Public Art' is defined as: a unique, crafted or sculptural work such as a sculpture, mosaic, mural etc, that is commissioned, invited or selected from professional artists, or loaned by artists, for sites in the public domain. Artwork(s) may be the creative product of one artist or the result of collaboration between artists and /or other design professionals such as architects, industrial and graphic designers and craftspeople. Public Art is purpose built or placed with strong consideration given to the context in which it is located.

Waverley Council has an appointed Public Art Committee that serves as an advisory panel on all Public Art proposals in the area.

3. Key Objectives for Public Art In Waverley

The key objectives form the evaluation and assessment criteria for all new Public Art works to be considered in the Waverley LGA and have been developed to support the Waverley Together 3 strategic plan. These key objectives for Public Art in Waverley exemplify Waverley’s reputation as a vibrant cosmopolitan area with world famous beaches, extraordinary natural beauty, the Bondi Junction commercial hub, and a culturally diverse community.

Permanent Public Art in Waverley must respond to all of the key objectives outlined in this document.

3.1 Place making (Making Spaces into Places)

Public Art should stimulate the imagination; encourage creative expression, innovation, and invigoration of space. It should ensure the integration of art into the everyday experience of the area for locals and visitors alike. The relationship between the artwork and the built and open environment, its audience, and other contextual factors all contribute to its impact.
3.2 Artistic Excellence

Public Art in Waverley aspires to qualities of artistic excellence, innovation, creative integrity, and beauty. Public Art will be of excellence both in content and execution; displaying technical skill, craftsmanship and ingenuity while meeting all deadlines and budgetary requirements.

3.3 Sustainability

Public Art in Waverley should give due consideration to materials, design and construction, durability and longevity in its environment. Sustainability must be considered in terms of the ability of the work to endure physically and in terms of social relevance and artistic integrity.

3.4 Local Culture and Heritage

Waverley encourages Public Art that reflects and celebrates our diverse cultures and communities. Public Art should respond to local stories and conversations, creating opportunities for social engagement and pride in the area.

4. Benefits of public art

The development of high quality Public Art in public places and Public Art in private developments delivers these benefits:

- Adding value to private development
- Places are made more attractive, welcoming, engaging and interesting
- Richer experience of the place for residents and visitors
- Creates a sense of local engagement and community.

5. Actions/Outcomes

Subject to funding, Waverley Council will:

(a) develop a masterplan identifying specific sites for the implementation of Public Art across Waverley

(b) ensure major Council developments in Waverley will include commissions of Public Art in areas accessible and visible to the general public

(c) increase the number of Public Art works in the Waverley area

(d) encourage the inclusion of Public Art in private developments

(e) ensure that all permanent works of Public Art in Council controlled land are subject to community consultation before approval

(f) develop and maintain networks, partnerships with businesses, artists, curators, arts organisations, neighbouring Councils and other relevant stakeholders in the delivery of an exceptional program of Public Art in Waverley
Develop a maintenance plan for all Public Art works in the area

6. **Consultation**

Community feedback will be sought in the planning of permanent Public Art projects. For temporary installations, exhibitions and loans, whether community consultation is required will depend on the nature of the proposal, its scale, impact and duration.

Where appropriate, specific consultation will take place with relevant groups (for example the Indigenous or Jewish communities).

7. **Funding**

- Waverley Council is developing a Public Art Program/Schedule of Works for inclusion in the capital works program.
- Section 94A contributions to Waverley Council’s capital works program, made as part of development applications, can provide a source of funding for the ongoing development of the Public Art Program/Schedule of Works.
- Planning Agreements can also provide a source of funding to the ongoing development of the Public Art Program/Schedule of Works.
- Waverley Council is open to working in collaboration with philanthropists, businesses, property developers and community groups to create a Public Art trust supporting the ongoing development and maintenance of Public Art in the area.
- All major Waverley Council funded new developments will aim to incorporate Public Art into the overall budget and planning processes.

8. **Evaluation and Review**

Evaluation will be measured against the key objectives, definitions and long term outcomes outlined in this document, as well as by the overall improvement in the quality of Public Art in the area.

Waverley Public Art Committee will review the policy every four years.

Waverley Public Art Committee can recommend to Council amendments to the Policy at any time.

9. **Attachments**

1. Policy framework
2. Waverley Council Public Art in the Private Domain
3. Waverley Council Public Art Masterplan (under development)
4. Waverley Council Acquisitions and Deaccessioning Guidelines (under development)
5. Bondi Beach Seawall Guidelines
6. Waverley Mural Guidelines
Waverley Together 3: Community Strategic Plan
Relevant provisions from Waverley Together 3 include;
C1 Waverley’s cultural heritage and diversity is recognized, protected and respected.
C1a Support programs that celebrate and strengthen our multiculturalism and indigenous culture and cultivate a sense of community appreciation of our cultural heritage
And;
C6 Arts and cultural activities foster an involved community and a creative environment
C6a Enrich the community’s cultural life and support life long learning through a variety of cultural events and activities, balancing the needs of residents and visitors
C6b Encourage the arts in public places and public art in private developments
C6c Foster and create opportunities in the creative sector to retain local artists and cultural providers in Waverley

Attachments to the Public Art Policy
- Waverley Council Public Art in the Private Domain Guidelines – for private developments
- Waverley Council Public Art Masterplan (under development)
- Waverley Council Acquisitions and Deaccessioning Guidelines (under development)
- Bondi Beach Seawall Guidelines
- Waverley Council Mural Guidelines
REPORT TO COUNCIL

Indoor Venue Hire –Review of Fee Structure & Fee Levels (A13/0273)

Report dated 30 November 2013 from the Director, Community and Recreation Services about the proposed changes to the venue hire fee structure and fee levels of Waverley Council indoor Venues.

Recommendation: That Council:
1. Give preliminary endorsement to the revised fee structure and fee levels as set out in this report;
2. Note that the revised fee structure and fee levels will be included in the Draft Operational Plan Pricing Policy, Fees and Charges which will come to Council for approval and public exhibition in 2014;
3. Note that any finally approved changes to fee structure and fee levels will come into effect 1 July 2014.

Purpose of Report

The purpose of this report is to outline the proposed new venue hire fee structure and fee levels for Waverley Council’s indoor venues.

Background / Introduction

Waverley Council provides a range of venues that are available for hire by the local community, cultural organisations, businesses and private individuals. The facilities accommodate a range of different activities including meetings, workshops, classes, recreation activities, seminars, exhibitions, private functions and children's birthday parties.

The Council's suite of community venues includes the Bondi Pavilion, Waverley Pavilion, Waverley Library, the Mill Hill Centre, the School of Arts, Wairoa Community Centre, Kimberley Reserve Community Centre. The hiring of these venues provides valuable amenity to the community while also generating revenue for Council.

The fees charged for the hire of the venues is laid out each year in Waverley Councils Pricing Policy, Fees and Charges document.

It was identified through the recent Venue hire service review that substantial inequities exist in the fee levels of similar Council facilities. It highlighted the fees levels at the School of Arts and fees charged for children's parties across all venues as areas where inequities exist.

Historically each of council’s venues has been responsible for setting its own fee levels annually. This involves applying CPI to the existing fee levels each new financial year in most instances. There is no record of how the original levels for venues were set, it seems likely that the fees for each venue were set independently of each other. The fact that each venue has maintained its fee levels in isolation without comparison to other Council venues has lead to the development of the current inconsistent, complicated and inequitable fee structure. It is intended that this comprehensive organisation wide review of the fees and
REPORT TO COUNCIL

charges for venue hire will provide a clearer, more consistent and equitable fee structure going forward.

Context

As part of Council’s ongoing commitment to customer service an internal report was commissioned in March 2013 to review venue hire services, with a focus on the customer experience. The review included interviews with key internal stakeholders including one or more staff members from BSP, Finance, Bondi Pavilion, Library, Mill Hill Administration, Waverley Pavilion and Customer Service. There was also some benchmarking done with neighbouring Councils. Process mapping of four different customer scenarios was undertaken.

The objectives of this review were to:

- Describe the customers’ experience and journey when hiring a venue from Waverley Council.
- Identify where the venue hire service can be delivered more efficiently and effectively for both the customer and Council.
- Recommend improvements to Council’s venue hire services.

Out of this review a number of recommendations were made aimed at improving the customers’ experience when hiring Councils’ venues.

An implementation project was commenced in August 2013. In summary the scope of the project is to include:

1. Improved online information and functionality to improve the customer experience. To include an expanded and updated venue hire web page, an online venue availability module and an online inquiry form.
2. Consistent and effective booking system processes. To include the standardisation of booking and payment processes.
3. Annual EOI process for long term (regular hire) bookings.
4. Review of the venue hire fee structure categories, plus fee levels
5. Establish ongoing monitoring and review process of venue hire service.

A reference group has met fortnightly since the start of the project working towards the implementation of these recommendations. The reference group is made up of the venue coordinators of all Waverley Councils staffed venues along with representatives from Property services and Customer services.

This report focuses on the review of the fee structure and fee levels for Council’s indoor community venues.
Analysis

A review of the current fees structure and fee levels for indoor venues has been carried out. To assist in analysis of the subject this report has been split into two sections.

Section A - A review of the existing fee structure across all Council venues. These are the fee categories applied to different types of hirers as laid out in the current fees and charges document.

Section B - A review of the fee levels across all Council venues. A review has been carried out of current fee levels of Council venues. In addition a benchmarking project has been carried comparing current Waverley Council fee levels against similar venues across a number of other Sydney LGAs.

Section A – Review of fee structure and categories

A review of the current venue hire fee structure across Council venues shows that there are currently eight (8) different fee categories across Council venues.

Graph 1 indicates the current regular hirers across all Council venues and the different fee level categories that apply to them dependent on the venue being hired.

*Graph 1: Regular hirers by current fee structure categories*
REPORT TO COUNCIL

This complicated fee structure can cause confusion among customers when hiring venues as to what level of fees applies to them and also creates inconsistencies when Council staff try and determine the correct fee level to apply.

Note that

- there are no regular hires in the 'Corporate' category
- 'casual hire' and 'regular hire' are fee categories at the School of Arts; 'regular hire' fee category is only used by commercial operators
- In addition to the categories listed in Graph 1 there exist additional fee rates for children’s parties and functions. These types of hire are only offered at specific suitable venues and are often available only between specified times.

Proposal - It is proposed that a simpler two tiered fee structure be applied across all council indoor venues as of 1 July 2014. It is also proposed to continue to offer specific rates for children’s parties and functions at selected venues. In addition Council will continue to offer free of charge / reduced fees to specific community groups.

Community / Not for Profit – Groups or individuals that are either “non profit” apply only a very small fee to help cover costs or groups registered as a Not for Profit organisation. (This rate does not apply to children’s parties or functions).

Standard – This category applies to all hirers who are not either a registered Not for Profit or a “non profit” community groups as defined above. This includes and commercial operators. (This rate does not apply to children’s parties or functions).

Additional information

Children’s parties and Function rates

There is a high demand from the local community to hire Council venues to hold family celebrations such as children’s parties, Bar/Batmitvahs, milestone birthday parties and other types of formal gatherings and events. It is intended to continue to offer set rates for these types of events at specific venues as outlined in Section B of this report.

Political groups, religious groups and government organisations.

In the past there has been some confusion as to which fee level should be applied to political groups, religious groups and government organisations when hiring council venues. This has led to inconsistency in the application of fee levels. It is proposed to offer all these groups the Community / Not for Profit rate of hire for Council venues.

Corporate hire fee level

Currently every Council venue has a corporate fee level. A report produced from the Council booking system looking at the number of corporate bookings across all venues shows there are no regular corporate hires across any of Council’s venues. It also indicates that there have been only a very small number of casual corporate hires in recent years. These are
either large Council supported events such as City 2 Surf or large scale one off events, often held in the external courtyard areas of the Bondi Pavilion.

It is proposed that the current corporate fee level be deleted and an explanatory note be included in the venue hire section of the fees and charges document stating that a fee for Corporate hires will be priced on application. This will allow Council to assess the scale and potential impact of each event and apply a fee that it commensurate with the impact on the venue, on local residents and on other users of the venue. This aligns Council with the approach of the majority of other councils who do not have a corporate fee level category in their fee structures.

Additional fee reductions and waivers

Council will continue to offer reduced fees and fee waivers to Community / Not for Profit groups that provide critical support services to the Waverley community. Examples include community support services offered by not for profit organisations at no charge from rooms in Mill Hill Community Centre. An application process formalising the way in which these arrangements are assessed, is outlined in section B of this report.

Section B – Review of the current fee levels and benchmarking project

A benchmarking project has been carried out comparing Waverley Councils venue hire fee levels against comparable venues in a number of other Sydney metropolitan councils. The benchmarking project has been attached to this report as Appendix A.

Key issues

The fee review and benchmarking project identified a number of issues with the current fee levels in addition to those outlined in the introduction to this report.

1) Inconsistent fee levels charged for similar Council venues within Waverley.

2) Waverley Council current commercial fee levels undervaluing its venues.

3) There is an inconsistent level of subsidy offered to Community / Not for Profit groups across Council venues.

4) There is a confused and inconsistent system of offering either reduced fees or fee waivers, to Community / Not for Profit groups.

5) Council’s community halls are underutilised during off peak periods, with over demand during peak periods.

Each of these issues will now be examined, an outline of the proposed change made and the rationale for the change provided.

1) Inconsistent fee levels charged for similar Council venues.

As highlighted in the recent Venue Hire service review, there exist significant inequities in the fee levels for similar Council facilities. The review identified the areas
REPORT TO COUNCIL

of community hall hire rates and the range of fees charged for hire of different venues for children’s parties.

Table 1 demonstrates the wide range in the current commercial hire fee rates for Council’s community halls. All of these venues are of a similar size and offer a similar level of amenity to the hirer. A commercial hirer will pay just $18.50 an hour to hire the School of Arts community hall while the same hirer wishing to carry out the same activity at the Mill Hill Centre community hall will be asked to pay $81 an hour.

Table 1 – Current 2012-13 commercial hire fee rates for Council’s community halls.

<table>
<thead>
<tr>
<th>Name of venue</th>
<th>Room size</th>
<th>Commercial hire fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Arts, Community hall</td>
<td>135m2</td>
<td>$18.50 per hour</td>
</tr>
<tr>
<td>Bondi Pavilion, Seagull room</td>
<td>180m2</td>
<td>$30.00 per hour</td>
</tr>
<tr>
<td>Bondi Pavilion, High Tide room</td>
<td>200m2</td>
<td>$32.00 per hour</td>
</tr>
<tr>
<td>Waverley Pavilion, Community room</td>
<td>180m2</td>
<td>$45.00 per hour</td>
</tr>
<tr>
<td>Mill Hill Centre, Community hall</td>
<td>180m2</td>
<td>$81.00 per hour</td>
</tr>
</tbody>
</table>

Proposal - It is proposed to standardise the fees for similar rooms across all of Council’s venues. It is proposed that rooms of a similar size, that offer a similar level of amenity to hirers be banded together and a consistent fee be applied to all venues.

It is proposed that a three tier banding system be introduced for rooms based on the type of room and level of amenity offered.

- **Community halls or large rooms** – large halls of approximately 130m2 to 200m2. With a capacity of between 100 to 250 people. Either carpeted or wooden floored. Suitable for recreation activities, dance classes, seminars, private functions etc.

- **Standard rooms** – medium sized rooms between 40m2 and 80m2. Rooms with capacity of between 30 and 60 people. Suitable for passive recreation classes, toddlers music development classes, moderate sized meetings, meditation classes etc.

- **Small meeting rooms** – small rooms between 25m2 and 40m2 of between 2 and 20 people. Suitable for small meetings, languages tuition, poetry reading, chess lessons etc.

Rationale - The amenity offered to the hirer at each of the rooms within each banding is the same. It is not desirable that one space is made more attractive due to the fact it is marginally cheaper. If the fees are standardised then the hirer is able to chose the most suitable room for their activity based on other specific factors of importance to them e.g. carpeted or wooden floor, number of tables and chairs, the availability of parking, availability of kitchen facilities, proximity to public transport links etc.
2) **Waverley council commercial fee levels undervaluing its venues**

The bench marking project (Appendix A) serves to demonstrate that current fee levels undervalue Council’s community venues. This is most noticeable in respect of the hire fees of community halls when compared to other Sydney councils. The table shows a large majority of Sydney metropolitan Councils are charging significantly more for it’s similarly sized venues.

**Proposal** - It is proposed to increase the commercial hire fees so that Council receives a reasonable market rate for hire of its venues when hired for commercial purposes.

**Rationale** - While the commercial users of council venues provide services to the community they each run to make a profit. It is desirable that the fees be increased to a level that is still affordable for the hirer but which provides a reasonable revenue return for Council from these commercial operators.

It should be acknowledged that a majority of revenue from commercial hires is generated through regular hirers of Councils venues. A number of these groups are small sole operators that run activities that provide significant community benefit to the people of Waverley. These activities promote health lifestyles and wellbeing and are services that Council is not in a position to provide directly. The fee levels proposed should not be set at a level that is prohibitive to these hirers or that acts as a deterrent to new operators wanting to hire Council venues.

3) **The inconsistent level of subsidy offered to Community / Not for Profit groups across councils venues**

The review of council’s current fee levels also highlighted the issue that community Not for Profit groups are receiving a vastly differing degree of subsidy depending on which of Council’s venues they hire. A Community / Not for Profit group hiring the Library Theatrette receives a 74% subsidy off the commercial rate where as the same group hiring the Bondi Pavilion’s High Tide room would receive only a 30% subsidy.

These groups often provide critical services or provide services that are of great community benefit to the residents of Waverley. Council has a history of supporting such groups in the past and would wish to continue supporting these groups in the future. It is desirable that these groups get the same consistent level of support, through the application of a standardised subsidy across all venues.

**Proposal** – It is proposed that a standard 50% subsidy off the Standard (commercial) hire fees be applied for all Community / Not for Profit groups across all venues.

**Rationale** – The application of a 50% subsidy will mean all Community / Not for Profit groups receive the same level of council subsidy irrespective of which of councils venues they hire. This also aligns council with the approach and level of subsidy offered to Community / Not for Profit groups across the majority of other Sydney metropolitan councils.
4) **A confused and inconsistent system of offering reduced fees or fee waivers to community groups across venues.**

Waverley Council currently has 23 Community groups that receive either reduced fees or for which hire fees are waived for their ongoing venue hire. These types of arrangements are often the continuation of an arrangement that was agreed some years previously (up to 15 years or more in some instances). These arrangements continue year after year. Council has no formal agreements in place with any of these groups, allowing for these arrangements.

There are many inconsistencies created by the continuation of these historical arrangements e.g. An alcohol support group in the Bondi Pavilion currently pays $28 for a 2.5hr booking of the Seagull room, another alcohol support group in the same building currently pays $10 an hour for use of the smaller Ocean room. In contrast the alcohol and drug dependency substance support groups providing similar services at both the Waverley Library and the Mill Hill Centre have their fees waived.

**Proposal** – It is proposed that an application process be introduced for Community / Not for Profit groups to apply for a further reduction in hire fees or fee waiver beyond the proposed 50% subsidy on Standard rates. Any further reductions would be provided in circumstances where groups are providing critical services to the community or in cases of genuine hardship.

A draft application form and a set of criteria have been developed to determine a groups eligibility for a reduction in hire fees or a fee waiver for use of Council venues. If the proposal is adopted then the process will be further developed with a view to having it finalised and the application process introduced early in 2014.

**Rationale** – It is likely that Council will wish to continue to support many of the existing Community groups that provide critical services or services with clear community benefits for target groups in the community. The new application process will allow council to formalise the arrangements with these groups.

The only process by which Community / Not for Profit groups can currently apply for Council support towards the cost of hire fees is by applying through the Community Small Grants process. Only a few groups go through this process as it is a fairly involved and arduous process which many community groups are not well equipped to undertake. The proposed application form process which requires them to complete a fairly simple form providing details of their activities, the reason they require additional support, evidence of hardship, the community benefit offered etc would make it much simpler for community groups to apply for support.

Also when these grants are awarded for venue hires it is very difficult for Council staff to track the value of the hire as the groups continue to access venues. If a group has been awarded an amount of in kind support for venue hire and uses a number of Council venues, it is very difficult to track and deduct the value of the in kind support given.

The application process will do away with the inconsistencies that exist where by groups providing identical support services receive different levels of support.
REPORT TO COUNCIL

Furthermore fee reductions and waivers awarded through the proposed application process will provide Council with a clear picture of the number and types of community groups it supports and the value of the in-kind support being given. There is currently no way of calculating the amount of support council currently provides.

There currently exist inconsistencies in the fees and charges document in relation to who within Council can authorise the application of lower fees or applying a fee waiver. For some venues the pricing policy states that fees are subject to the discretion of the Director, while others say that the Divisional manager has the discretion to charge less with the approval of the general manager. The introduction of this process with a clear set of criteria to be used to assess the eligibility of groups will remove any confusion and inconsistencies in this regard.

Venue coordinators are asked on a regular basis by community groups if they are able to offer reduced fees. The introduction of the application process will give them the ability to offer groups the opportunity to apply through a clear open and transparent process.

5) Underutilised community halls during off peak periods, with over demand during peak times.

The Peak period times for venue hire are considered to be on weekdays from 5pm to the time of building closure and all day on weekends. Off peak times are from the building opening time to 5pm on weekdays. Peak times are particularly attractive to commercial groups such as recreational classes and activities. Activities that operate during peak periods outside of standard working hours are better patronised and therefore have the opportunity to generate more income for the hirers from increased numbers attending the activity.

Currently a hirer wishing to hire one of Councils community halls during the daytime when demand is low is asked to pay the same fee as a hirer who hires the room at peak times.

This situation has lead to an over demand for the hire of Council's community halls in peak periods and the under utilisation of these venues during off peak periods.

Proposal - It is proposed that a cheaper rate be available for the hire of Council’s community halls and large rooms during off peak periods

Rationale – The introduction of an off peak rate will act as an incentive for groups to hire the community halls during these quieter periods and increase off peak utilisation of these venues. The format of peak and off peak fee levels currently exists in the fees and charges structure of the Margaret Whitlam Indoor sports court. It is has proven successful in attracting groups to use the facility during the quieter off peak periods.
REPORT TO COUNCIL

Proposed Fee levels for 2014-15

The following tables indicate the proposed venue hire fees and charges 2014-15. These fees will be applied from July 1 2014 if the proposed changes to fee structure, in Section A and to fee levels, in Section B of this report are adopted.

There is provided, an individual table for each of the three proposed banding of Council venues. The tables indicate the proposed Standard (Commercial) and Community / Not for Profit rates for Council venues to take effect from July 1, 2014 alongside the current 2013-14 fee levels for comparative purposes.

Table 2.1 – Community halls / large rooms banding from 1 July 2014

<table>
<thead>
<tr>
<th>COMMUNITY HALLS / LARGE ROOMS</th>
<th>Community / Not for Profit fee levels (per hour)</th>
<th>Commercial / Standard fee levels (per hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Arts Hall</td>
<td>$21 (Casual)</td>
<td>$21 Peak / $17.50 off peak</td>
</tr>
<tr>
<td>Library Theatrette</td>
<td>N/A by hour</td>
<td>$21 Peak / 17.50 off peak</td>
</tr>
<tr>
<td>Bondi Pavilion Seagull room</td>
<td>$23</td>
<td>$21 Peak / $17.50 off peak</td>
</tr>
<tr>
<td>Bondi Pavilion High Tide room</td>
<td>$24</td>
<td>$21 Peak / $17.50 off peak</td>
</tr>
<tr>
<td>Waverley Pavilion Community room</td>
<td>$31</td>
<td>$21 Peak / $17.50 off peak</td>
</tr>
<tr>
<td>Mill Hill Community hall (seniors centre)</td>
<td>$36 Peak only</td>
<td>$21 Peak only</td>
</tr>
</tbody>
</table>

Table 2.1 shows that under the proposed fee levels the commercial fee for Council’s community halls will mean an increase for a majority of the venues. The Mill Hill centre fee is set at a level that is prohibitive to hirers and there have been no commercial hires of this venue in the recent past.

The proposed community rate will continue to give a subsidised rate for these groups similar to existing levels. The 50% subsidy means that these groups all receive the same consistent level of support from Council through reduced hire fees.

Council also has two other community halls in its portfolio of community venues. The Thomas Hogan Reserve hall and Hugh Bamford Reserve hall are not currently available for hire through Council. Both venues are to undergo maintenance work in the coming months. They will be coming on line following the completion of this work. Fee levels exist for these halls in the current fees and charges. Fee levels will be determined following the completion of work.
of the work with a view to aligning fee levels to those for other Council halls as outlined in Table 2.1.

Table 2.2 – Standard room banding from 1 July 2014

<table>
<thead>
<tr>
<th>STANDARD ROOMS</th>
<th>Community / Not for Profit fee levels (per hour)</th>
<th>Commercial / Standard fee levels (per hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mill Hill Room 2 (47m2)</td>
<td>$29 off peak / $25 Peak</td>
<td>$18.50</td>
</tr>
<tr>
<td>Kimberley Reserve hall (48m2)</td>
<td>N/A by hour</td>
<td>$18.50</td>
</tr>
<tr>
<td>Wairoa Community Centre hall (40m2)</td>
<td>N/A by hour</td>
<td>$18.50</td>
</tr>
<tr>
<td>Library Theory room (40m2)</td>
<td>N/A by hour $41 half day</td>
<td>$18.50</td>
</tr>
<tr>
<td>Children’s activity room (48m2)</td>
<td>$21</td>
<td>$18.50</td>
</tr>
<tr>
<td>Waverley Pavilion Club room (48m2)</td>
<td>$21</td>
<td>$18.50</td>
</tr>
<tr>
<td>School of Arts Room A (60m2)</td>
<td>$18.50 $15.50 (casual hire)</td>
<td>$18.50 (regular hire)</td>
</tr>
</tbody>
</table>

Table 2.2 shows that the standard rate would be higher for some venues and lower for others. The table shows the wide range of fees currently charged for these similar venues.

The proposed community rate represents a decrease in fees for a majority of these venues. It should be noted that many of these rooms are currently under utilised and it is anticipated that the proposed revised fee levels which are set at a more realistic level compared to similar venues in other Council areas, along with improved promotion of Council venues through an improved venue hire web page will lead to increased utilisation.
Table 2.3 – Small meeting room banding from July 1 2014

<table>
<thead>
<tr>
<th>SMALL MEETING ROOMS</th>
<th>Community / Not for Profit fee levels (per hour)</th>
<th>Commercial / Standard fee levels (per hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Arts Room B</td>
<td>$18.50</td>
<td>$16</td>
</tr>
<tr>
<td></td>
<td>(casual hire)</td>
<td></td>
</tr>
<tr>
<td>Ocean room</td>
<td>$17</td>
<td>$16</td>
</tr>
<tr>
<td>Dolphin room</td>
<td>$16</td>
<td>$16</td>
</tr>
<tr>
<td>Mill Hill room 1</td>
<td>$24 (off peak)</td>
<td>$16</td>
</tr>
<tr>
<td></td>
<td>$20 (Peak)</td>
<td></td>
</tr>
<tr>
<td>Mill Hill room A</td>
<td>20 (Peak)</td>
<td>$16</td>
</tr>
<tr>
<td>Mill Hill room B</td>
<td>21 (Peak)</td>
<td>$16</td>
</tr>
<tr>
<td>Friends room</td>
<td>N/A by hour</td>
<td>$16</td>
</tr>
<tr>
<td></td>
<td>$41 half day</td>
<td></td>
</tr>
</tbody>
</table>

Table 2.3 shows that the proposed fees once again that the fee for this banding represents an increase for same venues but a decrease for others the Community / Not for Profit rate remaining close to current levels for the majority of venues with a decrease in fees for these groups hiring the Mill Hill Centre. The current Community / Not for Profit rates are set at levels that do not represent

Indoor Venues outside of this process

Council Chambers – The hire of Council chambers has not been included in this restructure. The venue is predominantly used for specific Civic functions and other Council run events. There are only a very small number of external hires of the venues each year. The current fee structure will be maintained to allow Council to continue to accommodate such external hires that meet the suitable use criteria for the venue.

Waverley Pavilion indoor sports court – The indoor sports court is a specialised facility the only one of its kind in Waverley. The fee levels for the court were recently set prior to the opening of the building after being benchmarked against similar recreation facilities in the Sydney metropolitan area. As the fees were bench marked so recently it is proposed to apply CPI to the current fee levels for 2014-15.
**Bondi Pavilion Recording studios and Control room** – This suite of rooms offer specialised facilities and level of amenity to hirers. The fee levels are benchmarked by the Music project coordinator against comparable venues each year, to ensure the facility is well utilised and that market rates are charges to commercial hirers.

**Hire fees for children’s parties**

The venue hire review identified particular inequities in the hiring of Council venues for children’s parties. Table 3.1 shows that the wide range in levels of fees charged across the four venues currently offering children’s party bookings.

**Table 3.1 current hire fees charged for children’s parties 2013-14**

<table>
<thead>
<tr>
<th>Venue</th>
<th>Duration</th>
<th>Fee</th>
<th>Security Bond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bondi Pavilion</td>
<td>3 hrs</td>
<td>$120</td>
<td>$150</td>
</tr>
<tr>
<td>Waverley Pavilion</td>
<td>3 hrs</td>
<td>$180</td>
<td>$250</td>
</tr>
<tr>
<td>Kimberley Reserve hall</td>
<td>4 hrs</td>
<td>$299 plus cleaning fee</td>
<td>$100</td>
</tr>
<tr>
<td>Wairoa hall</td>
<td>4 hrs</td>
<td>$299 plus cleaning fee</td>
<td>$100</td>
</tr>
</tbody>
</table>

**Table 3.2 proposed hire fees for children’s parties 2014-15**

<table>
<thead>
<tr>
<th>Venue</th>
<th>Duration</th>
<th>Fee</th>
<th>Security Bond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bondi Pavilion</td>
<td>3.5 hrs</td>
<td>$175</td>
<td>$250</td>
</tr>
<tr>
<td>Waverley Pavilion</td>
<td>3.5 hrs</td>
<td>$175</td>
<td>$250</td>
</tr>
<tr>
<td>Kimberley Reserve hall</td>
<td>4 hrs</td>
<td>$180 plus cleaning fee</td>
<td>$250</td>
</tr>
<tr>
<td>Wairoa hall</td>
<td>4 hrs</td>
<td>$180 plus cleaning fee</td>
<td>$250</td>
</tr>
<tr>
<td>Thomas Hogan Reserve hall</td>
<td>4 hrs</td>
<td>$180 plus cleaning fee</td>
<td>$250</td>
</tr>
</tbody>
</table>

Table 3.2 shows the proposed structure of fees for Children’s parties in 2014-15. The fees for hire of Kimberley reserve hall and Wairoa hall are currently set at a very high level that is prohibitive to many potential hirers, particularly as they are also required to pay an additional cleaning fee on top of the hire fee. The hire fee will be reduced so as to make the venue more attractive to hirers and therefore increase the number of hires. This will align the fee for these venues to other Council venues and make it more comparable to the fees charged by other councils.
Hirers of Kimberley, Wairoa and Thomas Hogan halls will continue to be asked to pay an additional cleaning fee. The cleaning fee is required of hirers of un-staffed venues to prevent issues where hirers do not clean up after their parties, which means the next hirer finds the venue in an unsuitable condition.

**Hire fees for 'functions'*

A 'function' is considered to be a formal social gathering. The hire fee rates for such events are set to reflect the high degree of ‘wear and tear” that these types of events have on the fabric of the venues in which they are held. These events often involve the venues being dressed or decorated, with entertainment equipment, food and beverages being brought into venues. These events often require a higher degree of supervision from Council staff and pose higher risk of damage such as stained carpets, chipped door frames, marked walls etc. Functions often make use of additional facilities and equipment such as tables, chairs, staging, trolleys, AV equipment.

As outlined in Section A of this report function hires are permitted at a selected number of suitable Council venues. These being the Beach view rooms at the Bondi Pavilion (Seagull room, Ocean room and balcony) the High Tide room at the Bondi Pavilion, the Community room at the Waverley Pavilion and the Community Hall at the Mill Hill centre.

While refundable security bonds are taken from all function hirers and can be retained to recover the cost of repairing breakages, it is important that Council sets fees levels that allows for the gradual degradation in the condition of the venues caused by these types of events.

*Not for Profit rate for functions* - In the current fees and charges document there is no subsidised fee level to support Not for Profit groups wishing to hold functions or events at Waverley venues. This has been an issue in the past where Council has been approached by organisers of charity events and fundraisers requesting support through cheaper venue hire fees. There has previously been no process or means by which to do so. It is proposed to offer Not for Profit groups a 50% subsidy on the standard function rates.

*Commercial rate functions* - There currently exist in the fees and charges document commercial function rates for some Council venues but not for others. Commercial functions are often medium scale events where venues are hired by commercial organisations e.g. a local business for a staff Christmas party. Alternatively they are public events where the individual or group staging the event are doing so for commercial gain, often charging an entry fee. There is the opportunity for commercial groups to make significant revenue from such events. These are often events that have a high impact on the venues in which they are held above that incurred through a private function. It is proposed to introduce a 50% premium be charged for commercial function hire for Council venues.
Table 4 indicates the proposed function rates for 2014-15 and compares them to the existing fee levels. The proposed fees represent a small increase on current levels.

**Table 4: Proposed standard function rates for Council venues 2014-15**

<table>
<thead>
<tr>
<th>Venue</th>
<th>Standard Function rates</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current 2013-14</td>
<td>Proposed 2014-15</td>
</tr>
<tr>
<td>Beach view rooms, Bondi Pavilion</td>
<td>8hrs $500</td>
<td>1 hr $85 / 4hrs $272 / 8hrs $544</td>
</tr>
<tr>
<td>High Tide room Bondi pavilion</td>
<td>8hrs $500</td>
<td>1 hr $85 / 4hrs $272 / 8hrs $544</td>
</tr>
<tr>
<td>Waverley Pavilion Community room</td>
<td>1hr $100 / 4 hrs $300 / 8hrs 600</td>
<td>1 hr $100 / 4hrs $320 / 8hrs $640</td>
</tr>
<tr>
<td>Mill Hill Community Centre hall</td>
<td>No function rate at present 1 hr $60 per hour non local /$36 per hour local community</td>
<td>1 hr $80 / 4rs $256 / 8hrs $512</td>
</tr>
</tbody>
</table>

A minimum 4 hour booking will apply to function bookings. The hourly rate will be added for each hour of hire over 4 hours with a further discount offered for a 8hr full day booking.

The variance in function rates between the venues reflects the different condition of the venues. The Waverley Pavilion community room is a newly built facility reflected in the higher fee.

**Financial**

It is anticipated that the proposed increased *Standard* fee levels for commercial hirers of council venues will generate significant additional revenue from commercial hirers across the majority of Council venues. The Bondi Pavilion, Waverley Pavilion, School of Arts and Thomas Hogan reserve hall will all likely see significant increased revenue in the financial year 2014-15.

Commercial operators make up 46% of all current regular hirers of Council venues. These groups also correspondingly generate a large proportion of Council’s current revenue from venue hire. The proposed fee levels for 2014-15 represent a significant increase for some venues. It may be as a result of these increases some of the smaller commercial operators impacted will decide it is not possible to continue to run their activities.

Waverley Library and the Mill Hill Centre do not currently have a large number of commercial bookings. These venues are more frequently utilised by Community / Not for Profit groups. The introduction of a 50% subsidy for Community / Not for Profit groups has little impact on fee levels across the majority of venues. However in the Mill Hill Centre and Waverley Library there is a small decrease in fees for these groups from current levels. The current commercial hire fees levels at these venues are set so high as to be prohibitive to groups hiring the rooms. It is anticipated that the introduction of a Standard rate in line with other
similar Council venues will generate additional revenue from increased utilisation of the rooms. There is likely to be a lag effect before the additional revenue is received due to the proposed fees not being introduced until July 1 2014. The increased revenue may not be realised at these two venues until 2015.

Currently Waverley Library has a minimum 4 hour hire period on its rooms. The venue coordinator at the Library has reported to the reference group that this has had an impact on the utilisation of the Library's rooms. Groups wishing to use the room for 2 hours do not take the booking as they are not prepared to pay the fee for 4 hours. It is proposed to allow hourly bookings of all rooms with only a minimum 2 hour booking for the Theatrette. It is expected that this will result in an increase in the number of bookings and generate increased revenue at the Library.

It should be noted that the Mill Hill Centre will continue its frail aged and disability group focus during normal business hours. There is the opportunity to attract additional commercial bookings and revenue outside of these times.

- **Delivery Program/Operational Plan**

The proposed restructure of venue hire fees will assist in delivering the following Delivery Program strategies:

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

*Deliverables*

- Affordable and accessible community facilities
- A coordinated program of social, recreational and cultural events targeting diverse groups
- A range of venue hire places for and accessible to the local community and corporate sector

C6 Enrich the community’s cultural life and support lifelong learning through a variety of cultural events and activities, balancing the needs of residents and visitors.

C7b Recreation opportunities provided in response to community needs

Over the last few years Council has focused on improving the customers’ experience when interacting with Council, through the introduction of the Customer Service Strategy. The adoption of the proposed revised fee structure and fee levels will provide a simpler more equitable fee structure it will provide consistency and equity in the application of fees to people hiring Council’s venues.

The Venue hire review which lead to the recommendation of the proposed fees structure and fee levels is a direct action outlined in the Operational Plan 2013-14 which states: “Undertake a review of hiring arrangements for Council indoor venues”
REPORT TO COUNCIL

Consultation

As indicated earlier in this report the groups that will most impacted by the changes proposed are the regular hirers of council venues. These groups recently applied for use of Council rooms during 2014 through an Expression of interest (EOI) process for the first time. Applicants were informed in the accompanying documentation that a fee review was under way and that fees would be likely to increase significantly for some commercial hirers at some venues. The successful applicants entering into a venue hire agreement with Council will be notified of the proposed fee increase in their agreements.

Individual groups that it has been identified were likely to be affected the most by the changes have been contacted directly by Council staff and have been given the opportunity to discuss the issue. While these groups voiced concerns initially when being told of the proposed fee increase there was also some acknowledgement that some venues may have been undervalued for some time. However it obviously cannot be expected that commercial hirers will welcome an increase in charges.

Timeframe

Following the preliminary approval of the new indoor venue fee structure the following timeframe will be followed.

- The proposed new indoor venue hire fee structure and fee levels will be included in the draft Pricing Policy Fees and Charges 2014-15.
- The Draft Pricing Policy will be considered by Council and a Draft released for public exhibition.
- Following public exhibition, Council will consider submissions and finally approve the Draft Pricing Policy Fees and Charges with or without further amendments.
- The new fee structure and levels will come into effect on 1 July 2014.

Recommendation: That Council:

1. Give preliminary endorsement to the revised fee structure and fee levels as set out in this report;
2. Note that the revised fee structure and fee levels will be included in the Draft Operational Plan Pricing Policy, Fees and Charges which will come to Council for approval and public exhibition in 2014;
3. Note that any finally approved changes to fee structure and fee levels will come into effect 1 July 2014.

Cathy Henderson
Director, Community and Recreation Services

Author: Andrew Best, Facility Coordinator, Waverley Pavilion
BENCHMARKING - HIRE FEES FOR COUNCIL-RUN COMMUNITY HALLS

This table outlines Waverley Council community halls benchmarked against similar venues within other City Sydney Council areas.

NB: Where some Councils do not use the same descriptors of Commercial and Community / Not for Profit the equivalent fee that is applied to commercial hirers in those Councils is included.

All prices are inclusive of GST.

<table>
<thead>
<tr>
<th>Waverley Council</th>
<th>Dimensions</th>
<th>Floor type</th>
<th>Commercial Fee per/hr</th>
<th>Community NFP Fee per/hr</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Arts Hall Community hall</td>
<td>18m x 7m</td>
<td>Wooden</td>
<td>$18.50</td>
<td>$21.00</td>
</tr>
<tr>
<td>Seagull room</td>
<td>15m x 11m</td>
<td>Wooden</td>
<td>$30.00</td>
<td>$23.00</td>
</tr>
<tr>
<td>High Tide room</td>
<td>26m x 8m</td>
<td>Wooden</td>
<td>$32.00</td>
<td>$24.00</td>
</tr>
<tr>
<td>Thomas Hogan Community hall</td>
<td>18m x 7m</td>
<td>Wooden</td>
<td>$35.00</td>
<td>$20.00</td>
</tr>
<tr>
<td>Waverley Pavilion Community room</td>
<td>15m x 11m</td>
<td>Carpeted</td>
<td>$45.00</td>
<td>$31.00</td>
</tr>
<tr>
<td>Mill Hill centre Community hall</td>
<td>20m x 9m</td>
<td>Wooden</td>
<td>$81.00</td>
<td>$36.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Woollahra Council</th>
<th>Dimensions</th>
<th>Floor type</th>
<th>Commercial Fee per/hr</th>
<th>Community NFP Fee per/hr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gumyah</td>
<td>17m x 5.5m</td>
<td>wooden</td>
<td>$57.00</td>
<td>$30.00</td>
</tr>
<tr>
<td>Cross St studio</td>
<td>13m x 6.5m</td>
<td>carpeted</td>
<td>$31.00</td>
<td>$26.00</td>
</tr>
<tr>
<td>Cooper park</td>
<td>18m x 6.5m</td>
<td>vinyl</td>
<td>$38.00</td>
<td>$17.50</td>
</tr>
<tr>
<td>Drill hall</td>
<td>18m x 10m</td>
<td>Wooden</td>
<td>$52.00</td>
<td>$36.00</td>
</tr>
<tr>
<td>Bay room</td>
<td>13m x 6.5m</td>
<td>carpeted</td>
<td>$38.00</td>
<td>$30.00</td>
</tr>
<tr>
<td>Rose Bay cottage</td>
<td>6.9m x 4m</td>
<td>vinyl</td>
<td>$28.00</td>
<td>$17.50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City of Sydney Council</th>
<th>Dimensions</th>
<th>Floor type</th>
<th>Commercial Fee per/hr</th>
<th>Community NFP Fee per/hr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large halls</td>
<td>Approx 30m x 15m</td>
<td>Mixed</td>
<td>$73.00</td>
<td>$49.00</td>
</tr>
<tr>
<td>Small halls</td>
<td>Approx 14.5m x 9m</td>
<td>Wooden</td>
<td>$58.50</td>
<td>$41.25</td>
</tr>
<tr>
<td>Standard rooms</td>
<td>Approx 9m x 5m</td>
<td>carpeted</td>
<td>$44.00</td>
<td>$22.00</td>
</tr>
</tbody>
</table>
# REPORT TO COUNCIL

<table>
<thead>
<tr>
<th>Council</th>
<th>Hall/centre</th>
<th>Dimensions</th>
<th>Floor type</th>
<th>Commercial Fee per/hr</th>
<th>Community NFP Fee per/hr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marrickville Council</td>
<td>Herb Greedy hall</td>
<td>16m x 6m</td>
<td>Wooden</td>
<td>$85.70</td>
<td>$56.90</td>
</tr>
<tr>
<td></td>
<td>Tom Foster community centre hall</td>
<td></td>
<td>Wooden</td>
<td>$85.70</td>
<td>$56.90</td>
</tr>
<tr>
<td></td>
<td>Seaview street hall</td>
<td>11m x 6m</td>
<td>Wooden</td>
<td>$85.70</td>
<td>$56.90</td>
</tr>
<tr>
<td></td>
<td>St peters hall</td>
<td>11m x 11m</td>
<td>polished concrete</td>
<td>$85.70</td>
<td>$56.90</td>
</tr>
<tr>
<td>Leichardt Council</td>
<td>Annandale Neighbourhood centre</td>
<td>120 pax</td>
<td>Wooden</td>
<td>$70.00</td>
<td>$56.00</td>
</tr>
<tr>
<td></td>
<td>Lillyfield community centre</td>
<td>100 pax</td>
<td>Wooden</td>
<td>$54.00</td>
<td>$27.00</td>
</tr>
<tr>
<td></td>
<td>Clontarf cottage</td>
<td>50 Pax</td>
<td>Wooden</td>
<td>$56.00</td>
<td>$28.00</td>
</tr>
<tr>
<td>Randwick Council</td>
<td>Matraville youth and culture hall</td>
<td>60 pax</td>
<td>wooden</td>
<td>$27.00</td>
<td>$17.00</td>
</tr>
<tr>
<td></td>
<td>Matraville youth and culture hall</td>
<td>61 pax</td>
<td>wooden</td>
<td>$39.00</td>
<td>$22.00</td>
</tr>
<tr>
<td>Manly Council</td>
<td>Manly youth centre</td>
<td>34 x 17</td>
<td>Wooden</td>
<td>$70.00</td>
<td>$35.00</td>
</tr>
<tr>
<td></td>
<td>Seniors centre main hall</td>
<td>16 x 14</td>
<td>Wooden</td>
<td>$70.00</td>
<td>$35.00</td>
</tr>
<tr>
<td></td>
<td>Manly Oval Pavilion</td>
<td>15 x 6</td>
<td>Carpeted</td>
<td>$60.00</td>
<td>$30.00</td>
</tr>
<tr>
<td></td>
<td>Keirle sporting Pavilion</td>
<td>16 x 5</td>
<td>Wooden</td>
<td>$60.00</td>
<td>$30.00</td>
</tr>
<tr>
<td></td>
<td>Seaforth C S Community room</td>
<td>13 x 6</td>
<td>Carpeted</td>
<td>$60.00</td>
<td>$30.00</td>
</tr>
</tbody>
</table>
REPORT TO COUNCIL

Request to call for Tenders for Surfing School at Bondi Beach (A03/1974)

Report dated 6 October 2013 from the Director of Community & Recreation Services seeking Council’s approval to proceed to call for expression of interests for a Surfing School at Bondi Beach for a 5 year term.

Recommendation: That Council resolve to proceed to tender for a single Surfing School Operator licence at Bondi Beach for a term of five years plus a five year option.

PURPOSE

The purpose of this report is to seek Council’s approval for the calling of Tenders for a Surfing School at Bondi Beach.

The term of the license agreement with the successful tender will be for 5 years with a 5 year option; this is consistent with other business leases.

BACKGROUND

The first formal agreement with a surf school operator at Bondi Beach commenced in 2002. Since that time a commercial operator has been successfully operating at Bondi Beach. The existing licence agreement expired on 30 June 2013. Since that date Council has rolled over the licence on a month by month basis.

Previously, only one surf school operator has been given permission to operate at Bondi Beach. This is because Bondi Beach is:

- the most densely populated 1 kilometre beach in Australia,
- home to two surf lifesaving clubs, Bondi SLSC and North Bondi SLSC, both clubs run numerous water based training activities and surf events.
- 3 local surf clubs; the Long Board Riders club, the Girl Surf club and the Bondi Board Riders hold surf competitions on alternate weekends.

The area for water used by the surf school operator is decided on a daily basis in consultation with the senior Lifeguard on duty. The swimming flags are prohibited for surf board riding.

Council supports education about surfing and surfing protocol.

ANALYSIS

Financial

The surfing school licence provides income to Council through the Events & Business Development division.
REPORT TO COUNCIL

Delivery Program / Operational Plan

Relevant strategies from Waverley Together 3 include:

C5c - Maintain a high level of beach safety at Bondi, Bronte and Tamarama
L2a - Develop and implement tourism initiatives to benefit the local economy and community

Consultation

After the 2012/13 peak summer season the Events and Business Development team held a debrief with Waverley Council lifeguards at Bondi Beach, Surfing NSW and the current surf school operator to discuss surfing related issues and industry standards and operating codes.

Timeframe

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Event/Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early February 2014</td>
<td>Tender advertised</td>
</tr>
<tr>
<td>Late February 2014</td>
<td>Tender closes, tender is evaluated</td>
</tr>
<tr>
<td>March 2014</td>
<td>Report to Council recommending the successful applicant as per the evaluation process</td>
</tr>
<tr>
<td>April 2014</td>
<td>License agreement finalised</td>
</tr>
</tbody>
</table>

RECOMMENDATIONS:

That Council resolve to proceed to tender for a single Surfing School Operator licence at Bondi Beach for a term of five years plus a five year option.

Cathy Henderson  
Director, Community & Recreation Services

Author: Jodie Walker, Project Officer, Events & Business Development
Voting Members Present:

Cr T Kay Waverley Council (Chair)
Mr S Brown Roads and Maritime Services – Traffic Management (South)
A/Sgt N. Rutgers NSW Police – Traffic Services, Eastern Suburbs Local Area Command
Mr J Morrison Representing Gabrielle Upton, MP, Member for Vaucluse and also representing Bruce Notley-Smith, MP, Member for Coogee

Also Present:

Cr B Mouroukas Waverley Council (Alternate Chair)
Mr D Joannides Waverley Council – Divisional Manager, Technical Services
Ms Q Liu Waverley Council – Traffic Engineer, Technical Services
Mr G Garnsey Waverley Council – Manager, Transport and Development
Mr S Samiadian Waverley Council – Professional Engineer
Mr G Holding Waverley Council – Senior Traffic Engineer
Mr S Lyras Roads and Maritime Services – Bus Network Development
Mr E Graham Sydney Buses (Eastern Region)

Administrative Support:

Mr R Russo Waverley Council – Secretary / Governance Manager
Mr M Simmons Waverley Council – Governance & Integrated Planning Officer

At the commencement of proceedings at 10.01am, those present were as listed above, with the exception of Mr E Graham, who arrived at 10:03am.

WTC-1311.A
Apologies

There were no apologies.

WTC-1311.DI
Declarations of Interest

The Chair called for Declarations of Interest and none were received.
WTC-1311.AM
Adoption of Previous Minutes by Council – 24 October 2013

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 24 October 2013 were adopted by Council at its meeting on 19 November 2013.

The Chair advised that at its meeting on 19 November 2013 Council gave further consideration to the following matters and subsequently resolved to adopt the recommendation of the Committee in all instances:

1. Waverley Traffic Committee Meeting Minutes – 24 October 2013 – Clause WTC – 1310.L1 – Beach Road, Bondi Beach – Construction Zone (A03/2514-03).

2. Waverley Traffic Committee Meeting Minutes – 24 October 2013 – Clause WTC – 1310.L2 – Queen Elizabeth Drive and Park Drive, Bondi Beach – P Ticket area 7am-12Midnight (A02/0638).


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

WTC RECOMMENDATION  (UNANIMOUS SUPPORT): That Council’s proposal be supported.

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

WTC-1311.MA
Matter Arising from the Previous Minutes of Waverley Traffic Committee – 25 July 2013 – Clause WTC-1307.C6 - 164 Bronte Road, Waverley – Bus Zone (A02/0225-02)

At the Waverley Traffic Committee meeting held on the 25 July 2013 the Committee considered a report about an extended ‘Bus Zone’ at 164 Bronte Road, Waverley. At that meeting the Committee decided not to adopt Council’s proposal to move the Bus Zone from the northern side of the driveway at 164 Bronte Road to the southern side of the driveway to 164 Bronte Road, Waverley and by virtue recommended to Council that the existing Bus Zone be retained.

At the Council meeting held on 20 August 2013, Council subsequently decided not to adopt the Committee’s recommendation, and that the Bus Zone be moved to the southern side of the driveway at 164 Bronte Road, Waverley.

The NSW Police Service subsequently lodged an appeal with the Sydney Regional Traffic Committee (SRTC) against Council’s decision to move the existing Bus Zone. The SRTC considered the matter on 30 October 2013 and has now advised that the appeal has been upheld.
Correspondence dated 6 November 2013 from the SRTC attaching the minutes of its meeting held on 30 October 2013 is attached for the Committee’s information.

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

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council’s proposal be supported.

Voting members present for this item: Representative of the Member for Vaucluse also representing the Member for Coogee, 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.

WTC-1311.C

STATE ELECTORATE OF COOGEE

WTC-1311.C1
O’Sullivan Lane, Queens Park – No Stopping (A02/0637-02)

Report dated 18 November 2013 from the Divisional Manager, Technical Services about installing ‘No Stopping’ zones to improve the access at intersection/driveways in O’Sullivan Lane, Queens Park.

Council’s Proposal: That Council install 12m of ‘No Stopping’ at the intersection of O’Sullivan Lane and Cuthbert Street, Queens Park:

1. On the eastern side of O’Sullivan Lane, north of Cuthbert Street,
2. On the western side of O’Sullivan Lane, north of Cuthbert Street.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council’s proposal be supported.

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

WTC-1311.C2
Spring Street, Bondi Junction – ‘No Parking’ Zone at driveway (A02/0637-02)

Report dated 18 November 2013 from the Divisional Manager, Technical Services about the installation of a ‘No Parking’ zone across a driveway in Spring Street, Bondi Junction.
Council's Proposal: That Council install ‘No Parking’ signs in Spring Street either side of the driveway to 26-30 Spring Street, Bondi Junction at the applicant’s expense.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council’s proposal be supported.

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

WTC-1311.C3
Bronte Road, Bronte – Australia Day 2014 Traffic Conditions (A02/0216)

Report dated 18 November 2013 from the Divisional Manager, Technical Services about temporary changes to traffic conditions in Bronte Road, Bronte for Australia Day 2014.

Council’s Proposal: That Council approve the following temporary changes to the Bronte Beach area on Monday, 27 January 2014, subject to adequate support from the NSW Police Force:

1. Partial closure of eastbound traffic in Bronte Road at Gardyne Street, Bronte.
2. Closure of Gardyne Street at Evans Street, Bronte, with access for local residents only.
3. Closure of Yanko Avenue at Evans Street, Bronte, with access for local residents only.
4. Closure of St Thomas Street at Macpherson Street, Bronte, with access for local residents only.

WTC RECOMMENDATION (MAJORITY SUPPORT): That Council’s proposal be supported subject to the following additional clause:

5. A community information leaflet be provided to residents two weeks prior to the traffic changes being implemented.

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

Representative of the Member for Coogee voted against the WTC recommendation.

WTC-1311.C4
Glen Street, Tamarama – Traffic Island (A03/0042-04)

Report dated 18 November 2013 from the Divisional Manager, Technical Services about the installation of a traffic island in Glen Street, Tamarama.

Council’s Proposal: That Council proceed with the installation of a concrete traffic island in Glen Street at Fletcher Street, Tamarama, as per Drawing 8701, attached to the report.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council’s proposal be supported.
WTC-1311.C5
Gray Street, Bondi Junction – Relocation of Complete Streets Pop-up Installation
(A12/0422-04)

Report dated 18 November 2013 from the Divisional Manager, Strategic Town Planning proposing the relocation of Council’s Bondi Junction Complete Streets Pop-up Installation from Spring Street, Bondi Junction to Gray Street, Bondi Junction.

Council’s Proposal: That Council:

1. Receive and note the report.

2. Proceed with the following Bondi Junction Complete Streets Pop-up Installation, as shown in Figure 2, of the report:

   (i) ‘Urban Lounge’ pop up installation on the north-western end of Spring Street to be removed in the week commencing Monday, 20 January 2014.

   (ii) Re-instate signpost in Spring Street to say ‘Truck Zone 6.30am-4pm, ½P Ticket 4pm-6pm, 3P Ticket 4pm 9pm’,

   (iii) Remove signposted ‘½P Ticket 8am – 6pm, 3P Ticket 6pm – 9pm’ from south eastern side of Gray Street and relocate 8.6 m east (from existing position) for installation period so it doesn’t show the pop up as a parking area.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council’s proposal be supported subject to the following:

   Visibility markers to be added to the roadside of the concrete barriers.

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

G Bramis, Divisional Manager, Strategic Land Use Planning and V Giammarco, Senior Strategic Planner addressed the meeting.

WTC-1311.C6
Albion Street, Waverley – Relocation of Bus Zone

Report dated 18 November 2013 from Roads & Maritime Services about relocating a Bus Zone on Albion Street to improve bus operations at the intersection with Bronte Road, Charing Cross.

RMS Proposal: That the following works be undertaken on the western side of Albion Street, south of the pedestrian crossing at Bronte Road subject to consultation with neighbouring shopkeepers:
1. Replace the existing three half hour parking spaces north of Cables Place with a 16 metre Bus Zone.

2. Replace the Bus Zone south of Cables Place with 29 metres of ‘1/2 P 8:30am – 6pm Mon-Fri, 8:30am -12:30pm Sat’ parking.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That the RMS proposal be supported subject to it reading as follows:

That the following works be undertaken on the western side of Albion Street, south of the pedestrian crossing at Bronte Road subject to consultation with neighbouring shopkeepers:

1. Replace the existing three half hour parking spaces north of Cables Place with a 13 metre Bus Zone.

2. Replace the Bus Zone south of Cables Place with 29 metres of ‘1/2 P 8:30am – 6pm Mon-Fri, 8:30am -12:30pm Sat’ parking.

3. Extend the ‘No Stopping’ Zone immediately south of the pedestrian crossing to a length of 13 metres.

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

**WTC-1311.V STATE ELECTORATE OF VAUCLUSE**

**WTC-1311.V1**

61-67 Hall Street, Bondi Beach – No Parking (A02/0637- 02)

Report dated 18 November 2013 from the Divisional Manager, Technical Services about installing a ‘No Parking’ zone to accommodate the drop-off/pick-up activities in front of 61-67 Hall Street, Bondi Beach.

_Council’s Proposal:_ That Council install 18m of ‘No Parking’ in Hall Street, outside 61-67 Hall Street, Bondi Beach.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council’s proposal be supported.

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

**WTC-1311.V2**

Chambers Avenue, Bondi Beach – Disability Parking Zone (A02/0273-02)

Report dated 18 November 2013 from the Divisional Manager, Technical Services about the provision of a ‘P Disability Only’ zone in Chambers Avenue, Bondi Beach.
Council's Proposal: That Council install 3.2 m of ‘P Disability Only, 60° Angle Parking Rear to Kerb’ in Chambers Avenue, outside 19 Chambers Avenue, Bondi Beach.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council’s proposal be supported.

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

WTC-1311.V3
Edward Street, Bondi – ‘P Motor Bikes Only’ Zone  (A02/0637-2)

Report dated 18 November 2013 from the Divisional Manager, Technical Services regarding the installation of a ‘P Motor Bikes Only’ zone in Edward Street, Bondi.

Council’s Proposal: That Council install 2.5 m of ‘P Motor Bikes Only’ between the driveways of 38 and 40 Edward Street, Bondi.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council’s proposal be supported.

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

WTC-1311.V4
Oakley Road, North Bondi – ‘P Motor Bikes Only’ Zone  (A02/0637-2)

Report dated 18 November 2013 from the Divisional Manager, Technical Services regarding the installation of a ‘P Motor Bikes Only’ zone in Oakley Road, North Bondi.

Council’s Proposal: That Council install 3.5 m of ‘P Motor Bikes Only’ between the driveway of 34 Oakley Road, North Bondi, and the statutory ‘No Stopping’ zone.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That the matter be deferred to allow for a risk assessment analysis to be undertaken on the reduction in size of the ‘No Stopping’ zone on the south-eastern side of Oakley Road at the intersection with Gould Street.

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

WTC-1311.V5
Elliott Street, North Bondi – Vehicle Manoeuvring at Dead End  (A03/0650)

Report dated 18 November, 2013 from the Divisional Manager, Technical Services in which additional advice is provided in regard to the matter of manoeuvring for vehicles and access to the garage for property 1/17 Roe Street at the northern, dead end of Elliott Street, North Bondi.
Council’s Proposal: That Council:

1. Approve the installation of a small blister island with tubular steel bollard and reflectors adjacent to the gutter on the southern side of the driveway to 13 Elliott Street to have vehicles parked in accordance with restrictions and to improve manoeuvring.

2. Notify the residents of No. 11, 13 and 14 Elliott Street of the proposal.

WTC RECOMMENDATION (UNANIMOUS SUPPORT): That Council’s proposal be supported, subject to the following:

The width of the blister island is to be reduced from a width of 1.45m to 1m with appropriate line marking around the island.

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

T Cutler (resident) addressed the meeting.

WTC-1311.Z ELECTORATES OF COOGEE AND VAUCLUSE

WTC-1311.Z1 Queens Park Road at Alt Street, Queens Park; Glenayr Avenue at Oakley Road, North Bondi; Wilfield Avenue at Military Road, Vaucluse – Installation of No Stopping (A02/0637-02)

Report dated 18 November 2013 from the Divisional Manager, Technical Services about installing ‘No Stopping’ zones to improve sight distance and manoeuvrability at the intersections of Queens Park Road at Alt Street, Queens Park; Glenayr Avenue at Oakley Road, North Bondi and Wilfield Avenue at Military Road, Vaucluse.

Council’s Proposal: That Council install 10m of ‘No Stopping’ at:

1. Queens Park Road at Alt Street, Waverley:
   (a). on the northern side of Queens Park Road, east of Alt Street

2. Glenayr Avenue at Oakley Road, North Bondi:
   (a). on the northern side of Oakley Road, east of Glenayr Avenue,
   (b). on the southern side of Oakley Road, east of Glenayr Avenue,
   (c). on the eastern side of Glenayr Avenue, north of Oakley Road, and
   (d). on the eastern side of Wairoa Avenue, south of Oakley Road.

3. Wilfield Avenue at Military Road, Vaucluse:
   (a). on the eastern side of Wilfield Avenue, south of Military Road, and
(b). on the western side of Wilfield Avenue, south of Military Road.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council’s proposal be supported.

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

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**WTC-1311.Z2**

Bronte Road, Bondi Junction, and Hastings Parade, North Bondi – Construction Zones (A03/2514-03)

Report dated 18 November 2013 from the Divisional Manager, Technical Services about a request for Construction Zones in Bronte Road, Bondi Junction and Hastings Parade, North Bondi.

**Council’s Proposal:** That:

1. Council install a 9 m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in Bronte Road, outside 78 Bronte Road, Bondi Junction, for a period of 13 weeks.

2. The existing 12 m ‘Loading Zone 6.30am-4pm; 2P ticket 4pm-6pm; 3P ticket 6pm-9pm’ in Bronte Road, outside 80 Bronte Road, Bronte, be relocated further south and 6 m of ‘1/2P ticket 8am-12pm; 2P ticket 12pm-6pm; 3P ticket 6pm-9pm’ be placed between the proposed ‘Construction Zone’ and ‘Loading Zone’.

3. Council install a 10 m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in Hastings Parade, outside 157 Hastings Parade, North Bondi, for a period of 13 weeks.

4. Council delegates Authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zones, as necessary.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council’s proposal be supported.

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

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**WTC-1311.L ITEMS WITHOUT NOTICE**

**WTC-1311.L1**

Hastings Parade, North Bondi and O’Donnell Street, North Bondi – Construction Zones (A03/2514-03)
Report dated 28 November 2013 from the Divisional Manager, Technical Services about requests for Construction Zones in Hastings Parade, North Bondi and O’Donnell Street, North Bondi.

**Council’s Proposal:** That Council:

1. Installs a 15m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in Hastings Parade, outside 150 Hastings Parade, North Bondi, for a period of 13 weeks.
2. Installs a 12m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in O’Donnell Street, outside 63-65 O’Donnell Street, North Bondi, for a period of 13 weeks.
3. Delegates Authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zone, as necessary.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council’s proposal be supported.

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

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**WTC-1311.L2**  
Blair Street, North Bondi – ‘No Parking’ Zone at driveway (A02/0637-02)

Report dated 28 November 2013 from the Divisional Manager, Technical Services about the installation of a ‘No Parking’ zone across a driveway in Blair Street, North Bondi.

**Council’s Proposal:** That Council install ‘No Parking’ signs in Blair Street either side of the driveway to 34 Blair Street, North Bondi at the applicant’s expense.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):** That Council’s proposal be supported, subject to the following amendment so that it now reads as follows:

“That Council install ‘No Parking’ signs in Blair Street either side of the driveway to 34 Blair Street, North Bondi at the applicant’s expense as per figure 3 of the report.”

*Voting members present for this item:* Representative of the Member for Vaucluse, NSW Police representative, RMS representative and Waverley Council representative (Chair).
PART 2 – TRAFFIC ENGINEERING ADVICE

NOTE: The matters listed under this part of the Agenda seek the advice of the WTC only and do not propose that Council exercise its delegated functions at this point in time (though they may or may not require it in the future).

WTC-1311.TEAC STATE ELECTORATE OF COOGEE

There were no Traffic Engineering Advice matters affecting the electorate of Coogee.

WTC-1311.TEAV STATE ELECTORATE OF VAUCLUSE

There were no Traffic Engineering Advice matters affecting the electorate of Coogee.

WTC-1311.TEAZ ELECTORATES OF COOGEE AND VAUCLUSE

There were no Traffic Engineering Advice matters affecting the electorates of Coogee and Vaucluse.

WTC-1311.TEAL ITEMS WITHOUT NOTICE

THE MEETING CLOSED AT 11.15AM

SIGNED AND CONFIRMED  MAYOR
10 DECEMBER 2013
Hastings Parade, North Bondi and O'Donnell Street, North Bondi – Construction Zones (A03/2514-03)

Report dated 28 November 2013 from the Divisional Manager, Technical Services about requests for Construction Zones in Hastings Parade, North Bondi and O'Donnell Street, North Bondi.

Council's Proposal: That Council:

1. Installs a 15 m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in Hastings Parade, outside 150 Hastings Parade, North Bondi, for a period of 13 weeks.

2. Installs a 12 m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in O'Donnell Street, outside 63-65 O'Donnell Street, North Bondi, for a period of 13 weeks.

3. Delegates Authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zone, as necessary.

Purpose of Report

Council has received an application, from builders to install a Construction Zones outside their sites:

1. 150 Hastings Parade, North Bondi, and
2. 63-65 O'Donnell Street, North Bondi.

Council will need to exercise its delegated functions to implement the proposal.

Introduction

In accordance with standard practice, in Waverley Council, it is proposed that the Construction Zones be signposted ‘No Parking Council Authorised Vehicles Excepted’ for the approved construction hours under the DA Consent. Council will then issue the applicant with a number of transferable permits to be used on their construction-related vehicles.

The Traffic Committee and Council generally only approve Construction Zones at the same length as the frontage, regardless of the location of driveways, for a minimum of thirteen weeks.
Technical Analysis

Table 1  150 Hastings Parade, North Bondi

<table>
<thead>
<tr>
<th><strong>Applicant</strong></th>
<th>Eighty Eight Construction Pty Ltd</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Application</strong></td>
<td>DA-303/2012</td>
</tr>
<tr>
<td><strong>Works</strong></td>
<td>Demolition of existing house and construction of new two storey dwelling with basement garage</td>
</tr>
<tr>
<td><strong>Approved Hours of Construction</strong></td>
<td>7am-5pm Mon-Fri  8am-3pm Sat</td>
</tr>
<tr>
<td><strong>Frontage Length</strong></td>
<td>15.2 m</td>
</tr>
<tr>
<td><strong>Road</strong></td>
<td>Hastings Parade</td>
</tr>
<tr>
<td><strong>Existing Parking</strong></td>
<td>unrestricted</td>
</tr>
<tr>
<td><strong>Requested Length</strong></td>
<td>15 m</td>
</tr>
<tr>
<td><strong>Proposed Length</strong></td>
<td>15 m</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>13 weeks</td>
</tr>
<tr>
<td><strong>Beginning</strong></td>
<td>Immediately</td>
</tr>
<tr>
<td><strong>Fee Area</strong></td>
<td>Residential, without metered parking</td>
</tr>
</tbody>
</table>

Figure 1  Aerial photograph of 150 Hastings Parade, North Bondi
### Table 2  63-65 O’Donnell Street, North Bondi

<table>
<thead>
<tr>
<th><strong>Applicant</strong></th>
<th>Champion Homes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Application</strong></td>
<td>DA-409/2009</td>
</tr>
<tr>
<td><strong>Works</strong></td>
<td>Demolition of existing semi’s and construction of two new double storey semi’s with hardstand carspace</td>
</tr>
<tr>
<td><strong>Approved Hours of Construction</strong></td>
<td>7am-5pm Mon-Fri 8am-3pm Sat</td>
</tr>
<tr>
<td><strong>Frontage Length</strong></td>
<td>12.2 m</td>
</tr>
<tr>
<td><strong>Road</strong></td>
<td>O’Donnell Street</td>
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<tr>
<td><strong>Existing Parking</strong></td>
<td>unrestricted</td>
</tr>
<tr>
<td><strong>Requested Length</strong></td>
<td>10 m</td>
</tr>
<tr>
<td><strong>Proposed Length</strong></td>
<td>12 m</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>13 weeks</td>
</tr>
<tr>
<td><strong>Beginning</strong></td>
<td>Immediately</td>
</tr>
<tr>
<td><strong>Fee Area</strong></td>
<td>Residential, without metered parking</td>
</tr>
</tbody>
</table>

*Figure 2  Aerial photograph of 63-65 O’Donnell Street, North Bondi*
LATE REPORT TO WAVERLEY TRAFFIC COMMITTEE

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 2013-14 - Pricing Policy, Fees and Charges.

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:
- $45 per metre per week in a residential developments
- $70 per metre per week in a commercial & mixed-use developments

An additional fee of $250 per metered/ticketed parking space per week is applicable where Council would normally charge for on-street parking.

Council’s Proposal: That Council:

1. Installs a 15 m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in Hastings Parade, outside 150 Hastings Parade, North Bondi, for a period of 13 weeks.

2. Installs a 12 m long ‘No Parking 7am-5pm Mon-Fri 8am-3pm Sat Council Authorised Vehicles Excepted’ zone in O’Donnell Street, outside 63-65 O’Donnell Street, North Bondi, for a period of 13 weeks.

3. Delegates Authority to the Divisional Manager, Technical Services to extend the duration of the Construction Zone, as necessary.

Dan Joannides
Divisional Manager, Technical Services

Author: Qian Liu – Traffic Engineer
Blair Street, Bondi Junction – ‘No Parking’ Zone at driveway (A02/0637-02)

Report dated 28 November 2013 from the Divisional Manager, Technical Services about the installation of a ‘No Parking’ zone across a driveway in Blair Street, North Bondi.

**Council’s Proposal:** That Council install ‘No Parking’ signs in Blair Street either side of the driveway to 34 Blair Street, North Bondi at the applicant’s expense.

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**Purpose of Report**

Council has received representation from the resident at 34 Blair Street, North Bondi requesting consideration be given to the installation of a ‘No Parking’ zone across their driveway in Blair Street. Council will need to exercise its delegated functions to implement the proposal.

**Introduction**

Waverley Council and the Traffic Committee have previously not been in favour of installing ‘No Parking’ restrictions across driveways. Under the [NSW] Road Rules 2008:

198 Obstructing access to and from a footpath, driveway etc

1. A driver must not stop on a road in a position that obstructs access by vehicles or pedestrians to or from a footpath ramp or a similar way of access to a footpath, or a bicycle path or passageway unless:
   a. the driver is driving a public bus that is dropping off, or picking up, passengers, or
   b. the driver stops in a parking bay and the driver is permitted to stop in the parking bay under these Rules.

2. A driver must not stop on or across a driveway or other way of access for vehicles travelling to or from adjacent land unless:
   a. the driver:
      i. is dropping off, or picking up, passengers, and
      ii. does not leave the vehicle unattended, and
      iii. completes the dropping off, or picking up, of the passengers, and drives on, as soon as possible and, in any case, within 2 minutes after stopping, or
   b. the driver stops in a parking bay and the driver is permitted to stop in the parking bay under these Rules.

3. For this rule, a driver leaves a vehicle **unattended** if the driver leaves the vehicle so that the driver is over 3 metres from the closest point of the vehicle.

Council in the past resolved not to proceed with installing ‘No Parking’ restrictions at residential driveways as there were insufficient resources to meet the demand received for compliance. Council resolved to approve the installation of white painted perpendicular lines at driveway wings in an attempt to control how close vehicles should park to a driveway.

**Technical Analysis**

The driveway in question was recently re-constructed. The high parking demand in proximity of 34 Blair Street, due to its close proximity to Glenayr Avenue, means that vehicles often park very close to and, at times, part way across the driveway to the property.

White lines have been painted at the subject driveway however have not been effective. Due to high on-street parking demand and drivers at times failing to acknowledge the driveway, Council officers are proposing to install a ‘No Parking’ zone across the driveway to 34 Blair Street, as per
Attachment 1, with the costs associated with supplying and installing the signs to be met by the resident.

Under the [NSW] Road Rules 2008:

168 No parking signs

(1) The driver of a vehicle must not stop on a length of road or in an area to which a no parking sign applies, unless the driver:
   (a) is dropping off, or picking up, passengers or goods, and
   (b) does not leave the vehicle unattended, and
   (c) completes the dropping off, or picking up, of the passengers or goods, and drives on, as soon as possible and, in any case, within the required time after stopping.

(2) For this rule, a driver leaves a vehicle unattended if the driver leaves the vehicle so the driver is over 3 metres from the closest point of the vehicle.

(3) In this rule:
   required time means:
   (a) if information on or with the sign indicates a time—the indicated time, or
   (b) if there is no indicated time—2 minutes, or
   (c) if there is no indicated time, or the indicated time is less than 5 minutes, and rule 206 applies to the driver—5 minutes.

Guidelines used:
- Transport Administration Act 1988
- RMS’s Delegation to Councils; Regulation of Traffic
- RMS’s Signs Database
- [NSW] Road Rules 2008

Financial Information for Council’s Consideration

Applicant will be required to meet the cost of supplying and installing the signs.

Council’s Proposal: That Council install ‘No Parking’ signs in Blair Street either side of the driveway to 34 Blair Street, North Bondi at the applicant’s expense.

Dan Joannides
Divisional Manager, Technical Services

Author: Qian Liu, Traffic Engineer
Figure 1  Proposed ‘No Parking’ across the driveway to 34 Blair Street, North Bondi
Figure 2  Vehicle blocking the driveway to 34 Blair Street, North Bondi
Figure 3  34 Blair Street - Proposed No Parking (1:150 in A4)
REPORT TO COUNCIL

Review of Council’s Agendas  (A13/0320)

Report dated 25 November 2013 from the General Manager on the review of Council’s Agendas and the associated introduction of Infocouncil to manage the production of Council’s agendas, minutes and the order of business.

**Recommendations:** That Council:

1. **Adopt Option 1 consisting of:**
   
   (i) That the FESP and CHESPW committees be disestablished in line with Council’s powers to create committees as per Clause 260 of the Local Government Regulation 2005.
   
   (ii) That Council move to a twice monthly meeting cycle for its Ordinary Council meetings.

2. **Adopt the new Agenda and Order of Business as set out in the Report and Attachment 2 and this be implemented on a 12 month trial basis commencing as of February 2014.**

3. **Adopt the Report layouts as per Attachment 3 and that these form the templates to be used in Infocouncil.**

4. **Change the meeting commencement times to 6.30pm, and**

5. **Examine the implementation of the webcasting of Council meetings as a project to be considered in the 2014-15 Operational Plan.**

**Purpose of the Report**

This report sets out the proposals to reorganise Council’s Agendas and Order of Business in preparation of the introduction of Infocouncil. The report is proposing a major overhaul of Council meeting processes to better accommodate the introduction of Infocouncil, streamline meeting processes and to better position Council for any reforms arising from the outcomes of the Independent Local Government Review Panel and the Local Government Acts Taskforce.

**Background**

In August 2013 a Working Group was established to facilitate Council’s move onto the production of electronic agendas and minutes through the use of Infocouncil, a specialist software package for the production of Council agendas and minutes. There are approximately 160 councils across Australia and New Zealand which currently utilise Infocouncil. Introduction of this system will allow for:

- The creation of agendas and minutes within templates to ensure their consistency and the ease of production
- Better integration with Council electronic records management system (Trim)
- The production of live ‘on-screen’ minuting, and
- Effective resolution tracking and follow-up reporting

The Working Group is now at the critical stage of constructing the templates which will underpin our Agenda layout. In order to progress with this work decisions are required to
determine the format and order of business of our meetings. This report examines these issues and sets out recommendations for Council’s consideration.

An analysis of the Agenda layout and Order of Business from a cross sample of 30 councils within NSW, Victoria, Queensland and New Zealand (the vast majority of which are Infocouncil users) has been undertaken to assist with this review. This analysis revealed the following:

- A significant number of councils have Notices of Motion moved to the latter part of the agenda after staff or committee reports (53%).
- A large number councils do not have Notices of Motion at all (40%).
- Only one third of the sample councils (33%) had Questions with Notice.
- Nearly half of the sample councils have no Questions at all (47%).

Several reports have been discussed at the Executive Leadership Team over the past year seeking their input to the review process. The outcome of this consultation has seen the Executive advocate general support for:

1. The abolition of the FESP and CHESP committees and move to a twice monthly meeting schedule for full Council.
2. A rationalisation of the ‘Questions’ sections of the Council meeting agenda. ELT support either:
   (a) Completely removing the questions section (as a large number of councils within NSW have already done), or
   (b) If questions are retained that it only be ‘Questions with Notice’ which is in line with Section 1.4.11 of the DLG Meeting Practice Note No.16 to ensure Council is at the very least complying with Clause 241 of the Local Government Regulation 2005.
3. Retention of the Urgent Business section where it is currently located within the Agenda – just prior to going into Closed Session, and
4. Moving Notices of Motion to the latter part of the agenda so that meetings can better concentrate upon core strategic business requirements identified in staff reports, and
5. For meetings to commence at 6.30pm (rather than the present 7.00pm) with dinner to follow.

The introduction of Infocouncil requires a review of Council’s agendas and minutes as Infocouncil is based around a series of templates. This has provided a much needed opportunity to review Council’s meeting practices to ensure that we are achieving best practice and better positioning ourselves to deal with any outcomes arising from the Local Government Reform Review and the Local Government Acts Review.

Both of these reforms have strongly signalled moves towards more streamlined meeting practices. In particular they have strongly indicated that the State Government will move to introduce:

1. The more effective use of technology to better achieve operational outcomes and assist with better meeting practice, and
2. Better referencing to councils’ Integrated Planning & Reporting frameworks to highlight where a report fits in with councils’ agreed priorities as identified in their delivery programs.

With all of the above in mind, the following issues require a decision by council consisting of:

1. Options for its two Standing Committees
2. Agenda Layout and Order of Business
3. Report Layout
**REPORT TO COUNCIL**

4. Meeting commencement times
5. The implementation of technology

Therefore, the following is proposed:

1. **Options for Council’s Two Standing Committees**

   Currently Council has two standing committees consisting of FESP (Finance, Ethics & Strategic Planning) and CHESPW (Community, Housing, Environmental Services & Public Works). The two committees currently have limited delegations and a very uneven workload with the FESP handling the majority of work and the CHESP handling only a couple of reports and in some instances not having any items for its agenda. The Agenda Review provides an opportunity to review the role and responsibilities of these committees and to address this imbalance. Council is requested to select one of the three options as proposed below.

   **Option 1 – Abolition of FESP and CHESPW and replacement with a second Council meeting**

   Option 1 is advocating the disestablishment of the two standing committees (FESP & CHESPW) and their replacement with an additional Council meeting every month. If these two committees were abolished this would free-up a Tuesday at the beginning of each month to cater for other business.

   If this option were implemented it is proposed that Council could move onto a twice monthly program for Ordinary Council meetings. A number of councils within Sydney have already introduced a similar approach to this where they have completely abolished their standing committees (eg. Hurstville, Lane Cove). The advantage of this approach is that it would do away with duplication which currently occurs with the existing committees. That is, under the current committee delegations they can only approve reports if they are adopted unanimously. If this doesn’t occur then the reports have to come forward to Council for adoption. This can lead to an unnecessary duplication of debate.

   Under this proposed model there would be opportunity for councillors to seek additional information if a report required such and they would only have to wait two weeks to be able to obtain this. This could speed up the decision implementation process and avoid community frustration where people see decisions being continually re-examined but no action on the ground.

   **Option 1 Recommendations:**
   
   That Council adopt Option 1 consisting of:

   (i) **That the FESP and CHESPW committees be disestablished in line with Council’s powers to create committees as per Clause 260 of the Local Government Regulation 2005.**

   (ii) **That Council move to a twice monthly meeting cycle for its Ordinary Council meetings.**

2. **Option 2 – Establishment of a single delegated Standing Committee consisting of all Councillors with a rotating Chair**
REPORT TO COUNCIL

Option 2 proposes that the FESP and CHESPW committees be amalgamated to form a single ‘Waverley Operations Committee’. Again this would address the imbalance of business currently being experienced by the FESP and CHESPW. This committee could have a rotating chair consisting of two councillors, for example the former chairs of FESP and CHESPW chairing the meeting on alternate months. This would allow for two councillors to build up their committee chairing experience.

This Committee would have a delegation to do anything other than those matters excluded under S377(1) of the Local Government Act. This option would be very similar to the current status quo where most councillors attend both FESP and CHESPW and participate in debate (but not have voting rights). This option would formalise this informal participation and give all councillors the right to vote on decisions.

If this option is adopted then a revised Committee Delegation would need to be adopted. This revised delegation is set out in Attachment 1. Under this model the revised delegation would also note that decisions would be by majority only and the committee’s minutes would be confirmed by the Committee rather than having to come forward to Council for adoption. This is in line with Clause 266 of the Regulation which states:

(1) Each committee of a council must ensure that full and accurate minutes of the proceedings of its meetings are kept...
(2) As soon as the minutes of an earlier meeting of a committee of the council have been confirmed at a later meeting of the committee, the person presiding at the later meeting must sign the minutes of the earlier meeting.

The agenda for the combined Committee would be structured on the same lines as for the proposed Order of Business for Council meetings with the reports split into:
- Officers’ reports requiring determination
- Officers’ reports for Information

Option 2 Recommendations:
That Council adopt Option 2 consisting of:
(i) That the FESP and CHESPW committees be disestablished and replaced with a Waverley Council Operations Committee as per the provisions of Clause 260 of the Local Government Regulation 2005.
(ii) That the chairing of this committee be on a rotating basis to be shared equally between two councillors.
(iii) That the delegations of the Waverley Council Operations Committee be as per Attachment 1.
(iv) That this committee have the authority to adopt its own minutes in line with the provisions of Clause 266 of the Local Government Regulation 2005.
(v) That the Committee’s Order of Business be based upon Council’s revised Order of Business based around a structure consisting of:
- Officers’ reports requiring determination
- Officers’ reports for information
(vi) That the Committee’s decisions be by a majority basis.
Option 3 – Status Quo but revised delegations with majority decision-making with revised delegation

Option 3 proposes that the FESP and CHESPW Committees be retained but that their delegations be reviewed on the same lines as those for Option 2 to give them more decision-making authority. Currently FESP and CHESPW have very limited delegations which requires most of their business to come forward to Council for final adoption. This creates an unnecessary duplication of work and slows down Council’s decision-making process. It is proposed that under this option that:

- The delegations for both committees be revised as per Attachment 1 – (ie that the committees have the authority to do anything other than those matters excluded under S377(1) of the Local Government Act).
- That the committees’ agendas be restructured on the same basis as proposed for Council where reports will be split into:
  - Officers’ reports requiring determination
  - Officers’ reports for information
- Decisions will be majority
- In line with Clause 266 of the Regulation that their minutes will be confirmed by the respective committee and no longer come forward to Council for adoption and once adopted will be distributed to all councillors for their information.

Option 3 Recommendations:
That Council adopt Option 3 consisting of:
(i) That the Council standing committees of FESP and CHESPW be retained but that their delegations be revised on the same basis as per Option 2 as set out in Attachment 1.
(ii) That the Committees’ decisions be by a majority basis.
(iii) That this committee have the authority to adopt its own minutes in line with the provisions of Clause 266 of the Local Government Regulation 2005.
(iv) That the Committee’s Order of Business be based upon Council’s revised Order of Business based around a structure consisting of:
  - Officers’ reports requiring determination
  - Officers’ reports for information

2. Agenda Layout & Order of Business

It is proposed that Council should adopt a new Agenda Layout with an Order of Business based on requiring a ‘decision’ or ‘determination’ or being ‘receive and note’. This option is based upon the ‘importance value’ of a report in that those items which require Council to deliberate on recommendations move to the front of the agenda whilst those that are only there for Councillors’ information (ie ‘Receive and Note’) are grouped towards the latter part of the agenda. Attachment 2 provides a summary sheet for a mock Council Agenda to illustrate how Waverley Agendas would look as a result of adopting this option.

This option places a weighting on the strategic value of a report so that important business which require careful consideration and deliberation by Council are given priority in the agenda and dealt with early in the meeting in preference to less important business where Councillors are only being asked to ‘receive and note’ information.
REPORT TO COUNCIL

Also, by grouping the ‘receive and notes’ or ‘for information’ reports in a section towards the latter part of the agenda it provides opportunity for Council to receive and note these reports en-masse (ie a mover and seconder could move that all the ‘receive and note’ reports be received at once rather than individually). It is proposed that Council trial the new agenda layout and order of business for a 12 month period commencing from February 2014 when Council reconvenes after the Christmas/New Year break. Undertaking a 12 month trial will enable Council to assess the benefits of such a move and address any minor issues that may arise.

Many councils do not provide for a ‘Questions Section’ and most of those that allow for Questions only provide for ‘Questions with Notice’. The DLG Meetings Practice Note states:

*Having an agenda item, ‘questions without notice’ is inconsistent with the provisions of the Regulation that require notice to be given of matters to be discussed at council meetings (Cl.241).* (p.7 DLG Meetings Practice Note)

With this in mind, at the very least Council needs to bring its meeting practice in line with both the Practice Note and the Regulation. This means there should be no provision for ‘Questions without Notice’ in any form at all. However, ‘Questions with Notice’ could be accommodated if Council wishes, as they would be published within the agenda and meet the requirements within the Regulation for business to be suitably notified.

As noted earlier in this report, 47% of the sample councils do not provide any provision for Questions as they do not see it as critical to the delivery of their core business and they also have other mechanisms in place to deal with questions raised by councillors. The Executive similarly queried the need for a questions section at all as they believe there exists the ability for any councillor to ask questions direct to the General Manager, Directors and officers on the Councillor/Staff Interaction List. This means there is an adequate mechanism in place for councillors to seek information from the organisation on any issue they may have without the need to tie up time at Council meetings. As noted above if Council were to adopt this option it would not be running counter to standard practice for a significant proportion of NSW councils.

Under this option it is also noted that ‘Notices of Motion’ move further down the agenda. This is in recognition that the core business of councils now relate to Directions and Strategies identified within the Community Strategic Plan and the Delivery Program as required by Integrated Planning & Reporting, whereas in the main Notices of Motion have tended to be much less so. Both the Independent Review Panel and the Acts Taskforce have strongly signalled that IP&R will become central to councils' future operations. Many NSW councils already do not provide for Notices of Motion (40% of the sample) as they do not see them as being critical to their core business and over half of them (53%) have moved them to the latter part of their agendas.

The proposed Order of Business utilising this option is as follows:
## REPORT TO COUNCIL

<table>
<thead>
<tr>
<th>Order</th>
<th>Item</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prayer</td>
<td>Same as currently</td>
</tr>
<tr>
<td>2</td>
<td>Apologies/Leave of Absence</td>
<td>Same as currently</td>
</tr>
<tr>
<td>3</td>
<td>Declarations of Interest</td>
<td>Same as currently</td>
</tr>
<tr>
<td>4</td>
<td>Addresses by Members of the Public</td>
<td>Moved forward on the Agenda so that members of the public who wish to speak to matters outlined in the Minutes can be dealt with prior to adoption of the Minutes (as per item 5 below)</td>
</tr>
<tr>
<td>5</td>
<td>Confirmation of Council Minutes</td>
<td>Same as currently with Traffic Committee minutes moving forward to be dealt with here</td>
</tr>
<tr>
<td>6</td>
<td>Mayoral Minutes</td>
<td>Same as currently but integrates</td>
</tr>
<tr>
<td>7</td>
<td>Obituaries</td>
<td>Same as currently</td>
</tr>
<tr>
<td>8</td>
<td>Officers Reports Requiring Determination</td>
<td>New Section</td>
</tr>
<tr>
<td>9</td>
<td>Officers Reports For Information</td>
<td>New Section</td>
</tr>
<tr>
<td>10</td>
<td>Notices of Motion</td>
<td>Move from front of the Agenda to further down agenda. Many councils currently do this eg, Bankstown, Gwydir, Woollahra, Randwick, Botany, Kogarah, City of Sydney, North Sydney, Mosman, Hornsby, Warringah, Newcastle, Blacktown, Parramatta</td>
</tr>
<tr>
<td>11</td>
<td>Urgent Business</td>
<td>Same as currently</td>
</tr>
<tr>
<td>12</td>
<td>Closed Session</td>
<td>Same as currently</td>
</tr>
</tbody>
</table>

### 3. Report Layout

Attachment 3 contains examples of possible new report layouts for the various reports that Council produces. The layout of these reports would consist of:

1. A standardised header based around, Subject, Trim File No., and Author
2. The Recommendation being at the front of the report. (Currently Council Reports have the recommendation at the beginning and at the end of any report). This is an unnecessary repetition having the recommendations at the front enables Councillors and the community to immediately see what is being proposed.
3. An Introduction/Background Section which gives a quick précis of issue(s) in the report.
4. A Discussion Section where more detailed analysis of the issue(s) can be provided.
REPORT TO COUNCIL

5. A **Conclusion Section** where the author can sum up the key points of the report

6. A **Relationship to Waverley Together 3 and the Delivery Program Section**. This will require the author to identify the:
   - Direction
   - Strategy
   - Deliverable

   If these cannot be identified within the Delivery Program showing how it relates to a Direction (as identified in WT3), a Strategy (within the DP) and a Deliverable (within the OP) it means that it has no current strategic priority and there is no budget for it.

7. A **Financial Impact Statement/ Timeline/Consultation Section** which requires the author to identify if the recommendations are funded or unfunded, when the recommendation will be actioned, and what level of community and internal engagement has been undertaken or will be undertaken.

If Council’s Standing committees are rationalised as per Option 2 or retained as per Option 3 in Section 1 of this Report then the Committee Reports would follow the same layout as proposed for Council Reports.

4. **Meeting Commencement Times**
   An examination of the sample NSW Councils shows a great deal of variability in starting times for their council meetings with commencement times ranging from 10.00am to 8.00pm. The table below provides an summary breakdown of commencement times:

<table>
<thead>
<tr>
<th>Commencement Time of Ordinary Council Meetings</th>
<th>Number of Councils within the NSW Cross Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.00am</td>
<td>1</td>
</tr>
<tr>
<td>5.00pm</td>
<td>1</td>
</tr>
<tr>
<td>5.30pm</td>
<td>2</td>
</tr>
<tr>
<td>6.00pm</td>
<td>4</td>
</tr>
<tr>
<td>6.30pm</td>
<td>6</td>
</tr>
<tr>
<td>7.00pm</td>
<td>7</td>
</tr>
<tr>
<td>8.00pm</td>
<td>1</td>
</tr>
</tbody>
</table>

Excluding the two councils which commence at 10.00am and 8.00pm, over half the sample councils have meeting commencement times between 5.00pm – 6.30pm (13). There is no requirement for councils to have a uniform commencement time and it is left up to them to work out what best suits their needs. For example, in the sample one council which convenes its meetings at 10.00am is a regional rural council (Gwydir) and this time reflects the large distances councillors are required to travel to attend their council meetings. However, as can be seen from the above Table 17 of the sample councils (77%) have commencement times between 6.00 – 7.00pm. Therefore it is proposed that Council should consider commencing its meetings at the earlier time of 6.30pm as part of this 12 month trial.
REPORT TO COUNCIL

This would be in line with many other councils and again may well suit us in terms of the outcome of any local government reform.

5. Implementation of Technology
Both the Independent Local Government Review Panel and the Local Government Acts Taskforce have strongly advocated that councils need to better embrace and utilise technology to both engage the community and improve business processes. Both have stressed there are opportunities for councils (and elected members) to better engage their communities via technology, particularly in respect of meetings.

With this in mind, if one of Council’s primary goals is to be a 'leader of councils' and achieve ‘best practice in governance' then we need to be proactive in the use of technology as a tool for community engagement and to allow us to better inform the community. Council is already on a proactive course in respect of this through such initiatives as:

- A redesign of our website
- The introduction of Asdeqdocs and the use of IPads at meetings
- The implementation of Infocouncil.
- The utilisation of e-Petitions as part of the Petition Policy review.

Council has the opportunity to go even further and look at expanding its web utilisation via the mechanism of webcasting for its meetings. In an effort to increase access and transparency for residents a number of councils already have a webcasting capability in place to broadcast their meetings.

It is proposed that Council should investigate the cost of implementing webcasting capability and consider adding this to its 2014-15 Operational Plan as a project to be achieved in the 2014-15 year.

Analysis

Financial

- There are no costs associated with implementing the reorganisation of the Agenda and Order of Business. Council has budgeted for the implementation of Infocouncil within its 2013-14 Operational Plan.
- The only additional cost which may arise could come from the examination of the webcasting facility for council meetings. This would be considered in the budgetary process for the development of the 2014-15 Operational Plan.

Delivery Program / Operational Plan:
The proposals within this report is in line with the Delivery Program 2013 -17 Direction G1 Council’s decision making processes are open, transparent and corruption resistant and based on sound integrated planning and Councils’ Operational Plan 2013-14 Strategy G1b Promote and embed good governance and corruption prevention practices in operational activities.

Consultation
REPORT TO COUNCIL

The development of the proposals contained within this report has involved extensive internal consultation with the Executive Leadership Team, the Mayor and Deputy Mayor, Governance and the Infocouncil Working Party.

Timeframe
It is proposed that the changes proposed in this report be implemented as of February 2014.

Recommendations: That Council:

1. Adopt Option 1 consisting of:
   (iii) That the FESP and CHESPW committees be disestablished in line with Council’s powers to create committees as per Clause 260 of the Local Government Regulation 2005.
   (iv) That Council move to a twice monthly meeting cycle for its Ordinary Council meetings.
2. Adopt the new Agenda and Order of Business as set out in the Report and Attachment 2 and this be implemented on a 12 month trial basis commencing as of February 2014.
3. Adopt the Report Layouts as per Attachment 3 and that these form the templates to be used in Infocouncil.
4. Change the meeting commencement times to 6.30pm, and
5. Examine the implementation of the webcasting of Council meetings as a project to be considered in the 2014-15 Operational Plan.

Peter Brown
General Manager
Author: Paul Spyve, Divisional Manager Governance & Integrated Planning

Attachments:
Attachment 1: Revised delegations for Standing Committee Option 2 and 3 of Report
Attachment 2: Draft Agenda Layout and Order of Business
Attachment 3: Draft Layouts for various types of Reports
Delegations of Waverley Operations Committee

Committee Delegations

On 10 December 2013, Waverley Council delegated to the Waverley Operations Committee the authority to determine any matter other than:

1. Those activities designated under S377(1) of the Local Government Act which are as follows:
   
   (a) The appointment of a general manager,
   (b) The making of a rate,
   (c) A determination under section 549 as to the levying of a rate,
   (d) The making of a charge,
   (e) The fixing of a fee,
   (f) The borrowing of money,
   (g) The voting of money for expenditure on its works, services or operations,
   (h) The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
   (i) The acceptance of tenders which are required under this Act to be invited by the council,
   (j) The adoption of an operational plan under section 405,
   (k) The adoption of a financial statement included in an annual financial report,
   (l) A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6 of the Act,
   (m) The fixing of an amount or rate for the carrying out by the council of work on private land,
   (n) The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
   (o) The review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,
   (p) The power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,
   (q) A decision under section 356 to contribute money or otherwise grant financial assistance to persons,
   (r) A decision under section 234 to grant leave of absence to the holder of a civic office,
   (s) The making of an application, or the giving of a notice, to the Governor or Minister,
   (t) This power of delegation,
   (u) Any function under this or any other Act that is expressly required to be exercised by resolution of the council.
2. The adoption of a Community Strategic Plan, Resourcing Strategy and Delivery Program as defined under Sections 402, 403, and 404 of the Local Government Act.

3. The determination of urgent matters raised in the Committee without prior notice.

Committee decisions will be made by majority vote of the quorum present.

The Committee’s Minutes will be confirmed at the following committee meeting in line with the provisions of Clause 266 of the Local Government Regulation 2005 which are:

(1) Each committee of a council must ensure that full and accurate minutes of the proceedings of its meetings are kept...

(2) As soon as the minutes of an earlier meeting of a committee of the council have been confirmed at a later meeting of the committee, the person presiding at the later meeting must sign the minutes of the earlier meeting.

NOTE:

If Council decides to adopt Option 3 (retention of the existing FESP and CHESPW committees but with revised delegations) the delegations of the two committees would be as follows:
Delegations of Finance, Ethics & Strategic Planning Committee

and the

Community, Housing, Environmental Services & Public Works Committee

Committee Delegations

On 10 December 2013, Waverley Council delegated to the [name of the relevant committee] Committee the authority to determine any matter other than:

1. Those activities designated under S377(1) of the Local Government Act which are as follows:
   (a) The appointment of a general manager,
   (b) The making of a rate,
   (c) A determination under section 549 as to the levying of a rate,
   (d) The making of a charge,
   (e) The fixing of a fee,
   (f) The borrowing of money,
   (g) The voting of money for expenditure on its works, services or operations,
   (h) The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
   (i) The acceptance of tenders which are required under this Act to be invited by the council,
   (j) The adoption of an operational plan under section 405,
   (k) The adoption of a financial statement included in an annual financial report,
   (l) A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6 of the Act,
   (m) The fixing of an amount or rate for the carrying out by the council of work on private land,
   (n) The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
   (o) The review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,
   (p) The power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,
   (q) A decision under section 356 to contribute money or otherwise grant financial assistance to persons,
   (r) A decision under section 234 to grant leave of absence to the holder of a civic office,
   (s) The making of an application, or the giving of a notice, to the Governor or Minister,
   (t) This power of delegation,
(u) Any function under this or any other Act that is expressly required to be exercised by resolution of the council.

2. The adoption of a Community Strategic Plan, Resourcing Strategy and Delivery Program as defined under Sections 402, 403, and 404 of the Local Government Act.

4. The determination of urgent matters raised in the Committee without prior notice.

Committee decisions will be made by majority vote of the quorum present.

The Committee’s Minutes will be confirmed at the following committee meeting in line with the provisions of Clause 266 of the Local Government Regulation 2005 which are:

(3) Each committee of a council must ensure that full and accurate minutes of the proceedings of its meetings are kept...

(4) As soon as the minutes of an earlier meeting of a committee of the council have been confirmed at a later meeting of the committee, the person presiding at the later meeting must sign the minutes of the earlier meeting.
AGENDA
ORDINARY COUNCIL MEETING

A meeting of COUNCIL WILL BE HELD AT Waverley Council Chambers, Bondi Road, Bondi Junction at:

6.30pm Tuesday, 31 December 2013

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 they 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/Granting of Leave of Absences ........................................... 1

2. Declarations of Pecuniary and Non-Pecuniary Interests .......... 1

3. Address of Council by Members of the Public ................................... 2

4. Confirmation of the Minutes ................................................................. 3

Ordinary Council Meeting - 13 December 2013

Waverley Traffic Committee Meeting – 28 November 2013

5. Mayoral Minutes
MM1/13 Example Mayoral Minute ............................................................. 4
6. **Obituaries**

7. **Officers Reports Requiring Determination**
   GM1/13 Example Standard Report

8. **Officers Reports for Information**
   CRS1/13 Standard Report

9. **Notices of Motion**
   NM1/13 Test Notice of Motion

10. **Urgent Business**

11. **Closed Session**

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Peter Brown
GENERAL MANAGER
AGENDA
WAVERLEY OPERATIONS COMMITTEE MEETING

A meeting of the WAVERLEY OPERATIONS COMMITTEE AT Waverley Council Chambers, Bondi Road, Bondi Junction at:

6.30pm Tuesday, 17 December 2013

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 they 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/Granting of Leave of Absences ........................................ 1

2. Declarations of Pecuniary and Non-Pecuniary Interests.................. 1

3. Address of Committee by Members of the Public.......................... 2

4. Confirmation of the Minutes .............................................................3

Waverley Operations Committee meeting of 5 November 2013

5. Officers Reports Requiring Determination
WORD1/13 Example Standard Report .................................................5

6. Officers Reports for Information
WOFI1/13 Standard Report ..................................................................6
Peter Brown
GENERAL MANAGER
Mayoral Minute No. MM1/13

Subject: Example Mayoral Minute
Folder No: 12/109
Author: Andrew Admin, Infocouncil Support

Recommendation:
<<Type recommendation(s)>>

1. Introduction/Background
<<Type Introduction>>

2. Discussion
<<Insert any Issues>>

3. Conclusion
<<Type Conclusion>>

4. Attachment/s:
Nil
Officers Reports Requiring Determination
No. RD1/13

Subject: Example Standard Report
Trim File No.: 12/109
Author: Andrew Admin, Infocouncil Support

Recommendation
<<Type recommendation(s)>>

1. Introduction/Background
<<Type Introduction>>

2. Discussion
<<Insert any Issues>>

3. Conclusion
<<Type Conclusion>>

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: <<Insert Number And Wording>>.
Strategy: <<Insert Number And Wording>>.
Deliverable: <<Insert Wording>>

5. Financial impact statement/Timeframe/Consultation
There is no direct financial impact for this matter.

6. Attachment/s:
Nil
Officers Reports for Information
No. FI1/13

Subject: Example Standard Report
Trim File No.: 12/109
Author: Andrew Admin, Infocouncil Support

Recommendation
<<Type recommendation(s)>>

1. Introduction/Background
<<Type Introduction>>

2. Discussion
<<Insert any Issues>>

3. Conclusion
<<Type Conclusion>>

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: <<Insert Number And Wording>>.
Strategy: <<Insert Number And Wording>>.
Deliverable: <<Insert Wording>>

5. Financial impact statement/Timeframe/Consultation

There is no direct financial impact for this matter.

6. Attachment/s:

Nil
Motion Pursuant to Notice No. NM1/13

Subject: Test Notice of Motion
Trim File No: 12/109
Submitted by: Andrew Admin, Infocouncil Support

Enter the motion.. <<Text for motion>>

Background
<<Enter text providing background on the Motion>>