



W A V E R L E Y  
C O U N C I L

## COUNCIL MEETING

A meeting of Waverley Council will be held at Waverley Council Chambers,  
Cnr Paul Street and Bondi Road, Bondi Junction at:

**7.00 PM, TUESDAY 20 APRIL 2021**

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

John Clark  
**Acting General Manager**

Waverley Council  
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### **Live Streaming of Meetings**

This meeting is streamed live via the internet and an audio-visual recording of the meeting will be publicly available on Council's website.

By attending this meeting, you consent to your image and/or voice being live streamed and publicly available.



## AGENDA

## PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The General Manager will read the following Opening Prayer:

*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.*

The Mayor will read the following Acknowledgement of Indigenous Heritage:

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

## 1. Apologies/Leaves of Absence

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## 8. Notices of Motions

There are no notices of motions.

## 9. Questions with Notice

There are no questions with notice.

## 10. Urgent Business..... 297

## 11. Closed Session ..... 298

The following matters are proposed to be dealt with in closed session and have been distributed to Councillors separately with the agenda:

CM/11.1/21.04 CONFIDENTIAL REPORT - Safety by Design in Public Spaces

CM/11.2/21.04 CONFIDENTIAL REPORT - Disposal of General Waste (Non-putrescible) - Procurement Exemption

CM/11.3/21.04 CONFIDENTIAL REPORT - Hotel Ravesis, 118-122 Campbell Parade, Bondi Beach - Airspace Lease

## 12. Resuming in Open Session ..... 300

## 13. Meeting Closure

## **OBITUARIES CM/3/21.04**

**Subject:** Obituaries

**Author:** John Clark, Acting General Manager



The Mayor will ask Councillors for any obituaries.

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

## CONFIRMATION AND ADOPTION OF MINUTES CM/5.1/21.04



**Subject:** Confirmation of Minutes - Council Meeting - 16 March 2021

**TRIM No:** SF21/279

**Author:** Al Johnston, Governance Officer

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### RECOMMENDATION:

That the minutes of the Council meeting held on 16 March 2021 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

### Introduction/Background

The minutes of the Council meeting must be submitted to Council for confirmation, in accordance with section 375 of the *Local Government Act 1993*.

### Attachments

1. Council Meeting Minutes - 16 March 2021



**MINUTES OF THE WAVERLEY COUNCIL MEETING  
HELD BY VIDEO CONFERENCE/AT WAVERLEY COUNCIL CHAMBERS, CNR PAUL STREET AND BONDI ROAD,  
BONDI JUNCTION ON TUESDAY, 16 MARCH 2021**

**Present:**

Councillor Paula Masselos (Mayor) (Chair)	Lawson Ward
Councillor Elaine Keenan (Deputy Mayor)	Lawson Ward
Councillor Sally Betts	Hunter Ward
Councillor Angela Burrill	Lawson Ward
Councillor George Copeland	Waverley Ward
Councillor Leon Goltsman	Bondi Ward
Councillor Tony Kay	Waverley Ward
Councillor Steven Lewis	Hunter Ward
Councillor Will Nemesh	Hunter Ward
Councillor Marjorie O'Neill	Waverley Ward
Councillor John Wakefield	Bondi Ward
Councillor Dominic Wy Kanak	Bondi Ward

**Staff in attendance:**

Emily Scott	Acting General Manager
John Clark	Director, Customer Service and Organisation Improvement
Tony Pavlovic	Director, Planning, Environment and Regulatory
Shane Smith	Acting Director, Community, Assets and Operations
Darren Smith	Chief Financial Officer
Evan Hutchings	Executive Manager, Governance and Risk

*At the commencement of proceedings at 7.02 pm, those present were as listed above, with the exception of Cr Wakefield, who arrived at 7.21 pm, during addresses by members of the public, Cr O'Neill, who arrived at 8.24 pm during item CM/6.1/21.03 and Cr Kay, who arrived at 8.37 pm during item CM/7.2/21.03.*

*At 10.39 pm, Cr Burrill left the meeting and did not return.*

*At 11.00 pm, Cr Kay left the meeting and did not return.*

## **PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE**

The General Manager read the following Opening Prayer:

*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.*

The Mayor read the following Acknowledgement of Indigenous Heritage:

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

### **1. Apologies/Leaves of Absence**

There were no apologies.

### **2. Declarations of Pecuniary and Non-Pecuniary Interests**

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

- 2.1 Cr Betts declared a pecuniary interest in item CM/7.10/21.03 – Use of Contractors Supporting Adani and informed the meeting that she has a bank account with the Commonwealth Bank and will leave the meeting for the consideration and vote on this item.
- 2.2 Cr Wy Kanak declared a less than significant non-pecuniary interest in item CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.02/21.02 – 40km/h Speed Limit Changes – Traffic Control Devices – Park Parade, Bondi and informed the meeting that he lives in Park Parade.
- 2.3 Cr Kay declared a pecuniary interest in item CM/7.10/21.03 – Use of Contractors Supporting Adani and informed the meeting that he has shares in the Commonwealth Bank and will leave the meeting for the consideration and vote on this item.
- 2.4 Cr Goltsman declared a less than significant non-pecuniary interest in Item CM/7.10/21.03 – Use of Contractors Supporting Adani and informed the meeting that he has a bank account with the Commonwealth Bank.

### **3. Obituaries**

Kathy Kum-Sing

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

**4. Addresses by Members of the Public**

- 4.1. W Mouroukas (on behalf of Bondi Heights Precinct) – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.02/21.02 – 40 km/h Speed Limit Changes – Traffic Control Devices – Park Parade, Bondi and TC/C.04/21.02 – 40 km/h Speed Limit Changes – Review of Treatments on Bourke Street, Bennett Street and Botany Street.
- 4.2. A resident of Park Parade – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.02/21.02 – 40 km/h Speed Limit Changes – Traffic Control Devices – Park Parade, Bondi.
- 4.3. S Hoppe – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.02/21.02 – 40 km/h Speed Limit Changes – Traffic Control Devices – Park Parade, Bondi.
- 4.4. A resident of Park Parade – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.02/21.02 – 40 km/h Speed Limit Changes – Traffic Control Devices – Park Parade, Bondi.
- 4.5. A resident of Bennett Street – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.04/21.02 – 40 km/h Speed Limit Changes – Review of Treatments on Bourke Street, Bennett Street and Botany Street.
- 4.6. A resident of Bennett Street – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.04/21.02 – 40 km/h Speed Limit Changes - Review of Treatments on Bourke Street, Bennett Street and Botany Street.
- 4.7. A Shemesh – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.04/21.02 – 40 km/h Speed Limit Changes – Review of Treatments on Bourke Street, Bennett Street and Botany Street.
- 4.8. J Waters – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.04/21.02 – 40 km/h Speed Limit Changes – Review of Treatments on Bourke Street, Bennett Street and Botany Street.
- 4.9. A resident of Bennett Street – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.04/21.02 – 40 km/h Speed Limit Changes – Review of Treatments on Bourke Street, Bennett Street and Botany Street.
- 4.10. A resident – CM/5.2/21.03 – Adoption of Minutes – Waverley Traffic Committee Meeting – 25 February 2021 – TC/C.04/21.02 – 40 km/h Speed Limit Changes – Review of Treatments on Bourke Street, Bennett Street and Botany Street.
- 4.11. B Fawcett – CM/8.1/21.03 – Waverley Mall Lighting.
- 4.12. R Mellon – CM/8.2/21.03 – Electric Vehicle Target.
- 4.13. N Mattock – CM/8.3/21.03 – Bondi Sand Body Excavation.
- 4.14. D Goldberg – CM/8.3/21.03 – Bondi Sand Body Excavation.
- 4.15. D Burgess – CM/8.3/21.03 – Bondi Sand Body Excavation.

**ITEMS BY EXCEPTION****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That the recommendations for the following items be adopted as recommended in the business paper:

- CM/5.1/21.03 Confirmation of Minutes - Council Meeting - 16 February 2021.
- CM/7.1/21.03 Investment Portfolio Report - February 2021.
- CM/7.5/21.03 Venue Hire Grant Application - Eastern Suburbs Branch of the NSW Justices Association.
- CM/7.6/21.03 Venue Hire Grant Application - Pound Paws.
- CM/7.9/21.03 Petition - Beaumont Street, Rose Bay - Installation of Speed Humps.
- CM/7.11/21.03 Stronger Communities Fund - Progress Report.
- CM/7.14/21.03 Randwick Waverley Community Transport Group - Licence for Parking Spaces at Hollywood Avenue Car Park.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**5. Confirmation and Adoption of Minutes****CM/5.1/21.03 Confirmation of Minutes - Council Meeting - 16 February 2021 (SF21/279)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That the minutes of the Council Meeting held on 16 February 2021 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**CM/5.2/21.03 Adoption of Minutes - Waverley Traffic Committee Meeting - 25 February 2021 (SF21/282)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Part 1 of the minutes of the Waverley Traffic Committee Meeting held on 25 February 2021 be received and noted, and that the recommendations contained therein be adopted.

Save and except the following:

1. TC/C.02/21.02 – 40km/h Speed Limit Changes – Traffic Control Devices – Park Parade, Bondi.



2. TC/C.04/21.02 – 40km/h Speed Limit Changes – Review of Treatments on Bourke Street, Bennett Street and Botany Street.

And that these items be dealt with separately below.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**CM/5.2.1/21.03      Adoption of Minutes - Waverley Traffic Committee Meeting - 25 February 2021 - TC/C.02/21.02 - 40km/h Speed Limit Changes - Traffic Control Devices - Park Parade, Bondi (A18/0579)**

*This item was saved and excepted by Cr Burrill.*

*Cr Wy Kanak declared a less than significant non-pecuniary interest in this item and informed the meeting that he lives in Park Parade.*

**MOTION**

Mover: Cr Burrill

Seconder: Cr Betts

That Council:

1. Approves the line-markings-only design (Option 1 of the February 2021 Traffic Committee report) on a 12-month trial basis.
2. Officers monitor traffic speeds after the 40 km/h speed limit reduction has been actioned and, where speeds remain unduly high, conduct further local community consultation for the introduction of speed humps.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 2 SUCH THAT IT NOW READS AS FOLLOWS:

‘Officers monitor traffic speeds after the 40 km/h speed limit reduction has been actioned and, where speeds remain unduly high, conduct further local community consultation for the introduction of speed cushions.’

**FORESHADOWED MOTION**

Mover: Cr Wakefield

That Council:

1. Approves the design of the traffic calming devices consisting of 75 mm rubber cushions as shown in Attachment 1 (Option 3) of the report, including a 12-month trial of the rubber speed cushions outside 10 and 32 Park Parade.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

THE MOTION WAS THEN PUT AND DECLARED LOST.

**Division:**

**For the Motion:** Crs Betts, Burrill Goltsman and Nemesh

**Against the Motion:** Crs Copeland, Keenan, Lewis, Masselos, Wy Kanak and Wakefield.

THE FORESHADOWED MOTION NOW BECAME THE MOTION AND WAS PUT AND DECLARED CARRIED.

**MOTION / DECISION**

Mover: Cr Wakefield

Seconder: Cr Copeland

That Council:

1. Approves the design of traffic calming devices consisting of 75 mm rubber cushions as shown in Attachment 1 (Option 3) of the report, including a 12-month trial of the rubber speed cushions outside 10 and 32 Park Parade.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

*W Mouroukas (on behalf of Bondi Heights Precinct), S Hoppe and residents of Park Parade addressed the meeting.*

**CM/5.2.2/21.03****Adoption of Minutes - Waverley Traffic Committee Meeting - 25 February 2021 - TC/C.04/21.02 - 40km/h Speed Limit Changes - Review of Treatments on Bourke Street, Bennett Street and Botany Street (A18/0579)**

*This item was saved and excepted by Cr Burrill.*

**MOTION**

Mover: Cr Burrill

Seconder: Cr Betts

That Council:

1. Installs the following traffic calming treatment:
  - (a) A mountable roundabout at the intersection of Botany Street and Allens Parade, Bondi Junction, as shown in Figure 2 of the report.
2. Notes the submissions from residents of Bourke Street and Bennett Street, and does not install rubber speed cushions at 13 Bourke Street, Queens Park, and 27 Bennett Street, Bondi.

**FORESHADOWED MOTION**

Mover: Cr Copeland

That Council:

1. Installs the following traffic calming treatments:
  - (a) A mountable roundabout at the intersection of Botany Street and Allens Parade, Bondi Junction, as shown in Figure 2 of the report.
  - (b) 75 mm rubber speed cushions at 27 Bennett Street, Bondi, as shown in Figure 3 of the report.
2. Notes the submissions from residents of Bourke Street and does not install rubber speed cushions at 13 Bourke Street, Queens Park.

THE MOTION WAS PUT AND DECLARED LOST.

**Division:**

**For the Motion:** Crs Betts, Burrill Goltsman and Nemesh

**Against the Motion:** Crs Copeland, Keenan, Lewis, Masselos, Wy Kanak and Wakefield.

THE FORESHADOWED MOTION NOW BECAME THE MOTION AND WAS MOVED AS FOLLOWS:

**MOTION**

Mover: Cr Copeland

Seconder: Cr Lewis

That Council:

1. Installs the following traffic calming treatments:
  - (a) A mountable roundabout at the intersection of Botany Street and Allens Parade, Bondi Junction, as shown in Figure 2 of the report.
  - (b) 75 mm rubber speed cushions at 27 Bennett Street, Bondi, as shown in Figure 3 of the report.
2. Notes the submissions from residents of Bourke Street and does not install rubber speed cushions at 13 Bourke Street, Queens Park.

**AMENDMENT**

Mover: Cr Burrill

Seconder: Cr Betts

That clause 1(b) be amended to read as follows:

‘75 mm rubber speed cushions at 27 Bennett Street, Bondi, as shown in Figure 3 of the report, for a trial for 12 months.’

THE AMENDMENT WAS PUT AND DECLARED CARRIED UNANIMOUSLY.

**Division**

**For the Amendment:** Crs Betts, Burrill, Copeland, Goltsman, Keenan, Lewis, Masselos, Nemesh, Wakefield and Wy Kanak.

**Against the Amendment:** Nil.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1. Installs the following traffic calming treatments:
  - (a) A mountable roundabout at the intersection of Botany Street and Allens Parade, Bondi Junction, as shown in Figure 2 of the report.
  - (b) 75 mm rubber speed cushions at 27 Bennett Street, Bondi, as shown in Figure 3 of the report, for a trial for 12 months.

2. Notes the submissions from residents of Bourke Street and does not install rubber speed cushions at 13 Bourke Street, Queens Park.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

*W Mouroukas (on behalf of Bondi Heights Precinct), A Shemesh, J Waters and residents of Bennett Street addressed the meeting.*

## 6. Mayoral Minutes

### CM/6.1/21.03 A Safe and Inclusive Workplace for All (A21/0125)

#### MOTION

Mover: Cr Masselos

That Council:

1. Reaffirms its commitment to being a safe and inclusive workplace for all staff.
2. Notes the recent events at Federal Parliament highlighting gaps in reporting structures for staff who seek to report sexual assault in the workplace.
3. Notes that Council has in place family violence support and diversity and inclusion support policies, conflict resolution procedures, and that Council's code of conduct includes standards relating to discrimination and harassment, bullying and work health and safety.
4. Conducts an internal review of current reporting structures to ensure that all staff feel safe reporting sexual assault and discrimination in the workplace.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 4.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

#### DECISION:

That Council:

1. Reaffirms its commitment to being a safe and inclusive workplace for all staff.
2. Notes the recent events at Federal Parliament highlighting gaps in reporting structures for staff who seek to report sexual assault in the workplace.
3. Notes that Council has in place family violence support and diversity and inclusion support policies, conflict resolution procedures, and that Council's code of conduct includes standards relating to discrimination and harassment, bullying and work health and safety.
4. Conducts a governance and operational review of current reporting structures to ensure that all staff feel safe reporting sexual assault and discrimination in the workplace.

*Cr Kay was not present for the consideration and vote on this item.*

**CM/6.2/21.03 Recognition of Pauline Menczer, World Surfing Champion (A02/0276)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

That Council:

1. Notes and acknowledges:
  - (a) The momentous achievement of unsung hero Pauline Menczer as the only world surfing champion from Bondi who achieved this important accolade in 1993.
  - (b) That Pauline grew up as one of the few girls surfing at Bondi beach, trailblazing a path for women in a male dominated world in the 1980s and 1990s.
2. Notes that 1993 was a year when there was no prize money for the world champion, only a trophy, and that a GoFundMe campaign set up in February this year raised over \$50,000 to provide a prize money purse for Pauline.
3. Notes that less than 5% of statues in Australia are of women and most of these are of British royalty.
4. Investigates options for the appropriate recognition of Pauline's achievement including:
  - (a) One of the stories in the Bondi Story Room.
  - (b) Being featured on the Bondi Seawall.
  - (c) A plaque, statue or other such suggestion which considers:
    - (i) Potential relevant locations.
    - (ii) Type of work including materiality that can survive in harsh environments.
  - (d) Partnerships or sponsorships for the full funding of this initiative.
5. Officers report back to Council in the near future detailing the outcomes of the investigation and funding sources.

*Cr Kay and was not present for the consideration and vote on this item.*

**7. Reports****CM/7.1/21.03 Investment Portfolio Report - February 2021 (A03/2211)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council:

1. Receives and notes the Investment Summary Report for February 2021 attached to the report.
2. Notes that all investments have been made in accordance with the requirements of section 625 of the *Local Government Act 1993* and directions from the Minister for Local Government, including

Ministerial Investment Orders, and Council's Investment Policy.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**CM/7.2/21.03                      Reconciliation Action Plan (RAP) Advisory Committee - Establishment    (A14/0173)**

**MOTION / UNANIMOUS DECISION**

Mover:        Cr Wy Kanak  
Seconder:     Cr Masselos

That Council:

1.     Establishes a Reconciliation Action Plan Advisory Committee.
2.     Adopts the Terms of Reference for the Committee attached to the report.
3.     Sets a fee of \$200 per meeting to be paid to community members and community organisations/groups for attendance.
4.     Notes that funding of up to \$5,000 for the payment of the fees referred to in clause 3 above has been included in the draft 2021–22 Operational budget. This is to acknowledge the significant demands placed on Aboriginal and Torres Strait Islander people to share their knowledge, information, expertise and culture on an ongoing basis.

*Cr Kay was not present for the vote on this item.*

**CM/7.3/21.03                      Access and Inclusion Advisory Panel    (A21/0096)**

**MOTION / DECISION**

Mover:        Cr Keenan  
Seconder:     Cr Masselos

That Council:

1.     Thanks the following members of the Access Advisory Committee 2014–2021 for their contribution:
  - (a)     Nicola Sellman.
  - (b)     Mary Doyle.
  - (c)     Rachel Lazarov.
  - (d)     Ben Alexander.
  - (e)     Meredith Coote.
  - (f)     Ben Whitehorn.
2.     Adopts the Terms of Reference for the Access and Inclusion Advisory Panel (formerly Access Advisory Committee) attached to the report.
3.     Notes that the development of the 2022–2026 Disability Inclusion Action Plan will be integrated into

engagement activities of the new Community Strategic Plan.

4. Sets a fee of \$200 per meeting to be paid to community members and community organisations/groups for attendance.
5. Notes that funding of up to \$6,250 for the payment of the fees referred to in clause 3 above has been included in the draft 2021–22 Operational budget.

**CM/7.4/21.03                      Coronavirus (COVID-19) Business Support Package - Review and Conclusion (A20/0258)**

**MOTION / DECISION**

Mover:        Cr Masselos

Seconder:    Cr Keenan

That Council:

1. Notes the review of the COVID-19 Business Support Package and measures that have been delivered from 1 March 2020 through to 31 March 2021.
2. Concludes the Business Support Package on 31 March 2021.

*At 8.53 pm, following the vote on this item, the meeting adjourned for a short break.*

*At 9.05 pm, the meeting resumed.*

**CM/7.5/21.03                      Venue Hire Grant Application - Eastern Suburbs Branch of the NSW Justices Association (A20/0561)**

**MOTION / UNANIMOUS DECISION**

Mover:        Cr Masselos

Seconder:    Cr Keenan

That Council, under section 356 of the *Local Government Act 1993* and the Venue Hire Grants Program 2020–21, grants \$523 in financial assistance to the Eastern Suburbs Branch of the NSW Justices Association for the hire of a meeting room at Waverley Library for the period up to 31 December 2021.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**CM/7.6/21.03                      Venue Hire Grant Application - Pound Paws (A20/0561)**

**MOTION / UNANIMOUS DECISION**

Mover:        Cr Masselos

Seconder:    Cr Keenan

That Council, under section 356 of the *Local Government Act 1993* and the Venue Hire Grants Program 2020–21, grants \$6,195 in financial assistance to Pound Paws Incorporated for venue hire for its one-off market event in Bondi Park (North) on 16 May 2021.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**CM/7.7/21.03                      NSW Shark Management Strategy Consultation (A09/0347)****MOTION**

Mover:        Cr Masselos

Seconder:    Cr Keenan

That Council:

1.     Supports shark management options that reduce or eliminate impacts on marine biodiversity.
2.     Endorses the response to the NSW Shark Management Strategy survey attached to the report.

THE MOVER OF THE MOTION THEN ACCEPTED AND AMENDMENT TO CLAUSE 1 SUCH THAT IT NOW READS AS FOLLOWS:

‘Supports shark management options that provide the most effective means of protecting swimmers and that reduces or eliminates impacts on marine biodiversity.’

**AMENDMENT**

Mover:        Cr Goltsman

Seconder:    Cr Betts

That clause 2 be deleted.

THE AMENDMENT WAS PUT AND DECLARED LOST.

*Crs Nemesh and Wakefield were not present for the vote on the amendment.*

THE MOVER OF THE MOTION THEN ACCEPTED THE ADDITION OF NEW CLAUSES 3 AND 4.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1.     Supports shark management options that provide the most effective means of protecting swimmers and that reduces or eliminates impacts on marine biodiversity.
2.     Endorses the response to the NSW Shark Management Strategy survey attached to the report.
3.     Notifies all surf clubs, precincts and the Chamber of Commerce of the existence of the survey, including the link.
4.     Arranges a Councillor workshop to discuss the outcomes of the Shark Management Strategy at an appropriate time.

*Cr Nemesh was not present for the vote on this item.*



**CM/7.8/21.03 Voluntary Planning Agreement - 80 Bronte Road, Bondi Junction (DA-435/2016/B)****MOTION / DECISION**

Mover: Cr Masselos  
Seconder: Cr Lewis

That Council:

1. Endorses the draft Planning Agreement attached to this report applying to land at 80 Bronte Road, Bondi Junction. The draft Planning Agreement offers a total monetary contribution of \$149,682.00 with \$112,261.50 (75%) to go towards the Complete Streets Program and \$37,420.50 (25%) to go to Waverley's Affordable Housing Program, in accordance with Council's Planning Agreement Policy 2014.
2. Authorises the Mayor and General Manager to sign and execute the agreement and affix the Council seal to the documentation.

**Division:**

**For the Motion:** Crs Betts, Burrill, Copeland, Goltsman, Kay, Lewis, Masselos, O'Neill and Wakefield.

**Against the Motion:** Crs Keenan and Wy Kanak.

*Cr Nemesh was not present for the vote on this item.*

**CM/7.9/21.03 Petition - Beaumont Street, Rose Bay - Installation of Speed Humps (A03/0569)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos  
Seconder: Cr Keenan

That Council:

1. Refers the petition to install speed humps in Beaumont Street, Rose Bay, to the Acting Director, Community, Assets and Operations, for appropriate action.
2. Officers report back to Council on the action taken on the petition.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**CM/7.10/21.03 Use of Contractors Supporting Adani (A20/0453)**

*Cr Betts declared a pecuniary interest in this item and informed the meeting that she has a bank account with the Commonwealth Bank. Cr Betts was not present at, or in sight of, the meeting for the consideration and vote on this item.*

*Cr Kay declared a pecuniary interest in this item and informed the meeting that he has shares in the Commonwealth Bank. Cr Kay was not present at, or in sight of, the meeting for the consideration and vote on this item.*

*Cr Goltsman declared a less than significant non-pecuniary interest in this item and informed the meeting that he has a bank account with the Commonwealth Bank.*

**MOTION / DECISION**

Mover: Cr Copeland

Seconder: Cr Keenan

That:

1. Council officers prepare a further report in relation to the processes and timeframes required to modify Council's procurement policies, procedures, documentation and any other relevant policy to allow for the implementation of a potential resolution that, for the purpose of assisting with the reduction of carbon emissions and mitigating climate change, when deciding on the award of a contract, where all other factors are equal, Council prefers an entity that is not itself identified as supplying goods or services, or having supplied goods and services, to the Adani Coal Project. This report is to include draft documents including policies and procedures that are the by-product of the research into the processes and time frames.
2. Council notes and considers the content of sections 2, 3 and 4 of the report in preparing the further report referred to in clause 1 above.
3. The further report referred to in clause 1 above include consideration of the possibility of modifying Council's procurement policies, procedures, documentation and any policy to allow for the implementation of a potential resolution outlined in clause 1 above that may extend to other coal and fossil fuel projects in addition to the Adani Coal Project.

*Cr Nemesh was not present for the vote on this item.*

**CM/7.11/21.03 Stronger Communities Fund - Progress Report (A19/0224)****MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos

Seconder: Cr Keenan

That Council

1. Receives and notes the progress report on the Stronger Communities Fund.
2. Notes that the North Bondi Surf Life Saving Club, Clarke Reserve, Waverley Park cricket facilities and Bondi Beach playground projects are now complete and were finalised within agreed timelines and approved budgets.
3. Notes that the Marlborough Reserve, Bronte Surf Club and Community Facilities Building Upgrade (concept design) and Varna Park projects are in progress and due for completion by 30 June 2021.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**CM/7.12/21.03 Tender Evaluation - Tamarama Surf Life Saving Club Building Upgrade (SF20/763)****MOTION / DECISION**

Mover: Cr Wakefield

Seconder: Cr Copeland

That Council:

1. Treats the Tender Evaluation Matrix attached to the report as confidential in accordance with section

11(3) of the *Local Government Act 1993*, as the Matrix relates to a matter specified in section 10A(2)(d)(i) of the *Local Government Act 1993*. The Matrix contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person(s) who supplied it.

2. Under clause 178(1)(a) of the *Local Government (General) Regulation 2005*, accepts Lloyd Group Pty Ltd as the preferred tenderer for the supply of head contractor services for the Tamarama Surf Life Saving Club Building Upgrade for the sum of \$3,938,900 excluding GST.
3. Authorises the General Manager, or delegated representative, to enter into contract on behalf of Council with Lloyd Group Pty Ltd.
4. Notifies unsuccessful tenderers of the decision in accordance with clause 179 of the *Local Government (General) Regulation 2005*.

*Cr Nemesh was not present for the vote on this item.*

**CM/7.13/21.03            Tender Evaluation - Bondi Lifeguard Facilities Upgrade (A20/0231)**

**MOTION / DECISION**

Mover:        Cr Wy Kanak  
Seconder:    Cr Wakefield

That Council:

1. Treats the Tender Evaluation Matrix attached to the report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as the Matrix relates to a matter specified in section 10A(2)(d)(i) of the *Local Government Act 1993*. The Matrix contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person(s) who supplied it.
2. Under clause 178(1)(a) of the *Local Government (General) Regulation 2005*, accepts Hibernian Contracting Pty Ltd as the preferred tenderer for the supply of head contractor services for the Bondi Lifeguard Facilities Upgrade for the sum of \$948,250 excluding GST.
3. Authorises the General Manager, or delegated representative, to enter into contract on behalf of Council with Hibernian Contracting Pty Ltd.
4. Notifies unsuccessful tenderers of the decision in accordance with clause 179 of the *Local Government (General) Regulation 2005*.
5. Increases the project budget by \$250,000 to be funded from the Centralised Reserve to cover the shortfall in the current budget for the upgrade of the Bondi Lifeguard Facilities.

*Cr Nemesh was not present for the vote on this item.*

**CM/7.14/21.03          Randwick Waverley Community Transport Group - Licence for Parking Spaces at Hollywood Avenue Car Park (A02/0249)****MOTION / UNANIMOUS DECISION**

Mover:      Cr Masselos  
Seconder:   Cr Keenan

That Council:

1. Licenses six parking spaces at Hollywood Avenue Car Park to Randwick Waverley Community Transport Group Inc. on the terms and conditions contained in the report.
2. Authorises the General Manager to do all things necessary to finalise the documentation.

*Crs Kay and O'Neill were not present for the consideration and vote on this item.*

**8. Notices of Motions****CM/8.1/21.03          Waverley Mall Lighting (A16/0292)****MOTION / DECISION**

Mover:      Cr Burrill  
Seconder:   Cr Kay

That Council officers report on:

1. How the implementation of recommendations from both the Bondi Junction Evening Strategy and Creative Lighting Strategy have been incorporated into capital works and public domain improvements in Bondi Junction and Waverley respectively over the last two years.
2. Whether Voluntary Planning Agreement money generated in Bondi Junction in the future can be used to implement urban interventions as recommended by the strategies.
3. Possible permanent urban installations or temporary urban interventions in Waverley Mall, as recommended by both these strategies, and an estimated cost for such proposals.
4. How any temporary urban interventions or pop-ups for Waverley Mall could appropriately mitigate noise and light impacts on adjoining residents and be tested as temporary urban interventions before any permanent options are implemented.

*Cr Nemesh was not present for the vote on this item.*

*B Fawcett addressed the meeting.*

**CM/8.2/21.03          Electric Vehicle Target (A11/0853)****MOTION**

Mover:      Cr Keenan  
Seconder:   Cr Wy Kanak

That Council:

1. Notes that corporate and government fleets have the potential to drive the electric vehicle

revolution in Australia, making up 52% of annual new vehicle sales.

2. Notes that commitments to fleet electrification are important as they can demonstrate vehicle demand to car makers, are an important source of supply to the second-hand market and provide impetus for the roll-out of charging infrastructure.
3. Notes the benefits of electric fleets:
  - (a) Environmental: fleet decarbonisation shows a commitment to sustainable practices and dedication to action on climate change. It is also a way to meet sustainability commitments such as the 2015 Paris Agreement on Climate Change.
  - (b) Economical: total cost of ownership calculations improve the business case for electric vehicles due to their lower operating costs.
  - (c) Social and health: electric vehicles can lead to improved driver experiences and reduced driver fatigue as a result of less noise, fumes and vibrations.
  - (d) Reputational: fleet electrification demonstrates an ethical and forward-thinking organisation that is on top of emerging technologies.
4. Sets a target of 100% of pool cars in Council's passenger fleet be transitioned to electric vehicles (not hybrid) by 2025 and this target be included as part of Council's new Environmental Action Plan.
5. Develops an electric vehicle policy by December 2021 that considers:
  - (a) Increasing the number of charging stations and placing them in highly visible areas to alert residents to their availability for community use.
  - (b) Placing charging stations at car share parking spaces.
  - (c) EV-only parking bays.
  - (d) Ensuring all of Council's EV passenger fleet is highly branded identifying it as an EV, as this will show leadership in our commitment to reduce carbon emissions in our local government area.
7. Develops fact sheets and other materials to promote EV use to the community.
8. Investigates amending the Waverley Local Environmental Plan to include the requirement to provide charging stations in new strata buildings (80% of current charging is done at home).
9. Reduces the staff vehicle selection list from 22 options to five hybrid/EV vehicles and four small vehicles over the next two years.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 8 AND THE ADDITION OF A NEW CLAUSE 10 SUCH THAT THE MOTION NOW READS AS FOLLOWS:

That Council:

1. Notes that corporate and government fleets have the potential to drive the electric vehicle revolution in Australia, making up 52% of annual new vehicle sales.
2. Notes that commitments to fleet electrification are important as they can demonstrate vehicle demand to car makers, are an important source of supply to the second-hand market and provide

impetus for the roll-out of charging infrastructure.

3. Notes the benefits of electric fleets:

- (a) Environmental: fleet decarbonisation shows a commitment to sustainable practices and dedication to action on climate change. It is also a way to meet sustainability commitments such as the 2015 Paris Agreement on Climate Change.
- (b) Economical: total cost of ownership calculations improve the business case for electric vehicles due to their lower operating costs.
- (c) Social and health: electric vehicles can lead to improved driver experiences and reduced driver fatigue as a result of less noise, fumes and vibrations.
- (d) Reputational: fleet electrification demonstrates an ethical and forward-thinking organisation that is on top of emerging technologies.

4. Sets a target of 100% of pool cars in Council's passenger fleet be transitioned to electric vehicles (not hybrid) by 2025 and this target be included as part of Council's new Environmental Action Plan.

5. Develops an electric vehicle policy by December 2021 that considers:

- (a) Increasing the number of charging stations and placing them in highly visible areas to alert residents to their availability for community use.
- (b) Placing charging stations at car share parking spaces.
- (c) EV-only parking bays.
- (d) Ensuring all of Council's EV passenger fleet is highly branded identifying it as an EV, as this will show leadership in our commitment to reduce carbon emissions in our local government area.

7. Develops fact sheets and other materials to promote EV use to the community.

8. Investigates amending the Waverley Local Environmental Plan and/or Waverley Development Control Plan to include the requirement to provide charging stations in new strata buildings (80% of current charging is done at home).

9. Reduces the staff vehicle selection list from 22 options to five hybrid/EV vehicles and four small vehicles over the next two years.

10. Officers report every six months, as per current practice, on the overall fuel efficiency of the passenger fleet as measured in average CO<sub>2</sub> (g/km) per vehicle as defined by the Australian Government green vehicle guide

**AMENDMENT 1**

Mover: Cr Goltsman

Seconder: Cr Kay

That clause 4 be amended to read as follows:

'Officers investigate whether it is realistic for a target of 100% of pool cars in Council's passenger fleet to be transitioned to electric vehicles (not hybrid) by 2025 and for this target to inform Council's Draft Sustainable Fleet Strategy and be part of Council's new Environmental Action Plan.'

THE AMENDMENT WAS PUT AND DECLARED LOST.

**Division**

**For the Amendment:** Crs Betts, Burrill, Goltsman, Kay and Nemesh.

**Against the Amendment:** Crs Copeland, Keenan, Lewis, Masselos, O'Neill, Wakefield and Wy Kanak.

THE MOVER OF THE MOTION THEN ACCEPTED AN AMENDMENT TO CLAUSE 9 SUCH THAT IT NOW READS AS FOLLOWS:

'Investigates reducing the staff vehicle selection list from 22 options by at least 50% (with electric/hybrid vehicles being given priority within the new list) and incentivising electric/hybrid vehicles as the preferred staff option, and undertakes consultation with senior staff to determine how this might be achieved without negative impacts to Council.'

**AMENDMENT 2**

Mover: Cr Goltsman

Seconder: Cr Kay

That the following clause be added to the motion:

'Officers convene a Councillor workshop to commence a conversation on electric/hybrid vehicles within Council covering at least the following matters:

- (a) The initiatives raised in the motion.
- (b) The assumptions made by the motion.
- (c) Any disadvantages of the approach being proposed, and how these disadvantages may be overcome.
- (d) How feasible, realistic, practical and achievable are the motion's targets and outcomes, and what might be alternatives for consideration.
- (e) How the Sustainable Fleet Strategy (with a draft currently being developed) broadly intends to increase the Council uptake of EVs, reduce the overall fleet size and reduce greenhouse gas emissions.
- (f) A comparison of 'whole of life' sustainability and cost of EVs, hybrid vehicles and the most environmental petrol/diesel vehicles.
- (g) Consultation with staff, the Environmental Sustainability Advisory Committee (ESAC), and the community.'

THE AMENDMENT WAS PUT AND DECLARED LOST.

**Division**

**For the Amendment:** Crs Betts, Burrill, Goltsman, Kay and Nemesh.

**Against the Amendment:** Crs Copeland, Keenan, Lewis, Masselos, O'Neill, Wakefield and Wy Kanak.

**AMENDMENT 3**

Mover: Cr Burrill

Seconder: Cr Betts

That clauses 5(b) and (c) be deleted.

AT THIS STAGE IN THE PROCEEDINGS, CR BETTS, SECONDED BY CR BURRILL, MOVED A MOTION OF DISSENT ON THE CHAIR'S RULING THAT CR WAKEFIELD WAS NOT MAKING Demeanor COMMENTS TO, NOR

BULLYING, CR BURRILL.

THE MOTION OF DISSENT WAS PUT AND DECLARED LOST.

THE AMENDMENT WAS THEN PUT AND DECLARED LOST.

**Division**

**For the Amendment:** Crs Betts, Burrill, Goltsman, Kay and Nemesh.

**Against the Amendment:** Crs Copeland, Keenan, Lewis, Masselos, O'Neill, Wakefield and Wy Kanak.

AT THIS STAGE IN THE PROCEEDINGS, A PROCEDURAL MOTION THAT THE MOTION BE NOW PUT, MOVED BY CR LEWIS, WAS PUT AND DECLARED CARRIED.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1. Notes that corporate and government fleets have the potential to drive the electric vehicle revolution in Australia, making up 52% of annual new vehicle sales.
2. Notes that commitments to fleet electrification are important as they can demonstrate vehicle demand to car makers, are an important source of supply to the second-hand market and provide impetus for the roll-out of charging infrastructure.
3. Notes the benefits of electric fleets:
  - (a) Environmental: fleet decarbonisation shows a commitment to sustainable practices and dedication to action on climate change. It is also a way to meet sustainability commitments such as the 2015 Paris Agreement on Climate Change.
  - (b) Economical: total cost of ownership calculations improve the business case for electric vehicles due to their lower operating costs.
  - (c) Social and health: electric vehicles can lead to improved driver experiences and reduced driver fatigue as a result of less noise, fumes and vibrations.
  - (d) Reputational: fleet electrification demonstrates an ethical and forward-thinking organisation that is on top of emerging technologies.
4. Sets a target of 100% of pool cars in Council's passenger fleet be transitioned to electric vehicles (not hybrid) by 2025 and this target be included as part of Council's new Environmental Action Plan.
5. Develops an electric vehicle policy by December 2021 that considers:
  - (a) Increasing the number of charging stations and placing them in highly visible areas to alert residents to their availability for community use.
  - (b) Placing charging stations at car share parking spaces.
  - (c) EV-only parking bays.
  - (d) Ensuring all of Council's EV passenger fleet is highly branded identifying it as an EV, as this will



show leadership in our commitment to reduce carbon emissions in our local government area.

7. Develops fact sheets and other materials to promote EV use to the community.
8. Investigates amending the Waverley Local Environmental Plan and/or Waverley Development Control Plan to include the requirement to provide charging stations in new strata buildings (80% of current charging is done at home).
9. Investigates reducing the staff vehicle selection list from 22 options by at least 50% (with electric/hybrid vehicles being given priority within the new list) and incentivising electric/hybrid vehicles as the preferred staff option, and undertakes consultation with senior staff to determine how this might be achieved without negative impacts to Council.
10. Officers report every six months, as per current practice, on the overall fuel efficiency of the passenger fleet as measured in average CO<sub>2</sub> (g/km) per vehicle as defined by the Australian Government green vehicle guide.

**Division**

**For the Motion:** Crs Copeland, Goltsman, Kay, Keenan, Lewis, Masselos, Nemesh, O'Neill, Wakefield and Wy Kanak.

**Against the Motion:** Crs Betts and Burrill.

*At 10.39 pm, during the consideration of this item, Cr Burrill left the meeting and did not return.*

*R Mellon addressed the meeting.*

**CM/8.3/21.03      Bondi Sand Body Excavation (A02/0787-02)**

**MOTION**

Mover: Cr Wy Kanak  
Seconder: Cr Keenan

That Council:

1. Notes the repeated problems of building collapses in the Waverley local government area following excavation on adjacent sites and includes enhanced provisions in the next Local Environmental Plan (LEP) that consider the structural integrity of adjoining buildings.
2. Notes the inappropriate shoring practices that featured in the recent 21 Curlewis Street, Bondi, sand slide related to the building collapse at 19 Curlewis Street, Bondi.
3. Reviews the LEP to produce standard conditions of consent relating to excavation that prohibit Bondi-Rose Bay sand body excavation deeper than the currently allowed state complying development certificate 3 m depth.
4. Reviews the LEP to produce standard conditions of consent that are consistent with the introduction of the Design and Building Practitioners Regulation from 1 July 2021.

THE MOVER OF THE MOTION THEN ACCEPTED AMENDMENTS TO CLAUSES 3 AND 4.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

**DECISION:**

That Council:

1. Notes the repeated problems of building collapses in the Waverley local government area following excavation on adjacent sites and includes enhanced provisions in the next Local Environmental Plan (LEP) that consider the structural integrity of adjoining buildings.
2. Notes the inappropriate shoring practices that featured in the recent 21 Curlewis Street, Bondi, sand slide related to the building collapse at 19 Curlewis Street, Bondi.
3. Reviews section 6.2(3) of the LEP to strengthen the development consent for earthworks relating to excavation that prohibit Bondi-Rose Bay sand body excavation deeper than the currently allowed state complying development certificate 3 m depth.
4. Reviews the WLEP and DCP to produce standard conditions of consent that are consistent with the introduction of the Design and Building Practitioners Regulation from July 1, 2021.

*Cr Burrill was not present for the consideration and vote on this item.*

*N Mattock, D Goldberg and D Burgess addressed the meeting.*

*At 10.57 pm, following the vote on this item, the meeting adjourned for a short break.*

*At 11.00 pm, Cr Kay left the meeting and did not return.*

*At 11.01 pm, the meeting resumed.*

## **9. Questions with Notice**

There were no questions with notice.

## **10. Urgent Business**

### **CM/10.1/21.03 Remote Attendance by Councillors at Council Meetings (SF20/3852)**

*The Chair ruled that this matter was urgent.*

#### **MOTION / DECISION**

Mover: Cr Masselos  
Seconder: Cr Goltsman

That Council deals with this matter as an item of urgent business

#### **MOTION / UNANIMOUS DECISION**

Mover: Cr Masselos  
Seconder: Cr Keenan

That Council:

1. Permits Councillors to attend meetings of Council and Committees of Council remotely by audio-visual link in exceptional circumstances.

2. Notes that clause 1 above will apply from the date upon which the Regulation is amended to amend the Model Code of Meeting Practice until 31 December 2021.
3. Notes that members of the public will be permitted to physically attend the gallery (Tamarama Room) at meetings of Council and Committees of Council, with the number of attendees to be up to 25.
4. Makes a submission in response to the Office of Local Government consultation paper titled 'Remote Attendance by Councillors at Council Meetings' in support of continuing the ability of Councillors to attend meetings of Council and Committees of Council remotely by audio-visual link in exceptional circumstances.

*Crs Burrill and Kay were not present for the consideration and vote on this item.*

## 11. Closed Session

**CM/11/21.03                  Closed Session**

### **MOTION / DECISION**

Mover:        Cr Masselos

Seconder:    Cr Lewis

That:

1. Council moves into closed session to deal with the matters listed below, which are classified as confidential under section 10A(2) of the *Local Government Act 1993* for the reasons specified:

CM/11.1/21.03      CONFIDENTIAL REPORT - Surfsh Cafe, Shop 1A, Bondi Pavilion - Lease - Post-exhibition

This matter is considered to be confidential in accordance with section 10A(2)(g) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

CM/11.2/21.03      CONFIDENTIAL REPORT - Alexandria Integrated Facility - Deed of Agreement for Easement with Ausgrid - Lot 1/DP 270785

This matter is considered to be confidential in accordance with section 10A(2)(c) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

CM/11.3/21.03      CONFIDENTIAL REPORT - Alexandria Integrated Facility - Deed of Agreement for Easement with Ausgrid - Lot 15/DP 270785

This matter is considered to be confidential in accordance with section 10A(2)(c) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a

commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

CM/11.4/21.03      CONFIDENTIAL REPORT - Alexandria Integrated Facility - Deed of Agreement for Easement with Ausgrid - Lot 18/DP 270785

This matter is considered to be confidential in accordance with section 10A(2)(c) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

2. Pursuant to sections 10A(1), 10(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 as confidential under 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*.

*Crs Burrill and Kay were not present for the consideration and vote on this item.*

*At 11.04 pm, Council moved into closed session.*

CM/11.1/21.03      **CONFIDENTIAL REPORT - Surfsh Cafe, Shop 1A, Bondi Pavilion - Lease - Post-exhibition (A06/1246)**

**MOTION / DECISION**

Mover: Cr Wakefield

Seconder: Cr Wy Kanak

That Council:

1. Treats this report 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)(g) of the *Local Government Act 1993*. The report contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.
2. In accordance with section 47(4) of the *Local Government Act 1993*, has considered all submissions duly made to it in relation to the notification and exhibition of Council's proposal to grant a further five-year lease of Shop 1A, Bondi Pavilion, to Posidon Pty Ltd trading as Surfsh Café.
3. Grants a five-year lease of Shop 1A, Bondi Pavilion, to Posidon Pty Ltd trading as Surfsh Café.
4. Authorises the General Manager to take all necessary steps to finalise negotiations, agree terms and execute all necessary documentation in relation to the further five-year lease of Shop 1A, Bondi Pavilion.

*Crs Burrill and Kay were not present for the consideration and vote on this item.*

**CM/11.2/21.03      CONFIDENTIAL REPORT - Alexandria Integrated Facility - Deed of Agreement for Easement with Ausgrid - Lot 1/DP 270785 (A12/0075)**

**MOTION / DECISION**

Mover:      Cr Masselos  
Seconder:   Cr O'Neill

That Council:

1. Treats the report 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)(c) of the *Local Government Act 1993*. The report contains information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
2. Notes that in September 2018, Council approved entering into a Deed of Agreement for Easement with Ausgrid Operator Partnership (Ausgrid) over part of the common property known as Lot 1 DP 270785, 67A Bourke Road, Alexandria.
3. Notes that Ausgrid now requires an additional area of land over Lot 1 DP 270785 as part of the same easement.
4. Notes that the easements are to be used for the installation of underground electrical cables and associated purposes.
5. Notes that Waverley Council is a member of the Community Association Scheme DP 270785 along with Woollahra Council and City of Sydney.
6. Approves the amount of compensation to be paid by Ausgrid to the Community Association Scheme DP 270785 being increased from \$50,000 to \$55,000 to cover the additional land required.
7. Authorises the common seal of the Community Association Scheme DP 270785 to be affixed to the Deed of Agreement for Easement.
8. Authorises the General Manager to do all things necessary to give effect to the Deed of Agreement and to finalise the documentation.

*Cr Wy Kanak requested that it be recorded in the minutes that he voted against the motion.*

*Crs Burrill and Kay were not present for the consideration and vote on this item.*

**CM/11.3/21.03      CONFIDENTIAL REPORT - Alexandria Integrated Facility - Deed of Agreement for Easement with Ausgrid - Lot 15/DP 270785 (A12/0075)**

**MOTION / DECISION**

Mover:      Cr Masselos  
Seconder:   Cr O'Neill

That Council:

1. Treats the report 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)(c) of the *Local Government Act 1993*. The report contains information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
2. Enters into a Deed of Agreement for Easement with Ausgrid Operator Partnership (Ausgrid) over the

property known as part Lot 15 DP 270785, 67A Bourke Road, Alexandria.

3. Notes that the easement is to be used for the installation of underground electrical cables and associated purposes.
4. Approves the amount of \$1,000 compensation to be paid by Ausgrid to Waverley and Woollahra Council as joint owners.
5. Authorises the General Manager to do all things necessary to give effect to the Deed of Agreement for Easement and to finalise the documentation.

*Cr Wy Kanak requested that it be recorded in the minutes that he voted against the motion.*

*Crs Burrill and Kay were not present for the consideration and vote on this item.*

**CM/11.4/21.03                      CONFIDENTIAL REPORT - Alexandria Integrated Facility - Deed of Agreement for Easement with Ausgrid - Lot 18/DP 270785 (A12/0075)**

**MOTION / DECISION**

Mover:        Cr Masselos  
Seconder:    Cr O'Neill

That Council:

1. Treats the report 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)(c) of the *Local Government Act 1993*. The report contains information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
2. Notes that in November 2018, Council approved entering into a Deed of Agreement for Easement with Ausgrid Operator Partnership (Ausgrid) over the property known as part Lot 18 DP 270785, 67A Bourke Road, Alexandria.
3. Notes that Ausgrid now requires an additional area of land over part Lot 18 DP 270785 as part of the same easement.
4. Notes that the easements are to be used for the installation of underground electrical cables and associated purposes.
5. Notes the amount of compensation to be paid to Waverley and Woollahra Council as joint owners from Ausgrid Operator Partnership (Ausgrid) has been increased from \$10,000 to \$15,000 to cover the additional land required.
6. Authorises the General Manager to do all things necessary to give effect to the Deed of Agreement for easement and to finalise the documentation.

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

*Crs Burrill and Kay were not present for the consideration and vote on this item.*

**12. Resuming in Open Session****CM/12/21.03 Resuming in Open Session****MOTION / DECISION**

Mover: Cr Masselos  
Seconder: Cr Goltsman

That Council resumes in open session.

*At 11.05 pm, Council resumed in open session.*

*Crs Burrill and Kay were not present for the consideration and vote on this item.*

***Resolutions from closed session made public***

*In accordance with clause 14.21 of the Waverley Code of Meeting Practice, when the meeting resumed in open session the chair announced the resolutions made by Council while the meeting was closed to members of the public and the media.*

**13. Meeting Closure****THE MEETING CLOSED AT 11.12 PM.**

.....  
**SIGNED AND CONFIRMED**  
**MAYOR**  
**20 APRIL 2021**

## CONFIRMATION AND ADOPTION OF MINUTES CM/5.2/21.04



**Subject:** Adoption of Minutes - Waverley Traffic Committee Meeting - 25 March 2021

**TRIM No:** SF21/279

**Author:** Al Johnston, Governance Officer

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### RECOMMENDATION:

That Part 1 of the minutes of the Waverley Traffic Committee Meeting held on 25 March 2021 be received and noted, and that the recommendations contained therein be adopted.

### Introduction/Background

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

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

Part 1 of the minutes of WTC meetings must be submitted to Council for adoption in accordance with clause 18 of the Waverley Traffic Committee Charter.

Council has the opportunity to 'save and except' any of the recommendations listed in Part 1 of the minutes for further consideration in accordance with clause 18.1 of the Charter.

### Attachments

1. Waverley Traffic Committee Minutes - 25 March 2021



**MINUTES OF THE WAVERLEY TRAFFIC  
COMMITTEE MEETING HELD BY VIDEO  
CONFERENCE ON THURSDAY, 25 MARCH 2021**



**Voting Members Present:**

Cr P Masselos	Waverley Council – Chair
S/Cst A Birchansky	NSW Police – Eastern Suburbs Police Area Command – Traffic Services
Mr M Carruthers	Transport for NSW – Network and Safety Officer
Mr P Pearce	Representing Marjorie O'Neill, MP, Member for Coogee
Ms J Zin	Representing Gabrielle Upton, MP, Member for Vacluse

**Also Present:**

Mr B Gidiess	State Transit – Traffic and Services Manager (Eastern Region)
Cr T Kay	Waverley Council – Alternate Chair
Cr D Wy Kanak	Waverley Council
Mr D Joannides	Waverley Council – Executive Manager, Infrastructure Services
Mr C Hutcheson	Waverley Council – Service Manager, Traffic and Transport
Mr C Eccles	Waverley Council – Project Manager, Civil Infrastructure
Mr H Bahari	Waverley Council – Professional Engineer, Traffic and Transport
Mr P Cai	Waverley Council – Traffic Engineer
Mr E Kayes	Waverley Council – Traffic Engineer

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*At the commencement of proceedings at 10.12 am, those present were as listed above.*

*At 11.12 am, Mr P Pearce left the meeting and did not return.*

**Apologies**

There were no apologies.

**Declarations of Pecuniary and Non-Pecuniary Interests**

The Chair called for declarations of interest and none were received.

**Adoption of Previous Minutes by Council - 25 February 2021**

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 25 February 2021 were adopted by Council at its meeting on 16 March 2021 with the following changes:

1. TC/C.02/21.02 – 40km/h Speed Limit Changes – Traffic Control Devices – Park Parade, Bondi.

Council adopted the recommendations of the Traffic Committee subject to it being amended to read as follows:

That Council:

1. Approves the design of the traffic calming devices consisting of 75 mm rubber cushions as shown in Attachment 1 (Option 3) of the report, including a 12-month trial of the rubber speed cushions outside 10 and 32 Park Parade.
  2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.
2. TC/C.04/21.02 – 40km/h Speed Limit Changes – Review of Treatments on Bourke Street, Bennett Street and Botany Street

Council adopted the recommendations of the Traffic Committee subject to it being amended to read as follows:

That Council:

1. Installs the following traffic calming treatments:
  - (a) A mountable roundabout at the intersection of Botany Street and Allens Parade, Bondi Junction, as shown in Figure 2 of the report.
  - (b) 75 mm rubber speed cushions at 27 Bennett Street, Bondi, as shown in Figure 3 of the report, for a trial for 12 months.
2. Notes the submissions from residents of Bourke Street and does not install rubber speed cushions at 13 Bourke Street, Queens Park.

**ITEMS BY EXCEPTION**

The following items on the agenda were dealt with together and the Council Officer's Proposal for each item was unanimously supported by the Committee:

TC/C.01/21.03	Bronte Cutting Safety Upgrade.
TC/C.04/21.03	49 Blair Street, Bondi Beach - 'P Disability only' and 'Motor Bikes Only' Zones.
TC/CV.02/21.03	Flood Street and Evans Street Line Marking - Resheeting and Line Marking.
TC/V.02/21.03	32 Tower Street, Vaucluse - Removal of 'P Disability Only' Zone.
TC/V.03/21.03	4 MacDonald Street, Vaucluse - Construction Zone.
TC/V.06/21.03	2-4 Jaques Avenue, Bondi Beach - Construction Zone.
TC/V.07/21.03	43-45 Hall Street, Bondi Beach - Construction Zone.
TC/V.08/21.03	Francis Street south of Wellington Street, Bondi Beach - Proposed Double Centre (BB) Line Marking.

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

**TC/C      STATE ELECTORATE OF COOGEE****TC/C.01/21.03      Bronte Cutting Safety Upgrade (A20/0015)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Endorses the 100% detailed design for Bronte Cutting Safety Upgrade, on Calga Place, between Bronte Road and Macpherson Street, attached to this report (Attachment 1).
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the design should circumstances arise during the delivery of the project.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/C.02/21.03 York Road and Baronga Avenue - Slip Lane (SF21/1014)****COUNCIL OFFICER'S PROPOSAL:**

That Council approves the construction of a left-turn slip lane on York Road at intersection with Baronga Avenue and associated lines and signs as shown in Attachment 1.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to the addition of a new clause 2, such that the recommendation now reads as follows:

That Council:

1. Approves the construction of a left-turn slip lane on York Road at intersection with Baronga Avenue and associated lines and signs as shown in Attachment 1.
2. Refers to the Executive Manager, Infrastructure Services to investigate the potential for widening the North bound lanes in the vicinity of York Road and Baronga Avenue intersection.

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

**TC/C.03/21.03 40 km/h Speed Limit Changes - Traffic Control Devices - Park Parade and Dickson Street at Birrell Street, Bondi (A18/0579)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves the installation of centre line marking with kerb extensions at the intersection of Park Parade and Birrell Street as shown in Figure 2.
2. Approves the installation of a pedestrian refuge island with kerb extensions at the intersection of Dickson Street and Birrell Street as shown in Figure 3.
3. Approves the installation of a 'No Right Turn, 8am-9:30am and 2:30pm-4pm, Monday to Friday' restriction on the southbound approach to Birrell Street at the intersection of Park Parade and Birrell Street.
4. Approves the installation of a 'No Right Turn, 8am-9:30am and 2:30pm-4pm, Monday to Friday' restriction on the northbound approach to Birrell Street at the intersection of Dickson Street and Birrell Street.
5. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to being amended to read as follows:

1. Approves the installation of centre line marking with kerb extensions at the intersection of Park

Parade and Birrell Street as shown in Figure 2.

2. Approves the installation of a pedestrian refuge island with kerb extensions at the intersection of Dickson Street and Birrell Street as shown in Figure 3.
3. Installs 'Do not queue across intersection' sign (sign G9-237) on the Southern side of Birrell Street at the Park Parade intersection.
4. Installs 'Do not queue across intersection' sign (sign G9-237) on the Southern side of Birrell Street at the Dickson Street intersection.
5. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

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

*G Beard (on behalf of Bronte Precinct) and S Hoppe addressed the meeting.*

**TC/C.04/21.03            49 Blair Street, Bondi Beach - 'P Disability only' and "Motor Bikes Only' Zones (A02/0273)**

*This item was listed on the agenda under the Electorate of Coogee in error. The item relates to the Electorate of Vaucluse.*

**COUNCIL OFFICER'S PROPOSAL:**

That Council installs:

1. A 5.4 metre 'P Disability Only' parking zone outside 49 Blair Street, Bondi Beach.
2. A 3.6 metre 'P Motor Bikes Only' zone between the driveway of 47 Mitchell Street, Bondi Beach and the new 'P Disability Only' zone.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/C.05/21.03            40 km/h Speed Limit Changes - Traffic Control Devices - Tamarama Marine Drive (A18/0579)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves the detailed design of the pedestrian crossing and relocation of bus stops on Tamarama Marine Drive, Tamarama as shown in Attachment 1.

2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to clause 1 being amended to read as follows:

'Approves the detailed design of the pedestrian crossing and relocation of bus stops on Tamarama Marine Drive, Tamarama as shown in Attachment 1, subject to an electronic review and endorsement of the signs and lines, markings and locations by Transport for NSW and NSW Police.'

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

*G Beard addressed the meeting.*

**TC/V      STATE ELECTORATE OF VAUCLUSE**

**TC/V.01/21.03      Old South Head Road and Diamond Bay Road, Vaucluse - Installation of Double Centre (BB) Line Marking (A14/0145)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council installs double centre (BB) line marking on Diamond Bay Road at the intersection with Old South Head Road, Vaucluse, as shown in Attachment 1 of the report.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to the addition of a new clause 2, such that the recommendation now reads as follows:

That Council:

- a. Installs double centre (BB) line marking on Diamond Bay Road at the intersection with Old South Head Road, Vaucluse, as shown in Attachment 1 of the report.
- b. Writes to Transport for NSW seeking endorsement of the design.

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

**TC/V.02/21.03      32 Tower Street, Vaucluse - Removal of 'P Disability Only' Zone (A20/0534)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council removes the existing 5.5 metre long 'P Disability Only' zone outside 32 Tower Street, Vaucluse.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/V.03/21.03                    4 MacDonald Street, Vaucluse - Construction Zone (A03/2514-04)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs a 10.9 metre 'No Parking 7 am–5 pm Mon–Fri, 8 am–3 pm Saturday Council Authorised Vehicles Excepted' construction zone along the frontage of 4 MacDonald Street, Vaucluse.
2. Delegates authority to the Executive Manager, Infrastructure Services, to adjust the length and duration of, or remove, the construction zone, as necessary.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/V.04/21.03                    Old South Head Road, Bondi Junction- Bondi Road to Bon Accord Avenue - Shared Path Upgrade (SF19/3435)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs shared pathing including continuous footpath treatments at the intersections of Old South Head Road with Paul Street and Old south Head Road with Bon Accord Avenue as shown in Attachment 1.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to being amended to read as follows:

That Council:

1. Installs shared pathing including continuous footpath treatments at the intersections of Old South Head Road with Paul Street and Old south Head Road with Bon Accord Avenue as shown in Attachment 1 with the line-marking of individual motor bike spaces being deleted.
2. Writes to Transport for NSW seeking endorsement of the design.

3. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

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

**TC/V.05/21.03                Barracluff Avenue, Bondi Beach - Traffic Calming Scheme (A03/0042-04)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves the traffic calming scheme for Barracluff Avenue as shown in Attachment 1.
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted subject to the addition of a new clause 2, such that the recommendation now reads as follows:

That Council:

1. Approves the traffic calming scheme for Barracluff Avenue as shown in Attachment 1.
2. Officers monitor traffic speeds and movement in Barracluff Avenue post installation of the traffic calming scheme.
3. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

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

*S Coveney and D Robinson addressed the meeting.*

**TC/V.06/21.03                2-4 Jaques Avenue, Bondi Beach - Construction Zone (A03/2514-04)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs a 9 metre 'No Parking 7 am–5 pm Mon–Fri, 8 am–3 pm Saturday Council Authorised Vehicles Excepted' construction zone along the frontage of 2-4 Jaques Avenue, Bondi Beach.
2. Delegates authority to the Executive Manager, Infrastructure Services, to adjust the length and duration of, or remove, the construction zone, as necessary.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**



That the Council Officer's Proposal be adopted.

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

**TC/V.07/21.03                    43-45 Hall Street, Bondi Beach - Construction Zone (A03/2514-04)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs a 18.5 metre 'No Parking 7 am–5 pm Mon–Fri, 8 am–3 pm Saturday Council Authorised Vehicles Excepted' construction zone along the frontage of 43-45 Hall Street, Bondi Beach.
2. Delegates authority to the Executive Manager, Infrastructure Services, to adjust the length and duration of, or remove, the construction zone, as necessary.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/V.08/21.03                    Francis Street south of Wellington Street, Bondi Beach - Proposed Double Centre (BB) Line Marking (A03/0042-04)**

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Installs 10 metres of B-B double centre line marking on Francis Street south of Wellington Street, Bondi Beach, as shown in Attachment 1 of the report.
2. Extends the existing statutory 'No Stopping' restrictions on Francis Street south of Wellington Street, Bondi Beach, to meet the minimum 10 metre distance requirement as shown in Attachment 1 of the report.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/CV      ELECTORATES OF COOGEE AND VAUCLUSE****TC/CV.01/21.03      Bondi to Bronte Coastal Walk - One Way System (A20/0500)**

*This item was listed on the agenda under the Electorates of Coogee and Vaucluse in error. The item only relates to the Electorate of Coogee.*

**COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Does not implement a permanent one-way road system for Gaerloch Avenue and Dellview Street.
2. Undertakes a detailed assessment of appropriate crossing treatments at:
  - (a) Wilga Street on the eastern side of Sandridge Street - a continuous footpath treatment.
  - (b) Fletcher Street on the eastern side of Sandridge Street - a marked pedestrian crossing.
  - (c) Kenneth Street on the eastern side of Alexander Street - a marked pedestrian crossing with kerb extensions.
  - (d) Southeast of Gaerloch Avenue at 22 Gaerloch Avenue (the 90-degree bend in the road) - a continuous footpath treatment.
3. Delegates authority to the Executive Manager, Infrastructure Services, to investigate alternative designs as part of the detailed design assessment.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**TC/CV.02/21.03      Flood Street and Evans Street Line Marking - Resheeting and Line Marking (A18/0579)****COUNCIL OFFICER'S PROPOSAL:**

That Council:

1. Approves the line-marking of the pavement within:
  - (a) Flood Street, Bondi (Attachment 1).
  - (b) Evans Street, Bronte (Attachment 2).
2. Delegates authority to the Executive Manager, Infrastructure Services, to modify the designs should on-site circumstances warrant changes.

**WTC RECOMMENDATION (UNANIMOUS SUPPORT):**

That the Council Officer's Proposal be adopted.

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

**THE MEETING CLOSED AT 11.39 AM.**

.....  
**SIGNED AND CONFIRMED**  
**MAYOR**  
**20 APRIL 2021**

## MAYORAL MINUTES CM/6/21.04

**Subject:** Mayoral Minutes

**Author:** Mayor of Waverley, Cr Paula Masselos



Mayoral minutes are permissible at Waverley Council meetings under the Waverley Code of Meeting Practice. Clauses 9.7–9.11 of the Code state:

*Subject to clause 9.10, if the mayor is the chair at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of the council, or of which the council has official knowledge.*

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

*A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.*

*A mayoral minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.*

*Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.*

## REPORT CM/7.1/21.04



**Subject:** Draft Operational Plan 2021-22 including Budget, Pricing Policy, Fees and Charges 2021-22 and Long Term Financial Plan

**TRIM No:** A21/0034

**Author:** Teena Su, Executive Manager, Finance  
Sneha Sabu, Co-ordinator, Corporate Planning and Reporting

**Director:** Darren Smith, Chief Financial Officer

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### RECOMMENDATION:

That:

1. Council publicly exhibits for 28 days:
  - (a) The draft Operational Plan 2021–22 including the Budget and Statement of Revenue Policy attached to the report (Attachment 1).
  - (b) The proposed Rating Structure for 2021–22 contained on page 67 of the draft Operational Plan 2021–22 together with the proposed Pricing Policy and Schedule of Fees and Charges 2021–22. In accordance with sections 497, 516, 518, 529 (2)(d), 534, 535 and 548(3) of the *Local Government Act* (the Act), it is proposed that the following rates and charges be set for every parcel of rateable land within the local government area for the period 1 July 2021 to 30 June 2022:
    - (i) An ordinary rate of 0.116114 cents in the dollar subject to a minimum rate in accordance with section 548(3) of the Act per assessment on all rateable land categorised Residential in accordance with section 516 of the Act and subcategorised Ordinary in accordance with section 529(2)(b) of the Act.
    - (ii) An ordinary rate of 0.503543 cents in the dollar on all rateable land categorised Business in accordance with section 518 of the Act and subcategorised Ordinary in accordance with section 529 (2)(d) of the Act.
    - (iii) An ordinary rate of 0.831943 cents in the dollar on all rateable land categorised Business in accordance with section 518 of the Act and subcategorised Bondi Junction in accordance with section 529(2)(d) of the Act
  - (c) The draft Pricing Policy, Fees and Charges 2021–22 attached to the report (Attachment 2).
  - (d) The proposed Domestic Waste Management Service Charge being set at \$588 per service per annum for the financial year 2021–22 in accordance with section 496 of the Act.
  - (e) The proposed Stormwater Management Service Charge contained on page 70 of the draft Operational Plan 2021–22 in accordance with section 496A of the Act for the financial year 2021–22 as follows:

<b>Stormwater Management Service Charge</b>		
Category	Unit	Fee or Charge
Residential property	per property	25.00
Residential strata property	per property	12.50
Business property	per 350 m2 (or part thereof)	25.00
Business strata property	per 350 m2 (or part thereof) levied equally to strata unit entitlement with a minimum of \$5	25.00

2. Notes that the Long Term Financial Plan (LTFP):
  - (a) Will be reviewed annually in line with the Operational Plan and Annual Budget development.
  - (b) Sets out the projects and initiatives that Council intends to invest in and the associated resource requirements for the next 10 years. It considers and utilises a range of options for achieving balanced budgets over the life of LTFP 5.3 likely including realising efficiencies and cost reductions within Council operations, applying reserve funds earlier than forecast in LTFP 5, reducing or rescheduling the capital expenditure program and increasing revenue to fund specific programs and initiatives.
3. Council authorises the Acting General Manager to make any necessary editorial and content changes to the draft Operational Plan, 2021–22 Budget and LTFP documentation for public exhibition in order to give effect to Council’s resolution.
4. Council officers submit a further report to Council following the exhibition period.

## 1. Executive Summary

This report is seeking Council approval to place the draft Operational Plan 2021–22 including the Budget, Statement of Revenue Policy, Stormwater Management Service charge, proposed Pricing Policy and Schedule of Fees and Charges 2021–22 and Long Term Financial Plan 5.3 (2022-2032) on public exhibition for the period 26 April 2021 to 23 May 2021. A further report will be presented to the Council which reports on any public submissions received and sets out any proposed changes in response to these submissions, prior to the final adoption of these documents.

## 2. Introduction/Background

The Integrated Planning and Reporting (IP&R) Framework consists of an inter-related hierarchy of plans which aims to ensure a more sustainable local government sector. Waverley Council has in place a hierarchy of integrated plans consisting of a Community Strategic Plan (Waverley Community Strategic Plan 2018–2029), a Delivery Program (Delivery Program 2018–22) and an Operational Plan.

Every year, Council is required to develop an Operational Plan (which is a sub-plan of the Delivery Program) setting out the specific activities (services and projects) it will undertake in that year. Council is also required to prepare an annual budget and update its Long-Term Financial Plan.

The Operational Plan 2021-22 sets out the key activities (deliverables), actions, budgets and performance measures Waverley Council will employ during the 2021–22 financial year. The Operational Plan includes Stormwater Management Service charge and the Statement of Revenue Policy which sets out Council’s rating policy. Accompanying this plan is the proposed Pricing Policy and Schedule of Fees and Charges 2021–22 which sets out the fees and charges Council is proposing to levy over the coming financial year.



Figure 1. Integrated planning and reporting framework.

### 3. Relevant Council Resolutions

Nil.

### 4. Discussion

#### Operational Plan (Attachment 1)

In accordance with section 406 of the *Local Government Act*, the Office of Local Government (OLG) has published Guidelines and a Manual to support the administration of integrated planning and reporting. The Community Strategic Plan Waverley Community Strategic Plan 2018–2029, the Delivery Program 2018–2022 and the Operational Plan 2021–22 were developed in accordance with the OLG Guidelines and Manual.

The OLG suggests that the Operational Plan be defined as a sub-plan of the Delivery Program that spells out the ‘actions’ to be undertaken in a particular year. The IPR manual also requires that actions identified in the Delivery Program be carried through to the Operational Plan. Waverley Council’s Operational Plan 2021–22; carries forward the ‘deliverables’ from the Delivery Program and includes the action required to ‘deliver’ on what we said we would.

The Operational Plan is also required to include a budget for the year and Statement of Revenue Policy. This includes rating information and the proposed Pricing Policy and Schedule of Fees and Charges 2021–22, which are based on the budget prepared for Council.

#### 2021–22 Draft Pricing Policy - Fees and Charges (Attachment 2)

Fees and charges proposed on the draft pricing policy are to be commenced from 1 July 2021.

*Council rates and annual charges*

- In line with IPART's rate pegging determination for 2021–22 financial year, Council rates increase by 2.0%.
- The Domestic Waste Service Annual Charge increases by \$12 (2.1%) to \$588 per service, consistent with the anticipated salaries/wages Award increase and to keep pace with operating cost increases.
- The Stormwater Management Service Annual Charge remains unchanged as per legislation.

*Fee sets by legislation or subsidiary legislation*

Legislative Fees to be increased as per the legislative fee structure from 1 July 2021.

*Non-legislative fees*

When considering the level of increases for non-legislative fee categories that range from free of charge to market price, council staff have considered the cost of service, the recommended IPART rate peg increase and Employment Award increases.

Bondi Pavilion community cultural centre fees and charges are yet to be determined. The Pavilion is expected to be available in the last quarter of FY 2021–22. As the new fees structure is not available in time for the April 2021 Council meeting, it will be determined separately and publicly advertised during FY 2021–22 before the reopening of the Pavilion.

**2021–22 Draft Budget (Attachment 3)**

Similar to most councils, over the past 12 months or so, Waverley Council's financial position has been severely impacted by COVID-19 due to Council's response and efforts to support local businesses and the community through this difficult time. The financial impact is estimated to be more than \$18 million due to loss revenue and additional costs. However, throughout this period Council managed to soften the impact of COVID-19 on the local community and businesses by:

- Continuing to deliver quality services to the community at agreed service levels.
- Supporting 1300 businesses through a range of financial and non-financial measures.
- Provide direct support through council fee relief as well as providing indirect support.

Looking forward, the Australian economic indicators, both nationally and locally, are recovering faster than first predicted with GDP now expected to grow by 3.5% over the budget financial year 2021–22 and with GDP expected to return to preCOVID-19 levels during that time. However, as the state and federal governments wind back the COVID-19 support, there is still a degree of uncertainty as to how the economy will perform without this stimulus.

Locally, with the winding back of restrictions and sustained management of COVID-19, consumer confidence is returning, assisting the recovery of Waverley retail and hospitality sectors who provide a large proportion of jobs across the LGA. Further, we are witnessing increasing visitation in our commercial and public spaces which is a positive trend for our local economy.

Given this context, the objective of the Council's draft budget is to fund the delivery of the community and Council's objectives, priorities, and aspirations within the constraints of Council's limited financial resources. Our priorities are to continue to provide quality services to our community, assist in the economic recovery of the community post COVID pandemic, and deliver the Community Strategic Plan's (CSP) aspirations and goals. This budget assumes the successful rollout of the COVID-19 vaccine to assist economic activities return to the pre-COVID levels, and for Council revenue, activities, and assets renewal program to return to normal.



The 2021–22 budget sets to continue to deliver quality services to the community whilst responding to trends and sector changes, these include:

- Reconciliation Action Plan implementation.
- An enhanced Tamarama Beach patrolling service during winter period.
- The upcoming local government election in September 2021.
- Development of a new Community Strategic Plan (CSP) and other associated plans, including Strategic Asset Management Plan (SAMP 6).
- Commencing the implementation of the Information, Communication and Technology Strategy (ICT), investing in upgrading our systems and technology to align with business needs
- Resume culture events that were cancelled in 2019–20 and 2020–21 due to COVID-19 restrictions
- Reopen the Bondi Pavilion in the last quarter of 2021–22 after the much anticipated upgrade.

The 2021–22 budget projects an operating revenue of \$139.1 million and operating expenditure of \$117.1 million (excluding depreciation), delivering an operating surplus before depreciation of \$22.1 million. For the first time since 2018–19, Council will meet the OLG's fit-for-future operating performance ratio in FY2021-22 by 0.05%. The following table compared the draft 2021–22 operating budget to the current year's approved budget, it projects the operating income increases by \$7.2 million or 5.5% compared to the current year 2020-21 COVID impacted budget, while operating expense reduces by \$1.4 million or -1.2% on the assumption that the 2020-21 COVID related spend is unlikely to be continued in the coming year 2021–22.

*Table 1. Comparison of current budget with draft 2021–21 budget.*

Budget Statement - \$'000	Draft 2021/22 Budget	2020/21 Current Approved Budget	\$ change on 20/21 Current Approved Budget	% change on 20/21 Current Approved Budget
<b>Operating Revenue</b>				
Rates & Annual Charges	67,507	66,109	1,398	2.1%
Investment Income	859	1,754	(896)	-51.1%
User Charges	45,597	39,876	5,720	14.3%
Other Revenues	19,653	18,278	1,375	7.5%
Grants Subsidies & Contributions - Operational	5,509	5,876	(367)	-6.2%
<b>Total Operating Revenue</b>	<b>139,125</b>	<b>131,894</b>	<b>7,231</b>	<b>5.5%</b>
<b>Operating Expense</b>				
Employee Costs	(70,420)	(68,994)	(1,426)	2.1%
Materials & Contracts	(22,590)	(26,175)	3,585	-13.7%
Operating Expenses	(22,863)	(22,129)	(734)	3.3%
Rates & Annual Charges	(1,135)	(1,134)	(1)	0.1%
Borrowing Expenses	(65)	(78)	12	-15.6%

Budget Statement - \$'000	Draft 2021/22 Budget	2020/21 Current Approved Budget	\$ change on 20/21 Current Approved Budget	% change on 20/21 Current Approved Budget
Total Operating Expense	(117,073)	(118,509)	1,436	-1.2%
Operating Surplus (excl. Depreciation)	22,052	13,385	8,667	64.8%
Operating Performance Ratio	0.05%	-5.99%		

The following figures outline where Council's income comes from and how Council allocates expenses:

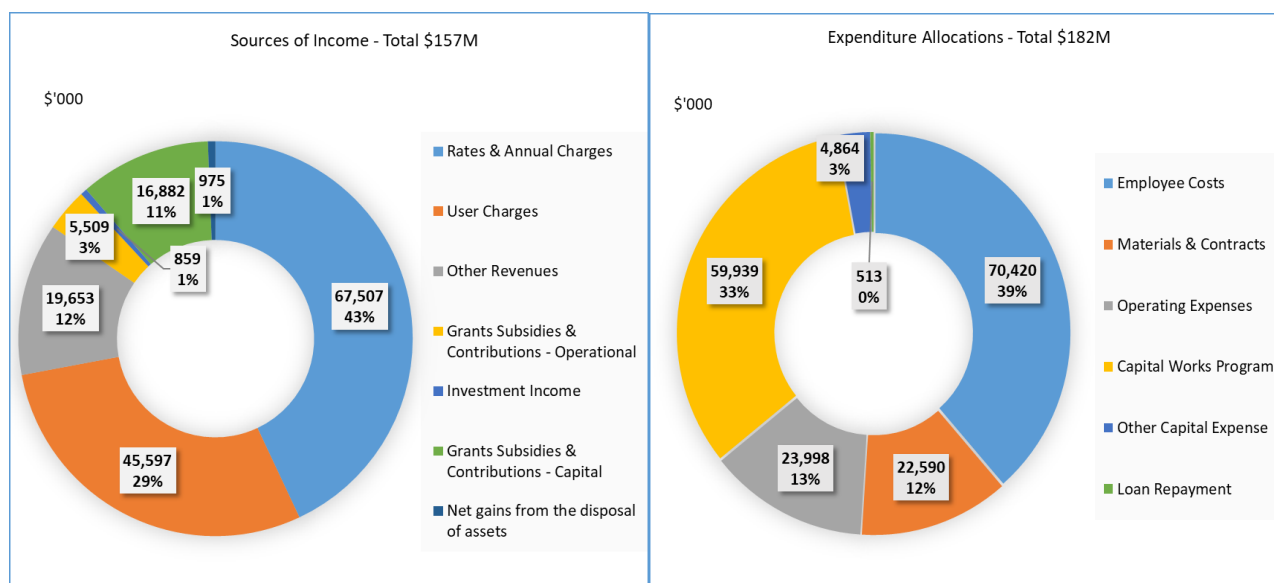


Figure 1. Sources of income and expenditure allocations.

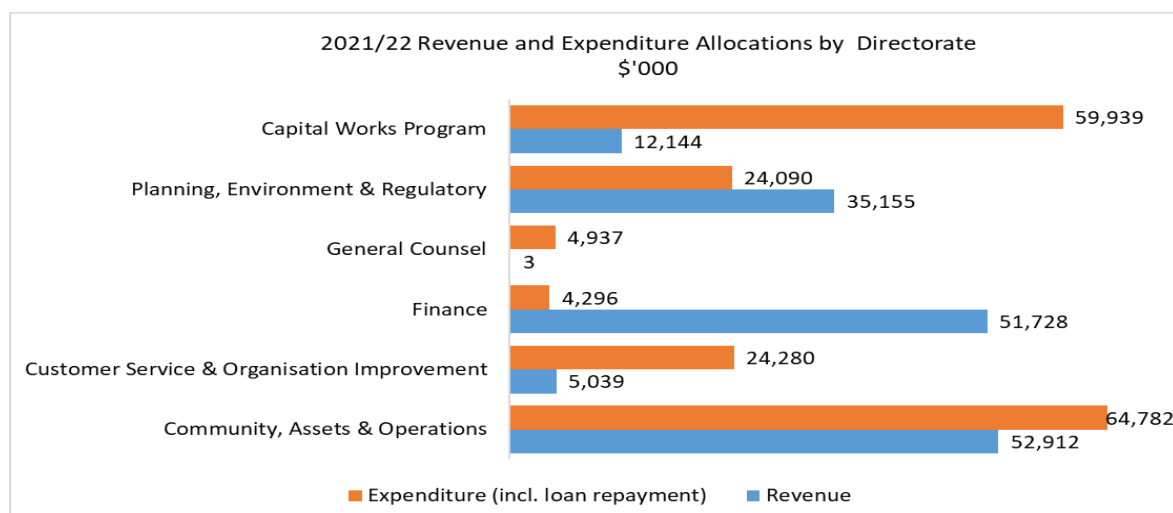


Figure 2. 2021-22 revenue and expenditure allocations by directorate.

In 2021-22, for the capital works program we propose to invest \$59.9 million to renew and enhance our infrastructure assets, including the completion of the Bondi Pavilion building upgrade. The following graphs show where we invest the money in and how it will be funded.

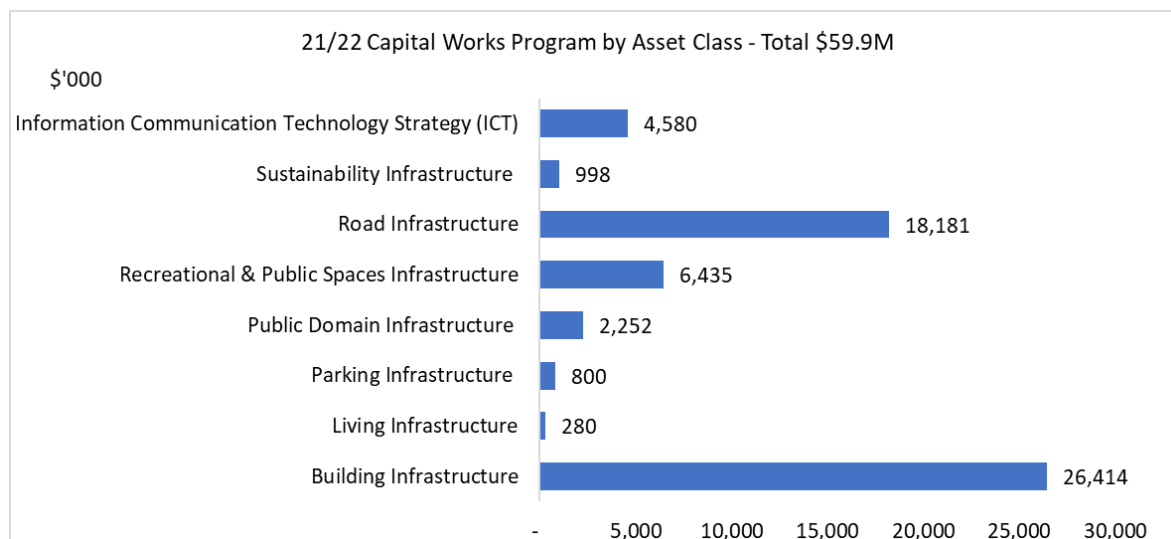


Figure 3. 2021–21 capital works program by asset class.

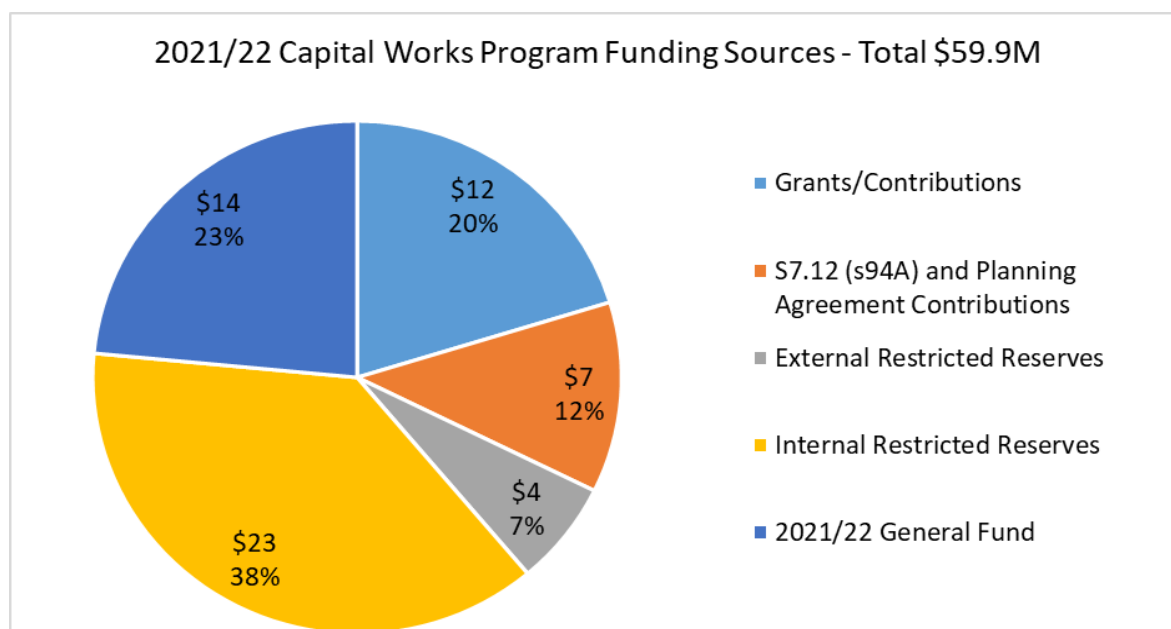


Figure 4. 2021–22 capital works program funding sources.

The 2021-22 budget income from operational and capital are estimated to be \$157.98 million, which will be applied to funding the \$182.32 million expenditure programs, with the remaining funding gap of \$25.36 million to be funded from reserves fund. Refer to Attachment 2 for further detail of the 2021–22 budget.

#### 2021–22 loans

The draft 2021-22 budget proposes the following:

- No new borrowing.
- Loan repayment (principle) of \$447,000.
- An outstanding loan balance as at 30 June 2022, projected to be \$2.04 million.

In conclusion, the 2021–22 budget projects a total income to be \$156.98 million, and the total expense outlays, including loan repayment, are projected to be \$182.32 million. Funding of \$25.36 million is proposed to be drawn from reserves to fund capital and asset renewal programs thereby providing for

small surplus budget of \$19,000. The operating surplus before depreciation is forecasted at \$22.05 million, and the operating performance ratio projects to meeting the Fit for Future benchmark of greater than 0%. The budget has been developed to continue to implement the Community Strategic Plan and Delivery Program while assuming the negative impacts of COVID-19 will not to be repeated in FY 2021–22 considering the COVID-19 vaccine rolling out in Australia. It provides for continued service delivery, capital program implementation and asset renewal to support and contribute to the economic recovery.

### **Long Term Financial Plan (LTFP 5.3) (Attachment 4)**

Each year we review our Long Term Financial Plan (LTFP) alongside with the annual budget preparation. The LTFP sets out the services, projects, and initiatives we intend to invest in to make Waverley more resilient and vibrant to Council continue to be meeting the needs of our community and resident's needs, how much these may cost and how they will be funded.

This is a summary of our long-term financial planning assumptions covering revenue, expenditure, assets and our overall ability to deliver intended levels of service.

The financial information has been prepared based on best estimate assumptions as to the future events which the Council expects will occur. It takes account of recent economic shifts and conditions in the Australian economy. It is noted that individual financial year forecasts will be varied on an annual basis as time goes by as more accurate information comes to hand and program, income and expenditure forecasts become more accurate.

The basis for the forecast cost indices comes from independent industry advice from TCorp, and Prudential Financial Advisers for local authorities to use in their budget processes consistent with the long-term financial plan (LTFP). These cost indices have been used for both operating and capital budgets as appropriate.

The LTFP 5.3 covers an 11-year period. Assumptions are necessary to ensure that there is a consistent and justifiable basis for the preparation of the financial forecasts.

The following key assumptions applied to the LTFP 5.3 forecasts:

#### *Key income assumptions*

- Rate peg at CPI increase.
- Building construction activities average over time at 2021–22 level.
- No policy or legislative change impact on parking revenue.
- Financial Assistant Grant remains static at the 2021–22 level.
- Continued availability of Government grants to contribute to specific community buildings upgrade and major infrastructure projects.
- Other items CPI increase where applicable.
- No new borrowing proposed (subject to ongoing review for financial advantage).

#### *Key expenditure assumptions*

- Materials and Contracts increase at 0.5% lower than CPI.
- Salaries/wages increase in line with CPI after the expiry of current Award.
- Fixed term positions cease where applicable and no further staffing increase.
- Improved WHS and claims management is expected to reduce Council's workers compensation premium by 30% to the \$2.2 million mark in 2023–24, thereafter increase in line with CPI.
- Other items increase by CPI where applicable.

### *How have the impacts of COVID-19 been considered?*

The Council's Long-Term Financial Plan (LTFP) is being prepared in an environment of heightened uncertainty given the global and national impacts of COVID-19. Incorporating assumptions on the impacts of COVID-19 is essential. Some of the key COVID-19 macroeconomic assumptions are:

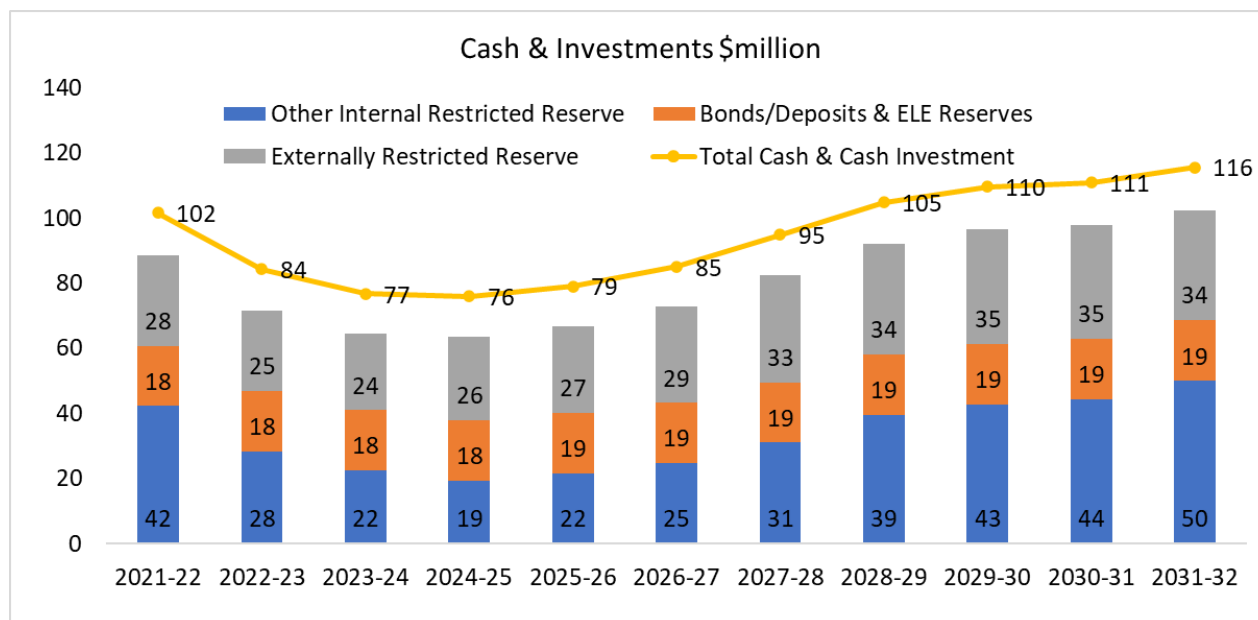
- COVID-19 vaccination roll-out.
- No further lockdowns.
- Economic activities rebound to pre-COVID levels.
- Overseas tourism remains suppressed for most of FY 2021–22.
- Domestic tourism spending increases given international border restrictions.

Further details on these assumptions are listed on Appendix 2 of the Long-Term Financial Plan 5.3 (see Attachment 3).

### *Balancing the budget over time*

LTFP 5.3 works on the basis that Council will consider and utilise a range of options for achieving balanced budgets over the life of the Plan that may vary from forecasts at this time. These are likely to include combinations of realising efficiencies and cost reductions within Council operations, applying reserve funds earlier than forecast, reducing or rescheduling the capital expenditure program and increased grant revenue from Federal and State Governments for the investment in specific infrastructure projects identified in the capital works program.

The LTFP 5.3 forecasts a balanced budget for every individual year throughout this planning period to 2031–32. It forecasts a cash & cash investments balance to be \$116 million and a reserve balance of \$102 million at the end of this planning period 30 June 2032, as illustrated in the following graph:



*Figure 5. Cash and investments.*

Financial sustainability is crucial to Council as to ensure we have sufficient resources to deliver on community's needs and Council's strategic priorities, as well to meet the OLG's Fit for Future performance ratios.

There are several initiatives in place to assist in managing the future financial sustainability of the organisation. These include:

- Council-wide service reviews.
- Review of the Domestic Waste Charge.
- Employee Leave Management strategy.
- ICT strategy and resulting process and productivity efficiencies.
- A WHS improvement program to reduce the workplace injuries and claims.

In light of these initiatives, an extended efficiency program in future years reflects the expected efficiencies to be realised, with its annual value set between \$600,000 to \$1.4 million representing between 0.5% and 1.0% of operational costs. The LTFP 5.3 projects the Council will meet the operating performance ratio benchmark of 0% for every single year throughout this planning period as illustrated in the following graph.

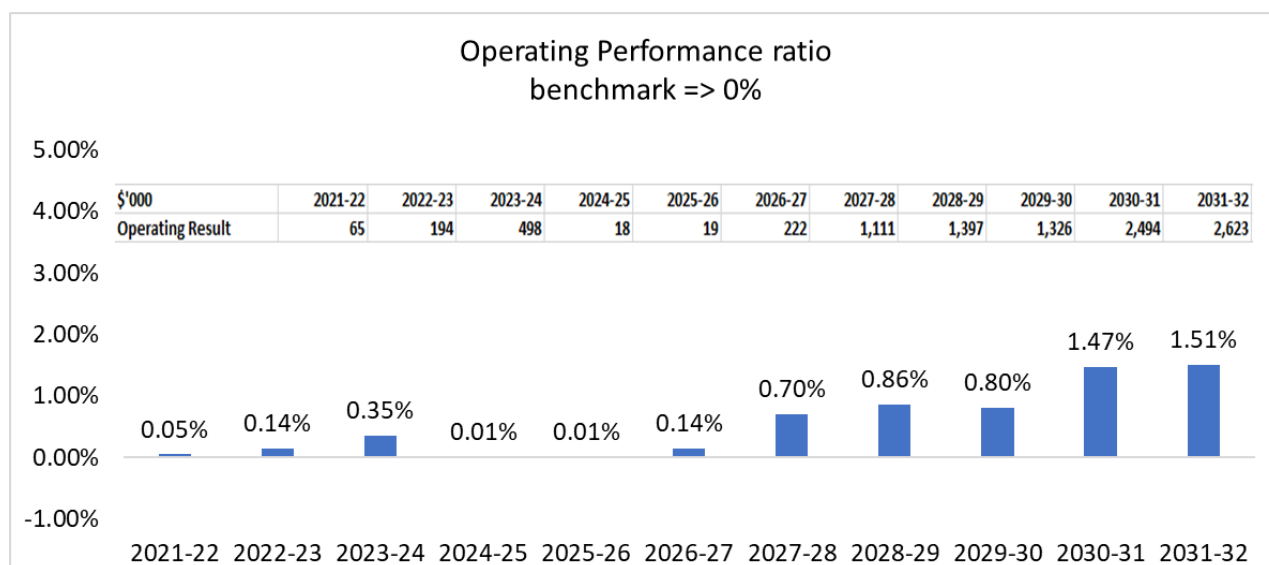


Figure 6. Operating performance ratio.

#### LTFP 5.3 Capital Works Program

Investing in our infrastructure assets is vital to make sure we are delivering services to Waverley residents in the most effectively and efficiently manner, and make Waverley an even better place to live, work, play and visit as we go into the future. A total of \$355 million capital works program investment to renew our infrastructure assets as summarised in the following table. Refer to the LTFP 5.3 Appendix 1 for further detail.

Table 2. LTFP 5.3 Capital Works Program.

LTFP 5.3 Capital Works Program		11 years (2021-22 to 2031-32)	
Programme Description - \$'000	Expense	Grants/ Contributions Income	% of grant funding
Building Infrastructure	104,776	13,813	13.2%
Living Infrastructure	11,780	840	7.1%
Parking Infrastructure	4,800	0	0.0%
Public Domain Infrastructure	77,699	28,870	37.2%
Recreational & Public Spaces Infrastructure	27,276	1,968	7.2%
Road Infrastructure	117,680	32,419	27.5%

<b>LTFP 5.3 Capital Works Program</b>	<b>11 years (2021-22 to 2031-32)</b>		
<b>Programme Description - \$'000</b>	<b>Expense</b>	<b>Grants/ Contributions Income</b>	<b>% of grant funding</b>
Sustainability Infrastructure	5,178	496	9.6%
Information Communication Technology Strategy (ICT)	5,580	0	0.0%
<b>Total</b>	<b>354,770</b>	<b>78,405</b>	<b>22.1%</b>

In summary, the LTFP 5.3 forecasts a balanced budget for every individual year throughout this planning period to 2031–32. It forecasts a cash and cash investments balance to be \$115 million and a reserve balance of \$102 million at the end of this planning period 30 June 2032.

#### *LTFP 5.3 sensitivity analysis*

The Office of Local Government (OLG) Guidelines for development of long-term financial plans require councils to consider optimistic and pessimistic scenarios and predict potential variations to model results. The LTFP 5.3 forecasts are sensitive to multiple influences over any 10-year period. Sensitivity scenarios analysed in previous versions of the LTFP have been revised for LTFP 5.3. Items to be considered sensitive and has a material financial impact on the LTFP 5.3 forecasts have been examined and applied to the sensitivity scenarios analysis, as following:

*Table 3. LTFP 5.3 sensitivity analysis.*

	<b>LTFP 5.3 Sensitivity Analysis</b>	<b>Optimistic \$M</b>	<b>Pessimistic \$M</b>
1	Rate peg is higher/lower than CPI by 0.3%;	9.1	(8.9)
2	S7.12 Fixed Developer Contribution revenue reduce by 20% of the based case projection	0	(21.8)
3	S7.4 Planning Agreements income increase/reduce by 20% due to growth in building development	2.4	(2.4)
4	Staff Award rate is lower/higher than CPI by 0.5%;	21.7	(22.3)
5	Consistent staff turnover rate, hence, the step progress increase is not required.	9.2	0
6	Temporary positions continue after the current term expiry.	0	(8.7)
7	Grant income for projects is lower than the current projected level by 40%	0	(23.3)
8	Improved rental returns from the Strategic Property Review which will generate additional \$500,000 p/y from 2023/24 and CPI thereafter	4.9	0
9	Bondi Pavilion operating model breakeven after depreciation	6.0	0
10	Parking Revenue increase/reduce by 10%	28.5	(28.5)
11	Covid-19 impact continues and reduce the 2021/22 operating result by \$6m	0	(6.0)
	<b>Total estimated impact</b>	<b>81.7</b>	<b>(121.9)</b>

The above table demonstrates the impact of the sensitivities to the Council's long-term financial outlooks. It emphasises the need for Council to be financial vigilant and continually monitoring the performance of Council.

## **5. Financial impact statement/Time frame/Consultation**

The key deliverables, projects and activities in the Operational Plan 2021–22 are costed in the Budget 2021–22 and Long Term Financial Plan (LTFP) 5.3.

Council is forecasting a small budget surplus of \$19,000 in 2021–22 and that it will continue run budget surpluses through the period until 2031–32.

The draft Operational Plan 2021–22 including the budget, Statement of Revenue Policy, proposed Pricing Policy and Schedule of Fees and Charges 2021–22 and Long Term Financial Plan 5.3 (2022-2032) are to be placed on public exhibition from 26 April 2021 to 23 May 2021 for a period of 28 days, as per statutory requirements. The submissions received from the community members will be tabled at a Council meeting post-exhibition and considered as part of the adoption of the required statutory plans and documents.

## **6. Conclusion**

Before adopting the Operational Plan (including the Budget), Pricing Policy, Fees and Charges and Long-Term Financial Plan 5.3 (2022-2032), Council must place these documents on public exhibition for a statutory period of 28 days. This report is seeking Council approval to place these documents on public exhibition. The submission period is likely to close on 23 May 2021.

Once the exhibition period has concluded, a further report will be prepared for Council presenting any public comment as well as any updated information for consideration. Council will adopt the final plans following consideration of this material.

## **7. Attachments**

1. Draft Operational Plan 2021-22 (under separate cover) ➡
2. Draft Fees and Charges 2021-22 (under separate cover) ➡
3. Draft Budget 2021-22 (under separate cover) ➡
4. Draft Long Term Financial Plan 5.3 (under separate cover) ➡



## REPORT CM/7.2/21.04



**Subject:** Investment Portfolio Report - March 2021

**TRIM No:** A03/2211

**Author:** Sid Ali, Revenue Co-ordinator  
Teena Su, Executive Manager, Finance

**Director:** Darren Smith, Chief Financial Officer

### RECOMMENDATION:

That Council:

1. Receives and notes the Investment Summary Report for March 2021 attached to the report.
2. Notes that all investments have been made in accordance with the requirements of section 625 of the *Local Government Act 1993* and directions from the Minister for Local Government, including Ministerial Investment Orders, and Council's Investment Policy.

#### 1. Executive Summary

For March, Council's Investment Portfolio generated \$103,595 of interest.

The interest on investment budget for the 2020–21 financial year was adopted by Council at its meeting on 30 June 2020 and was set at \$2,347,560. A second quarter amendment reducing budgeted interest to \$1,754,255, was adopted by Council at its meeting on 16 February 2021.

The interest income for the year to date as at 31 March 2021 is tracking at 82.98% (\$1,455,605) of the current budget forecast of \$1,754,255.

#### 2. Introduction/Background

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

The table below illustrates the monthly interest income received by Council and performance against the Budget.

*Table 1. Monthly interest income received by Council.*

Month	2020/21 Budget (\$)	Actual Monthly (\$)	Actual YTD (\$)	Tracking Current Budget (%)
July	2,347,560	201,573	201,573	8.59%
August	2,347,560	190,916	392,489	16.72%

Month	2020/21 Budget (\$)	Actual Monthly (\$)	Actual YTD (\$)	Tracking Current Budget (%)
September	2,347,560	160,540	553,029	23.56%
October	2,347,560	238,279	791,307	33.71%
November	2,347,560	159,619	950,926	40.51%
December	2,347,560	125,239	1,076,165	45.84%
Q2 Proposed Amendment	-593,305			
January	1,754,255	159,749	1,235,914	70.45%
February	1,754,255	116,096	1,352,010	77.07%
March	1,754,255	103,595	1,455,605	82.98%

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 16 March 2021	CM/7.1/21.03	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receives and notes the Investment Summary Report for February 2021 attached to the report.</li> <li>2. Notes that all investments have been made in accordance with the requirements of section 625 of the <i>Local Government Act 1993</i> and directions from the Minister for Local Government, including Ministerial Investment Orders, and Council's Investment Policy.</li> </ol>

### 4. Discussion

As at 31 March 2021, Council's cash investment portfolio for the financial year to date, generated interest earnings of \$1,455,605 representing 82.98% of the current budget of \$1,754,255.

Council's investment portfolio posted a return of 2.52% pa for the month of March versus the Ausbond Bank Bill Index benchmark return of 0.02% pa.

Over the last 12 months, Council's investment portfolio has exceeded the Ausbond bank bill index benchmark by 2.29% pa (2.40% vs 0.11% pa).

It is clear that the interest rate market is performing well below the assumptions on which the original investment budget was based. Australian monetary policy is contributing to this. It is noted that the performance of Council's portfolio is still well ahead of the relevant Ausbond bank bill index benchmarks.

#### Portfolio value

Council's investment portfolio, as at 31 March 2021, has a current market value of \$165,081,138 which represents a gain of \$351,815 on the \$164,729,323 face value of the portfolio. The table below provides a summary by investment (asset) type.

*Table 2. Portfolio value – Summary by investment (asset) type.*

Asset Group	Face Value	Current value
Cash	\$ 20,835,250	\$ 20,835,250
Floating Rate Note	\$ 30,100,000	\$ 30,275,985
Floating Rate Term Deposits	\$ 8,500,000	\$ 8,507,738
Managed Funds	\$ 15,294,073	\$ 15,294,073
Term Deposit	\$ 90,000,000	\$ 90,168,092
<b>Total</b>	<b>\$164,729,323</b>	<b>\$ 165,081,138</b>

### Analysis

Attached to this report are the summaries of the investment portfolio for the period ending 31 March 2021. These reports are prepared by Council's independent financial advisor, Prudential Investment Services Corp.

Included in this report are tables showing that Council's investment portfolio for the month of March 2021 has exceeded the AusBond bank bill index by 2.50% pa (2.52% to 0.02% pa). The Portfolio outperformed the stated benchmark measure as the rate of return on cash exceeds AusBond Bank Bill Index as illustrated in the table below:

*Table 3. Portfolio return.*

Month	Portfolio Return %	Ausbond BB Index %	Variance %
March-20	-5.97	1.18	-7.15
April-20	4.29	0.58	3.71
May-20	3.61	0.10	3.51
June-20	2.03	0.09	1.94
July-20	3.08	0.11	2.97
Aug-20	2.50	0.11	2.39
Sep-20	0.78	0.09	0.69
Oct-20	1.60	0.13	1.47
Nov-20	4.98	0.09	4.89
Dec-20	1.37	0.03	1.34
Jan-21	1.10	0.01	1.09
Feb-21	0.92	-0.01	0.93
Mar-21	2.52	0.02	2.50
<b>Average % return Over the last 12 months</b>	<b>2.40</b>	<b>0.11</b>	<b>2.29</b>

Council has a well-diversified portfolio invested among a range of term deposits and floating rate notes from highly rated Australian ADIs. 89% of the portfolio is spread among the top-three credit rating categories (A long term/A2 short term and higher) and NSW TCorpIM managed funds.

### Investments in ethically, socially and environmentally beneficial alternatives

As at the end of March 2021, 68.6% of Council's portfolio was invested in non-fossil fuel lending ADIs and socially responsible investments, while fossil fuel lending ADIs (including the daily operation fund) accounted for 22.1% of the portfolio. The remaining 9.3% is invested with TCorp.

Over the period of 34 months, from June 2018 to March 2021, Council has reduced its investment in fossil fuel lending ADIs from 59% to 22.1% as displayed in Figure 1 below.

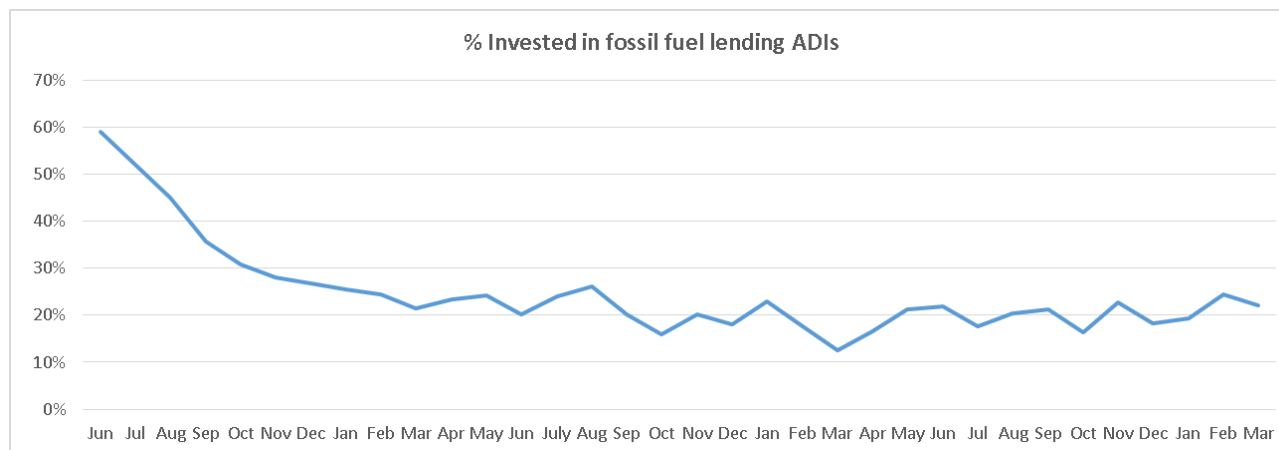


Figure 1. Investments in fossil-fuel-lending ADIs.

When excluding the working capital funds held in the CBA bank account (a fossil-fuel-lending bank) to meet day-to-day operating requirements, 78.60% of Council's investment portfolio was invested in non-fossil-fuel-lending ADIs and socially responsible investments, while fossil-fuel-lending ADIs accounted for 10.77% of the portfolio. The remaining 10.63% is invested with TCorp as displayed in Figure 2 below.

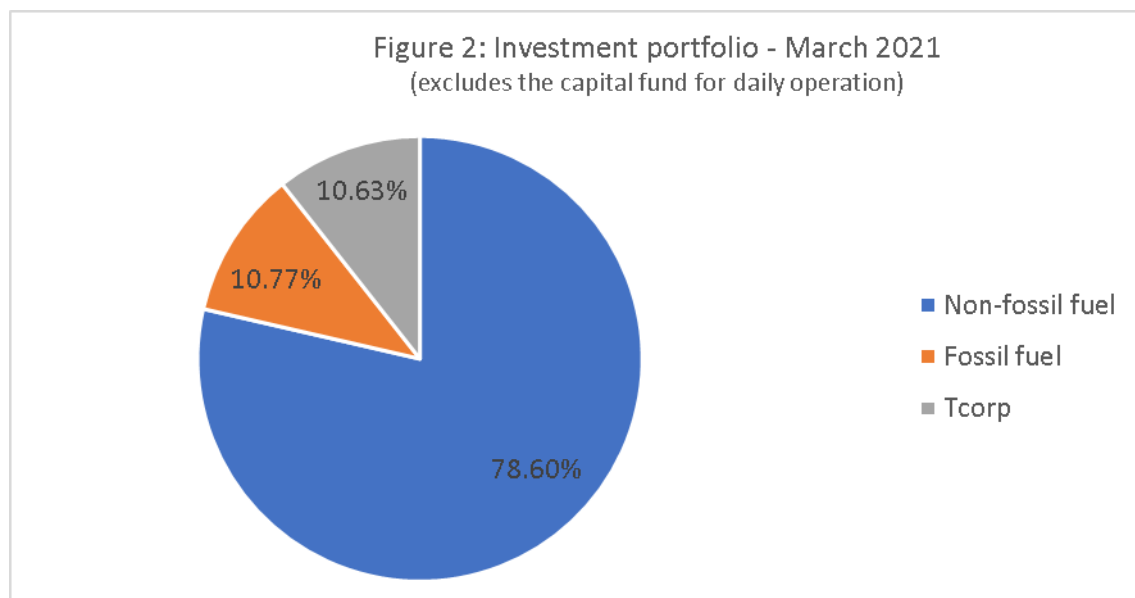


Figure 2. Investment portfolio – March 2021.

During March, Council's investment portfolio had \$12m among three 12-month term deposits mature at an average rate of 1.62%pa. Council deposited \$10m in three 12-month TDs all paying 0.50%, a competitive rate in the current market. Council also invested \$4m in a 5yr Newcastle Permanent FRN (non-fossil fuel) paying quarterly interest of BBSW +0.63%pa.

The following table compares rates on offer during the March 21 between the non-fossil/green investment and the fossil fuel ADI.

*Table 4. Non-fossil fuel v fossil fuel ADI deposit rates.*

Date	Amount	Term (months)	Non-Fossil/Green Deposit Rates	Fossil Fuel ADI Deposit Rates
04-Mar-21	4,000,000	60	BBSW+0.63%	N/A
12-Mar-21	3,000,000	12	0.50%	0.75%
16-Mar-21	3,000,000	12	0.50%	0.75%
30-Mar-21	4,000,000	12	0.50%	0.42%

## 5. Financial impact statement/Time frame/Consultation

This report has been prepared in consultation with Council's independent financial advisor, Prudential Investment Services Corp.

## 6. Conclusion

Council's investment portfolio has achieved interest earning of \$1,455,605 YTD at 31 March 2021, and it is on track to achieve the current budgeted interest of \$1,754,255.

## 7. Attachments

1. Investment Summary Report - March 2021 [↓](#)



## **Investment Summary Report March 2021**

# Waverley Council

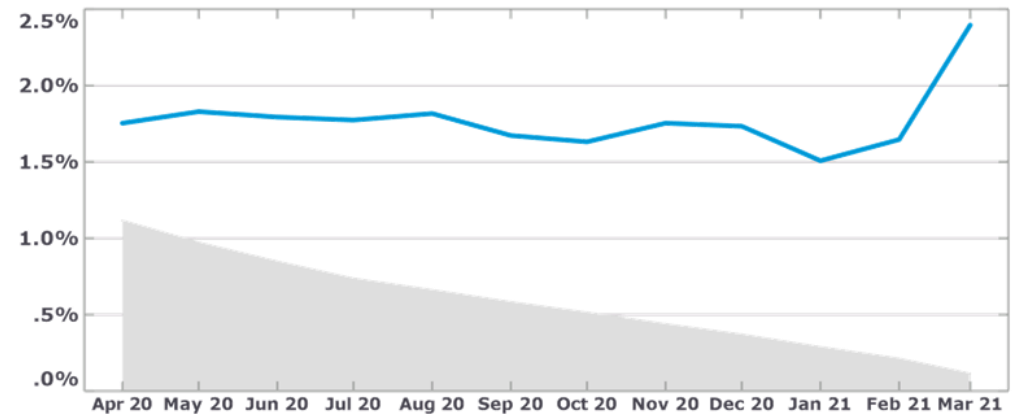
## Executive Summary - March 2021



### Investment Holdings

	Face Value (\$)	Current Value (\$)
Cash	20,835,250.23	20,835,250.23
Floating Rate Note	30,100,000.00	30,275,985.06
Floating Rate Term Deposits	8,500,000.00	8,507,737.61
Managed Funds	15,294,073.32	15,294,073.32
Term Deposit	90,000,000.00	90,168,091.52
	<b>164,729,323.55</b>	<b>165,081,137.74</b>

### Investment Performance

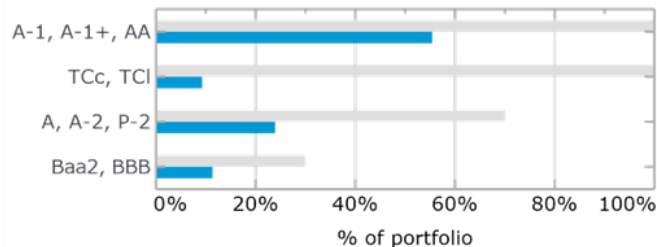


Portfolio Rolling 12 month return

AusBond BB Index Rolling 12 month Return

### Investment Policy Compliance

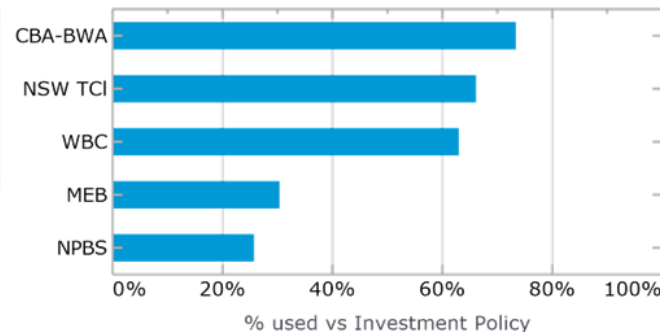
#### Total Credit Exposure



Portfolio Exposure

Investment Policy Limit

#### Highest Individual Exposures



% used vs Investment Policy

#### Term to Maturities

Maturity Profile	Face Value (\$)		Policy Max
Between 0 and 1 Year	139,729,324	85%	100%
Between 1 and 3 Years	13,950,000	8%	50%
Between 3 and 10 Years	11,050,000	7%	30%
	<b>164,729,324</b>		

**Waverley Council**

## Investment Holdings Report - March 2021

**Cash Accounts**

Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
16,059,020.78	0.2000%	Commonwealth Bank of Australia	A-1+	16,059,020.78	120789	24hr Call
1,644,501.75	0.0000%	Commonwealth Bank of Australia	A-1+	1,644,501.75	120794	General Funds
106,886.03	0.0000%	Commonwealth Bank of Australia	A-1+	106,886.03	120795	Trust Funds
1,286,203.58	0.0000%	Commonwealth Bank of Australia	A-1+	1,286,203.58	120796	Cemetery Funds
232,934.30	0.0000%	Commonwealth Bank of Australia	A-1+	232,934.30	120797	Depositor Funds
309,035.12	0.0000%	Commonwealth Bank of Australia	A-1+	309,035.12	120799	Library CP
661,291.00	0.0000%	Commonwealth Bank of Australia	A-1+	661,291.00	120800	Eastgate CP
497,803.32	0.0000%	Commonwealth Bank of Australia	A-1+	497,803.32	120801	Hollywood Av CP
37,574.35	0.0000%	Commonwealth Bank of Australia	A-1+	37,574.35	370151	Library Gift
<b>20,835,250.23</b>	<b>0.1542%</b>			<b>20,835,250.23</b>		

**Managed Funds**

Face Value (\$)	Monthly Return	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
2,187,396.06	-0.0315%	NSW T-Corp (Cash)	TCC	Short Term Income Fund	2,187,396.06	411310	Builder Deposits
2,211,102.45	0.0011%	NSW T-Corp (Cash)	TCC	Cash Fund	2,211,102.45	505262	
10,895,574.81	2.3075%	NSW T-Corp (LT)	TCI	Long Term Growth Fund	10,895,574.81	538089	
<b>15,294,073.32</b>					<b>15,294,073.32</b>		

**Term Deposits**

Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
8-Jun-21	6,000,000.00	3.1500%	Westpac Group	A-1+	6,000,000.00	6-Jun-18	6,012,427.40	536715	12,427.40	Quarterly	
22-Jun-21	3,000,000.00	0.8700%	Westpac Group	A-1+	3,000,000.00	24-Jun-20	3,000,572.05	539953	572.05	Quarterly	Green
13-Jul-21	3,000,000.00	0.7500%	Westpac Group	A-1+	3,000,000.00	19-Aug-20	3,002,527.40	540129	2,527.40	Quarterly	Green
20-Jul-21	3,000,000.00	0.7500%	Westpac Group	A-1+	3,000,000.00	18-Aug-20	3,002,589.04	540126	2,589.04	Quarterly	Green
27-Jul-21	5,000,000.00	0.7900%	Westpac Group	A-1+	5,000,000.00	28-Jul-20	5,006,817.81	540066	6,817.81	Quarterly	Green
3-Aug-21	2,000,000.00	1.9000%	Bank of Queensland	A-2	2,000,000.00	6-Aug-19	2,024,778.08	538366	24,778.08	Annually	



**Waverley Council****Investment Holdings Report - March 2021****Term Deposits**

<b>Maturity Date</b>	<b>Face Value (\$)</b>	<b>Rate (%pa)</b>	<b>Institution</b>	<b>Credit Rating</b>	<b>Purchase Price (\$)</b>	<b>Purchase Date</b>	<b>Current Value (\$)</b>	<b>Deal No.</b>	<b>Accrued Interest (\$)</b>	<b>Coupon Frequency</b>	<b>Reference</b>
10-Aug-21	3,000,000.00	0.7800%	Westpac Group	A-1+	3,000,000.00	6-Aug-20	3,003,333.70	540105	3,333.70	Quarterly	Green
18-Aug-21	5,000,000.00	0.7300%	Commonwealth Bank of Australia	A-1+	5,000,000.00	2-Sep-20	5,021,100.00	540183	21,100.00	At Maturity	Green
24-Aug-21	4,000,000.00	0.7300%	Westpac Group	A-1+	4,000,000.00	31-Aug-20	4,002,720.00	540170	2,720.00	Quarterly	Green
24-Aug-21	2,500,000.00	0.7300%	Commonwealth Bank of Australia	A-1+	2,500,000.00	2-Sep-20	2,510,550.00	540184	10,550.00	At Maturity	Green
31-Aug-21	2,000,000.00	0.7300%	Westpac Group	A-1+	2,000,000.00	31-Aug-20	2,001,360.00	540171	1,360.00	Quarterly	Green
31-Aug-21	2,500,000.00	0.7300%	Commonwealth Bank of Australia	A-1+	2,500,000.00	2-Sep-20	2,510,550.00	540185	10,550.00	At Maturity	Green
7-Sep-21	4,000,000.00	0.7300%	Westpac Group	A-1+	4,000,000.00	31-Aug-20	4,002,720.00	540172	2,720.00	Quarterly	Green
14-Sep-21	1,000,000.00	0.5500%	Auswide Bank	P-2	1,000,000.00	8-Dec-20	1,001,717.81	540813	1,717.81	At Maturity	
14-Sep-21	2,000,000.00	0.4300%	Credit Union Australia	A-2	2,000,000.00	23-Feb-21	2,000,871.78	540963	871.78	At Maturity	
21-Sep-21	2,500,000.00	2.8000%	Newcastle Permanent Building Society	A-2	2,500,000.00	25-Mar-19	2,501,342.47	537651	1,342.47	Annually	
28-Sep-21	3,000,000.00	0.7000%	Commonwealth Bank of Australia	A-1+	3,000,000.00	2-Oct-20	3,010,413.70	540359	10,413.70	At Maturity	Green
1-Oct-21	3,000,000.00	0.7000%	Commonwealth Bank of Australia	A-1+	3,000,000.00	2-Oct-20	3,010,413.70	540360	10,413.70	At Maturity	Green
2-Nov-21	3,000,000.00	0.5400%	Westpac Group	A-1+	3,000,000.00	30-Oct-20	3,002,751.78	540481	2,751.78	Quarterly	Green
23-Nov-21	3,000,000.00	0.5400%	Commonwealth Bank of Australia	A-1+	3,000,000.00	24-Nov-20	3,005,681.10	540595	5,681.10	At Maturity	Green
30-Nov-21	3,000,000.00	0.5200%	Commonwealth Bank of Australia	A-1+	3,000,000.00	1-Dec-20	3,005,171.51	540632	5,171.51	At Maturity	Green
11-Jan-22	2,000,000.00	0.5500%	Auswide Bank	P-2	2,000,000.00	12-Jan-21	2,002,380.82	540819	2,380.82	At Maturity	
25-Jan-22	3,000,000.00	0.5500%	Auswide Bank	P-2	3,000,000.00	25-Jan-21	3,002,983.56	540888	2,983.56	At Maturity	
1-Feb-22	2,500,000.00	0.4100%	Commonwealth Bank of Australia	A-1+	2,500,000.00	10-Feb-21	2,501,404.11	540937	1,404.11	At Maturity	Green
8-Feb-22	3,000,000.00	3.0500%	Newcastle Permanent Building Society	A-2	3,000,000.00	19-Feb-19	3,010,278.08	537553	10,278.08	Annually	
8-Mar-22	2,000,000.00	1.7000%	Auswide Bank	P-2	2,000,000.00	5-Mar-20	2,002,515.07	539531	2,515.07	Annually	
15-Mar-22	3,000,000.00	0.5000%	ME Bank	A-2	3,000,000.00	12-Mar-21	3,000,821.92	541161	821.92	At Maturity	
15-Mar-22	3,000,000.00	0.5000%	ME Bank	A-2	3,000,000.00	16-Mar-21	3,000,657.53	541203	657.53	At Maturity	
29-Mar-22	4,000,000.00	0.5000%	ME Bank	A-2	4,000,000.00	30-Mar-21	4,000,109.59	541231	109.59	At Maturity	
8-Nov-22	2,000,000.00	0.8000%	Auswide Bank	Baa2	2,000,000.00	3-Nov-20	2,006,531.51	540548	6,531.51	Annually	
<b>90,000,000.00</b>		<b>1.0115%</b>			<b>90,000,000.00</b>		<b>90,168,091.52</b>		<b>168,091.52</b>		

**Waverley Council**

## Investment Holdings Report - March 2021

**Floating Rate Term Deposits**

Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
10-Jun-21	3,000,000.00	1.1150%	Commonwealth Bank of Australia ¾yr@4% then BBSW+1.08%	AA-	3,000,000.00	10-Jun-16	3,002,016.16	535380	2,016.16	10-Jun-21	
16-Nov-21	3,000,000.00	.8500%	Westpac Group 3moBBSW+0.82%	A-1+	3,000,000.00	28-Nov-18	3,002,375.34	537360	2,375.34	28-May-21	Green
16-May-22	2,500,000.00	1.1103%	Westpac Group 3moBBSW+1.10%	AA-	2,500,000.00	16-May-17	2,503,346.11	535241	3,346.11	17-May-21	
<b>8,500,000.00</b>		<b>1.0201%</b>			<b>8,500,000.00</b>		<b>8,507,737.61</b>		<b>7,737.61</b>		

**Floating Rate Notes**

Maturity Date	Face Value (\$)	Rate (%pa)	Security Name	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Coupon Date	Reference
12-Apr-21	1,500,000.00	1.3932%	SUN Snr FRN (Apr21) BBSW+1.38%	A-1	1,500,000.00	12-Apr-16	1,504,837.32	533415	4,523.13	12-Apr-21	
16-Apr-21	2,500,000.00	1.2800%	ME Bank Snr FRN (Apr21) BBSW+1.27%	A-2	2,500,000.00	17-Apr-18	2,507,124.28	536513	6,400.00	16-Apr-21	
18-May-21	2,000,000.00	1.4900%	BoQ Snr FRN (May21) BBSW+1.48%	A-2	2,000,000.00	18-May-16	2,006,520.52	533605	3,429.04	18-May-21	
2-Jul-21	2,100,000.00	1.3800%	TMB Snr FRN (Jul21) BBSW+1.37%	A-2	2,100,000.00	2-Jul-18	2,112,934.56	536787	6,907.56	6-Apr-21	
30-Aug-21	1,500,000.00	1.3300%	BOz 'SRI' Snr FRN (Aug21) BBSW+1.30%	A-2	1,500,000.00	30-Aug-18	1,507,243.36	536983	1,858.36	31-May-21	
28-Oct-22	2,400,000.00	0.9099%	TMB Snr FRN (Oct22) BBSW+0.90%	BBB	2,400,000.00	28-Oct-19	2,419,009.23	538616	3,769.23	28-Apr-21	
2-Dec-22	3,000,000.00	0.9300%	BOz 'SRI' Snr FRN (Dec22) BBSW+0.90%	BBB	3,000,000.00	2-Dec-19	3,009,673.15	538825	2,293.15	2-Jun-21	
25-Jan-23	1,250,000.00	1.0603%	BEN Snr FRN (Jan23) BBSW+1.05%	BBB+	1,250,000.00	25-Jan-18	1,269,021.57	536145	2,396.57	27-Apr-21	
6-Feb-23	1,100,000.00	1.4098%	NPBS Snr FRN (Feb23) BBSW+1.40%	BBB	1,100,000.00	6-Feb-18	1,118,863.33	536174	2,209.33	6-May-21	
21-Feb-23	1,700,000.00	0.9127%	CUA Snr FRN (Feb23) BBSW+0.90%	BBB	1,700,000.00	21-Feb-20	1,717,507.26	539454	1,615.35	21-May-21	
30-Jul-24	2,500,000.00	0.7900%	SUN Snr FRN (Jul24) BBSW+0.78%	A+	2,500,000.00	30-Jul-19	2,534,604.79	538331	3,354.79	30-Apr-21	
24-Oct-24	1,000,000.00	1.1303%	CUA Snr FRN (Oct24) BBSW+1.12%	BBB	1,000,000.00	24-Oct-19	1,019,933.83	538604	2,043.83	26-Apr-21	
2-Dec-25	2,250,000.00	0.5500%	BEN Snr FRN (Dec25) BBSW+0.52%	BBB+	2,250,000.00	2-Dec-20	2,247,934.62	540603	1,017.12	2-Jun-21	
24-Feb-26	1,300,000.00	0.4602%	SUN Snr FRN (Feb26) BBSW+0.45%	A+	1,300,000.00	24-Feb-21	1,298,744.06	540958	590.06	24-May-21	

**Waverley Council**

## Investment Holdings Report - March 2021

**Floating Rate Notes**

<b>Maturity Date</b>	<b>Face Value (\$)</b>	<b>Rate (%pa)</b>	<b>Security Name</b>	<b>Credit Rating</b>	<b>Purchase Price (\$)</b>	<b>Purchase Date</b>	<b>Current Value (\$)</b>	<b>Deal No.</b>	<b>Accrued Interest (\$)</b>	<b>Next Coupon Reference Date</b>
4-Mar-26	4,000,000.00	0.6626%	NPBS Snr FRN (Mar26) BBSW+0.63%	BBB	4,000,000.00	4-Mar-21	4,002,033.18	540983	2,033.18	4-Jun-21
<b>30,100,000.00</b>		<b>1.0019%</b>			<b>30,100,000.00</b>		<b>30,275,985.06</b>		<b>44,440.70</b>	

**Waverley Council****Accrued Interest Report - March 2021****Accrued Interest Report**

<b>Investment</b>	<b>Deal No.</b>	<b>Ref</b>	<b>Face Value (\$)</b>	<b>Settlement Date</b>	<b>Maturity Date</b>	<b>Interest Received (\$)</b>	<b>Days</b>	<b>Interest Accrued (\$)</b>	<b>Percentage Return</b>
<b><u>Floating Rate Note</u></b>									
SUN Snr FRN (Apr21) BBSW+1.38%	533415		1,500,000.00	12-Apr-16	12-Apr-21		31	1,774.90	1.39%
ME Bank Snr FRN (Apr21) BBSW+1.27%	536513		2,500,000.00	17-Apr-18	16-Apr-21		31	2,717.81	1.28%
BoQ Snr FRN (May21) BBSW+1.48%	533605		2,000,000.00	18-May-16	18-May-21		31	2,530.96	1.49%
TMB Snr FRN (Jul21) BBSW+1.37%	536787		2,100,000.00	02-Jul-18	02-Jul-21		31	2,461.31	1.38%
BOz 'SRI' Snr FRN (Aug21) BBSW+1.30%	536983		1,500,000.00	30-Aug-18	30-Aug-21		31	1,694.39	1.33%
TMB Snr FRN (Oct22) BBSW+0.90%	538616		2,400,000.00	28-Oct-19	28-Oct-22		31	1,854.70	.91%
BOz 'SRI' Snr FRN (Dec22) BBSW+0.90%	538825		3,000,000.00	02-Dec-19	02-Dec-22	6,793.64	31	2,368.63	.93%
BEN Snr FRN (Jan23) BBSW+1.05%	536145		1,250,000.00	25-Jan-18	25-Jan-23		31	1,125.66	1.06%
NPBS Snr FRN (Feb23) BBSW+1.40%	536174		1,100,000.00	06-Feb-18	06-Feb-23		31	1,317.10	1.41%
CUA Snr FRN (Feb23) BBSW+0.90%	539454		1,700,000.00	21-Feb-20	21-Feb-23		31	1,317.78	.91%
SUN Snr FRN (Jul24) BBSW+0.78%	538331		2,500,000.00	30-Jul-19	30-Jul-24		31	1,677.39	.79%
CUA Snr FRN (Oct24) BBSW+1.12%	538604		1,000,000.00	24-Oct-19	24-Oct-24		31	959.98	1.13%
BEN Snr FRN (Dec25) BBSW+0.52%	540603		2,250,000.00	02-Dec-20	02-Dec-25	2,987.01	31	1,050.31	.55%
SUN Snr FRN (Feb26) BBSW+0.45%	540958		1,300,000.00	24-Feb-21	24-Feb-26		31	508.11	.46%
NPBS Snr FRN (Mar26) BBSW+0.63%	540983		4,000,000.00	04-Mar-21	04-Mar-26		28	2,033.18	.66%
<b>Floating Rate Note Total</b>						<b>9,780.65</b>		<b>25,392.21</b>	<b>1.01%</b>
<b><u>Floating Rate Term Deposits</u></b>									
Commonwealth Bank of Australia	535380		3,000,000.00	10-Jun-16	10-Jun-21	8,136.99	31	2,829.86	1.11%
Westpac Group	535380	Green	3,000,000.00	10-Jun-16	10-Jun-21		31	2,165.75	.85%
Westpac Group	535241		2,500,000.00	16-May-17	16-May-22		31	2,357.49	1.11%
<b>Floating Rate Term Deposits Total</b>						<b>8,136.99</b>		<b>7,353.10</b>	<b>1.02%</b>
<b><u>Managed Funds</u></b>									



**Waverley Council****Accrued Interest Report - March 2021****Accrued Interest Report**

<b>Investment</b>	<b>Deal No.</b>	<b>Ref</b>	<b>Face Value (\$)</b>	<b>Settlement Date</b>	<b>Maturity Date</b>	<b>Interest Received (\$)</b>	<b>Days</b>	<b>Interest Accrued (\$)</b>	<b>Percentage Return</b>
Short Term Income Fund	411310	Builder Deposits	2,187,396.06	01-Dec-15			31	-690.28	-.37%
Cash Fund	505262		2,211,102.45	30-Jul-15			31	24.66	.01%
<b>Managed Funds Total</b>								<b>-665.62</b>	<b>-.18%</b>

**Term Deposits**

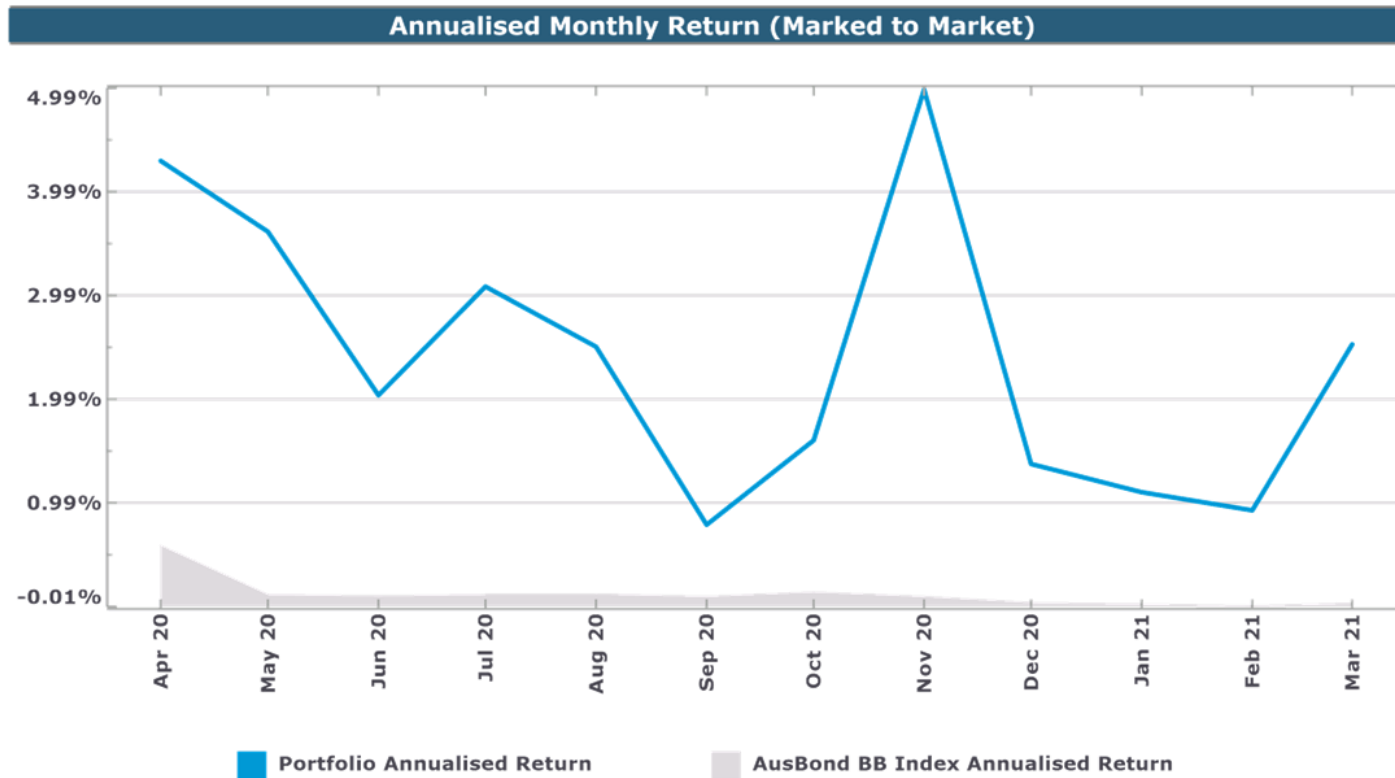
MyState Bank	539571		3,000,000.00	13-Mar-20	09-Mar-21	45,990.41	8	1,019.18	1.55%
Suncorp Bank	539581		3,000,000.00	17-Mar-20	16-Mar-21	51,458.63	15	2,120.55	1.72%
Suncorp Bank	539589		6,000,000.00	19-Mar-20	23-Mar-21	97,052.05	22	5,786.30	1.60%
Westpac Group	536715		6,000,000.00	06-Jun-18	08-Jun-21	47,120.55	31	16,052.06	3.15%
Westpac Group	539953	Green	3,000,000.00	24-Jun-20	22-Jun-21	6,435.62	31	2,216.71	.87%
Westpac Group	540129	Green	3,000,000.00	19-Aug-20	13-Jul-21		31	1,910.96	.75%
Westpac Group	540126	Green	3,000,000.00	18-Aug-20	20-Jul-21		31	1,910.96	.75%
Westpac Group	540066	Green	5,000,000.00	28-Jul-20	27-Jul-21		31	3,354.80	.79%
Bank of Queensland	538366		2,000,000.00	06-Aug-19	03-Aug-21		31	3,227.40	1.90%
Westpac Group	540105	Green	3,000,000.00	06-Aug-20	10-Aug-21		31	1,987.40	.78%
Commonwealth Bank of Australia	540183	Green	5,000,000.00	02-Sep-20	18-Aug-21		31	3,100.00	.73%
Westpac Group	540170	Green	4,000,000.00	31-Aug-20	24-Aug-21		31	2,480.00	.73%
Commonwealth Bank of Australia	540184	Green	2,500,000.00	02-Sep-20	24-Aug-21		31	1,550.00	.73%
Westpac Group	540171	Green	2,000,000.00	31-Aug-20	31-Aug-21		31	1,240.00	.73%
Commonwealth Bank of Australia	540185	Green	2,500,000.00	02-Sep-20	31-Aug-21		31	1,550.00	.73%
Westpac Group	540172	Green	4,000,000.00	31-Aug-20	07-Sep-21		31	2,480.00	.73%
Auswide Bank	540813		1,000,000.00	08-Dec-20	14-Sep-21		31	467.13	.55%
Credit Union Australia	540963		2,000,000.00	23-Feb-21	14-Sep-21		31	730.41	.43%
Newcastle Permanent Building Society	537651		2,500,000.00	25-Mar-19	21-Sep-21	70,000.00	31	5,945.21	2.80%

**Waverley Council****Accrued Interest Report - March 2021****Accrued Interest Report**

<b>Investment</b>	<b>Deal No.</b>	<b>Ref</b>	<b>Face Value (\$)</b>	<b>Settlement Date</b>	<b>Maturity Date</b>	<b>Interest Received (\$)</b>	<b>Days</b>	<b>Interest Accrued (\$)</b>	<b>Percentage Return</b>
Commonwealth Bank of Australia	540359	Green	3,000,000.00	02-Oct-20	28-Sep-21		31	1,783.56	.70%
Commonwealth Bank of Australia	540360	Green	3,000,000.00	02-Oct-20	01-Oct-21		31	1,783.56	.70%
Westpac Group	540481	Green	3,000,000.00	30-Oct-20	02-Nov-21		31	1,375.89	.54%
Commonwealth Bank of Australia	540595	Green	3,000,000.00	24-Nov-20	23-Nov-21		31	1,375.89	.54%
Commonwealth Bank of Australia	540632	Green	3,000,000.00	01-Dec-20	30-Nov-21		31	1,324.93	.52%
Auswide Bank	540819		2,000,000.00	12-Jan-21	11-Jan-22		31	934.24	.55%
Auswide Bank	540888		3,000,000.00	25-Jan-21	25-Jan-22		31	1,401.37	.55%
Commonwealth Bank of Australia	540937	Green	2,500,000.00	10-Feb-21	01-Feb-22		31	870.55	.41%
Newcastle Permanent Building Society	537553		3,000,000.00	19-Feb-19	08-Feb-22		31	7,771.23	3.05%
Auswide Bank	539531		2,000,000.00	05-Mar-20	08-Mar-22	34,000.00	31	2,887.67	1.70%
ME Bank	541161		3,000,000.00	12-Mar-21	15-Mar-22		20	821.92	.50%
ME Bank	541203		3,000,000.00	16-Mar-21	15-Mar-22		16	657.53	.50%
ME Bank	541231		4,000,000.00	30-Mar-21	29-Mar-22		2	109.59	.50%
Auswide Bank	540548		2,000,000.00	03-Nov-20	08-Nov-22		31	1,358.91	.80%
<b>Term Deposits Total</b>						<b>352,057.26</b>		<b>83,585.91</b>	<b>1.09%</b>
						<b>369,974.90</b>		<b>115,665.60</b>	<b>1.03%</b>

**Waverley Council**

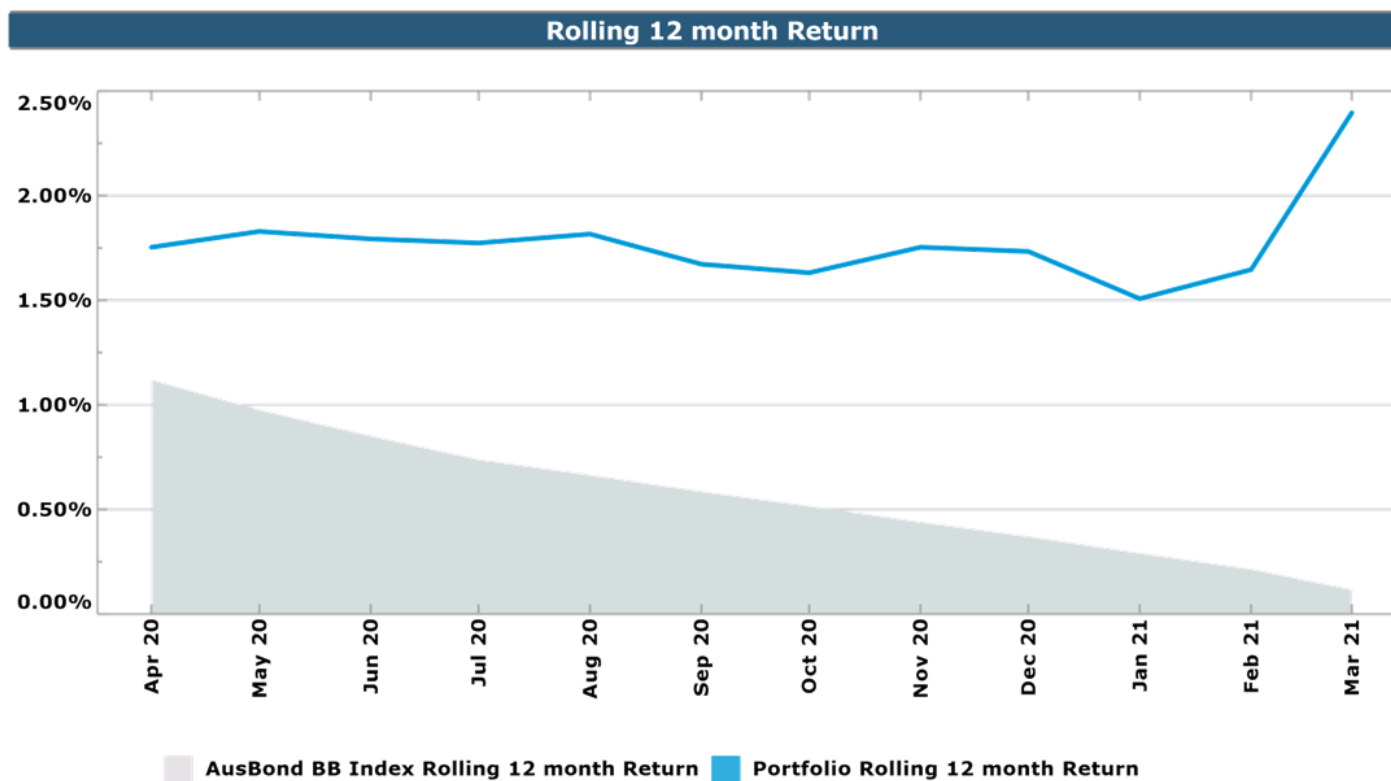
## Investment Performance Report - March 2021

**Historical Performance Summary**

	Portfolio	AusBond BB Index	Outperformance
Mar 2021	2.52%	0.02%	2.50%
Last 3 Months	1.53%	0.01%	1.52%
Last 6 Months	2.08%	0.05%	2.03%
Financial Year to Date	2.09%	0.07%	2.02%
Last 12 months	2.40%	0.11%	2.29%

**Waverley Council**

## Investment Performance Report - March 2021

**Historical Performance Summary (actual)**

	Portfolio	AusBond BB Index	Outperformance
Mar 2021	0.21%	0.00%	0.21%
Last 3 Months	0.38%	0.00%	0.38%
Last 6 Months	1.03%	0.02%	1.01%
Financial Year to Date	1.57%	0.05%	1.52%
Last 12 months	2.40%	0.11%	2.29%



# Waverley Council

## Environmental Commitments Report - March 2021

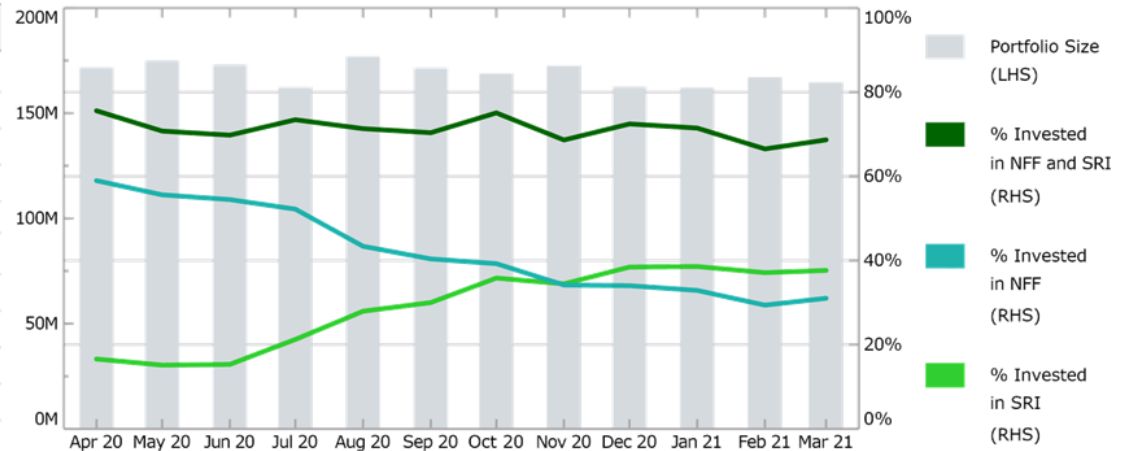


### Current Breakdown

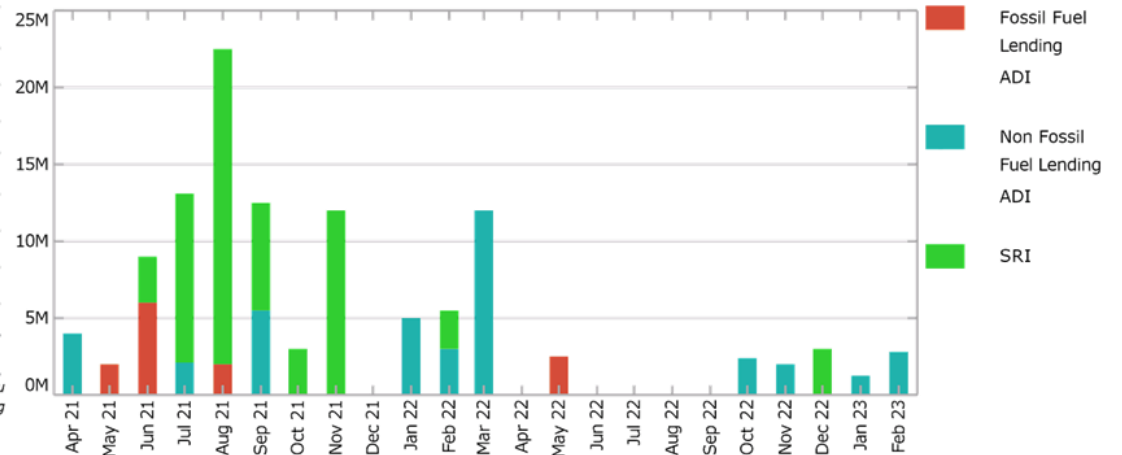
ADI Lending Status *	Current Month (\$)	Previous Month (\$)
<b>Fossil Fuel Lending ADIs</b>		
Bank of Queensland	4,000,000	4,000,000
Commonwealth Bank of Australia	23,835,250	28,426,047
Westpac Group	8,500,000	8,500,000
	<b>36,335,250 22.1%</b>	<b>40,926,047 24.5%</b>
<b>Non Fossil Fuel Lending ADIs</b>		
Auswide Bank	10,000,000	10,000,000
Bendigo and Adelaide Bank	3,500,000	3,500,000
Credit Union Australia	4,700,000	4,700,000
Members Equity Bank	12,500,000	2,500,000
MyState Bank		3,000,000
Newcastle Permanent Building Society	10,600,000	6,600,000
Suncorp Bank	5,300,000	14,300,000
Teachers Mutual Bank	4,500,000	4,500,000
	<b>51,100,000 31.0%</b>	<b>49,100,000 29.4%</b>
<b>Other</b>		
NSW T-Corp (Cash)	4,398,499	4,399,164
NSW T-Corp (LT)	10,895,575	10,649,832
	<b>15,294,073 9.3%</b>	<b>15,048,996 9.0%</b>
<b>Socially Responsible Investments</b>		
Bank Australia (Sustainability)	4,500,000	4,500,000
CBA (Green TD)	24,500,000	24,500,000
Westpac Group (Green TD)	33,000,000	33,000,000
	<b>62,000,000 37.6%</b>	<b>62,000,000 37.1%</b>
	<b>164,729,324</b>	<b>167,075,043</b>

\* source: <http://www.marketforces.org.au>  
Percentages may not add up to 100% due to rounding

### Historical Portfolio Exposure to NFF Lending ADIs and SRIs

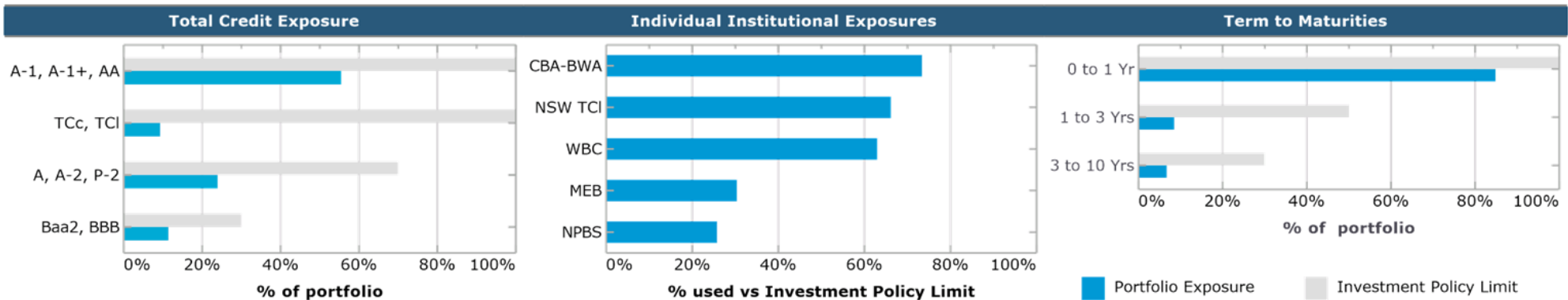


### Upcoming maturities



## Waverley Council

## Investment Policy Report - March 2021



	Credit Rating	Face Value (\$)	Policy Max
Short Term	A-1	1,500,000	
Short Term	A-1+	87,335,250	
Long Term	AA	2,500,000	
		<b>91,335,250</b>	<b>55%</b>
Short Term	TCc	4,398,499	
Short Term	TCI	10,895,575	
		<b>15,294,073</b>	<b>9%</b>
Short Term	A-2	27,600,000	
Short Term	P-2	8,000,000	
Long Term	A	3,800,000	
		<b>39,400,000</b>	<b>24%</b>
Long Term	Baa2	2,000,000	
Long Term	BBB	16,700,000	
		<b>18,700,000</b>	<b>11%</b>
		<b>164,729,324</b>	<b>100%</b>

**a** = compliant  
**r** = non-compliant

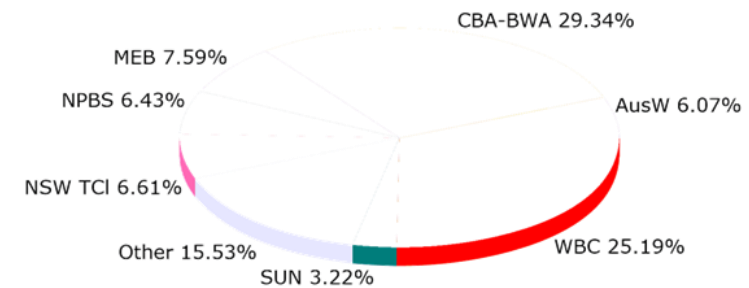
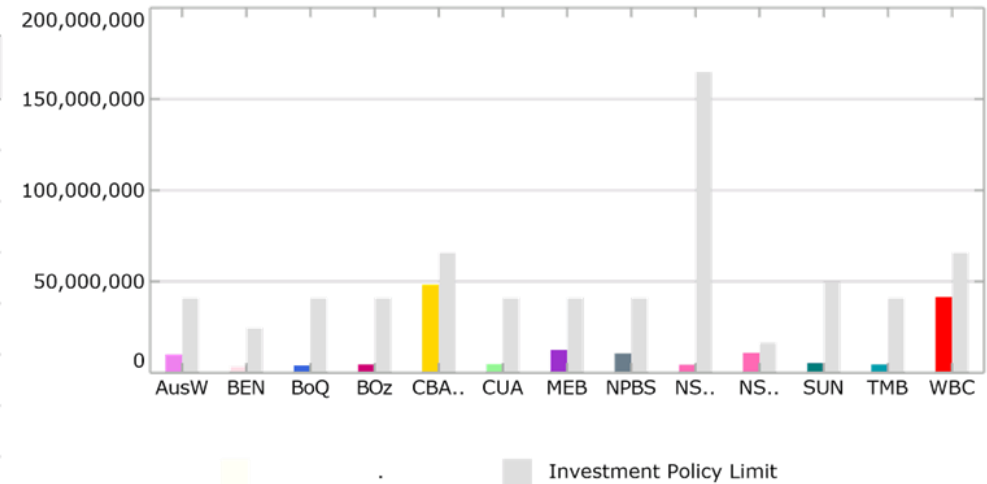
	% used vs Investment Policy Limit
Commonwealth Bank of Australia (A-1+, AA-)	73% <b>a</b>
NSW T-Corp (LT) (TCI)	66% <b>a</b>
Westpac Group (A-1+, AA-)	63% <b>a</b>
Members Equity Bank (A-2, BBB)	30% <b>a</b>
Newcastle Permanent Building Society (A-2, BBB)	26% <b>a</b>
Auswide Bank (P-2, Baa2)	24% <b>a</b>
Bendigo and Adelaide Bank (A-2, BBB+)	14% <b>a</b>
Credit Union Australia (A-2, BBB)	11% <b>a</b>
Teachers Mutual Bank (A-2, BBB)	11% <b>a</b>
Bank Australia (A-2, BBB)	11% <b>a</b>
Suncorp Bank (A-1, A+)	11% <b>a</b>
Bank of Queensland (A-2, BBB+)	10% <b>a</b>
NSW T-Corp (Cash) (TCc)	3% <b>a</b>

	Face Value (\$)	Policy Max
Between 0 and 1 Year	139,729,324	85% 100% <b>a</b>
Between 1 and 3 Years	13,950,000	8% 50% <b>a</b>
Between 3 and 10 Years	11,050,000	7% 30% <b>a</b>
	<b>164,729,324</b>	

Detailed Maturity Profile	Face Value (\$)
00. Cash + Managed Funds	36,129,324 22%
01. Less Than 30 Days	4,000,000 2%
02. Between 30 Days and 60 Days	2,000,000 1%
03. Between 60 Days and 90 Days	12,000,000 7%
04. Between 90 Days and 180 Days	45,100,000 27%
05. Between 180 Days and 365 Days	40,500,000 25%
06. Between 365 Days and 3 Years	13,950,000 8%
07. Between 3 Years and 5 Years	11,050,000 7%
	<b>164,729,324</b>

**Waverley Council****Individual Institutional Exposures Report - March 2021****Individual Institutional Exposures**

Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)
Auswide Bank	P-2, Baa2	10,000,000	41,182,331
Bank Australia	A-2, BBB	4,500,000	41,182,331
Bank of Queensland	A-2, BBB+	4,000,000	41,182,331
Bendigo and Adelaide Bank	A-2, BBB+	3,500,000	24,709,399
Commonwealth Bank of Australia	A-1+, AA-	48,335,250	65,891,729
Credit Union Australia	A-2, BBB	4,700,000	41,182,331
Members Equity Bank	A-2, BBB	12,500,000	41,182,331
Newcastle Permanent Building Society	A-2, BBB	10,600,000	41,182,331
NSW T-Corp (Cash)	TCc	4,398,499	164,729,324
NSW T-Corp (LT)	TCI	10,895,575	16,472,932
Suncorp Bank	A-1, A+	5,300,000	49,418,797
Teachers Mutual Bank	A-2, BBB	4,500,000	41,182,331
Westpac Group	A-1+, AA-	41,500,000	65,891,729
		<b>164,729,324</b>	

**Individual Institutional Exposure Charts**

# Waverley Council

## Cashflows Report - March 2021



### Current Month Cashflows

Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
2-Mar-21	538825	Bank Australia	Floating Rate Note	Coupon - Received	6,793.64
				<u>Deal Total</u>	<u>6,793.64</u>
	540603	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	2,987.01
				<u>Deal Total</u>	<u>2,987.01</u>
				<b>Day Total</b>	<b>9,780.66</b>
4-Mar-21	540983	Newcastle Permanent Building Society	Floating Rate Note	Settlement Face Value - Paid	-4,000,000.00
				<u>Deal Total</u>	<u>-4,000,000.00</u>
				<b>Day Total</b>	<b>-4,000,000.00</b>
5-Mar-21	539531	Auswide Bank	Term Deposits	Interest - Received	34,000.00
				<u>Deal Total</u>	<u>34,000.00</u>
				<b>Day Total</b>	<b>34,000.00</b>
8-Mar-21	536715	Westpac Group	Term Deposits	Interest - Received	47,120.55
				<u>Deal Total</u>	<u>47,120.55</u>
				<b>Day Total</b>	<b>47,120.55</b>
9-Mar-21	539571	MyState Bank	Term Deposits	Maturity Face Value - Received	3,000,000.00
		MyState Bank	Term Deposits	Interest - Received	45,990.41
				<u>Deal Total</u>	<u>3,045,990.41</u>
				<b>Day Total</b>	<b>3,045,990.41</b>
10-Mar-21	535380	Commonwealth Bank of Australia	Floating Rate Term Deposits	Interest - Received	8,136.99
				<u>Deal Total</u>	<u>8,136.99</u>
				<b>Day Total</b>	<b>8,136.99</b>
12-Mar-21	541161	ME Bank	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
				<b>Day Total</b>	<b>-3,000,000.00</b>
16-Mar-21	539581	Suncorp Bank	Term Deposits	Maturity Face Value - Received	3,000,000.00

Waverley Council - Investment Summary Report

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**Waverley Council**  
Cashflows Report - March 2021



### Current Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
		Suncorp Bank	Term Deposits	Interest - Received	51,458.63
				<u>Deal Total</u>	<u>3,051,458.63</u>
	541203	ME Bank	Term Deposits	Settlement Face Value - Paid	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
				<b>Day Total</b>	<b>51,458.63</b>
<b>23-Mar-21</b>	539589	Suncorp Bank	Term Deposits	Maturity Face Value - Received	6,000,000.00
		Suncorp Bank	Term Deposits	Interest - Received	97,052.05
				<u>Deal Total</u>	<u>6,097,052.05</u>
				<b>Day Total</b>	<b>6,097,052.05</b>
<b>24-Mar-21</b>	539953	Westpac Group	Term Deposits	Interest - Received	6,435.62
				<u>Deal Total</u>	<u>6,435.62</u>
				<b>Day Total</b>	<b>6,435.62</b>
<b>25-Mar-21</b>	537651	Newcastle Permanent Building Society	Term Deposits	Interest - Received	70,000.00
				<u>Deal Total</u>	<u>70,000.00</u>
				<b>Day Total</b>	<b>70,000.00</b>
<b>30-Mar-21</b>	541231	ME Bank	Term Deposits	Settlement Face Value - Paid	-4,000,000.00
				<u>Deal Total</u>	<u>-4,000,000.00</u>
				<b>Day Total</b>	<b>-4,000,000.00</b>
				<b>Net Cash Movement for Period</b>	<b>-1,630,025.10</b>

### Next Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
<b>6-Apr-21</b>	536787	Teachers Mutual Bank	Floating Rate Note	Coupon - Received	7,304.55
				<u>Deal Total</u>	<u>7,304.55</u>

**Waverley Council**  
Cashflows Report - March 2021



**Next Month Cashflows**

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
Day Total					7,304.55
12-Apr-21	533415	Suncorp Bank	Floating Rate Note	Coupon - Received	5,152.93
		Suncorp Bank	Floating Rate Note	Maturity Face Value - Received	1,500,000.00
		Deal Total			1,505,152.93
Day Total					1,505,152.93
16-Apr-21	536513	ME Bank	Floating Rate Note	Coupon - Received	7,715.07
		ME Bank	Floating Rate Note	Maturity Face Value - Received	2,500,000.00
		Deal Total			2,507,715.07
Day Total					2,507,715.07
26-Apr-21	538604	Credit Union Australia	Floating Rate Note	Coupon - Received	2,818.01
				Deal Total	2,818.01
Day Total					2,818.01
27-Apr-21	536145	Bendigo and Adelaide Bank	Floating Rate Note	Coupon - Received	3,340.67
				Deal Total	3,340.67
Day Total					3,340.67
28-Apr-21	538616	Teachers Mutual Bank	Floating Rate Note	Coupon - Received	5,384.61
		Deal Total			5,384.61
	540066	Westpac Group	Term Deposit	Interest - Received	9,739.73
Deal Total					9,739.73
Day Total					15,124.34
30-Apr-21	538331	Suncorp Bank	Floating Rate Note	Coupon - Received	4,923.97
		Deal Total			4,923.97
	540481	Westpac Group	Term Deposit	Interest - Received	4,038.90
Deal Total					4,038.90
Day Total					8,962.88
Net Cash Movement for Period					4,050,418.44



**REPORT**  
**CM/7.3/21.04**

**Subject:** SSROC Electricity Procurement

**TRIM No:** A17/0463

**Author:** Sam McGuinness, Executive Manager, Environmental Sustainability

**Director:** Tony Pavlovic, Director, Planning, Environment and Regulatory

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**RECOMMENDATION:**

That Council:

1. Notes that Council has a 100% renewable energy target to be met by 2030.
2. Authorises the General Manager to sign the Memorandum of Understanding for the Program for Energy and Environmental Risk Solutions 3 (PEERS 3) attached to the report.
3. Authorises the General Manager to enter into a contract on behalf of Council with the preferred tenderer from the upcoming Southern Sydney Regional Organisation of Councils (SSROC) request for tender for the purchase of electricity, subject to the General Manager's satisfaction.
4. Officers report back to Council on the contract, including the proportion of renewable energy to be purchased.

**1. Executive Summary**

This report outlines the process by which Council will enter into an electricity contract from 1 July 2022 and recommends that Council sign a Memorandum of Understanding with the Southern Sydney Regional Organisation of Councils (SSROC) for the Program for Energy and Environmental Risk Solutions 3 (PEERS 3) to enable this. Through this process, it is envisioned that Council will be able to meet their 100% renewable electricity target prior to 2030 in a cost-effective manner.

**2. Introduction/Background**

Council has engaged SSROC to purchase electricity for small and large sites over the past nine years. This has resulted in lower electricity prices for Council and helped provide certainty on pricing in a complex electricity market. Over the past five years Council's electricity costs have generally been decreasing, excluding 2018/2019 in which costs rose due to inflated pricing. Future wholesale price forecasts are predicting a decline until 2022 then a small price increase across the middle part of the decade until prices begin to fall again from 2026 onwards. Despite the small increase in price predicted in 2022, Council electricity costs are likely to continue to remain stable or fall due to improvements in energy efficiency and council energy saving programs.

The current electricity contract with SSROC has two parts: a medium-term (11.5 years) renewable energy contract covering 30% of Council's electricity load and a three-year contract for the balance of non-renewable energy. Supply for both contracts commenced on 1 July 2019 with Origin Energy. The current contracts feature a cheaper renewable energy price than the non-renewable price during peak and shoulders times, which cover Council's core working hours.

A recent survey of Councils by SSROC concluded that most have carbon and renewable energy targets, with over half set to request 100% renewable energy from the new contract. This aligns with actions and intentions from other Councils such as City of Newcastle and City of Sydney, which are now purchasing 100% renewable electricity. Northern Beaches Council have also recently entered a contract to purchase 100% renewable energy.

Attached to this report (Attachment 1) is an overview of the PEERS 3 project, which now involves 28 NSW Councils or 34% of the NSW population.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Strategic Planning and Development Committee 1 December 2020	PD/5.3/20.12	<p>That Council:</p> <ol style="list-style-type: none"> <li>Adopts a 100% renewable energy target for Council by 2030 for Council's utility energy purchases.</li> <li>Does not install any new gas appliances or fittings on Council assets beyond those already designed and approved and that, where possible, current gas appliances and fittings be phased out when requiring replacement in favour of efficient electrical appliances leading up to 2030.</li> <li>Amends the current Waverley Environmental Action Plan (EAP) to include this target, with relevant actions detailed in the 2022 EAP revision.</li> </ol>
Council 10 December 2019	CM/8.6/19.12	<p>That Council:</p> <ol style="list-style-type: none"> <li>Declares that we are in a State of Climate and Biodiversity Emergency that requires urgent action by all levels of government, that human induced climate change and biodiversity loss represents existential threats to human civilisation, other species and the life-supporting capacity of air, water, soil, and ecosystems, and that it is still possible to prevent the most catastrophic economic, social and environmental impacts if, and only if, societies take Emergency Action.</li> <li>Calls on the Federal Government, State Governments, all Australian Councils and LGNSW to Declare a State of Climate and Biodiversity Emergency to show solidarity with over 900 governments worldwide, including the United Kingdom, the Australian Capital Territory and 76 Australian councils as at 19 June 2019, who have Declared a Climate Emergency.</li> <li>Calls on the Federal Government to put a direct price on carbon emissions and implement the just transition from coal mines, liquid natural gas and coal seam gas to renewable energy, and notes the Federal Government's latest (2018) emissions data show we</li> </ol>



		<p>are increasing, not reducing, our carbon emissions.</p> <p>4. Calls on the NSW Government to take immediate steps to amend the <i>Environmental Planning and Assessment Act 1979</i>, and relevant State Environmental Planning Policies to ensure that all new development is required to meet the highest environmental standards, and funding sources are made available to local government to address the impact of climate change and biodiversity loss.</p> <p>5. Recognises that First Nation traditional owners are the caretakers of land, water and sky (air) with a spiritual, social, cultural and economic relationship with their traditional lands, water and sky, and that this custodianship extends to looking after biodiversity and its related climate.</p> <p>6. Provides a summary/update bulletin on Council's website to succinctly inform the Waverley Community what Council is doing/ has done recently (over the last three or four years) in our municipality to address the climate and biodiversity emergency in the following areas, including but not limited to: Water, Biodiversity, Renewable Energy, Carbon Emissions (reduction from building design and construction). Noting that Council already has an Environmental Sustainability Program in line with Council policy and budget provision, currently reports on our environmental progress through the Environmental Action Plan 2018–2030 and reports to Council, Operational Plan progress reports and annual reports.</p> <p>7. Writes to the Prime Minister, Deputy Prime Minister, Federal Minister for the Environment, NSW Premier, NSW Deputy Premier, NSW Minister for the Environment, their shadows, and Local Government NSW informing them that Waverley Council has declared a State of Climate and Biodiversity Emergency.</p>
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#### 4. Discussion

Council has procured electricity with SSROC for the past nine years and achieved cost savings during this period. In the next round, 20 Councils, including many outside the SSROC membership, are likely to participate and it is expected further cost savings will result. These Councils have a similar electrical demand profile which greatly assists with this bulk procurement.

The Climate and Biodiversity Emergency declaration resolved by Council at its meeting in December 2019 set a 100% renewable energy target to be achieved by 2030, outline the direction for Council's electricity procurement. This renewable target can potentially be achieved earlier than planned through purchasing 100% renewable energy on this new contract and continue the decreasing trend for Council's greenhouse gas emissions as shown in the figure below. In doing this, Council and the SSROC buying group would be

supporting the expansion of renewable energy in the Australian Energy Market (AEM). Council has steadily been reducing greenhouse gas emissions during the past 5 years through a series of environmental sustainability programs and our electricity procurement.

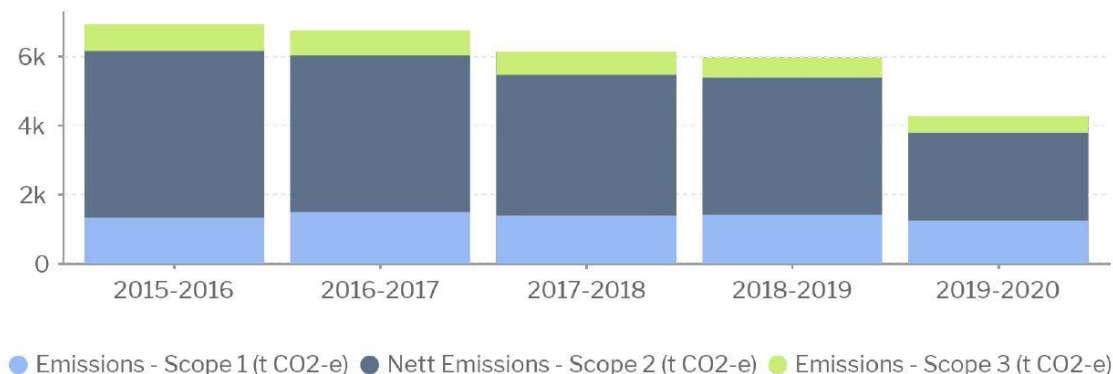


Figure 1. Council greenhouse gas emissions over the last five years.

Due to the nature of electrical contracts the supplier provides short turnaround times for acceptance once the 'Best and Final Offers' are submitted and therefore requires the General Manager to be delegated to execute the contract.

Signing the Memorandum of Understanding (MoU) Program for Energy and Environmental Risk Solutions 3, attached to this report (Attachment 2) will enable Council to participate in the SSROC electricity procurement process. A MoU, however, is not legally binding and does not obligate Council to proceed with any options that it does not deem appropriate or commercially viable.

## 5. Financial impact statement/Time frame/Consultation

Council spends approximately \$940,000 per annum on electricity. It is forecast that Council's future expenditure on electricity which includes a 100% renewable component will be of a similar or lower cost than currently paid.

The proposed timeline is outlined in the figure below.

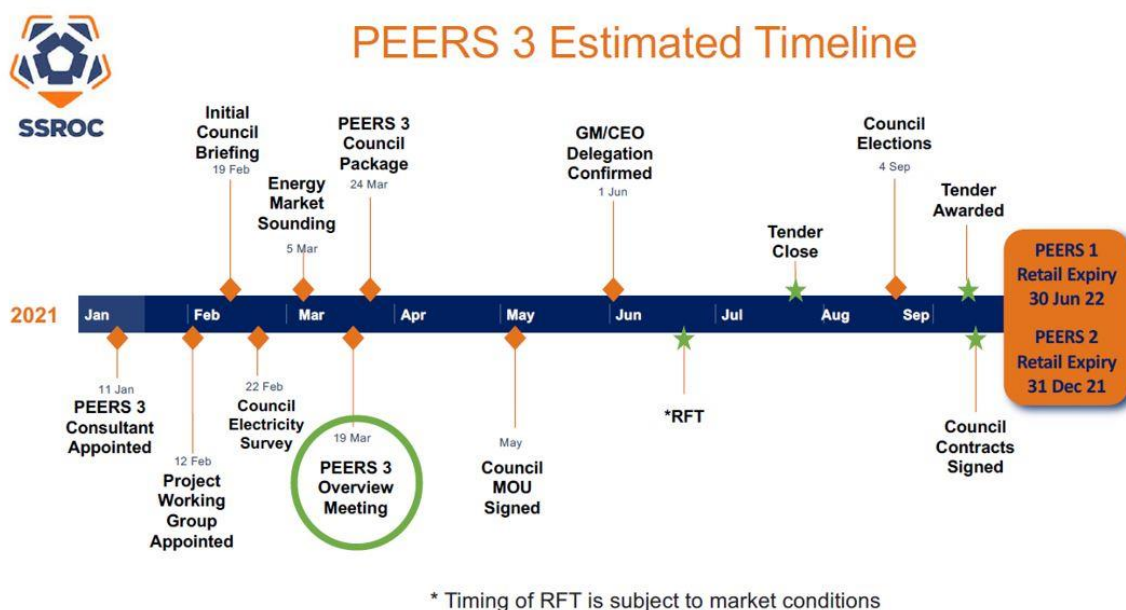


Figure 2. SSROC estimated timeline for new energy contract.

**6. Conclusion**

It is recommended that Council authorises the General Manager to sign the attached SSROC MoU and authorises the General Manager to enter into a contract on behalf of Council with the preferred tenderer from the upcoming PEERS3 SSROC request for tender, subject to the General Manager's satisfaction.

**7. Attachments**

1. PEERS 3 overview [↓](#)
2. PEERS 3 MoU [↓](#)

# PEERS 3



## Program for Energy & Environmental Risk Solutions (PEERS)

### Overview of PEERS 3

#### *Buy Together, Buy Smarter, Buy Better*

Southern Sydney Regional Organisation of Councils Inc. (SSROC) has been successfully achieving the best available pricing for electricity for councils over five successive tenders. SSROC's electricity procurement through PEERS includes 28 councils with 2.6 million residents or just over 34% of the NSW population.

PEERS 3 is our newest initiative aiming to help councils achieve optimal electricity pricing and contractual terms, while securing better environmental outcomes and managing market price risk. SSROC plans to facilitate achievement of these objectives for councils by:

- ☑ Combining the electricity loads of a group of councils to achieve sufficient demand to be considered an industrial-scale consumer, and therefore attract the benefits that large consumers receive such as:
  - competitive pricing and dedicated customer service;
  - significant load variation allowance, to accommodate changing loads without incurring significant penalties;
  - the ability to negotiate more favourable contractual terms;
- ☑ Building on the learnings from PEERS 1 and 2 as well as earlier electricity procurements to implement a procurement process that is effective in achieving the best available pricing while managing risk and delivering environmental benefits;
- ☑ Negotiating for cost effective, flexible and low risk supply of renewable energy supply specifically to meet the requirements of councils and to comply with a Ministerial Investment Order that prohibits councils entering into speculative investments using financial derivative products;
- ☑ Adopting a purchasing strategy that is specifically tailored to the market conditions and takes advantage of the latest and best available models from suppliers;
- ☑ Lowering procurement costs which would otherwise be prohibitively high for most councils, as legal, industry, probity and strategic procurement expertise are all critical to success. PEERS 3 opens the opportunity up for councils by sharing these and other project costs.





## PEERS 3 Context and Strategy

PEERS 1 began in 2017 in response to rapidly escalating electricity prices. It secured excellent pricing for councils under the first renewable energy supply agreement of its type for local government. The 2019 PEERS 2 achieved excellent pricing for black electricity in a very turbulent market, but an unprecedented market operator (AEMO) intervention to curtail renewable energy generation resulted in unsuitable offers being made for renewable energy.

In 2021, volatile pricing in the National Electricity Market continues, and pricing trends remain unstable. The PEERS risk-managed approach is clearly necessary for councils to gain some control over their exposure to this market: the strategy aims to deliver cost effective and risk-managed energy supply with improved environmental outcomes. It benefits from having a large electricity load that generates competition amongst suppliers and facilitates negotiation of favourable terms and conditions.

The PEERS 3 purchasing strategy, driven by extensive market research and expert advice on managing forecast risk, will be matched to the prevailing market conditions to optimize outcomes and reduce risk. To provide the flexibility for councils to choose the level of renewable energy they wish to take, PEERS 3 will again seek to lock in a portion between 0% and 100% – to be agreed with each participating council – of renewable energy for a fixed low price. The strategy will also seek to manage regular grid power purchasing by avoiding price increases and taking advantage of decreases through building in repricing and or meet-the-market clauses into supply agreements.



**Figure 1: PEERS Renewable Energy Strategy**

A cornerstone of PEERS strategy is that, as and when renewable energy becomes cheaper, councils can elect to purchase more (see Figure 1). This strategy will also align well with councils that are planning to or which have set targets for increasing levels of renewable energy supply and reductions in greenhouse gas emissions over time.

The current wholesale electricity market is at 5-year lows and close to the cost of generation. The strategy will use the known pricing in the current electricity futures market and incorporate a risk management mechanism if the supply agreement extends beyond that period.

PEERS 3 also aims to deliver Large-scale Generation Certificates (LGCs). One LGC is created by renewable energy power stations for each megawatt-hour of renewable energy generated. PEERS 3 will seek to bundle LGCs with any supplied renewable energy. Depending on Council's preferred approach, these certificates can enable Council to claim reduced emissions by surrendering them to the regulator, or to offset Large-scale Renewable Energy Target charges by surrendering them to retailers. Both options will be tested in PEERS 3.



## Electricity Procurement Approach

PEERS 1 procurement delivered approximately 20% savings over the prevailing electricity market pricing in the first year. It also delivered a fixed load of renewable energy each year equivalent to 20% (or council's nominated percentage) of council's 2017/18 electricity load. The success of SSROC's electricity procurement approach lies in the inherently sound economic design of its tender process approach featuring:

- 1) large group aggregation of buyers with council contract dates aligned and on the same terms;
- 2) a full open tender targeting all licensed NSW electricity retailers, and not limited to a panel of retailers;
- 3) advice from independent consultants with a high level of expertise;
- 4) A two-tiered approach that achieves risk mitigating contract terms and conditions and best value rates.



Overall, the estimated benefit for councils in aggregated buying is around 5-10% of energy costs. The large volume that is to be procured through PEERS 3 will likely bring savings at the upper end of this range and open up negotiations on standard terms and conditions.

## PEERS 3 Procurement Approach

PEERS 3 will seek tenders from qualified and licensed NSW electricity retailers for the provision of:

- the best available pricing for grid electricity for large sites (including street lighting) and small sites
- LGCs bundled and stand alone
- Up to 10-year pricing for renewably-generated electricity, or shorter term contract pricing if available
- Competitive feed-in tariffs for excess electricity exported to the grid by councils

Participating councils' needs will be taken into account, including:

- planned energy efficiency gains, load forecasts
- adopted renewable energy targets
- various contract start dates

The expected aggregated electricity load of all councils participating in PEERS 3 is ~200,000 MWh/year with the following start dates:

- 1 January 2022 (PEERS 2 Councils);
- 1 July 2022 (PEERS 1 Councils); and
- Potential 2023 start dates for some new councils joining the process



## Renewable Electricity

In recent months the wholesale price of traditional black electricity has fallen markedly (see Figure 3), due to declining demand in the midst of the pandemic and growing renewable supply entering the market. Black electricity pricing is under huge market pressure and has been at levels well below that of wholesale contracts for renewably-generated electricity.



**Figure 3: NSW Financial Year Wholesale electricity futures as compared to current retail renewable energy** Source ASX and SSROC Market Sounding March 2021

During PEERS 1 renewable energy was cheaper than black, but now it is likely that renewables will cost more (though less than a few years ago). PEERS 3 aims to take full advantage of participants' buying power compared to an individual council, and approach the market for the best contract model for renewable and regular grid energy rates available.

Timing will be driven by several factors, including: lead-time to build any new infrastructure required by a tenderer to deliver their offer; prevailing market conditions; and the local government elections in September 2021. The RFT is likely to be published in June 2021. The most price-competitive renewable energy supply agreements usually have a longer term than a typical retail electricity contract, allowing the generator's costs to be spread over time, and reducing the rate per kilowatt hour for councils. It also provides councils with price stability and budget certainty for part of the electricity load in a highly volatile market.

Renewable energy generators and new project developers are currently highly motivated vendors as they wish to secure long-term contracts with retailers that can deliver more to them than the low returns available in the wholesale market. Retailers are comfortable with packaging up renewable and regular grid energy for creditworthy counterparties such as councils.



## Costs

SSROC is a not-for-profit incorporated association, so charges are to cover costs only. It has chosen to charge some up-front fees for transparency, and a small on-going contract management fee to the successful retailer(s) so that the overall fees reflect actual volume purchased by each council. The total fees for each council are considerably lower than the typical of costs of each council staging a tender, lower than the previous SSROC PEERS processes and are understood to be lower than alternative group buying group options.

## Next Steps for Councils and Timetable

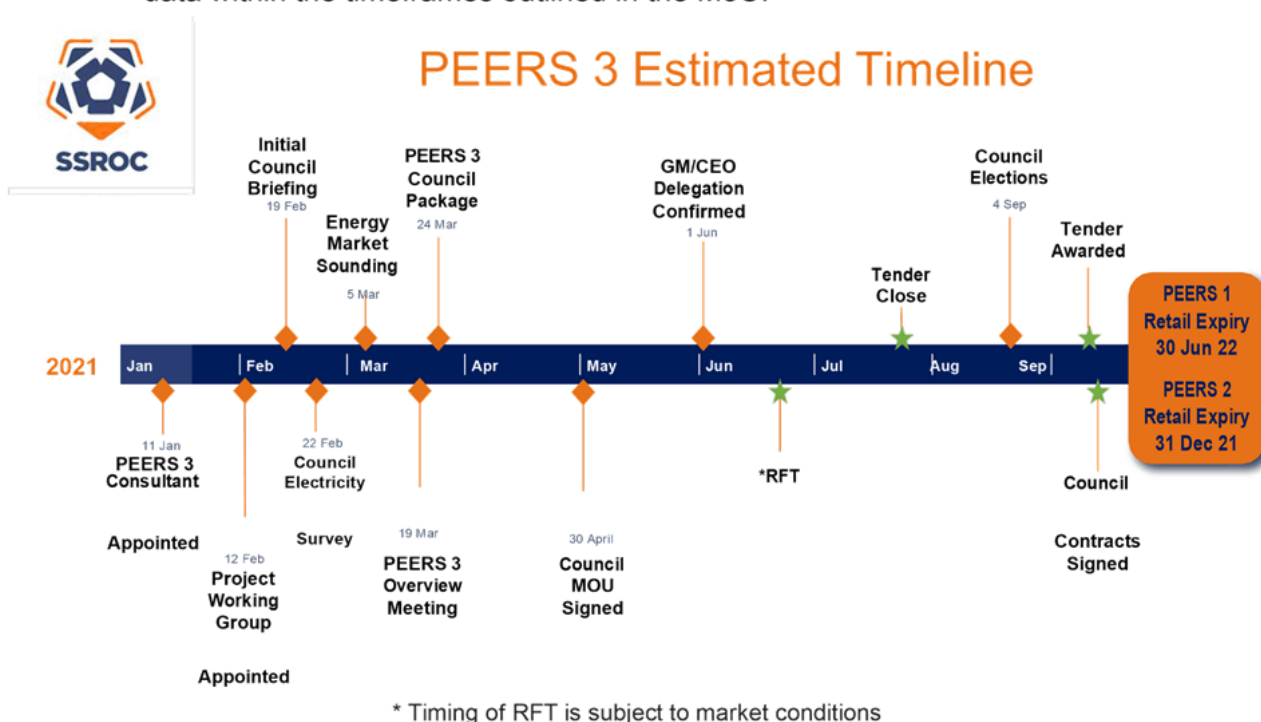
Councils seeking to participate must commit to the procurement approach outlined above by signing a memorandum of understanding (MoU) and returning it to SSROC by no later than 30 April 2021.

**It is critical that councils understand and agree to the conditions of the MoU including having a genuine intent to procure as required under the Local Government Act.**

If sufficient load cannot be committed by councils, then the procurement will not proceed.

To participate:

1. Provide an initial indication of interest to SSROC and nominate a primary contact
2. Sign the MoU committing council to participation and agreeing to the requirements of the MoU.
3. Provide details of all electricity accounts, consumption and forecast information and authorisation for SSROC and its advisers to access account details to validate data within the timeframes outlined in the MoU.



## Questions?

To confirm your council's participation, or for more information on PEERS 3 please email the SSROC team at [PEERS@ssroc.nsw.gov.au](mailto:PEERS@ssroc.nsw.gov.au) and we will be in touch.







Participating Council: **[Insert Council]**

Date: **[Insert date]**

## MEMORANDUM OF UNDERSTANDING

### Program for Energy and Environmental Risk Solutions 3 (PEERS 3)

1. This Memorandum of Understanding (MOU) records the understanding reached between the Southern Sydney Regional Organisation of Councils (SSROC) and Participating Councils, in relation to the operation of PEERS Stage 3 covering:
  - a. Retail electricity contract for large market sites (including street lighting), small market sites, feed-in tariff; and
  - b. Large scale renewable energy supply.
2. The background to, and overview of, PEERS is as described in "PEERS 3 Overview" dated March 2021 and is appended to this MOU as Appendix 1.
3. This procurement will proceed to Request for Tenders (RFT) only if the electricity load of the committed Councils exceeds a feasible threshold (e.g. 150,000 MWh per annum).
4. After tenders are received, the renewable energy procurement will only continue if the assessed risk and any price premium beyond that of conventional grid electricity is in line with council expectations.
5. Councils will be provided with indicative pricing following stage 1 of the procurement process, which should be used to secure delegated authority for General Managers to accept pricing and for councils to proceed to the best-and-final-offer stage.

#### **Responsibilities**

6. An Officer with delegated authority must be nominated to be the primary contact for PEERS 3. Details must be provided at the end of this MOU.
7. SSROC will run the procurement for the retail electricity and the renewable energy PPA.
8. Council must have the means in place to review and accept the pricing received under these Tenders by signing individual contracts **within the period nominated by the preferred tenderer(s) which may be as short as 24 hours** from the appointment of the successful supplier(s). Short validity pricing is a feature of the electricity market which enables lower electricity rates as suppliers take a shorter market risk whilst the offer is open for acceptance. To enable acceptance within the required timeframe, it will be necessary for Council to delegate the acceptance of the contract:
  - a. to its General Manager under the Local Government Act, Section 377 Item (1); or
  - b. SSROC's General Manager under the Local Government Act, Section 377 Item (3).The chosen option must be advised at the end of this MOU.

## SSROC &amp; Council, PEERS 3 MOU

9. The supplier(s) will be deemed to be successful if they have met or exceeded the evaluation criteria, offered better pricing than any alternative offers, and the risk of a decline under that price level is not high.
10. Council must provide and verify details of all electricity accounts, consumption, forecast and any other information required by SSROC to complete the RFT specifications. Additional charges will be incurred for late submission or changes after the deadline (see clause 29).
11. Council must communicate with the PEERS 3 team through the nominated email address PEERS@ssroc.nsw.gov.au, and must at all times adhere to project confidentiality requirements (see clause 31).
12. SSROC has conducted an EOI process for Council representatives to participate in the Project Working Group. It is anticipated that Procurement Evaluation Panel (see clause 18) will be formed from the members of that group. A Council may propose a candidate for the Procurement Evaluation Panel, however SSROC does not guarantee that all representatives or new nominees will be selected to join the final Procurement Evaluation Panel.

***Independent Probity Advisor***

13. SSROC has engaged an independent probity advisor, Procure Group. The probity advisor will have oversight of all tendering processes.

***Commencement***

14. Both parties agree that this MOU will be effective from the date of signing and will remain in effect through to the project's completion (end of contract(s)). Both parties further agree that any amendments to this MOU will require mutual agreement and will be documented via an MOU addendum signed by both parties.

***Procurement Development***

15. The following parties/people will participate (this list is not limiting) and be a part of the Procurement Development Team as required.
  - a. General Manager SSROC
  - b. Program Manager SSROC
  - c. Procurement and Contracts Manager SSROC
  - d. Strategic Energy Consultant: David West and JP Vernon, Sourced Energy
  - e. Quality Assurance Consultant: Graham Mawer, Next Energy
  - f. Independent Probity Advisor: Procure Group
  - g. Project Working Group (Council Officers / Managers)
  - h. Legal Advisor (as needed)
16. The primary objective of SSROC is to secure the most competitive pricing for electricity in accordance with all participants' requirements through bulk purchasing, under fair terms. SSROC's procurement process will comply with the local government procurement regulatory framework, and will respect commercial confidentiality requirements of tenderers.
17. Council acknowledges and agrees to provide to SSROC and their consultants and advisors, all relevant electricity account, consumption data, and forecast information as required. This will be collected and analysed to confirm total spend, usage, contract opportunities and risks. A procurement strategy will be developed by the Procurement Development Team based on this analysis. SSROC will then prepare the procurement

documentation based on the procurement strategy developed. At this stage, it is intended that the market approach will cover the following:

- a. **Contracts:** The Request for Tender (RFT) will seek tenders for grid electricity; maintenance of current renewable energy commitments under PEERS 1 (i.e. Moree Solar Farm output); and additional renewable energy (as required by individual councils).
- b. **Feed-in Tariff and Large-scale Generation Certificates (LGCs):** The RFT will seek tenders that:
  - i. allow Councils to feed electricity back into the grid
  - ii. offer an acceptable feed-in tariff
  - iii. propose to supply LGCs.
- c. **Value Added Services:** In addition to procuring energy, the electricity RFT will seek:
  - i. Dedicated account management
  - ii. eBilling
  - iii. Billing consolidation options
  - iv. Provision for adding and removing sites (e.g. site closure/opening)
  - v. To the greatest extent possible, provision for changes in overall energy usage for individual Councils and across the whole portfolio of Councils.

### **Procurement Evaluation**

18. The Procurement Evaluation Panel will consist of:

- a. SSROC Procurement and Contracts Manager (Chair);
- b. A Chief Financial Officer or equivalent from a participating council;
- c. A General Manager or Director from a participating council;
- d. A Director or Senior Manager from a participating council;
- e. Representatives of the PEERS 3 Project Working Group;
- f. If required, Council representative(s) selected from optional nominations (see clause 37)

Each member of the panel must have a reasonable understanding of local government procurement regulations and procedures.

Between them the panel members must have in-depth experience of local government, local government finance, and energy.

They will be supported by:

- g. Strategic Energy Consultant: David West and JP Vernon Sourced Energy
- h. Quality Assurance Consultant: Graham Mawer, Next Energy
- i. Program Manager SSROC

Sourced Energy will provide the Procurement Evaluation Panel with:

- a. Analysis of grid and renewable electricity tenders on a financial basis, with respect to the compliance with the specification, with respect to compliance with the assessment criteria and with respect to the risk management plan.
- b. Analysis of grid and renewable electricity tenders on a commercial basis for consistency of submitted terms and to identify any material variations.
- c. A basic comparison matrix of services offered.

19. The Procurement Evaluation Panel will select the preferred supplier based on market conditions and acceptable pricing, using agreed evaluation criteria including:

- a. Consideration of Sourced Energy reports

- b. Compliance with specification and assessment criteria
- c. Best value for all requested services
- d. Ability to provide value added services
- e. Customer focus and billing track record
- f. Value for money for electricity supply

**Due to the nature of this procurement, the recommendations of the Procurement Evaluation Panel will need to be final but will be openly reported to all participating Councils.**

The recommendations of the Procurement Evaluation Panel will be subject to a variety of confidentiality conditions including, but not necessarily limited to, those contained in the Confidentiality Agreement clause 31 of this MOU.

### **Financials**

20. PEERS 3 will be undertaken on a cost recovery basis. The fees to be invoiced by SSROC represent a contribution towards out of pocket expenses, the costs of consulting, probity and legal advice sought in relation to the RFT and tender(s) and all other costs of staging the tender. Other costs include advertising, meeting room facilities for council information sessions and webinar services.
21. SSROC does not anticipate any additional costs beyond this range, but any further costs arising will be subject to Council approval. The fees for participation will be made up of a base participation fee plus a fee based on annual GWh load, so that they broadly reflect the consumption of the Council. One-time fees will be calculated based on:

Participation Base Fee: \$ 5,000

Load Fee based on submitted load\*:

- Small Yearly Load - 8GWh ~ 150 sites \$ 1,500
- Medium Yearly Load - 15 GWh ~ 250 sites \$ 2,600
- Large Yearly Load - >15 GWh > 250 sites \$ 3,750

\* This is an upper limit amount and may reduce, depending on the number of Councils that participate in this stage.

22. 50% of the fee will be payable on signing the MoU, and 50% on release of the Request for Tender. Note that these fees will not be refundable if the costs that they cover have been incurred.
23. SSROC will also charge the retail energy suppliers to cover the cost of an on-going contract management service. That charge will be a 1% administration fee on the retail electricity and environmental charge components of Council bills for the duration of the contracts.
24. SSROC will endeavour to accommodate unplanned activity at Council's request (e.g. late changes to data supplied and requests for council-specific information). However, additional charges will be applied as these activities incur additional costs (see clause 29).

### **Undertakings**

25. As a participant in the project to procure grid and renewable electricity, Council confirms that:
- a. Council will be going off-contract for the electricity accounts to be tendered from 1 January 2022 (for PEERS 2 Councils) and 1 July 2022 (for PEERS 1 Councils) onwards

unless another date(s) is specifically agreed in writing with SSROC at the time of signing this MOU.

- b. Council has an understanding of the required outcomes and a genuine intent to seek tenders and to adopt the recommendations of the Procurement Evaluation Panel.
- c. Council understands and agrees to put in place suitable arrangements such that the agreed contracts can be executed within **the period nominated by the preferred tenderer(s) which may be as short as 24 hours** from the appointment of the successful supplier(s) by the Procurement Evaluation Panel.

### **Information Provision**

26. Council agrees to provide SSROC and its consultants and advisors with the following documents and information as requested:

- a. **Authorisation** – Provide a Letter of Authorisation in the form shown in Appendix 2, to allow accurate electricity consumption and account information to be obtained directly from current retail electricity supplier(s) on their behalf by SSROC's consultants and advisors;
- b. **List of Accounts** – Confirmation of a list of Council electricity accounts to be tendered (i.e. large sites at a minimum) and a brief description of each account (e.g. Council Chambers, Pool, Works Depot). Any accounts of related entities must be clearly identified if they have a different legal name, are new accounts, or are not currently covered by an existing retail electricity contract;
- c. **Recent Bills** – An electronic version of a recent bill covering a period after 1 July 2020 and one covering a period after 1 Jan 2021 for each account to be tendered;
- d. **On-Site Generation** – Identification of any sites where on-site generation occurs or will soon occur and is likely to result in a net export to the electricity network and hence where feed-in tariffs may be of relevance. Where generation is installed or will be installed, confirmation of size of installed generation and the current feed-in tariff price, if any, along with the forecast export to the grid in kWh/yr;
- e. **Renewable Energy % Preference** – Statement of Council's preferred percentage of renewable energy as a percentage of total load noting that options may be presented depending on price.
- f. **Special Circumstances** – Any special circumstances that SSROC, its advisors and tenderers should be aware of (e.g. planned closure, major works likely to materially change energy consumption, or opening of major sites falling under this tender), especially those that will likely have a significant impact on energy consumption (increase or decrease) and an estimation of the quantity and date range of the impact; and
- g. **Forecast Consumption** – For each large site, a total annual consumption forecast for at least the next 3 years (and up to 10 years if known) from 1 January 2022 for (PEERS 2 Councils) and 1 July 2022 (for PEERS 1 Councils), taking into account the above special circumstances, if any, and the timing of their impact. This can be in the format of energy units (e.g. kWh, MWh) or a simple percentage.

All information being requested should be sent to [PEERS@ssroc.nsw.gov.au](mailto:PEERS@ssroc.nsw.gov.au).



## SSROC &amp; Council, PEERS 3 MOU

**Key Dates for Council**

27. The precise timing of the process may be subject to revision depending on developments in the wholesale energy market. SSROC is taking independent expert advice on the timing of each approach. The table below outlines some key dates for Council.

<b>Milestone</b>	<b>Detail</b>	<b>Completion Date</b>
1	Complete and sign MOU, Letter of Authorisation and List of Accounts and return to SSROC to enable gathering of consumption and pricing data.	30/04/2021
2	All data provided to SSROC for retail energy and renewable energy (includes Council confirmation of forecast consumption for electricity, % renewable generation and feed-in tariffs).	14/05/2021
3	RFT release	Estimated Early June 2021
4	Execute contract	Estimated early August 2021

28. The provision of data is time-critical, and changes to data supplied can cause project slippage. There is minimal scope in the project schedule for slippage. Councils must therefore make every effort to provide accurate data, on time.

29. Changes to data, council-specific queries, and potentially breaches of confidentiality will mean additional work for the PEERS 3 team, and SSROC will need to recover the costs of that additional time. The table following outlines the costs that will be charged to Council for additional work outside the timetable above.

<b>Charge</b>	<b>Detail</b>	<b>Cost</b>
Data change	Provision of or changes to data provided to SSROC after the deadline for provision (milestone 1 above) but before the approval of the RFT specifications (milestone 2 above).	\$500 per account
Late data change	Provision of or changes to data provided to SSROC after the approval of the RFT specifications (milestone 2 above).	\$300 per hour
Breach of confidentiality	If a breach causes additional work, e.g. hours spent taking remedial action.	\$300 per hour
Council-specific query	Additional analysis, presentations, reports or other requirement beyond the scope or schedule of the project.	\$300 per hour

**SSROC Project Scope**

30. SSROC will undertake the following steps, with their timing being dependent on expert advice on when it is best to enter the market:
- Collect data on electricity consumption, forecasts and special circumstances
  - Analyse collected data to inform procurement processes
  - Run an RFT procurement process for black and renewable energy

## SSROC &amp; Council, PEERS 3 MOU

- d. Obtain legal advice to provide assurance of legal aspects of contractual arrangements (as needed)
- e. Work with the Procurement Evaluation Panel to evaluate all tenders
- f. Finalise commercial terms and award contract(s)
- g. Report to all member councils on the successful vendor(s)
- h. Facilitate the timely signing of contracts between Councils and vendor(s)
- i. Provide ongoing maintenance of contracts
- j. Throughout the project provide progress updates to Councils, and periodic information sessions and webinars at significant milestones, including:
  - Introduction to the project (Initial PEERS 3 Project Council Briefing held 19 February 2021)
  - PEERS 3 Overview Meeting 19 March 2021
  - Overview of the PEERS 3 procurement process April 2021
  - Presentation of evaluation
  - Contracts information session (after the project concludes).

**Confidentiality Agreement**

31. This procurement has critical confidentiality requirements. Therefore, all participating councils and the project team must adhere to strict procedures to ensure that confidentiality is preserved. Any breach of confidentiality could put the procurement process at risk. In particular:

- a. All personnel directly participating in the project must accept and sign the PEERS 3 confidentiality agreement, and must observe its provisions at all times.
- b. All information shared with the nominated Officer(s) during the procurement process is confidential unless the Independent Probity Advisor agrees that it is not.
- c. Confidential information cannot be shared by the nominated Officer with anyone.
- d. Confidential information cannot be shared by Procurement Evaluation Team members with anyone (including their own council) except the other PEERS 3 project team members and the team support.
- e. Should the nominated Officer or any other project participant have a justifiable need to provide confidential information to anyone, they must request the information and provide the justification for it via [PEERS@ssroc.nsw.gov.au](mailto:PEERS@ssroc.nsw.gov.au) prior to disclosing such confidential information and must not provide it to anyone without SSROC's written consent.
- f. SSROC will, as soon as practicable, provide such information as can reasonably be disclosed without jeopardising confidentiality, but reserves the right to refuse any disclosure.
- g. SSROC may refuse disclosure if the request is not considered by SSROC to be justified, or if it would breach confidentiality commitments to a stakeholder.

SSROC &amp; Council, PEERS 3 MOU

**Acceptance**

32. Council has the intention to buy the supply of electricity being procured as required by the Tendering Guidelines for NSW Local Government, Published by the NSW Department of Premier and Cabinet of Local Government, October 2009.

33. I understand and agree that all commercial details of PEERS 3, either written or verbal, provided to me or my organisation, are Commercial-in-Confidence and must be kept secure and not disclosed to any other party. Specific attention is drawn to the key Intellectual Property within PEERS 3 which each individual Council is contributing funding towards obtaining:

- Key PEERS 3 project documents
- Pricing by vendors
- Timing to market
- Market strategy
- Form and duration of contracts.

34. Council's existing retail electricity contract(s) termination date is/are\*:

- a. 31 December 2021 (PEERS 2 Councils), or
- b. 30 June 2022 (PEERS 1 Councils), or
- c. .... **[insert other contract end date]**
- d. .... **[insert other contract end date]**
- e. .... **[insert other contract end date]**

\* Please insert additional lines as required for multiple contracts.

35. Council undertakes to execute the contract within the required period (which may be as little as 24 hours) after receipt of the recommendations of the Procurement Evaluation Panel by delegating the acceptance of the contract to:

- ☐ council's General Manager, under the Local Government Act Section 55 Amendment tabled in Circular No 16-35/26 September 2016/A514402 9, or
- ☐ SSROC's General Manager, under the Local Government Act Section 377 Amendment tabled in Circular No 16-35/26 September 2016/A514402 9.

Tick the appropriate box above.

36. The Council officer nominated to be the primary contact for PEERS 3 is:

Name: .....

Position: .....

Email: .....

Telephone: .....



## SSROC &amp; Council, PEERS 3 MOU

37. Optional – Council may choose to propose a candidate for the Procurement Evaluation Panel. SSROC has completed an EOI process to create a PEERS 3 Project Working Group (PWG) comprised of senior council specialists in procurement, finance, property, energy and sustainability. Members of the Evaluation Panel are intended to be selected from the PWG and proposed candidates, or, if there are insufficient candidates, SSROC will approach individuals to take on the role.

Council's proposed candidate for the Procurement Evaluation Panel, if any, is:

Name: .....

Position: .....

Email: .....

Telephone: .....

SSROC & Council, PEERS 3 MOU

Signed on behalf of the Southern Sydney Regional Organisation of Councils (SSROC) by:

.....  
Signature  
Helen Sloan  
**General Manager SSROC**

.....  
Date

Signed on behalf of the **[Insert Council]**:

.....  
Signature  
**[Insert Council General Manager]**

.....  
Date

SSROC & Council, PEERS 3 MOU

**APPENDIX 1 PEERS 3 Overview**

See Attached

SSROC & Council, PEERS 3 MOU

## APPENDIX 2

(Insert Date) .....

### *To Whom It May Concern*

[Council Name] authorises SSROC and Sourced Energy to request information on our behalf regarding energy pricing, consumption data and related matters.

We understand that retailers may contact us directly to clarify information or make offers based on information supplied.

Please feel free to contact me on X XXXX XXXX if you have any queries.

Yours sincerely,

Authorised Officer

**TITLE**

Council

**REPORT**  
**CM/7.4/21.04**

**Subject:** A Safe and Inclusive Workplace for All

**TRIM No:** A21/0125

**Author:** Kerrie Pryke, Executive Manager, Human Resources, Risk and Safety

**Director:** Meredith Graham, Acting Director, Customer Service and Organisation Improvement

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**RECOMMENDATION:**

That Council receives and notes the report on the governance and operational review of current reporting structures to ensure that all staff feel safe reporting sexual assault and discrimination in the workplace.

**1. Executive Summary**

On 22 March 2021, Council resolved to conduct a governance and operational review of current reporting structures to ensure that all staff feel safe reporting sexual assault and discrimination in the workplace.

The Executive Manager, Human Resources, Safety and Wellbeing, has commenced a review of the current policies, procedures and support mechanisms Council has in place to ensure the pathways and reporting structures are flexible, fit for purpose and demonstrate a firm commitment to fairness and procedural justice.

Council will endeavour to provide an inclusive workplace where everyone feels safe when reporting violence, sexual assault, discrimination, harassment, bullying and other health and safety concerns and a range of policies and procedure in place to support this.

The review will be supported by a working group comprising employee representatives from across the organisation. Together the group will test the pathways and reporting structures to ensure they are fit for purpose and flexible across all our diverse workplaces.

**2. Introduction/Background**

On 22 March 2021, Council resolved to conduct a governance and operational review of current reporting structures to ensure that all staff feel safe reporting sexual assault and discrimination in the workplace.

Over the past several months the Human Resources, Safety and Wellbeing team has focussed on a review of our policies and procedures to ensure a consistent approach to the processes that influence and drive our decisions. We have developed and implemented Conflict Resolution Procedures, Diversity and Inclusion Policy and Domestic and Family Violence Support Policy.

Council currently has a number of other policies, procedures and support mechanisms in place to support staff and has committed to an operational review of these mechanisms to ensure that all staff feel safe to report violence, sexual assault, discrimination, harassment, bullying and other health and safety concerns in the workplace.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 16 March 2021	CM/6.1/21.03	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Reaffirms its commitment to being a safe and inclusive workplace for all staff.</li> <li>2. Notes the recent events at Federal Parliament highlighting gaps in reporting structures for staff who seek to report sexual assault in the workplace.</li> <li>3. Notes that Council has in place family violence support and diversity and inclusion support policies, conflict resolution procedures, and that Council's code of conduct includes standards relating to discrimination and harassment, bullying and work health and safety.</li> <li>4. Conducts a governance and operational review of current reporting structures to ensure that all staff feel safe reporting sexual assault and discrimination in the workplace.</li> </ol>

### 4. Discussion

Many people have experienced or witnessed unacceptable behaviour or conduct in the workplace, however many are reluctant to act.

Council currently has in place a suite of policies and procedures designed to support staff in relation to any unacceptable behaviour in the workplace. The Human Resources, Safety and Wellbeing team has focussed on a review of relevant policies and procedures over the past several months to ensure a contemporary and consistent approach to supporting our staff. These include:

- Code of Conduct.
- Conflict Resolution Procedure.
- Diversity and Inclusion Policy.
- Domestic and Family Violence Support Policy.
- UpRise Health and Wellbeing Support Program.

The Conflict Resolution Procedure provides a conflict resolution framework for managing and responding to Council's general conduct obligations regarding bullying, harassment and unlawful discrimination set out in the Code of Conduct, and other workplace concerns, complaints or interpersonal conflicts raised by employees.

Employees who are not satisfied with the outcome resulting from the Conflict Resolution Procedure have the option to lodge a formal Code of Conduct complaint. They may also choose to make a Code of Complaint without pursuing resolution through the Conflict Resolution Procedure.

It is highlighted that the Conflict Resolution Procedure apply to Council employees, with the scope not extending to Councillors, or Councillor Committee Members and other Council Officials. Individual Codes of Conduct apply to those categories of Council Officials respectively. All Code of Conduct complaints,

irrespective of the category of Council Official involved, are managed in accordance with the Procedures for the Administration of the Code of Conduct.

A report by Wise Workplace, a multidisciplinary organisation specialising in workplace misconduct and investigations indicates the main reasons employees are hesitant or unwilling to act against workplace misconduct were:

- Fear of loss of relationships and a loss of privacy.
- Fear of unspecified 'bad consequences' or 'retaliation.'
- Insufficient evidence.

The study identified barriers in three domains:

- Perceptions of managers – Fear of bad consequences, group loyalty, reward for achieving key performance indicators regardless of conduct and behaviour.
- The complaints system – A zero tolerance approach deterred and discouraged reporting, lack of evidence, and managers and executives being treated differently.
- Personal barriers – Fear of loss of relationships, loss of privacy, retaliation, reprisal via punishment and the lack of a fall-back position.

By applying these learnings and understanding and acknowledging what prevents employees from reporting misconduct in the workplace, Council can develop more effective reporting systems and a culture of responsiveness.

The Executive Manager, Human Resources, Safety and Wellbeing, has commenced a review of the current policies, procedures and support mechanisms Council has in place, to ensure the pathways and reporting structures are flexible, fit for purpose and demonstrate a firm commitment to fairness and procedural justice. The review will be supported by a working group comprising employee representatives from across the organisation.

The working group in conjunction with the Executive Manager Human Resources, Safety and Wellbeing, will develop an awareness and education campaign to raise the profile of these mechanisms and the pathways available, instilling a culture at Waverley where staff can safely report violence, sexual assault, discrimination, harassment, bullying and other health and safety concerns.

Through Council's work with ACON on the Bondi Memorial Project at Marks Park, Tamarama, officers have been made aware of their Pride Inclusion Program which seeks to assist organisations in becoming a LGBTI Inclusive Employer. It is anticipated that the working group will explore this option further as part of the suite of mechanisms that support staff.

## **5. Financial impact statement/Time frame/Consultation**

The Working Group will be formed in May and is anticipated to operate for approximately six months.

## **6. Conclusion**

The Executive Manager, Human Resources, Safety and Wellbeing, has commenced a review of the current policies, procedures and support mechanisms in place, to ensure the pathways and reporting structures are flexible, fit for purpose and demonstrate a firm commitment to fairness and procedural justice.

The review will be supported by a working group comprising employee representatives from across the organisation. Together the group will test the current policies, procedures, support mechanisms, pathways, and reporting structures to ensure they are fit for purpose and flexible across all our workplace locations.

This will enable Council to create systems that actively seek to lower barriers and focus on key cultural issues, provide employees control and choices, safe and confidential pathways to seek advice and support, and reduce perceptions.

The working group, in conjunction with the Executive Manager, will develop an awareness and education campaign to raise the profile of these mechanisms and the pathways available to everyone, instilling a culture at Waverley where our staff can safely report violence, sexual assault, discrimination, harassment, bullying and other health and safety concerns.

## **7. Attachments**

Nil.



## REPORT CM/7.5/21.04



**Subject:** Arts and Culture Plan 2021-2026 - Adoption

**TRIM No:** A19/0092

**Author:** Tanya Goldberg, Executive Manager, Communications, Culture and Events

**Director:** Meredith Graham, Acting Director, Customer Service and Organisation Improvement

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### RECOMMENDATION:

That Council:

1. Adopts the Arts and Culture Plan 2021–2026 attached to the report.
2. Changes the name of the Cultural Advisory Committee to the Arts and Culture Advisory Committee, to match the proposed name of the redrafted Plan.

#### 1. Executive Summary

The Waverley Arts and Culture Plan 2021–2026 (the Plan) attached to the report (Attachment 1) has been in development since 2019. Previously titled the Waverley Cultural Plan 2020–2025, it articulates the long-term vision for arts, culture and creativity in the local government area (LGA) and provides a concrete roadmap for Council, the community and partners to work together towards creating an exciting and engaging arts and cultural life.

The Plan was first prepared in draft form, following initial community consultation. That draft was reviewed and endorsed by Council in April 2020 for public exhibition. Further community feedback on the draft Plan was received, and consultation undertaken in May and June 2020, all of which informed the preparation of this final version.

Significant improvements following this extensive feedback and consultation process result in this finalised draft, submitted to Council for consideration and recommended adoption. Key improvements are detailed in the discussion below.

#### 2. Introduction/Background

Council commenced consultation with the community as an initial component of the development of a Cultural Plan in March 2019. The Plan seeks to recognise the central role that arts and culture plays in shaping and defining our community, and guide Council's future planning for cultural infrastructure, events, programs and partnerships.

A critical component of the development of the draft Cultural Plan was early community engagement activity and its related input. This included an online survey, which attracted 185 responses, and three focus groups attended by a total of 35 people. An intercept engagement process was also undertaken across the LGA with discussions taking place in Charing Cross, Bondi Junction, Bondi Beach, Bondi Road, Bronte, Tamarama, Rose Bay and Queens Park with a total of 75 additional community engagements.

A number of direct submissions from individuals and groups were received. Officers attended a music industry group meeting that also formed part of the evidence base in the development of the Draft Cultural Plan.

Submissions related to Arts and Culture within the Community Strategic Plan and previous submissions relating to the Bondi Pavilion Restoration and Conservation project were also considered in the preparation of the draft Cultural Plan. A Councillor workshop was undertaken on 10 March 2020 and feedback from that forum was also incorporated into the draft Plan.

The draft went on public exhibition for six weeks from 15 May to 25 June, during which time officers conducted further community consultation.

Council received 23 survey responses via its Have Your Say portal, and seven submissions from community members and representatives of community and cultural organisations. Thirteen individual meetings were held between Council officers and an additional 36 people, to provide and discuss in-depth feedback on the draft and identify opportunities for improvements.

Community feedback on the draft was generally favourable. Ninety-five percent of survey respondents agreed with the statement that Culture plays a central role in shaping and defining our community. Have Your Say survey results indicated strong overall support for the Plan's expressed values (91% respondents supportive) and for each of the Plan's goals (between 87% to 95.5% respondents supportive).

An extensive review and re-drafting period followed. The results of that effort and of the community consultation that informed it, are captured in the final draft presented with this report. A marked-up version of the draft is attached to this report (Attachment 2) to demonstrate the changes that have been made.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 21 April 2020	CM/7.8/20.04	That Council publicly exhibits the draft Cultural Plan attached to this report.

### 4. Discussion

The Plan proposed in this report for adoption by Council was developed with a view to setting the long-term vision for culture in the Waverley LGA and provide a roadmap for Council, the community and partners to work together towards creating an exciting and engaging arts and cultural life.

The Plan expresses the vision for the next five years for arts, culture and creativity in Waverley in a way that is responsive to our community, in line with current sector trends, and ambitious in its scope and aspiration.

Key changes from the original draft have been made to ensure the Plan is current in its operational and delivery time frame, explicit in its title and wording, and articulates robust action items rather than investigative ones wherever possible. These are articulated further below.

#### Time frame of Plan and its actions

The Plan was intended to be established from 2020 to 2025. However, consultation on the draft only concluded in mid-2020. This was followed by a detailed review of substantial feedback, coinciding with the unforeseen disruptions of COVID-19 and staff changeover. Consequently, officers recommend altering the

dates of the Plan's establishment to 2021 to 2026. This change is reflected in the Plan's title and operational time frames.

Within the Plan, a series of values, goals and objectives further convey the Plan's intentions, with specific actions and measures articulating the steps to be taken to achieve those outcomes. All actions have prescribed time frames attached. These have been updated to reflect both the reality of commencing work on the plan in 2021, as well as community feedback indicating the need for some actions to commence early in the life of the Plan, rather than later.

### **Title and wording**

Feedback demonstrated a need for the Plan to be more explicit in its language regarding the primary focus of the Plan. This has resulted in the recommended change of title from 'Cultural Plan' to 'Arts and Culture Plan.' This change reflects the language used in the Community Strategic Plan 2018–2029, and makes explicit the Plan's core purpose from the outset on the creative arts aspects of culture in Waverley rather than utilising a more broad definition of 'culture.'

That wording has been updated throughout the Plan for consistency. Consequently, this report also recommends that the name of the recently established Cultural Advisory Committee is altered to match the language now used in the Plan, to the Arts and Culture Advisory Committee.

The language of the four key values of the Plan was also updated on community feedback recommendations. The Plan's values guide connection between it and the Community Strategic Plan 2018–2029. They also provide a balance between the Plan's ambitions and what is achievable and financially sustainable.

Originally expressed as abstract nouns, the values have been updated to their adjective form, to be descriptive of the intended impact of the Plan. Community feedback indicated a preference for more active expression wherever possible, and this change has been incorporated.

Other community and sector feedback recommended the alteration of words used to describe Council's role in realising actions throughout the Plan. The draft Plan often described Council's role as 'review' or 'investigate'. Acknowledging the need for Council's activities to remain flexible and responsive, feedback directed officers to several instances where language could be made more robust, and where decisive action could be enshrined in the document. Suggestions throughout have updated those words to 'implement' wherever possible.

A marked-up version of the draft is attached to this report (Attachment 2) to demonstrate the changes that have been made, noting that global changes such as Cultural Plan to Arts and Culture Plan have not been marked-up as changes.

## **5. Financial impact statement/Time frame/Consultation**

### **Financial impact**

The Plan outlines a broad range of specific actions and measures that form the basis of the work that will be undertaken through the Plan's adoption.

Many of the actions outlined in the Plan reflect commitments previously costed and budgeted by Council. The financial impact of undertaking many of these actions will be limited to the staff resources involved in facilitating them.

Other actions and measures may require approval before committing Council to further expenditure. The Plan was intentionally established in this manner, to allow Council maximum flexibility in response to changing operating environments and related financial and resource constraints.

### **Consultation**

The preparation of the Plan included an online survey, which attracted 185 responses, and three focus groups with a total of 35 people attending. An intercept engagement process was also undertaken across the LGA with discussions taking place in Charing Cross, Bondi Junction, Bondi Beach, Bondi Road, Bronte, Tamarama, Rose Bay and Queens Park with a total of 75 additional community engagements

On 10 March 2020, a Councillor workshop was undertaken with feedback from that forum also incorporated into the draft Plan.

Mindful of the level of public interest desirable in the successful delivery of the Plan, officers embarked on an extensive consultation exercise designed to close the loop with groups and individuals who previously engaged in the development of the Plan. This consultation plan extended for a period of six weeks, to allow for a more complete consultation process considering the limitations to public gatherings.

In addition, various arts and cultural sector organisations were asked to provide input alongside state and federal agencies. This allowed officers to incorporate and balance the feedback of engaged and motivated community groups and local individuals with a robust evaluation of proposals and aspirations so that elements of 'sector capture' were avoided in policy development and resource allocation.

## **6. Conclusion**

Delivering on the first goal and strategy articulated in the Community Strategic Plan, the Arts and Culture Plan has now been redrafted after a comprehensive engagement process involving: initial consultation to inform drafting; community engagement; further in-depth consultation on draft feedback; revision; and redesign.

Key changes have been made to ensure the Plan is current in its operational and delivery time frame, explicit in its title and wording, and articulates robust action items rather than investigative ones wherever possible. The Plan proposed for adoption by Council expresses the vision for the next five years of arts, culture and creativity in Waverley in a way that is responsive to our community, in line with current sector trends, and visionary in its scope and aspiration.

It is recommended that Council adopt this Plan and rename the Cultural Advisory Committee to remain in keeping with the changes articulated above.

## **7. Attachments**

1. Arts and Culture Plan 2021–2026 [↗](#)
2. Arts and Culture Plan 2021–2026 - Marked-up version [↗](#)



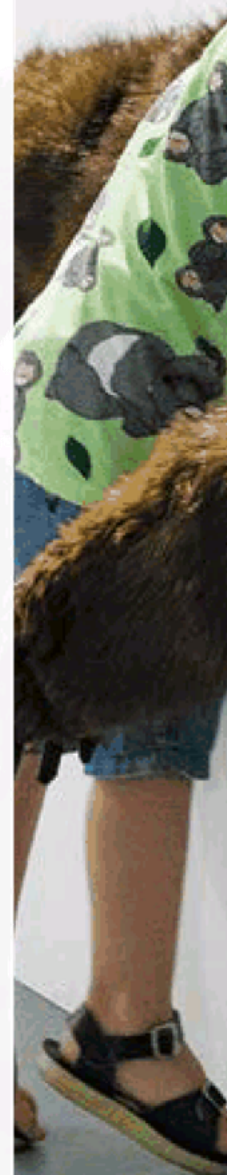






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## ACKNOWLEDGEMENT OF COUNTRY

Waverley Council acknowledges the Bidjigal and Gadigal people who traditionally occupied the Sydney Coast and we pay our respects to Elders past, present and future.

Council would like to acknowledge all the Aboriginal and Torres Strait Islander Elders, community members, and service providers who support our work in reconciliation.





# OUR COMMUNITY VISION

Waverley: connecting the  
city and the sea.

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

- *Waverley Community Strategic Plan  
2018-2029 (CSP)*



# OUR VISION FOR ARTS AND CULTURE

By 2029, Waverley will be a community  
enriched by opportunities to celebrate and  
participate in art and culture.

– *Community Strategic Plan 2018-2029*



## MESSAGE FROM THE MAYOR

Waverley Council has a proud history of supporting the cultural and creative life of our community. We recognise that arts and culture has, beyond its intrinsic value, a range of social, economic and health benefits for individuals and communities. Local government is central to enabling people to participate in arts and culture and there is a recognition in Waverley of the importance of planning for and investing in arts and culture to bring our community together, activate public spaces and drive local economies and cultural tourism. The Waverley Arts and Culture Plan 2021-2026 is our roadmap for the desired long-term future for arts and culture in Waverley.

This Plan reflects the community vision for the future of Waverley as a welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places and rich cultural heritage, as identified in our Waverley Community Strategic Plan 2018-2029. Our Arts and Culture Plan will help guide our future planning

for cultural infrastructure, events, programs and integrating this with the rest of Council's planning activities.

Waverley's cultural landscape is underpinned by the diverse stories of our unique people and location, and experienced in a range of places including our arts and cultural facilities and our public spaces. We recognise our Indigenous history, diverse society and surf culture and how opportunities for locals and visitors to learn, share and celebrate in our ongoing stories will foster a stronger sense of place and community inclusion and connection.

Listening to and engaging with our community members, artists and key stakeholders was integral to the development of this Plan, and I thank them for their invaluable insights. Together, we aim to create a long-term future for arts and culture in Waverley that is ambitious, collaborative, sustainable and responsive.

Paula Masselos  
Mayor of Waverley





# 1. INTRODUCTION

The Waverley Local Government Area (LGA) is on the land of the Gadigal (Cadi-gal) people and the Bidjigal (Biddigal) people, representing the oldest continuous living culture in the world.

Waverley Council recognises the central role that arts and culture play in shaping and defining our community. The Waverley Arts and Culture Plan (the Plan) has been developed to guide Council's future planning for arts, cultural and creative infrastructure, events, programs and partnerships.

Waverley Council acknowledges that Aboriginal and Torres Strait Islander people are the first people of this land. We commit to respecting and protecting Gadigal and Bidjigal sacred sites and special places, and to valuing and protecting our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters. We recognise that Aboriginal and Torres Strait Islander people have been telling stories and creating art on this land for tens of thousands of years. The Plan aims to increase the recognition, visibility, celebration and sharing of Aboriginal stories, arts, culture and language.

Waverley Council encourages and promotes an open, tolerant and inclusive community where everyone thrives and has an opportunity to be heard. The Plan aims to increase opportunities for everyone in the community, including families, people of all ages, culturally diverse communities and people with disability to participate in arts and culture.

The Arts and Culture Plan sets the long term vision for arts and culture in the Waverley Local Government Area (Waverley) and provides a roadmap for Council, the community and partners to work together towards an exciting and engaging arts and cultural life for our area. Comprising 9km<sup>2</sup>, Waverley is located in the heart of Sydney's Eastern Suburbs, about 7 kilometres east of the Sydney CBD. Along with our neighbours, Randwick and Woollahra council areas, Waverley takes in some of Sydney's most beautiful coastline, including the iconic Bondi Beach, and comprises a regional commercial and transport hub at Bondi Junction. Waverley has a population of around 74,000, making it one of the most densely populated LGAs in New South Wales.

The starting point for the Plan is our Community Strategic Plan 2018-2029 (CSP), which outlines the following community vision for the future of Waverley:

*"Waverley: connecting the city and the sea. A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places and rich cultural heritage."*

The CSP identifies 'Arts and Culture' as a key theme to achieve this community vision, with the objective that:

*"by 2029, Waverley will be a community enriched by opportunities to celebrate and participate in art and culture."*

The arts and culture goals outlined in the CSP are to:

1. Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape
2. Preserve and interpret the unique cultural heritage of Waverley

The development and implementation of an Arts and Culture Plan that delivers a wide range of integrated arts and culture activities is the first strategy outlined in the CSP.



From the CSP process we understand that Waverley's Library service is highly valued for its programs and for providing community connections. In addition, as articulated via the CSP, Council will:

- encourage Indigenous arts and culture and incorporate it into the landscape
- provide spaces for the performing arts
- encourage arts and cultural activities, including cross-cultural activities.

The CSP includes a focus on facilitating opportunities that recognise Waverley's unique place in the Australian contemporary arts and cultural landscape and in preserving and interpreting the unique cultural heritage of Waverley.

The community told us during consultation for the CSP that it is important to support arts and culture in Waverley.

Throughout our consultation with the community on the Plan, a number of themes emerged, which are expressed in this Plan as four key values.







## OUR KEY VALUES FOR ARTS AND CULTURE IN WAVERLEY

1

### **Ambitious**

A creatively ambitious approach that reflects our unique place in the Australian cultural landscape and imagination.

2

### **Collaborative**

Arts and cultural outcomes driven by strong partnerships between and within Council, the community, and the creative sector.

3

### **Sustainable**

Strategic leadership and resourcing that recognises the value of arts and culture to Waverley and empowers our community and creative sector.

4

### **Responsive**

Continually reviewing how we deliver on the goals of this Plan with our community and partners, and responding to new opportunities to enable a vibrant arts and cultural life.



# OUR FIVE KEY GOALS

Guided by its values, this Arts and Culture Plan outlines a road map to achieve five interconnected goals that articulate the desired long-term future for arts and culture in Waverley, each supported by associated objectives and actions.

This strategic framework will drive the future work of Council, and guide how we work with partners and the wider Waverley community.

## Goal 1

Our diverse and ongoing stories are shared and celebrated

Waverley's cultural landscape is underpinned by the rich heritage of its traditional owners, the Bidjigal and Gadigal people, and the diverse stories of our unique people and places. Opportunities for locals and visitors to learn, share and celebrate in our ongoing stories will foster a stronger sense of place, community inclusion and connection.

## Goal 2

We have a vibrant network of spaces and places for arts and cultural participation, production and experience

Waverley has a range of spaces and places that facilitate our cultural landscape, including community facilities, public places, beaches and parks. A dedicated network of spaces and places that is fit-for-purpose and accessible will support local creative participation, production and presentation, and foster community connections.

## Goal 3

Creative participation is flourishing and inclusive

Creative participation has a range of benefits for individual and community wellbeing. Supporting diverse and inclusive opportunities that respond to the needs and interests of our community will allow creative participation to flourish.

## Goal 4

Showcasing and supporting our creative sector and community

Waverley is home to many creative and engaged individuals, groups, organisations and businesses. Showcasing and supporting this creative sector to thrive, collaborate and kickstart their initiatives will drive local arts and cultural outcomes.

## Goal 5

Developing strong partnerships to facilitate growth for our cultural and creative sector

We will be a leading Council that puts our key values at the heart of decision-making in order to underpin strong and productive arts and cultural partnerships – locally, nationally and internationally. Strong cross-sector collaborations will increase awareness about the value of the arts and culture.



The objectives and actions that will be delivered throughout the duration of this Plan are detailed in section 5.



## 2. CONTEXT

### 2.1 How the Arts and Culture Plan was developed

Arts and cultural planning at the local government level is about identifying and leveraging a community's creative resources, strengthening the management of those resources, and integrating them with the rest of Council's planning activities. Community engagement and endorsement is key to the success of arts and cultural planning.

The Waverley Arts and Culture Plan borrows from the Cultural Development Network Planning Framework (the Framework). This Framework recommends a planning process that is integrated with the rest of Council's planning activities. It is underpinned by the following six key principles informed by leading practices in public policy.

- Based on values
- Directed towards goals
- Focused on outcomes
- Informed by evidence
- Underpinned by a theory of change
- Respondent to evaluation

In summary, the Framework prioritises evidence-based planning that is responsive to evaluation and has measurable outcomes.

The methodology used to inform the development of the Arts and Culture Plan includes:

- Analysis of the community profile of the Waverley LGA and implications for cultural planning
- Auditing and mapping existing cultural assets
- Strategic context analysis and review of State, regional and local cultural planning policies and strategies
- Community and stakeholder engagement
- Analysis of local and international best practice case studies and trends.

The Arts and Culture Plan has been informed by extensive community consultation and research conducted over 2018-2020.



## 2.2 Defining arts and culture in Waverley

The definition of arts and culture has long been debated and the terms are used in a variety of ways. This Plan adopts a broad definition that aligns with the NSW Government's planning for a creative Sydney and considers:

- Our sense of place, our values, our diversity, our identity, and our digital and place-based communities
- The material products of creative and cultural processes including organic, formal, and informal processes
- Our engagement with, and participation in, creative and cultural process.

Culture is the way we live our lives – our knowledge, beliefs, behaviours, traditions, heritage and social character. It is about our ability to 'tell our story' – an essential and defining human characteristic.

Culture also encompasses the material ways in which we communicate our ideas and beliefs. This might include visual arts,

craft and design, theatre, dance, music, writing, media and digital arts, community art and cultural development.

Culture in Waverley is experienced in a range of places including via our arts and cultural facilities, on the street, in parks, and even at the beach. Our community organisations also run programs that enrich our cultural experience.

The way that we make decisions is informed by our sense of place and values, generated through creative, collaborative and cultural processes, and impacting the way that Waverley is governed.

Through the CSP process, the Waverley community identified arts and culture as an area of high priority. Highlighted was the importance of Council's continued support and provision of arts and cultural facilities, programs and events and vision to be a "community enriched by opportunities to celebrate in art and culture."

*"Creativity belongs to the artist in each of us. To create means to relate. The root meaning of the word art is "to fit together" and we all do this every day. Not all of us are painters but we are all artists. Each time we fit things together we are creating – whether it is to make a loaf of bread, a child, a day."*

*- Corita Kent (1918-1986)  
artist, designer and educator*



## 14 2.3 The value of arts, culture and creative industries in Waverley

Beyond intrinsic value, arts and culture have a range of social, economic and health benefits for individuals and communities. In Waverley there is a recognition of the importance of planning for and investing in the arts, culture and creativity to bring our community together, activate public space and drive local economies and cultural tourism.

Research from the Australia Council for the Arts in 2020 indicates that 98% of Australian engage with the arts and the vast majority (84%) recognise the positive impacts the arts have on our daily lives and our communities, including our health and wellbeing, making our lives richer and more meaningful, and impacting our understanding of other people and cultures<sup>1</sup>.

<sup>1</sup> Creating Our Future: Results of the National Arts Participation Survey, August 2020

### RESEARCH



#### HEALTH AND WELLBEING

Studies have found that people who participate in a creative or cultural activity are more likely to report good health compared to those who do not, and that participation in arts activities may increase cognitive abilities and may have a positive impact on specific health conditions such as dementia and depression.

A 2013 study in Scotland found that people who had participated in a creative or cultural activity were 38% more likely to report good health compared to those who did not; and for those who participated in dance, the figure rises to 62%



#### EDUCATION AND SKILLS

Participation in arts activities has been shown to improve educational outcomes. A 2019 study conducted in Houston (USA) showed that primary schools that integrate arts across the curriculum achieve higher average reading and mathematics scores compared to similar schools that did not.

In turn, we know that the 21st Century knowledge-based economy will increasingly require workers to have skills that are associated with artistic practices including creative thinking, self-discipline, collaboration and innovation.



#### COMMUNITY IDENTITY AND CONNECTION

Engagement in culture and creativity has been linked to an increased sense of community identity, cohesion and belonging, more inclusive communities and a reduction in social isolation.

Creative and cultural engagement may also increase participation in community life. A 2010 UK study found that students from low income families who engage in the arts at school are twice as likely to volunteer than those who don't engage in the arts and are 20% more likely to vote as young adults.



#### RESILIENT LOCAL ECONOMIES

Studies show that a vibrant cultural and creative ecosystem can help drive local economic prosperity and growth, including through attracting visitors, creating jobs, attracting and retaining businesses and revitalising places.



#### LIVEABILITY

Arts initiatives can transform public spaces that may have once been problematic or under-utilised into places that become meaningful and aesthetically pleasing to the communities that use them. Adopting art-based participation models can also be a powerful tool for engaging community debate on the use of public space. When a community becomes involved from the design to realisation phase of a project it can enhance their sense of belonging, encouraging them to become custodians of their social environment.

## 2.4 The role of Council, the community and partners

Local government is central to enabling people to participate in the arts, culture and creativity. In a climate of expanding global homogeneity, local production and participation in arts and culture is increasingly important and councils serve an important role to deliver, fund, host, support and promote arts and culture in local communities.

Waverley Council has a proud history of supporting the cultural and creative life of its community, dating as far back as the famous deck-chair concerts held in the early 1900's. Today, Waverley Council provides a range of direct and indirect cultural and creative services, facilities and programs to the community.

While Council plays a crucial role in fostering culture and creativity, the best outcomes are achieved through collaboration and partnership with community, business, government and key industry partners.

## 2.5 Strategic context

At the Federal and State government level, there is a focus on cultural infrastructure to support the production and showcasing of arts and culture; recognising, celebrating and supporting Indigenous arts and culture; supporting inclusive and diverse community participation; developing creative industries and fostering innovation; connecting to and learning from tangible and intangible cultural heritage; and creative approaches to place-making activities and the night-time economy.

Locally, the Arts and Culture Plan aligns with other key Council plans including the CSP, the Waverley Library Strategic Plan, Public Art Master Plan, Sustainable Visitation Strategy, Reconciliation Action Plan, Disability Inclusion Action Plan, Bondi Junction Evening Culture and Entertainment Strategy, Economic Development Strategy, Creative Lighting Strategy and the Waverley Village Centres Strategy amongst others.

The Arts and Culture Plan also responds to and provides direction for major ongoing projects from 2021-2026, including the Bondi Pavilion Restoration and Upgrade project, and the development of the Boot Factory Knowledge and Innovation Hub projects.





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Waverley Arts and Culture Plan 2021–2026





### 3. WHAT OUR COMMUNITY TOLD US ABOUT ARTS AND CULTURE IN WAVERLEY

Listening to and engaging with our community members, artists and key stakeholders was integral to the development of this Plan. From discussions with community through various engagement activities, the following key themes emerged:

#### **Leveraging our unique place in the Australian arts and culture landscape and imagination to deliver creative and cultural outcomes**

The Waverley LGA has a significant place in the Australian cultural landscape and imagination, and Bondi Beach is a national symbol of Australian life and a destination experience for Australian beach and surfing culture. Our community members highlighted the opportunities that come with this reputation as it means we have “something to build on.” Another theme raised by the community is the capacity for Waverley to continue to attract visitors from across Sydney and the world, which is an opportunity to deliver ambitious cultural and creative initiatives as well as a challenge to maintain a sense of community as pressure on our local spaces, places and services increases.

#### **Developing an integrated and collaborative commitment to, and vision for, arts and culture in Waverley**

The community wants the Arts and Culture Plan to champion the value of arts and culture, community participation and the creative sector and to outline a clear commitment to, and vision for, arts and culture that is integrated across Council’s planning. Participants emphasised a need for ongoing community involvement and collaboration in decision making. They also see opportunities for increased collaboration with other councils and cultural institutions.



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### **Our beaches and natural environment shape and inspire Waverley's cultural identity**

Waverley takes in some of Sydney's most beautiful coastline, and our famous beaches, cliffs and parks play an important role in shaping our cultural identity and inspiring creativity. Our community told us that going to the beach is one of the rituals of everyday life that shapes our local culture, and that our coastline is a hotspot for creative and cultural participation and community connection, with a large number of activities, events and festivals taking place here.

### **Recognising and learning from Aboriginal culture**

The Waverley LGA has significant Bidjigal and Gadigal heritage sites and ongoing cultural presence. Our community indicated that

they would like Aboriginal culture, traditions, knowledge and stories to be acknowledged and more visible in their local area, including through events and activities, signage and interpretation, and public artworks incorporated into the landscape.

### **Sharing our intertwined and ongoing stories**

Our community said they would like to see more opportunities to share and reflect on Waverley's unique cultural heritage and our ongoing local stories, including Aboriginal culture, beach and surf lifesaving culture, and the waves of immigration that continue to shape our culturally diverse community. The residents of the community appreciate living in a diverse community and want this diversity to be welcomed, celebrated and reflected in local cultural and creative opportunities and activities.

### **Desire for more opportunities to participate in arts and culture in Waverley – for all residents**

There is a strong desire in our community for more opportunities to engage with arts and culture in Waverley. About half of survey respondents (51%) are of the view that there are not enough cultural and creative events and programs in Waverley. In our discussions with the community, a range of ideas to improve cultural and creative participation were suggested, including a focus on:

- inclusive and affordable opportunities for
  - children and families
  - young people
  - people with disability
- activities for working adults at night and on the weekends.

There was also a desire for more equitable distribution of activities and facilities across Waverley's suburbs and more programs in the winter season.

### **Supporting and empowering our creative sector and community to collaborate and drive arts and creative outcomes**

Waverley is home to many established and emerging artists and creatives. Our community has highlighted the need to support creatives to live and work in the area as the cost of living across Sydney continues to rise. Ideas to do so include the provision of affordable housing and workspaces, opportunities for networking and collaboration, and programs including grants, prizes and artist residencies.

### **Better promotion of what's already happening in the area**

Improving promotion and marketing of existing cultural and creative facilities and activities was a theme throughout the consultation. Strategic promotion and branding via online channels was seen to be a priority to engage with young people, local community and visitors to Waverley. Signage in public spaces was also identified as a key opportunity. Suggestions included developing a website and social media presence specifically for the Bondi Pavilion as the centre's upgrade is completed.

### **Resourcing and activating cultural infrastructure**

The existing community and cultural spaces in Waverley, including the much-loved Bondi Pavilion, Waverley Library and Waverley Woollahra Art School are highly valued by our community. The importance of these spaces in supporting local talent, creative participation and social connections was a consistent discussion point throughout the community engagement process.

Our community identified the opportunity for existing spaces to be better utilised, highlighting a need for cultural infrastructure to receive sufficient operating budget to ensure appropriate maintenance, promotion, staffing and programming. Some respondents identified venue hire requirements, processes and cost as barriers to further community use and access.

A high proportion of participants maintain that there are not enough cultural facilities and spaces in Waverley. They would like to have access to more spaces for creative production (e.g. affordable studios and rehearsal spaces), creative showcasing (e.g. gallery, performance) and to temporary pop-up spaces in vacant buildings and the public domain. The Boot Factory redevelopment was seen as an opportunity to deliver some of these types of spaces.

### **Culture and creativity in the public domain**

The community would like increased activation of streets, footpaths and urban plazas to support local cultural opportunities and community connections. They would like to participate in the development of:

- appealing and inviting urban design produced in collaboration with local creatives and the community
- comfortable staying places for people to sit and meet
- opportunities for busking and live music in public places
- event-ready spaces.

This was identified as a priority for Bondi Junction in particular.

### **Opportunities for the night time economy and live music**

Participants saw opportunity to further develop Waverley's night-time economy and to support live music. Ideas included providing and promoting smaller live music venues and facilities that encourage

live music. This was identified as a particular opportunity for Bondi Junction and Bondi Pavilion.

### **Creative participation, production and management at Bondi Pavilion**

Throughout, there was a strong emphasis on challenges and opportunities to further support community and cultural uses at Bondi Pavilion, including a need for:

- Vision and planning informed by community engagement
- Enhanced operational resourcing and staffing
- Dynamic marketing and promotion
- Improved maintenance
- Expanded programming
- Reducing regulations and hire costs to encourage cultural and creative uses.

For a more in depth understanding of community and stakeholder perspectives on Bondi Pavilion, see findings from Community and Cultural Use Impact Assessment (2019) and engagement reports at [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au).

### **Supporting our unique local villages**

While Bondi is known as a hotspot for cultural and creative spaces, programs and events, community engagement participants identified opportunities to enliven our other centres and suburbs through an increased creative and cultural presence, with a strong focus on further activating Bondi Junction and Charing Cross. Local businesses were identified as prospective partners that could play an important role in facilitating creative and community connections.





## 4. WAVERLEY'S ARTS AND CULTURAL LANDSCAPE

### 4.1. Our people and creative participation

Waverley is home to a highly engaged and creative community, with a high proportion of cultural and creative workers (2.7% in our LGA compared to 1.8% in Greater Sydney), and high levels of participation in and appreciation of culture and creativity. As such, there are opportunities to further support and collaborate with established and emerging creative and cultural workers and industries in Waverley.

When creating this Arts and Culture Plan, we have focused on leveraging the strengths, and responding to the diverse needs, of the unique places and people that underpin our rich cultural ecosystem. In doing so, we remain mindful that cultural planning is an ongoing exercise that must respond to the changing needs of its community.



### Our community today

The main demographic in the Waverley LGA is working-aged adults aged 25 to 49 years, indicating a need for cultural spaces, programs and events that are available at night and on weekends to cater to the working population.

While Waverley LGA has a lower proportion of households with children compared to Greater Sydney, in recent years there has been a significant increase of 21% in primary school aged children (5 to 11 years) and an increase of 11% in secondary school aged children (12 to 17 years), indicating a need for activities for children and young people that are available after school, on weekends and during school holidays.

Waverley's residents are from many different cultural backgrounds, which suggests there could be more cross-cultural activity to bring the community together.

Council's arts and cultural facilities, programming and events need to be accessible and welcoming to support participation by people with disability.

With a high proportion of residents in Waverley living in medium or high density housing, there is a need for spaces outside the home for the community to engage with arts and culture and participate in creative expression.

While the average household income in the Waverley LGA is significantly higher than Greater Sydney, 11% of households are low income households earning less than \$650 a week, indicating that there is a need for arts and cultural spaces, programs and events that are affordable to residents from a range of socio-economic levels.

### Our response to COVID-19

Australia's arts and culture sector has been hard hit by the COVID-19 pandemic and faces a long road to recovery. There has been a significant loss of opportunities for freelance artists and arts workers, and cultural organisations of all sizes face ongoing challenges to their financial viability. The community's confidence to engage safely with arts and culture needs to be rebuilt.

Waverley Council's response to the COVID-19 pandemic is multi-focused. We have supported the most vulnerable in our community: older people, those at risk of homelessness, and early education and family day care users. We have maintained essential services, kept the community safe and continued to support local service providers and community organisations. Our business support package has assisted the Waverley business community through financial assistance, advice, and easily accessed information.

Goals, actions and measures in the Plan have been reviewed to meet, where possible, the ongoing needs of the arts and culture community in the context of the COVID-19 pandemic. In response to community feedback on the Plan, the timing of some actions has been adjusted to address concerns more immediately.

Despite its challenges, COVID-19 was the catalyst for significant innovation in the digital delivery of arts and culture programs, enabling a wider reach and to new audiences. The Plan seeks to build on those positive outcomes, further enabling digital capability for creative participation, while at the same time reinforcing the focused support and facilitation of live performance and engagement. The Plan consequently exploits both traditional and innovative channels to promote the widest possible participation in arts and culture in Waverley.



# DEMOGRAPHIC SNAPSHOT OF WAVERLEY



**OUR LOCAL  
GOVERNMENT  
AREA:**

**9.2km<sup>2</sup>**

**OUR SUBURBS:**

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



**OUR DWELLINGS AND BUSINESSES:**



**30,496**  
dwellings



**34,000**  
registered businesses

**OVERSEAS BORN RESIDENTS  
TOP COUNTRIES:**

United Kingdom, South Africa, New Zealand, Brazil and Ireland

**MEDIAN AGE**

**35 years**

- 16 per cent of our residents are 0–14 years old
- 8.9 per cent are 15–24 years old
- 33.4 per cent are 25–39 years old
- 28.7 per cent are 40–64 years old
- 12.7 per cent are more than 65 years old

## POPULATION



**TOTAL POPULATION**

**72,106**

**PROJECTED  
POPULATION  
2031**

**80,100**

**DENSELY  
POPULATED  
AREA**

**OVERSEAS BORN  
RESIDENTS**

**38.4%**

**ABORIGINAL AND TORRES  
STRAIT ISLANDER PEOPLE**

**274**



## LANGUAGES

68.8 per cent of us speak English at home while 25.7 per cent speak a language other than English

Russian is spoken by 2.2 per cent of our residents, 2.1 per cent speak Spanish, 1.9 per cent Portuguese, 1.8 per cent French and 1.7 per cent Italian



## JEWISH COMMUNITY

Waverley's Jewish community of

**10,076**

residents makes up 15.1 percent of our total population

## EDUCATION

**17** **NUMBER OF SCHOOLS**  
(including both primary and secondary)

**39.5** per cent of our residents aged over 15 years have a Bachelor or higher degree compared to 24.1 per cent for Greater Sydney

**20** per cent of young people aged 15–24 years attended an educational institution including high school and/or a higher education facility, such as TAFE or university

## DISABILITY

**3%** of the population reported needing help in their day-to-day lives due to health and disability

## HOUSING

### AVERAGE HOUSEHOLD SIZE



**2.3**  
people

## ECONOMY



**\$4.36 billion**  
gross regional product

More than  
**27,546**  
jobs in Waverley

### RENTING HOUSEHOLDS

**43%**

### MEDIAN WEEKLY RENT

**\$620**

### MEDIAN TOTAL INCOME/WEEK

for Waverley households in 2016 was

**\$2,300** compared to **\$1,683** for Greater Sydney

### SINGLE PERSON HOUSEHOLDS

**27.7%**

### COUPLES WITH CHILDREN

**23.8%**

### HIGH EMPLOYMENT SECTORS

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

**79.9%** of Waverley properties are connected to the internet

Sources: ABS Census 2016, Economy.Id, Australian Business Registry Data



## 4.2 Our arts and cultural places, spaces and programs

Waverley takes in some of Sydney's most beautiful coastline, and our natural environment, coastal walks, beaches and parks are some of our area's greatest assets.

Waverley is also one of the most densely populated LGAs in Australia. Residents are attracted to its diversity and value it as a friendly place to live.

High levels of visitation bring both opportunities and challenges for arts and cultural planning in Waverley. There is a need to sustainably balance the needs of local residents while enhancing and leveraging Waverley's position as a national and international tourism destination.



### 4.2.1 Waverley's places, villages and neighbourhoods



Bondi Beach has long been a symbol of the Australian lifestyle and a destination for those seeking to experience our beach culture. The precinct is an important gathering point for residents and visitors and has a long history as the stage for arts and cultural events and activities.

The Bondi Pavilion, historic local surf lifesaving clubs and Waverley Cemetery are highly valued by residents and attract local and international visitors.

Council's challenge is to preserve, respect and protect the heritage of its natural and built coastal environment so that it remains safe, accessible and enjoyable for everyone. There is opportunity for further celebration of these unique aspects of our local area, building on Waverley's strong public art program which includes a significant number and variety of both permanent and temporary public artworks.

Our villages and neighbourhood centres create a web of individual but connected focal points for our community. Each local place has its own character, community profile and identity. This strong identification with place is meaningful to residents and provides opportunities for arts and cultural activities to celebrate their specific local character.

There is an acknowledged demand in our community for more things to do in the evening. In particular, there is a demand for activities that attract families and offer alternatives to traditional alcohol-based evening culture and entertainment options. Bondi Junction plays a significant role in the local and Sydney metropolitan economy, and activating a night-time economy is a crucial component of ensuring Bondi Junction is a safe, productive and well-loved place.





## 4.2.2 Waverley's arts and cultural facilities and spaces

There are 18 separate community and cultural facilities in the Waverley LGA, 10 of which are Council owned.

**Bondi Pavilion:** a central part of life for residents and visitors to Bondi Beach for over 90 years, Bondi Pavilion is currently being renewed for future generations through a major conservation and restoration project running throughout 2020-2021, designed by architects Tonkin Zulaikha Greer. As well as upgrades to all the existing cultural spaces in the Pavilion, new spaces including Bondi Story Room, a community radio station and a new flexible cultural space are being added.

### Key spaces in the Pavilion:

**Bondi Pavilion Theatre:** is a 229-seat venue that hosts a variety of theatre and music, film screenings, talks, festivals and events throughout the year. The theatre is used for events and performances that Council produces, such as the annual Jazz at the Pav, as well as by many external hirers and partners including Flickerfest, Sydney Comedy Festival, Sydney Fringe Festival and Sydney Jewish Writers Festival.

**Bondi Pavilion Gallery:** has free admission and hosts a combination of Council curated and community exhibitions each year. Over 41,000 people attended the gallery in 2019.

**Bondi Pavilion Music Studios:** are available for regular hires, casual bookings and Council produced programs. The studios support the delivery of annual music programming including Sunshine Singers and the Bondi Wave Youth Music Program.



**Bondi Pavilion Pottery Studios:** run workshops and classes throughout the year, catering for a diverse range of participants including people with disability, school children, adults and seniors.

**Bondi Story Room:** this new space will house an innovative, interactive digital exhibition that captures the notable people, places and events of Bondi's past. Bondi Story Room is being created with significant community input and will grow and evolve over time as new stories are added.

**Waverley Library:** is a bustling and lively community space that is highly valued by over 500,000 visitors each year. The Library has a strong reputation for providing community events and learning opportunities as well as traditional library services, and aspires to be a leading cultural and learning institution in the region.

**Waverley Library Galleries:** occupy the ground floor and upstairs foyer areas of Waverley Library. Community submissions, which make up the majority of gallery exhibitions, are invited annually and are panel assessed. The Waverley Youth Art Prize and Waverley Council's Design and Heritage Awards are also held here.

**Waverley Artist Studios at Waverley Woollahra Art School:** are offered in year-long residencies with artists delivering exhibitions, workshops, public programs and developing new contemporary art. Waverley Artist Studio residencies are highly competitive and held in high regard. The studios are allocated through a peer reviewed Expression of Interest and Council approval.

**Bondi Beach Sea Wall:** has been in operation since the late 1970s and features a mix of street and contemporary art with strong social and political messages from some of the world's best-known street artists. Through an application process, each panel is allocated for a six-month period.

**Mill Hill Community Centre:** is the venue for the Waverley Community and Seniors Centre. It offers a range of programming across wellness, information and events, and arts and craft activities. The centre is closing in 2021 for renovations aligned to the Boot Factory development.

**The Boot Factory:** is a former shoemaking factory at the rear of Norman Lee Place in Bondi Junction which was completed in 1892 by William Sidaway and Son. The Boot Factory is being redeveloped into a knowledge and innovation hub with works commencing in 2021.



## 26 4.2.3 Arts and cultural programs

Waverley Council aims to build community and connection, support creativity and strive for excellence by delivering and supporting programs in the visual arts, music, theatre and performance spheres, makers and technology, talks and ideas, and cross-artform programming. Council also supports social inclusion through the provision of programs that encourage and support creative participation by diverse audiences including people with disability, young people and older people.

Waverley's School Holiday program caters for an array of interests and ages, providing free and paid activities. These activities are facilitated by a combination of Waverley Council specialist staff, artists, industry professionals and partner organisations. The programs are usually run from the Waverley Library, Bondi Pavilion and the Margaret Whitlam Recreation Centre.

Makers and Design programs are conducted at various venues in the Bondi Pavilion and Waverley Library and include the popular pottery program and various other craft-based workshops and learning opportunities.

Activities for older people in our community include Council's monthly Seniors Concerts and weekly Sunshine Singers, which attracts 30-40 regular members each week.

The Bondi Wave Youth Music program targets high school musicians in our area, teaming them up with music industry mentors to write and record original music. The bands graduating from this program perform at Carols by the Sea or in a special performance in the Bondi Pavilion Theatre.

## 4.2.4 Festivals and events

### WAVERLEY COUNCIL EVENTS



**Bondi Festival:** is a new family and fringe festival held in the winter school holidays, replacing the popular Bondi Feast and Bondi Winter Magic Festivals. Waverley Council works closely with the Bondi and Districts Chamber of Commerce to involve and promote local businesses in the Festival. The program includes theatre, comedy, cabaret, circus, pop-up food stalls, ice rink and ferris wheel, and attracts visitors annually to Bondi in winter.

**Festival of the Winds:** is a kite festival that includes kite flying demonstrations, world music, food and entertainment. Held at Bondi Beach, Bondi Park and Bondi Pavilion, it typically attracts up to 80,000 people.

**Global Table:** is an annual community celebration of cultural diversity and food. Food stalls representing numerous countries and cultures sit alongside a free day-long program of dancing, music and children's activities.



**International Women's Day:** delivered by Waverley Council, often takes the form of an 'in conversation' event featuring prominent guests discussing their lives and careers in response to a theme.

**Carols by the Sea:** is a Christmas celebration featuring performances from local community groups and professional musicians. The popular event offers an opportunity for the community to come together to sing carols.

**New Year's Eve:** is a ticketed family-friendly event held at Dudley Page Reserve in Dover Heights. The event takes advantage of the spectacular views across Sydney Harbour and includes an entertainment program.



## PARTNER AND COMMUNITY EVENTS

**Sculpture by the Sea:** is the internationally renowned outdoor art exhibition located along the coastal walk between Bondi and Tamarama beach, attracting approximately half a million visitors annually.

**Flickerfest:** is Australia's leading short film festival and is held in the Bondi Pavilion amphitheatre and theatre. It attracts around 5,000 people annually.

**Open Air Cinema:** provides movie-goers with the opportunity to experience an outdoor cinema by the beach. Annually, this event attracts approximately 17,000 people over the summer months.

**Ocean Lovers Festival:** aims to increase awareness of environmental issues and sustainable living. The festival takes place in multiple locations in Bondi, including the Bondi Pavilion.

**Bondi Latin American Festival:** is an opportunity to share and celebrate Latin culture. This festival is delivered by Bondi Association of Arts and Music.

**Bondi Blitz:** is a youth music event held as a part of Youth Week. Delivered by Waverley Youth Action Services, it attracts approximately 1,000 young people.



**City2Surf:** from the inaugural event held in 1970, it has developed into one of the world's largest fun runs, attracting over 80,000 people annually. Starting in the city and ending at Bondi Beach, the event has raised tens of millions of dollars for charity. Council also runs a Marquee Program for organisations to provide post-run hospitality.

**Bondi to Bronte Swim:** attracts over 2,000 participants annually and is delivered by Bronte SLSC.

**International skateboard competition:** at Bondi Skate Park, attracting approximately 3,500 attendees.

## CIVIC EVENTS

Waverley hosts a number of civic and seasonal events including:

**Dawn Service on ANZAC Day:** is held at the war memorial outside North Bondi RSL, attracting approximately 10,000 people to pay their respects.

**Citizenship Ceremonies:** are hosted monthly for residents who have been approved to become Australian citizens.

**Russia Victory Day:** is celebrated annually on 9 May to commemorate victory in WWII.

## 4.2.5 Grants and Awards

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Council awards a number of small grants annually to individuals, community groups and small businesses that contribute to Waverley's community. Within this pool, arts and culture grants are awarded to proposals that deliver identifiable cultural, social and recreational benefits to the Waverley community.

Council also provides community services grants to support services for the local community. In the past these have been awarded to various cultural initiatives including the Beaches Outreach project, the Bondi Toy Library, Sculpture by the Sea, the Waverley Bondi Beach Band and the Waverley Randwick Philharmonic Society.

Council also delivers three significant competitions each year:

**The Nib Literary Award:** established in 2002, recognises excellence in research and writing. It is the only major national literary award of its kind presented by a local council. Supported by Principal Sponsors Mark and Evette Moran, the Nib Award offers a \$20,000 major prize.

**Waverley Art Prize:** established in 1986, is open to painting, drawing, print and mixed media and is delivered in partnership with Waverley Woollahra Art School. Aimed at early to mid-career artists and celebrating its 35th anniversary in 2021, the competition offers a \$15,000 first prize.

**Waverley Youth Art Prize:** established in 1987, encourages creativity in young artists aged from nine to 18 years from the Eastern suburbs area. It is an open prize and all entrants' work is displayed.





## 5. GOALS, OBJECTIVES AND ACTIONS

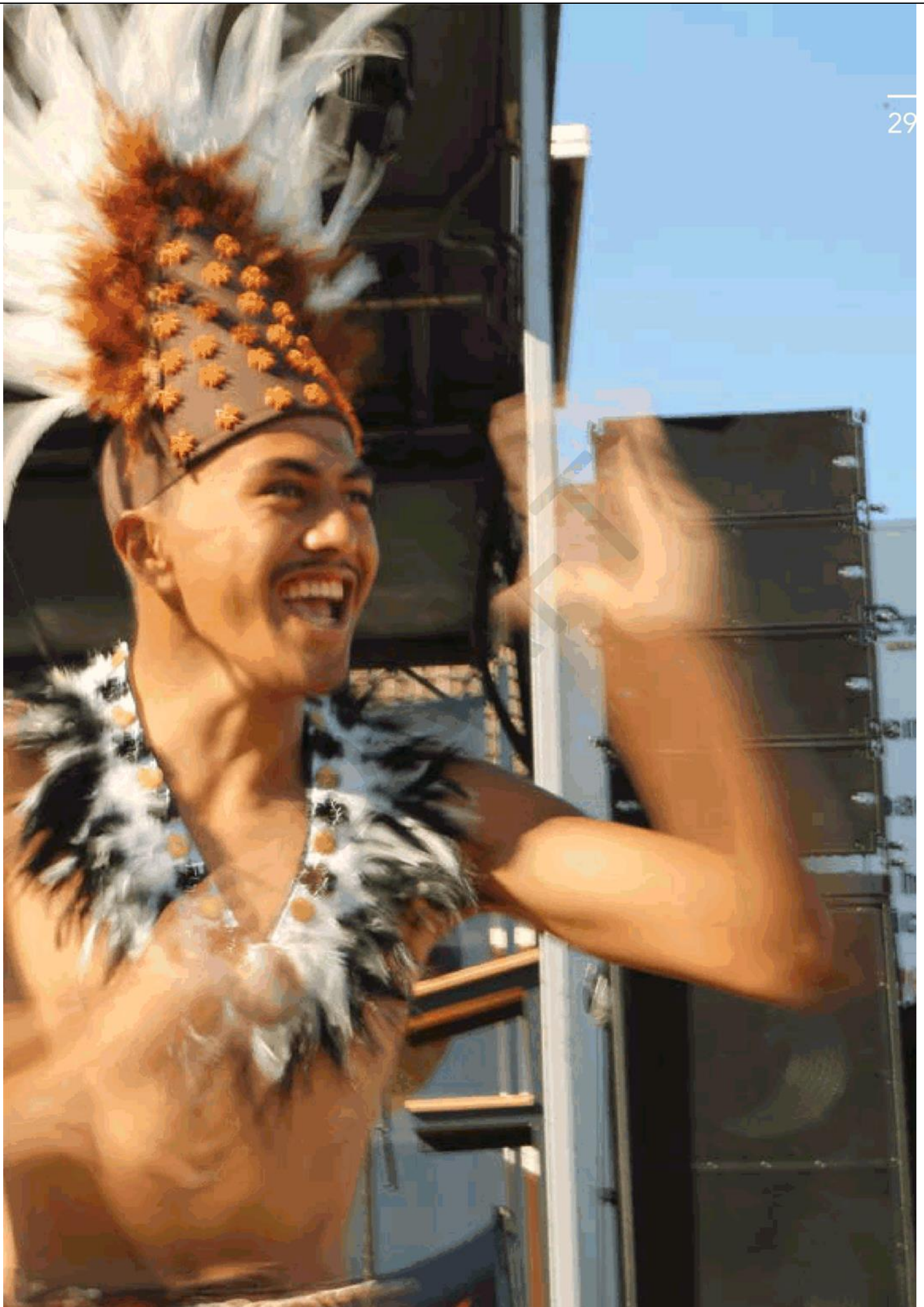
The five goals and associated objectives and actions outlined in this Plan provide a road map to guide future decision making around arts and culture in Waverley for Council, partners and the wider community. This strategic framework has been developed based on community engagement, research and other local data.

Each action outlines Council's role as well as the role of possible partners in delivery. As such, Council's role may be to 'review' relevant next steps to achieve an action, or to 'support' external partners in the delivery of an action, rather than realising the action in isolation. In addition, each action has been allocated a timeframe for delivery that gives an indication of priority.

Definitions to assist with reading section 5 of this Plan:

- **Goals:** Long term future outcomes for arts and culture in Waverley.
- **Objectives:** Measurable changes we want to see to achieve our goals. (e.g. 'Increased community connection').
- **Why is this important:** Evidence base including findings from community engagement and/or other research data.
- **Priority needs:** Key considerations to support the completion of action/s including capabilities, resources, assets and opportunities.
- **Actions:** Specific steps that will be taken in order to achieve the objectives.
- **Council's role:** Function Council will undertake to achieve an action.
- **Partnerships:** Waverley Council will need to work collaboratively with a broad range of stakeholders to the Plan.
- **Timeframe:** Timeframe within which the action/s will be completed.





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## GOAL 1: OUR DIVERSE AND ONGOING STORIES ARE SHARED AND CELEBRATED

Waverley's cultural landscape is underpinned by the rich heritage of its traditional owners, the Bidjigal and Gadigal people, and the diverse stories of our unique people and places. Opportunities for locals and visitors to learn, share and celebrate in our ongoing stories will foster a stronger sense of place, community inclusion and connection.

### OBJECTIVES

- 1.1 Increased recognition, visibility, celebration and sharing of Aboriginal stories, arts, culture and language.
- 1.2 Increased opportunities for locals and visitors to engage with Waverley's diverse stories, history and heritage.
- 1.3 Increased awareness of Waverley's unique place in the Australian contemporary cultural landscape.
- 1.4 Increased opportunities for community connection through arts and culture, including cross-cultural and intergenerational experiences.

### WHY IS THIS IMPORTANT?

- The Waverley LGA has significant Aboriginal heritage sites and ongoing Aboriginal cultural presence. Our community would like Aboriginal culture, traditions, knowledge and stories acknowledged and more visible, including through events and activities, signage and interpretation, and public artworks incorporated into the landscape (1.1, 1.2).
- Our community would like there to be more opportunities to share and reflect on Waverley's unique cultural heritage and our ongoing local stories, including Aboriginal culture, beach and surf lifesaving culture and the waves of immigration that continue to shape our culturally diverse community.
- Waverley's diverse community should be welcomed, celebrated and reflected through local cultural and creative opportunities and activities.
- The Waverley area has a significant place in the Australian cultural landscape and imagination, with community engagement participants highlighting Bondi Beach in particular as being an iconic symbol and destination for Australian beach and surfing culture. Community engagement participants highlighted the opportunities that come with this reputation as it means we have "something to build on." (1.3, 1.4).

### PRIORITY NEEDS

- Increased local opportunities to learn from and share Aboriginal arts and culture, including working with local Aboriginal elders and community to:
  - Increase visibility of Aboriginal arts and culture in the public domain and social infrastructure, including through public art, signage and performance.
  - Increase Aboriginal language, culture and storytelling programs and activities.
- Opportunities for increased cultural and/or heritage interpretation in public domain, open space and along the coastline.
- Continued provision of and support for programs and activities with a focus on local storytelling and sharing, including intergenerational and intercultural, to support strong community connections.



**GOAL 1: OUR DIVERSE AND ONGOING STORIES ARE SHARED AND CELEBRATED**

Objectives / Actions	Council's role	Partnerships	Timeframe	How will we measure success?
<b>Objective 1.1:</b> Increased recognition, visibility, celebration and sharing of Aboriginal stories, arts, culture and language				
Work with local Aboriginal elders and community to investigate and implement opportunities to incorporate Aboriginal cultural heritage/ interpretation of significance into our public spaces where appropriate	Implement	Local Aboriginal and Torres Strait Islander Elders and Community members, La Perouse Local Aboriginal Land Council, and Reconciliation Action Plan (RAP) Advisory Committee	2021-2022	Options scoped in partnership with community in accordance with Reconciliation Action Plan deliverables and the Bondi Pavilion Conservation and Restoration Project
Deliver actions identified in Waverley Council Reconciliation Action Plan	Implement	Indigenous Community and stakeholders	2021–2022	RAP actions delivered
<b>Objective 1.2:</b> Increased opportunities for locals and visitors to engage with Waverley's diverse stories, history and heritage				
Incorporate Bondi Story Room within Bondi Pavilion and engage with community and local creatives to share diverse stories of Bondi, with an opportunity to include First Nations, beach and surf history, music and ongoing waves of immigration to the area	Implement	Local community, Waverley Library Local History, Knowledge holders	2021-2022: Planning and co-design with community 2022-2026: Ongoing programming	Over 200 diverse local stories included, gathered from community contributions and local research
Identify sites and/or locations for increased or improved cultural and heritage signage in outdoor spaces to increase visitor and community engagement with local culture and history	Implement	Knowledge holders, Waverley Library	2021-2026	Directions identified in Open Space and Recreation Strategy completed, ensuring the design of spaces tells the story of place and local culture
Continue implementation of Public Art Master Plan, commissioning new work in the Waverley area with consideration to context including place-making, artistic excellence, sustainability and local culture and heritage	Implement	Local and National Artists, Local Community	Ongoing	At least 1 public artwork commissioned every 2 years
<b>Objective 1.3:</b> Increased awareness of Waverley's unique place in the Australian contemporary cultural landscape				
Develop a Digital Marketing and Communications Strategy to ensure digital platforms are effectively utilised to build digital engagement and encourage new audiences, including in relation to the Bondi Pavilion	Implement	Digital innovators and digital agencies	2021–2026	Contemporary digital tools and techniques implemented for ongoing arts and culture presentation, promotion and engagement
Ensure Council art and culture promotional strategies aim to increase access and participation from diverse communities	Implement	Media, Social Media, website	2021	Disability Inclusion Action Plan communications goals, Cultural Diversity Strategy and RAP actions achieved
Create an awareness program that raises the profile of Waverley's cultural offering	Implement	Communications channels, Media partners, influencers	2022–2025	Baseline level of awareness of Cultural offering determined and improved in subsequent years
<b>Objective 1.4:</b> Increased opportunities for community connection through arts and culture, including cross-cultural and intergenerational experiences				
Leverage identified Committees with relevant cultural agenda items to build transparency and increase participation in arts and cultural opportunities	Implement	Local Cultural Leaders	2021-2026	Committee members provided with relevant messaging and awareness of participation opportunities for the wider community
Implement engagement strategies for the Arts and Culture program that responds to identified community needs and supports the aim of increasing access, diversity and participation levels	Implement	Users and potential users of cultural facilities	2022-2026	Participation baseline determined. Participation increased by 20%
Partner with local community and cultural organisations to deliver cultural and creative programs that provide opportunities for crosscultural learning and exchange	Implement	Local community and cultural organisations	2021-2026	3 partnerships facilitated annually

## GOAL 2: WE HAVE A VIBRANT NETWORK OF SPACES AND PLACES FOR CULTURAL PARTICIPATION, PRODUCTION AND EXPERIENCE

Waverley has a range of spaces and places that facilitate our arts and cultural landscape, including community facilities, public places, beaches and parks. A dedicated network of spaces and places that is fit-for-purpose and accessible will support local cultural and creative participation, production and presentation, and foster community connections.

### OBJECTIVES

- 2.1 A network of affordable, fit-for-purpose, cultural and arts facilities that support cultural and creative participation, production and presentation.
- 2.2 Increased cultural and creative participation through the provision of new and improved spaces.
- 2.3 Our public domain, beaches and parks are platforms for creativity and cultural expression.

### WHY IS THIS IMPORTANT?

- Community engagement participants highly valued existing community and cultural spaces in Waverley, including the Bondi Pavilion, Waverley Library and Waverley Woollahra Art School. People highlighted the importance of these spaces in supporting local talent, creative participation, and social connections (2.1, 2.2).
- Community engagement participants are of the view that there is opportunity for existing spaces to be better utilised, highlighting a need for cultural infrastructure to receive sufficient operating budget to ensure appropriate maintenance, promotion, staffing and programming. Participants indicated that regulations, processes and cost are barriers to community access (2.1, 2.2).
- The majority of survey respondents indicated that there are not enough arts and cultural facilities and spaces in Waverley. Participants expressed a desire for more spaces for creative production (e.g. affordable studios and rehearsal spaces), creative showcasing (e.g. gallery, performance) and for temporary pop-up spaces in vacant buildings and in the public domain. The Boot Factory redevelopment was identified as an opportunity to increase the amount of cultural space in Waverley (2.1, 2.2, 2.3).
- Engagement respondents highlighted opportunities for increased activation of streets, footpaths and urban plazas to support local cultural opportunities and community connections. People would like to see more appealing and inviting urban design in collaboration with local creatives and community; comfortable staying places for people to sit and meet; opportunities for busking and live music in public places; and event-ready spaces. Bondi Junction in particular was identified as a priority location (2.3).
- There was a strong focus on challenges and opportunities to further support community and cultural uses at Bondi Pavilion, including a need for:
  - Vision and planning informed by community engagement;
  - Enhanced operational resourcing and staffing;
  - Dynamic marketing and promotion;
  - Expanded programming;
  - Improved maintenance;
  - Reduced regulations and costs to encourage cultural and creative uses (2.1, 2.2, 2.3).

### PRIORITY NEEDS

- Resources, people and budget to make Bondi Pavilion the cultural hub for the area with branding, programming, marketing, and advertising.
- Explore the potential for live music to be enhanced in the local area.
- Reduce the barriers to applying to use spaces owned or managed by Waverley Council by simplifying processes.
- Consider greater opportunities for partnerships between community organisations and Council.
- Identify Council owned spaces and assets and convert those which are underutilised.



## GOAL 2: WE HAVE A VIBRANT NETWORK OF SPACES AND PLACES FOR CULTURAL PARTICIPATION, PRODUCTION AND EXPERIENCE

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Objectives / Actions	Council's role	Partnerships	Timeframe	How will we measure success?
<b>Objective 2.1:</b> A network of affordable, fit-for-purpose, cultural and arts facilities that support cultural and creative participation, production and presentation				
Review creative programs run in Council owned venues to assess demand, trends, programming mix and operational models to implement increased opportunities for increased participation, creative learning and skill development	Review and Implement	Similar facilities	2021-2022	Review completed and recommendations aiming for increase in cultural use of Council owned facilities formulated
Review the operating/management models of all existing Council-owned cultural venues and develop and implement a plan for increasing the scope of use for cultural purposes, where applicable. Review to consider hiring policies, insurances and liquor licencing, suitability for live music rehearsal and performance and modifications or improvements to facilities	Review and Implement	Benchmark from similar facilities Existing and potential venue hirers and users, Local creative community	2021-2022 Bondi Pavilion 2022-2023 other facilities	Review completed and recommendations implemented
Implement and promote revised grants and funding framework to facilitate local cultural and creative enterprises and community organisations	Implement	Local artists and arts organisations	2022	Assessment undertaken of Small Grant funded projects and funding guidelines and process reviewed
<b>Objective 2.2:</b> Increased cultural and creative participation through the provision of new and improved spaces				
Utilise Boot Factory program to encourage production of new media artforms, as well as innovative use of traditional or existing platforms	Implement/Support	Local creative community	2022-2026	Options for Boot Factory programming developed with digital culture, new media artforms, innovation and collaboration in mind
Investigate opportunities to utilise existing Council community assets for expanded arts activities	Implement	Local creative and business community, Waverley Library	2021-2022	Opportunities identified and recommendations formulated
Determine an operating model for the Boot Factory and Bondi Pavilion to determine their future use and deliver on the goals and strategies in this plan	Decision	Local creative and business community, Boot Factory Steering Group	2021	Operating model options developed and considered by Council
Further investigate the existing provision of, demand for and opportunity to increase cultural production and maker spaces in the Waverley LGA, and regionally	Review and seek out pilot opportunities	Local creative and business community, Neighbouring regional Councils	2022-2026	Opportunities identified and recommendations formulated
<b>Objective 2.3:</b> Our public domain, beaches and parks are platforms for creativity and cultural expression				
Investigate opportunities for an activation program in Bondi Junction designed to promote creative uses of space to benefit the creative community and local economy	Implement	Local businesses, Creative community	2021-2026	Review findings implemented
Review the current Street Performers Policy to support a greater variety of busking and buskers in more locations across Waverley, including at the Bondi Pavilion forecourt	Review	Musicians, Local Businesses	2021	Review completed and recommendations formulated, and incorporated into new policy
Increase opportunities for street art and temporary murals on walls in partnership with the community and business, and in accord with revisions to the Waverley Public Art Policy	Implement/Support	Landlords and business owners	2021-2026	Public art policy reviewed, updated and considered by Council
Provide opportunities for artists and designers to create artwork or heritage interpretations for temporary protective structures and hoardings at construction sites	Implement	Council constructions and maintenance projects	2022-2026	Policy and guidelines for artists and developers prepared for the consideration of the Public Art Committee and Council
Dedicate specific funding priorities in the Small Grants Program for activating the public realm with temporary creative initiatives that are co-designed with the community and contribute to the character of neighbourhoods and support precinct vitality	Implement	Council grants program, Neighbourhoods	2022-2026	Options prepared for consideration by Council in 2022-23 budget
Create a prioritised list of culturally relevant projects which could be funded through developer contributions	Implement	Local community, Developers	2021-2026	List created and considered for approval by Council



## GOAL 3: ARTS AND CULTURAL PARTICIPATION IS FLOURISHING AND INCLUSIVE

Arts and cultural participation has a range of benefits for individual and community wellbeing. Supporting diverse and inclusive opportunities that respond to the needs and interests of our community will allow arts and cultural participation to flourish.

### OBJECTIVES

- 3.1 Ensure arts and cultural participation is accessible for everyone in our community – all ages, cultures, genders, incomes and abilities.
- 3.2 Encourage diverse cultural offering and experience, including day and night and out-of-season activities.
- 3.3 Maximise use of external opportunities to further Waverley's arts and cultural activities.

### WHY IS THIS IMPORTANT?

- Across community engagement activities, a strong desire for more opportunities to engage with arts and culture in Waverley was expressed. Less than half (45%) of survey respondents think there are enough opportunities to participate in arts and culture, and the majority (51%) believe there are not enough cultural and creative events and programs in Waverley (3.1, 3.2, 3.3).
- Participants suggested a range of ideas to improve cultural participation, including a focus on inclusive and affordable opportunities for children and families, young people, people with disability and activities for working adults at night and on the weekends. There was a desire for more equitable distribution of activities and facilities across Waverley's suburbs and more programs in the winter season (3.1, 3.3).

### PRIORITY NEEDS

Empowering the community to put on their own community-led events and opportunities – and supporting local organisations to provide their experiences (3.3) – was identified as a priority during community engagement.

### GOAL 3: ARTS AND CULTURAL PARTICIPATION IS FLOURISHING AND INCLUSIVE

Objectives / Actions	Council's role	Partnerships	Timeframe	How will we measure success?
<b>Objective 3.1:</b> Ensure arts and cultural participation is accessible for everyone in our community – all ages, cultures, genders, incomes and abilities				
Utilise digital platforms to deliver accessible cultural programs and activities to a wider audience, including families, people of all ages, culturally diverse communities, and people with disability	Implement	Local service providers	2021	COVID-related programming initiatives developed into a program of accessible online events, learning experiences, performances and talks delivered annually
Stipulate conditions for grants to major festivals and events to ensure they include appropriate, targeted activities and opportunities for families, people of all ages, culturally diverse communities, and people with disability	Implement	Festival Producers	2021	All significant grant funded festivals include activities suitable for families, people of all ages, culturally diverse communities, and people with disability
Utilise insights gained from evaluations to improve program creation, promotion and participation	Implement	All project partners	2021-2026	Evaluation framework established and implemented to provide evidence base to better inform decision making
<b>Objective 3.2:</b> Encourage diverse arts and cultural offering and experience, including day and night and out-of-season activities				
Investigate and implement opportunities to support the night-time economy and activation through culture and creativity, in particular at Bondi Junction and Bondi Beach in alignment with Council's Sustainable Visitation Strategy and the Bondi Junction Night Time Economy Strategy	Implement / Support	Bondi Junction and Bondi Beach residents and businesses	2021-2022	Goals established in Evening, Culture and Entertainment Strategy and Sustainable Visitation Strategy achieved, including through the Bondi Festival and Bondi Pavilion Programming
Support new evening activities that provide opportunities for public participation in culture and help local businesses, community and cultural organisations to increase engagement	Implement/ Support	Bondi Junction businesses, community and cultural organisations	2021-2026	One activity facilitated annually with review undertaken at its conclusion
Partner with local cultural and creative businesses, organisations and individuals to enhance existing festivals, events and activities, and increase audiences and participants	Support	Local cultural organisations and businesses, individuals, and existing events and festivals	2021	Model established for partnerships with local businesses, organisations and individuals
Continue to work collaboratively with neighbouring and regional councils to promote creative and cultural offerings in the region that can draw diverse audiences for daytime and night time experiences, and align planning priorities	Collaborate	Neighbouring and regional councils	2021	Discussion initiated on local-regional arts and culture issues with neighbouring and regional councils, and interest determined in regular ongoing collaboration
<b>Objective 3.3:</b> Maximise use of external opportunities to further Waverley's arts and culture activities				
Build relationships with State and Federal bodies such as Create NSW, Australia Council for the Arts, Destination NSW and Tourism Australia to leverage additional resources to support Waverley's arts and culture activities	Collaborate	State and Federal Departments and agencies	2021-2026	Contacts in relevant agencies established and fostered and opportunities identified for funding applications to support Council activities

## GOAL 4: SHOWCASING AND SUPPORTING OUR CREATIVE SECTOR AND COMMUNITY

Waverley is home to many creative and engaged individuals, groups, organisations and businesses. Showcasing and supporting this creative sector to thrive, collaborate and kickstart their initiatives will drive local cultural outcomes.

### OBJECTIVES

- 4.1 Support collaboration and networking between local creatives and organisations.
- 4.2 Promote and showcase local artists, makers and creators.
- 4.3 Harness the knowledge, skills and ideas of local creative community.
- 4.4 Support our creative community to kickstart their own ideas, projects and initiatives.
- 4.5 Support for young and emerging artists.

### WHY IS THIS IMPORTANT?

- Waverley is home to many established and emerging artists and creatives. Community engagement participants highlighted a need to support creatives (artists, writers, performers) to live and work in the area as the cost of living across Sydney continues to rise. Ideas to do so include the provision of affordable housing and workspaces; opportunities for networking and collaboration and programs including grants, prizes and artist residencies. (4.1, 4.4)
- There are many people, groups and businesses in the Waverley community with skills and great ideas to further develop our area's cultural offering. Participants identified opportunities for Council to further support community, artists and cultural groups to deliver their ideas, including through grants, capacity building, partnerships and by reviewing planning regulations and barriers to community initiatives. (4.1, 4.2, 4.4, 4.5)

### PRIORITY NEEDS

- Building capacity of our creative and cultural sector to increase their skills to build sustainable businesses and environments for them to continue to create, produce, make and present.
- Creating opportunities for our creative and cultural sector to come together, to collaborate and connect.
- Support creatives and cultural practitioners, particularly emerging artists, to live and work in our area and share their creativity with the wider community.



**GOAL 4: SHOWCASING AND SUPPORTING OUR CREATIVE SECTOR AND COMMUNITY**

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Objectives / Actions	Council's role	Partnerships	Timeframe	How will we measure success?
<b>Objective 4.1:</b> Support collaboration and networking between local creatives and organisations				
Facilitate networking opportunities that are aligned to building cultural capacity with local creatives, arts organisations and institutions	Implement/ Support / Collaborate	Local creative community, Nearby institutions	2021-2026	Minimum of 1 annual networking event designed and delivered
Host professional development workshops for local creatives of all ages	Implement / Support	Local creative community	2022-2026	Annual professional development opportunity provided
<b>Objective 4.2:</b> Promote and showcase local artists, makers and creators				
Devise an awareness campaign using media, advertising, signage and digital media channels	Implement	Various	2021-2022	Media campaign and ongoing digital presence aligned to re-launch of the Bondi Pavilion and launch of the Boot Factory program developed and delivered
Generate positive media stories using external and internal communication channels	Implement	Media Agencies	2021-2026	At least 12 media releases prepared annually on significant arts and cultural activities within the Waverley Council area
Investigate opportunities to enhance the use of Council's current publications and digital platforms to raise the profile of local creative practitioners	Implement	Local creative community	2021-2026	Options investigated to devise a social media campaign to highlight key creatives in the community
<b>Objective 4.3:</b> Harness the knowledge, skills and ideas of local creative community				
Investigate opportunities for the local creative community to provide input into future cultural planning opportunities	Implement	Local creative community	2021-2026	Options for Arts and Culture Advisory Committee, Indigenous Advisory Committee and art form or issue specific task force groups developed to present Council for consideration
<b>Objective 4.4:</b> Support our creative community to kickstart their own ideas, projects and initiatives				
Provide a platform for the local creative and innovation communities to build resources, output and audiences	Implement	Local creative community	2022-2026	Boot Factory operating model established to support local creative and innovation community ambitions  Opportunities sought with appropriate community parties to partner on arts and cultural projects
<b>Objective 4.5:</b> Support for young and emerging artists				
Encourage young and emerging creatives to develop skills applicable to the creative sector	Implement	Young, local creatives	2021-2026	Appropriate volunteering or paid work experience opportunities provided within Council's Community, Cultural and Events programs
Identify local schools that could be encouraged to participate in arts and culture programs	Implement	Schools	2021-2022	Opportunities identified and coordinated through schools for students to be involved in arts and culture programs
Support and facilitate mentoring between established and emerging artists	Support	Emerging and Established artists	2022-2026	Annual mentorship activities facilitated

## **GOAL 5: DEVELOPING STRONG PARTNERSHIPS TO FACILITATE GROWTH FOR OUR CULTURAL AND CREATIVE SECTOR**

We will be a leading Council that puts our key values at the heart of decision-making in order to underpin strong and productive cultural partnerships – locally, nationally and internationally. Strong cross-sector collaborations will increase awareness about the value of the arts and culture.

### **OBJECTIVES**

- 5.1 Foster strong and productive cultural partnerships, locally, regionally, across Sydney, nationally and internationally
- 5.2 Increase awareness of the value of the arts within Council and the broader community
- 5.3 Broker cross-sector collaboration (community, business, education and developers) to deliver cultural development initiatives.

### **WHY IS THIS IMPORTANT?**

- Community engagement participants informed us that they want the Waverley Arts and Culture Plan to recognise the value of arts and culture, community participation and the creative sector, and to outline a clear commitment to, and vision for, arts and culture that is integrated across Council's planning. (5.1, 5.2, 5.3)
- Participants emphasised a need for ongoing inclusive community involvement and collaboration in decision making. They also see opportunities for increased collaboration with other councils and cultural institutions. (5.1, 5.2, 5.3)

### **PRIORITY NEEDS**

- To provide more opportunities for our creative sector to collaborate and to build their capacity.
- To ensure that Council strengthens the management of its arts and cultural resources, and integrates them with the rest of Council's planning activities.
- For Council to foster leadership within the Waverley area through partnerships.



## GOAL 5: DEVELOPING STRONG PARTNERSHIPS TO FACILITATE GROWTH FOR OUR ARTS AND CULTURE SECTOR

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Objectives / Actions	Council's role	Partnerships	Timeframe	How will we measure success?
<b>Objective 5.1</b> Foster strong and productive cultural partnerships, locally, regionally, nationally and internationally				
Establish an Arts and Culture Advisory Committee, to help inform and guide collaborative arts and cultural processes and projects across Council. Committee members and terms of reference to represent a variety of interests and the diversity of our community within the Waverley LGA	Implement	Local Creatives	2020–2021	Arts and Culture Advisory Committee established
Continue to review and where appropriate, implement best practice management of cultural partnerships, venues and programming	Review and implement where appropriate	Leading Local Government Areas, Cultural Institutions	2021–2026	Cultural Plans and policies from other LGAs reviewed annually
Create opportunities for the involvement of the community in designing, promoting and delivering local cultural and creative programming, festivals and events	Implement	Local Creatives	2022–2026	2 opportunities identified annually
<b>Objective 5.2</b> Increase awareness of the value of arts and culture within Council and the broader community				
Tap into established local, regional, national and international networks to share cultural events and products by our local creators, makers and cultural producers and practitioners	Implement	Cultural Sector Partnerships	2022–2026	Key sector practitioners across the creative sector invited to key events
Working with all departments across Council, consider opportunities to further embed the Plan's goals and objectives in decision-making	Implement	Council	2021–2026	Arts and Culture Plan considered in the development of annual budgets in Integrated Planning and Reporting and other strategic planning processes
<b>Objective 5.3</b> Broker cross-sector collaboration (community, business, education, developers) to deliver cultural development initiatives				
Promote inter-agency collaboration with relevant state government departments on key creative sector issues, and promote complementary programs that tackle specific sector needs with the combined value of all agencies	Collaborate	State and Federal Government	2021–2025	Council Officers attend and participate in sector based working groups, forums and discussions
Seek to ensure local planning controls provide support for quality, relevant and appropriate creative workspaces and presentation facilities in new developments	Advocate	Council, Developers	2021	Document outlining requirements for creative workspaces developed and tested against appropriate controls
Work within the existing planning framework to increase the participation of the creative sector in the development process	Advocate	Developers	2023–2025	At least 1 opportunity created for the creative community to become engaged in considerations related to planning process
Consider the engagement of local creatives and communities in the design of planning policy and public places	Implement	Local artists and community	2021–2023	Frameworks and options for community engagement developed and piloted



# GLOSSARY OF KEY TERMS

Term	Definition as used in the Plan
Arts and Culture	<p>The arts can be categorised into three main forms:</p> <ul style="list-style-type: none"> <li>• Performing arts: including music, dance, comedy, circus, puppetry and drama.</li> <li>• Literary arts: including creative writing, poetry, play and script writing.</li> <li>• Visual arts: including painting, drawing, pottery, sculpture, film-making and digital arts.</li> </ul> <p>Many artists combine several artforms or media in their work, which is sometimes known as multi-disciplinary art.</p> <p>Through the arts we express ourselves and manifest our culture.<sup>1</sup></p>
Co-design	<p>Also known as participatory design, co-design is the act of creating with stakeholders (organisations, businesses, individual practitioners, or audiences), specifically within the design development process, to ensure results meet stakeholder needs and are usable.<sup>2</sup></p>
Community organisation	<p>A not for profit organisation that works with any part of the Waverley community.</p>
Creative business/organisation	<p>Both for profit and not for profit arts-based entities in industries whose output results from the creation and circulation of intellectual capital.<sup>3</sup></p> <p>This encompasses but is not limited to: visual arts, advertising, architecture, design, media, music, publishing, screen production, broadcasting, and games and leisure software, as well as cultural organisations such as theatres, museums, galleries, and libraries.</p>
Creative sector	<p>A broad, complex, and evolving mix of industries that ranges from the performing and visual arts to magazine publishing, digital media and design.<sup>4</sup></p> <p>The term “sector” often encompasses the notion of an interconnected ecology of large and small organisations – not for profit and commercial, individual artists and practitioners, peak bodies and funders.</p>

Term	Definition as used in the Plan
Creative participation	<p>Creative participation can take several forms including participants involved in the creative process in interpretive, curatorial or inventive roles, but also the engagement of those who have not necessarily formed an intention to participate, such as:</p> <ul style="list-style-type: none"> <li>• accidental or ambient participation – such as coming across a street performance or public art in a public area; those who have not made a deliberate decision to participate but have been engaged by walking past or into a cultural experience, such as music playing in a cafe, or public art on the street.</li> <li>• receptive participants (audiences) – attendees at cultural activities such as performances, exhibitions, talks, exhibitions, workshops, book readers.</li> <li>• active participants (enablers) – people involved in support roles outside a directly creative role. This includes roles such as organiser, facilitator, teacher, tutor, guide, board member, arts administrator and others that enable cultural activity.<sup>5</sup></li> </ul> <p>This includes participation at all levels of expertise, from those who are participating creatively for the first time to those who identify as highly skilled artists.</p>

<sup>1</sup> “Planning terms used in our Frameworks”, Cultural Development Network

<sup>2</sup> “Co-design: A Powerful Force for Creativity and Collaboration”, Stratos Innovation Group

<sup>3</sup> Hardy, J. “Defining the Creative Business of the 21<sup>st</sup> Century”, Business 2 Community

<sup>4</sup> “Defining the Creative and Cultural Sector”, Artscape DIY

<sup>5</sup> “Planning terms used in our Frameworks”, Cultural Development Network



## QUICK FIND INDEX

### **Access and inclusion:**

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### **Bondi Pavilion**

15, 19, 24, 25, 26, 27, 31, 32, 33, 35, 37

### **Boot Factory**

15, 19, 25, 32, 33, 37

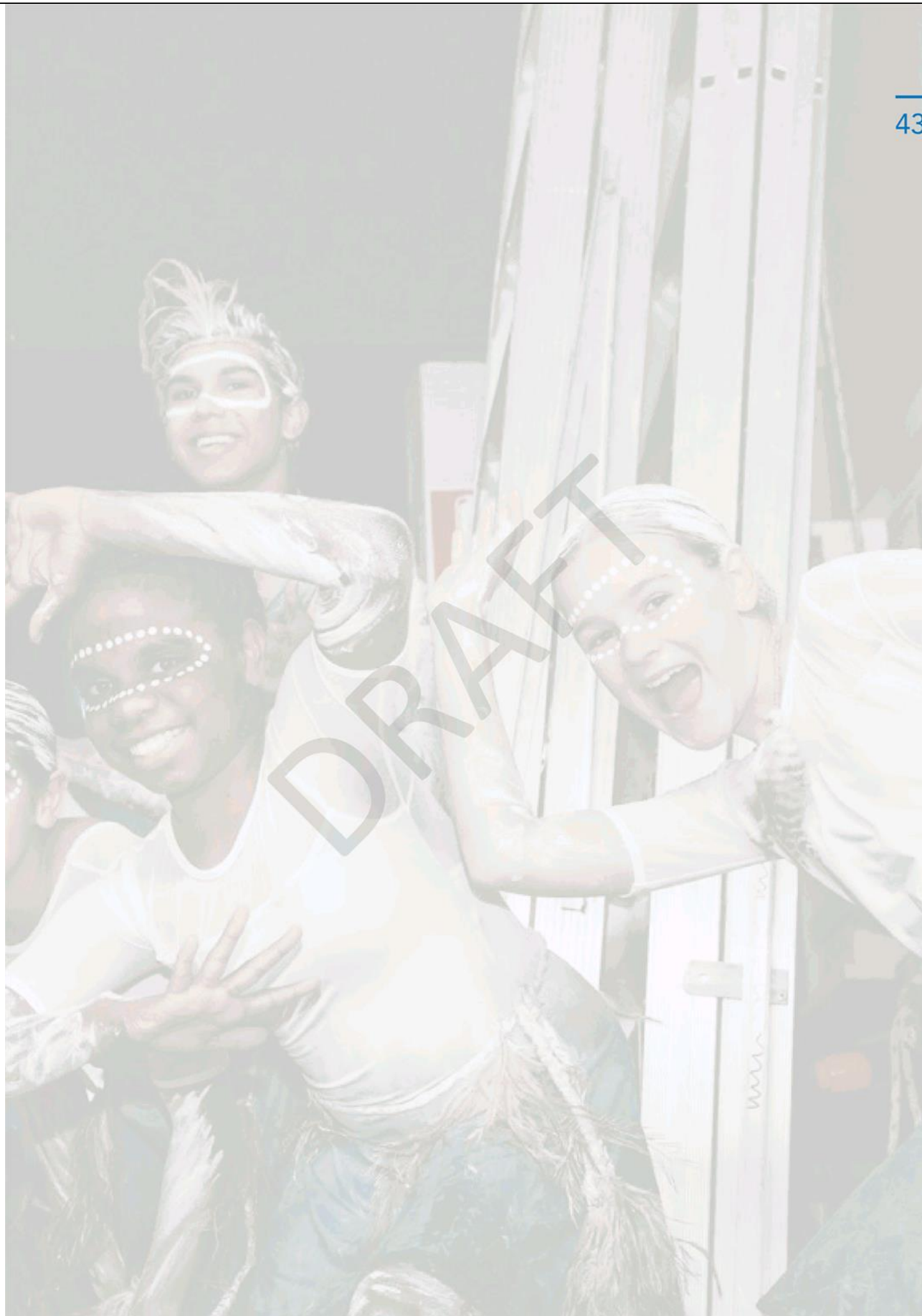
### **Indigenous culture**

4, 7, 8, 9, 15, 18, 21, 22, 30, 31, 37


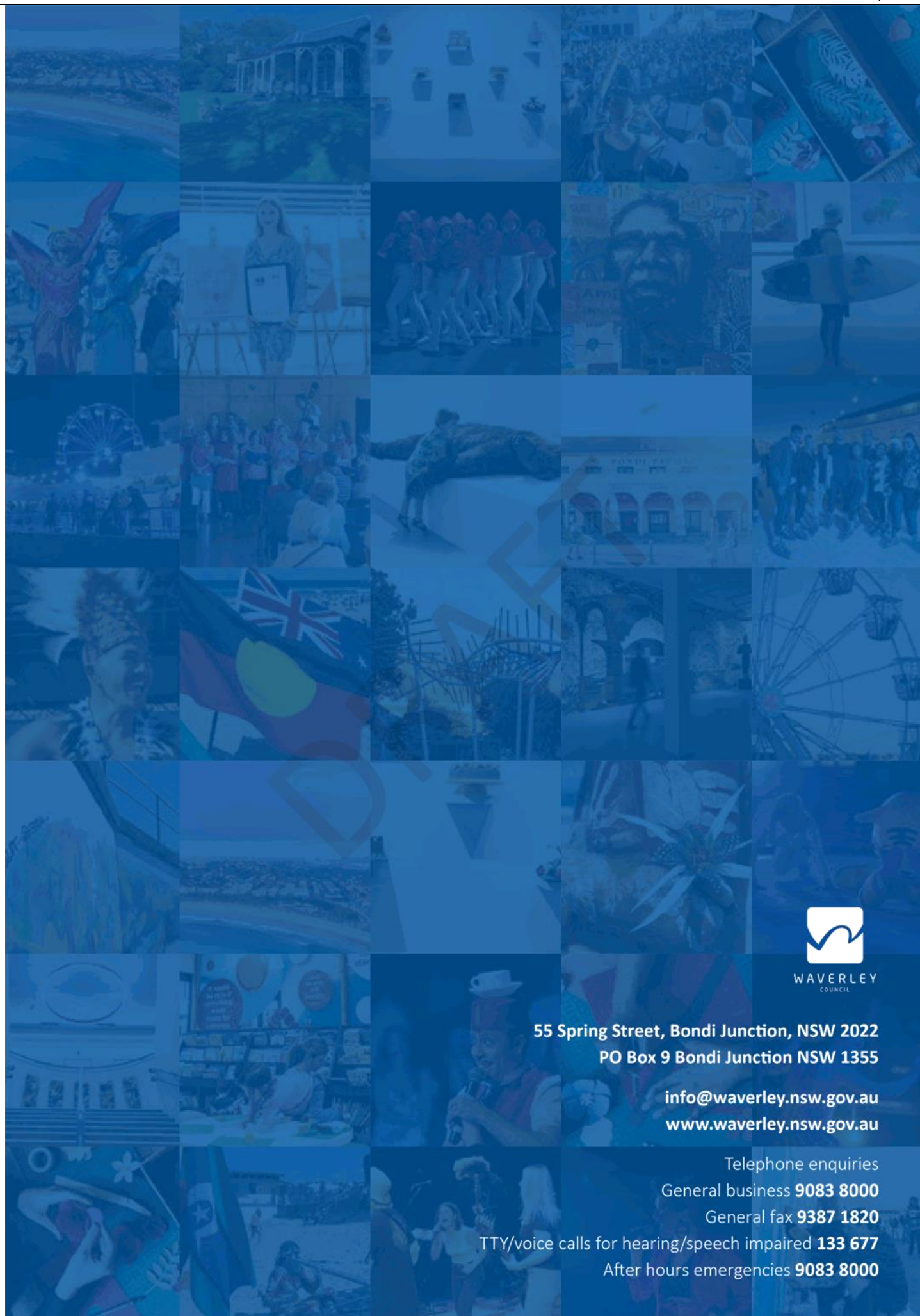
### **Support for and inclusion of local artists/organisations**

11, 14, 15, 17, 18, 19, 21, 26, 27, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39









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2021 - 2026



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Commented [MT3]: Waverley Arts and Culture Plan 2021 – 2026

\*\* amend all footers





## ACKNOWLEDGEMENT OF COUNTRY

Waverley Council acknowledges the Bidjigal and Gadigal people who traditionally occupied the Sydney Coast and we pay our respects to Elders past, present and future.

Council would like to acknowledge all the Aboriginal and Torres Strait Islander Elders, community members, and service providers who support our work in reconciliation.





## OUR COMMUNITY VISION

Waverley: connecting the city and the sea.

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

**Commented [MT4]:** attribute to CSP:

- Waverley Community Strategic Plan  
2018-2029 (CSP)



DRAFT Waverley Cultural Plan 2020 – 2025

**Commented [MT5]:** New heading on new page: Our vision for Arts and Culture

By 2029, Waverley will be a community enriched by opportunities to celebrate and participate in art and culture.

(from the CSP A&C section)



## MESSAGE FROM THE MAYOR

**Commented [MT6]:** New message from the Mayor inserted

Waverley Council has a proud history of supporting the cultural and creative life of our community. We recognise that arts and culture has, beyond its intrinsic value, a range of social, economic and health benefits for individuals and communities. Local government is central to enabling people to participate in arts and culture and there is a recognition in Waverley of the importance of planning for and investing in arts and culture to bring our community together, activate public spaces and drive local economies and cultural tourism. The Waverley Arts and Culture Plan 2021-2026 is our roadmap for the desired long-term future for arts and culture in Waverley.

This Plan reflects the community vision for the future of Waverley as a welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places and rich cultural heritage, as identified in our Waverley Community Strategic Plan 2018-2029. Our Arts and Culture Plan will help guide our future planning

for cultural infrastructure, events, programs and integrating this with the rest of Council's planning activities.

Waverley's cultural landscape is underpinned by the diverse stories of our unique people and places and experienced in a range of location, including our arts and cultural facilities and our public spaces. We recognise our Indigenous history, diverse society and surf culture and how opportunities for locals and visitors to learn, share and celebrate in our ongoing stories will foster a stronger sense of place and community inclusion and connection.

Listening to and engaging with our community members, artists and key stakeholders was integral to the development of this Plan, and I thank them for their invaluable insights. Together, we aim to create a long-term future for arts and culture in Waverley that is ambitious, collaborative, sustainable and responsive.

Paula Masselos  
Mayor of Waverley



# INTRODUCTION

The Waverley Local Government Area (LGA) is on the land of the Gadigal (Cadi-gal) people and the Bidjigal (Biddigal) people, representing the oldest continuous living culture in the world.

Waverley Council recognises the central role that culture play in shaping and defining our community. The Waverley Cultural Plan (the Cultural Plan) has been developed to guide Council's future planning for cultural infrastructure, events, programs and partnerships.

The Cultural Plan sets the long term vision for culture in the Waverley Local Government Area (Waverley) and provides a roadmap for Council, the community and partners to work together towards an exciting and engaging arts and cultural life for our area. Comprising 9km<sup>2</sup>, Waverley is located in the heart of Sydney's Eastern Suburbs, about 7 kilometres east of the Sydney CBD. Along with our neighbours, Randwick and Woollahra council areas, Waverley takes in some of Sydney's most beautiful coastline, including the iconic Bondi Beach, and comprises a regional commercial and transport hub at Bondi Junction. Waverley has a population of around 74,000, making it one of the most densely populated LGAs in New South Wales.

The starting point for this Cultural Plan is our Community Strategic Plan 2018-2029 (CSP), which outlines the following community vision for the future of Waverley:

*"Waverley: connecting the city and the sea. A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places and rich cultural heritage."*

The CSP identifies 'Arts and Culture' as a key theme to achieve this community vision, with the objective for Waverley to be "a community enriched by opportunities to celebrate and participate in art and culture" by 2029.

From the CSP process we understand that Waverley's Library service is highly valued for its programs and for providing community connections. In addition, as articulated via the CSP, Council will:

- encourage Indigenous arts and culture and incorporate it into the landscape
- provide spaces for the performing arts
- encourage arts and cultural activities, including cross-cultural activities.

The CSP includes a focus on facilitating opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape and in preserving and interpreting the unique cultural heritage of Waverley.

The community told us during consultation for the CSP that it is important to support arts and culture in Waverley.

Throughout our consultation with the community on the Cultural Plan, a number of themes emerged, which are expressed in this Plan as four key values.

**Commented [MT7]:** Insert before paragraph:

Waverley Council acknowledges that Aboriginal and Torres Strait Islander people are the first people of this land. We commit to respecting and protecting Gadigal and Bidjigal sacred sites and special places, and to valuing and protecting our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters. We recognise that Aboriginal and Torres Strait Islander people have been telling stories and creating art on this land for tens of thousands of years. The Plan aims to increase the recognition, visibility, celebration and sharing of Aboriginal stories, arts, culture and language.

Waverley Council encourages and promotes an open, tolerant and inclusive community where everyone thrives and has an opportunity to be heard. The Plan aims to increase opportunities for everyone in the community, including families, people of all ages, culturally diverse communities and people with disability to participate in arts and culture.

**Commented [MT8]:** Replace with:

that by 2029, Waverley will be a community enriched by opportunities to celebrate and participate in art and culture.

**Commented [MT9]:** Insert text below before this section:

The arts and culture goals outlined in the CSP are to:

1. Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape
2. Preserve and interpret the unique cultural heritage of Waverley

The development and implementation of an Arts and Culture Plan that delivers a wide range of integrated arts and culture activities is the first strategy outlined in the CSP.









THE 4 KEY VALUES

1

Ambition

A culturally ambitious approach that reflects our unique place in the Australian cultural landscape and imagination.

2

Collaboration

Cultural outcomes driven by strong partnerships between and within Council, the community, and the creative sector.

3

Sustainable

Strategic leadership and resourcing that recognises the value of culture to Waverley and empowers our community and creative sector.

4

Evaluation

Continually reviewing how we deliver on the goals of this Plan and the impact that they have is critical to ensure that we provide our community and visitors with opportunities to experience a vibrant arts and cultural life.

Commented [MT10]: Replace with:  
OUR KEY VALUES FOR ARTS AND CULTURE IN WAVERLEY

Commented [MT11]: Replace with:  
Ambitious

Commented [MT12]: Replace with:  
Collaborative

Commented [MT13]: Replace with:  
Responsive

Commented [MT14]: Replace with:  
with our community and partners, and responding to new opportunities to enable a vibrant arts and cultural life.



## OUR FIVE KEY GOALS

Guided by ~~these key~~ its values, this Cultural Plan outlines a road map to achieve five interconnected goals that articulate the desired long-term future for arts and culture in Waverley, each supported by associated objectives and actions.

This strategic framework will drive the future work of Council, ~~its~~ and guide how we work with partners and the wider Waverley community.

### Goal 1

Our diverse and ongoing stories are shared and celebrated

~~Waverley's cultural landscape is underpinned by the diverse stories of our unique people and places.~~

Opportunities for locals and visitors to learn, share and celebrate in our ongoing stories will foster a stronger sense of place, ~~and~~ community inclusion and connection.

### Goal 4

Showcasing and supporting our creative sector and community

Waverley is home to many creative and engaged individuals, groups, organisations and businesses. Showcasing and supporting this creative sector to thrive, collaborate and kickstart their initiatives will drive local cultural outcomes.

### Goal 2

We have a vibrant network of spaces and places for cultural participation, production and experience

Waverley has a range of spaces and places that facilitate our cultural landscape, including community facilities, public places, beaches and parks. A dedicated network of spaces and places that is fit-for-purpose and accessible will support local cultural participation, production and presentation, and foster community connections.

### Goal 5

Developing strong partnerships to facilitate growth for our cultural and creative sector

~~We will be a leading Council that puts our shared values at the heart of decision-making and underpins strong and productive cultural partnerships – locally, regionally, nationally and internationally. We want to develop cross-sector collaboration and increase awareness about the value of the arts and culture.~~

### Goal 3

~~Cultural~~ Creative participation is flourishing and inclusive

~~Cultural~~ Creative participation has a range of benefits for individual and community wellbeing. Supporting diverse and inclusive opportunities that respond to the needs and interests of our community will allow cultural participation to flourish.



**Commented [MT15]:** Goals to be reordered so numbering runs down columns

**Commented [MT16]:** Replace with:

Waverley's cultural landscape is underpinned by the rich heritage of its traditional owners, the Bidjigal and Gadigal people, and the diverse stories of our unique people and places.

**Commented [MT17]:** Replace with:

We will be a leading Council that puts our shared values at the heart of decision-making in order to underpin strong and productive cultural partnerships – locally, nationally and internationally. Strong cross-sector collaborations will increase awareness about the value of the arts and culture.

The objectives and actions that will be delivered throughout the duration of this Plan are detailed in section 5.



# CONTEXT

## 21 How the Cultural Plan was developed

Cultural planning at the local government level is about identifying and leveraging a community's cultural-creative resources, strengthening the management of those resources, and integrating them with the rest of Council's planning activities. Community engagement and endorsement is key to the success of cultural planning.

The Waverley Cultural Plan borrows from the Cultural Development Network Planning Framework (the Framework). This Framework recommends a planning process that is integrated with the rest of Council's planning activities. It is underpinned by the following six key principles informed by leading practices in public policy: (outlined below).

- Based on values
- Directed towards goals
- Focused on outcomes
- Informed by evidence
- Underpinned by a theory of change
- Respondent to evaluation

Crucially in summary, the Framework prioritise evidence-based planning that is responsive to evaluation and has measurable outcomes.

The methodology used to inform the development of the Cultural Plan includes:

- Analysis of the community profile of the Waverley LGA and implications for cultural planning
- Auditing and mapping existing cultural assets
- Strategic context analysis and review of State, regional and local cultural planning policies and strategies
- Community and stakeholder engagement
- Analysis of local and international best practice case studies and trends.

The Cultural Plan has been informed by community consultation and research.

**Commented [MT18]:** Replace with:  
The Arts and Culture Plan has been informed by extensive community consultation and research over 2018-2020.

## 22 Defining culture in Waverley

The definition of culture has long been debated and ~~is the terms are~~ used in a variety of ways. This Plan adopts a broad definition ~~of culture~~ that aligns with the NSW Government's planning for a creative Sydney and considers:

- Our sense of place, our values, our diversity, ~~and~~ our identity, and our digital and place-based communities
- The material products of creative and cultural processes including organic, formal, and informal processes
- Our engagement with, and participation in, creative and cultural process.

Culture is the way we live our lives – our knowledge, beliefs, behaviours, traditions, heritage and social character. It is about our ability to 'tell our story' – an essential and defining human characteristic.

Culture also encompasses the material ways in which we communicate our ideas and beliefs. This might include visual arts,

craft and design, theatre, dance, music, writing, media and digital arts, community art and cultural development.

Culture in Waverley is experienced in a range of places ~~including via our cultural facilities, community organisations, on the street, in parks, and even at the beach. Our surf culture and history are appreciated by the local community as well as visitors alike.~~

The way that we make decisions is informed by our sense of place and values, generated through creative, collaborative and cultural processes, and impacting the way that Waverley is governed.

Through the CSP process, the Waverley community identified arts and culture as an area of high priority. Highlighted was the importance of Council's continued support and provision of cultural facilities, programs and events and ~~vision~~ to be a "community enriched by opportunities to celebrate in art and culture."

~~"[Culture] is that complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by [a person] as a member of society."~~

~~— Edward B. Tyler~~

**Commented [MT20]:** Replace with:

*"Creativity belongs to the artist in each of us. To create means to relate. The root meaning of the word art is "to fit together" and we all do this every day. Not all of us are painters but we are all artists. Each time we fit things together we are creating – whether it is to make a loaf of bread, a child, a day."*

- Corita Kent (1918-1986) artist, designer and educator

**Commented [MT19]:** Replace with:

including via our arts and cultural facilities, on the street, in parks, and even at the beach. Our community organisations also run programs that enrich our cultural experience.

2.3 The value of arts, culture and creative industries in Waverley

Beyond intrinsic value, arts and culture have a range of social, economic and health benefits for individuals and communities. In Waverley there is a recognition of the importance of planning for and investing in culture and creativity to bring our community together, activate public space and drive local economies and cultural tourism.

Research from the Australia Council for the Arts indicates that the majority of Australians recognise the positive impacts the arts have on our daily lives and in our communities, including on our health and wellbeing, on making our lives richer and more meaningful, and impacting our understanding of other people and cultures<sup>1</sup>.

<sup>1</sup> Connecting Australians: Results of the National Arts Participation Survey, Australia Council for the Arts, 2016

**Commented [MT21]:** Replace with:  
  
Research from the Australia Council of the Arts in 2020 indicates that 98% of Australians engage with the arts and the vast majority (84%) recognise the positive impacts the arts have on our daily lives and our communities, including our health and wellbeing, making our lives richer and more meaningful, and impacting our understanding of other people and cultures .<sup>1</sup>

**Commented [MT22]:** Replace with:  
  
Creating Our Future: Results of the National Arts Participation Survey, August 2020

RESEARCH



HEALTH AND WELLBEING

Studies have found that people who participate in a creative or cultural activity are more likely to report good health compared to those who do not, and that participation in arts activities may increase cognitive abilities and may have a positive impact on specific health conditions such as dementia and depression.

A 2013 study in Scotland found that people who had participated in a creative or cultural activity were 38% more likely to report good health compared to those who did not; and for those who participated in dance, the figure rises to 62%



EDUCATION AND SKILLS

Participation in arts activities has been shown to improve educational outcomes. A 2019 study conducted in Houston (USA) showed that primary schools that integrate arts across the curriculum achieve higher average reading and mathematics scores compared to similar schools that did not.

In turn, we know that the 21st Century knowledge-based economy will increasingly require workers to have skills that are associated with artistic practices including creative thinking, self-discipline, collaboration and innovation.



COMMUNITY IDENTITY AND CONNECTION

Engagement in culture and creativity has been linked to an increased sense of community identity, cohesion and belonging, more inclusive communities and a reduction in social isolation.

Creative and cultural engagement may also increase participation in community life. A 2010 UK study found that students from low income families who engage in the arts at school are twice as likely to volunteer than those who don't engage in the arts and are 20% more likely to vote as young adults.



RESILIENT LOCAL ECONOMIES

Studies show that a vibrant cultural and creative ecosystem can help drive local economic prosperity and growth, including through attracting visitors, creating jobs, attracting and retaining businesses and revitalising places.



LIVEABILITY

Arts initiatives can transform public spaces that may have once been problematic or under-utilised into places that become meaningful and aesthetically pleasing to the communities that use them. Adopting art-based participation models can also be a powerful tool for engaging community debate on these of public space. When a community becomes involved from the design to realisation phase of a project it can enhance their sense of belonging, encouraging them to become custodians of their social environment.

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## 2.4 The role of Council, the community and partners

Local government is central to enabling people to participate in culture and creativity. In a climate of expanding global homogeneity, local production and participation in culture is increasingly important and councils serve an important role to deliver, fund, host, support and promote arts and culture in local communities.

Waverley Council has a proud history of supporting the cultural and creative life of its community, dating as far back as the famous deck-chair concerts held in the early 1900's. Today, Waverley Council provides a range of direct and indirect cultural and creative services, facilities and programs to the community.

While Council plays a crucial role in fostering culture and creativity, the best outcomes are achieved through collaboration and partnership with community, business, government and key industry partners.

## 2.5 Strategic context

At the Federal and State government level, there is a focus on cultural infrastructure to support the production and showcasing of arts and culture; recognising, celebrating and supporting Indigenous arts and culture; supporting inclusive and diverse community participation; developing creative industries and fostering innovation; connecting to and learning from tangible and intangible cultural heritage; and creative approaches to placemaking activities and the night-time economy.

Locally, the Cultural Plan aligns with other key Council plans including the CSP, the Waverley Library Strategic Plan, Public Art Master Plan, Sustainable Visitation Strategy, Reconciliation Action Plan, Disability Inclusion Action Plan, Bondi Junction Evening Culture and Entertainment Strategy, Economic Development Strategy, Creative Lighting Strategy and the Waverley Village Centres Strategy amongst others.

The Cultural Plan also responds to and provides direction for major ongoing projects from ~~2020 to 2025~~ 2021 to 2026, including the Bondi Pavilion Restoration and Upgrade project, and the development of the Boot Factory Knowledge and Innovation Hub projects.



**Commented [MT23]:** Replace with:

2021 - 2026



### 3. WHAT OUR COMMUNITY TOLD US ABOUT CULTURE IN WAVERLEY

Listening to and engaging with our community members, artists and key stakeholders was integral to the development of this Cultural Plan. From discussions with community through various engagement activities, the following key themes emerged:

#### **Leveraging our unique place in the Australian cultural landscape and imagination to deliver creative and cultural outcomes**

The Waverley LGA has a significant place in the Australian cultural landscape and imagination, and Bondi Beach ~~has become~~ is a national symbol of Australian life and a destination experience for Australian beach and surfing culture. Our community members highlighted the opportunities that come with this reputation as it means we have “something to build on.” Another theme raised by the community is the opportunity capacity for Waverley to continue to attract visitors from across Sydney and the world, which is an opportunity to deliver ambitious cultural and creative initiatives as well as a challenge to maintain a sense of community as pressure on our local spaces, places and services increases.

#### **Developing an integrated and collaborative commitment to, and vision for, arts and culture in Waverley**

The community wants the Cultural Plan to champion the value of arts and culture, community participation and the creative sector and to outline a clear commitment to, and vision for, arts and culture that is integrated across Council’s planning. Participants emphasised a need for ongoing community involvement and collaboration in decision making. They also see opportunities for increased collaboration with other councils and cultural institutions.





**Our beaches and natural environment shape and inspire Waverley's cultural identity**

Waverley takes in some of Sydney's most beautiful coastline, and our famous beaches, cliffs and parks play an important role in shaping our cultural identity and inspiring creativity. Our community told us that going to the beach is one of the rituals of everyday life that shapes our local culture, and that our coastline is a hotspot for creative and cultural participation and community connection, with a large number of activities, events and festivals taking place here.

**Recognising and learning from Aboriginal culture**

~~The Waverley LGA has significant Aboriginal heritage sites and ongoing Aboriginal cultural presence. Our community indicated that they~~

would like Aboriginal culture, traditions, knowledge and stories to be acknowledged and more visible in their local area, including through events and activities, signage and interpretation, and public artworks incorporated into the landscape.

**Sharing our intertwined and ongoing stories**

Our community said they would like to see more opportunities to share and reflect on Waverley's unique cultural heritage and our ongoing local stories, including Aboriginal culture, beach and surf lifesaving culture, and the waves of immigration that continue to shape our culturally diverse community. The residents ~~in~~ of the community appreciate living in a diverse community and want this diversity to be welcomed, celebrated and reflected in local cultural and creative opportunities and activities.

**Desire for more opportunities to participate in arts and culture in Waverley – for all residents**

There is a strong desire in our community for more opportunities to engage with arts and culture in Waverley. About half of survey respondents (51%) are of the view that there are not enough cultural and creative events and programs in Waverley. In our discussions with the community, a range of ideas to improve cultural and creative participation were suggested, including a focus on:

- inclusive and affordable opportunities for
  - children and families
  - young people
  - people with disability
- activities for working adults at night and on the weekends.

**Commented [MT24]:** Replace with:  
The Waverley LGA has significant Bidjigal and Gadigal sites and ongoing cultural presence.

There was also a desire for more equitable distribution of activities and facilities across Waverley's suburbs and more programs in the winter season.

#### Supporting and empowering our creative sector and community to collaborate and drive arts and creative outcomes

Waverley is home to many established and emerging artists and creatives. Our community has highlighted the need to support creatives to live and work in the area as the cost of living across Sydney continues to rise. Ideas to do so include the provision of affordable housing and workspaces, opportunities for networking and collaboration, and programs including grants, prizes and artist residencies. It was suggested that Council facilitated community ideas forums could explore this space.

#### Better promotion of what's already happening in the area

Improving promotion and marketing of existing cultural and creative facilities and activities was a theme throughout the consultation. Strategic promotion and branding via online channels was seen to be a priority to engage with young people, local community and ~~(potential)~~ visitors to Waverley. Signage in public spaces was also identified as a key opportunity. Suggestions included developing a website and social media presence specifically for the Bondi Pavilion as the centre's upgrade is completed centre is upgraded over the coming years.

#### Resourcing and activating cultural infrastructure

The existing community and cultural spaces in Waverley, including the much-loved Bondi Pavilion, Waverley Library and Waverley Woollahra Art School are highly valued by our community. The importance of these spaces in supporting local talent, creative participation and social connections was a consistent discussion point throughout the community engagement process.

Our community identified the opportunity for existing spaces to be better utilised, highlighting a need for cultural infrastructure to receive sufficient operating budget to ensure appropriate maintenance, promotion, staffing and programming. Some respondents identified venue hire requirements, processes and cost as barriers to further community use and access.

A high proportion of participants maintain that there are not enough cultural facilities and spaces in Waverley. They would like to have access to more spaces for creative production (e.g. affordable studios and rehearsal spaces), creative showcasing (e.g. gallery, performance) and to temporary pop-up spaces in vacant buildings and the public domain. The Boot Factory redevelopment was seen as an opportunity to deliver some of these types of spaces.

#### Culture and creativity in the public domain

The community would like increased activation of streets, footpaths and urban plazas to support local cultural opportunities and community connections. They would like to participate in the development of:

- appealing and inviting urban design produced in collaboration with local creatives and the community
- comfortable staying places for people to sit and meet
- opportunities for busking and live music in public places
- event-ready spaces.

This was identified as a priority for Bondi Junction in particular.

#### Opportunities for the night time economy and live music

Participants saw opportunity to further develop Waverley's night-time economy and to support live music. Ideas included providing and promoting smaller live music venues and facilities that encourage live music. This was identified as a particular opportunity for Bondi Junction and the Bondi Pavilion.

### Creative participation, production and management at the Bondi Pavilion 19

Throughout, there was a strong emphasis on challenges and opportunities to further support community and cultural uses at Bondi Pavilion, including a need for:

- Vision and planning informed by community engagement
- Enhanced operational resourcing and staffing
- Dynamic marketing and promotion
- Improved maintenance
- Expanded programming
- Reducing regulations and hire costs to encourage cultural and creative uses.

It's worth noting that there were varying perspectives on appropriate management models for the Pavilion.

For a more in depth understanding of community and stakeholder perspectives on Bondi Pavilion, see findings from Community and Cultural Use Impact Assessment (2019) and engagement reports at [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au).

#### Supporting our unique local villages

While Bondi is known as a hotspot for cultural and creative spaces, programs and events, community engagement participants identified opportunities to enliven our other centres and suburbs through an increased creative and cultural presence, with a strong focus on further activating Bondi Junction and Charing Cross. Local businesses were identified as prospective partners that could play an important role in facilitating creative and community connections.





# 4. WAVERLEY'S CULTURAL LANDSCAPE

Commented [MT25]: Part 4 rewritten and not marked up

## 4.1. Our people and cultural participation

Waverley is home to a highly engaged and creative community, with a high proportion of cultural and creative workers (2.7% in our LGA compared to 1.8% in Greater Sydney), and high levels of participation in and appreciation of culture and creativity. As such, there are opportunities to further support and collaborate with established and emerging creative and cultural workers and industries in Waverley.

When creating this Arts and Culture Plan, we have focused on leveraging the strengths, and responding to the diverse needs, of the unique places and people that underpin our rich cultural ecosystem. In doing so, we remain mindful that cultural planning is an ongoing exercise that must respond to the changing needs of its community.

### Our community today

The main demographic in the Waverley LGA is working-aged adults aged 25 to 49 years, indicating a need for cultural spaces, programs and events that are available at night and on weekends to cater to the working population.

While Waverley LGA has a lower proportion of households with children compared to Greater Sydney, in recent years there has been a significant increase of 21% in primary school aged children (5 to 11 years) and an increase of 11% in secondary school aged children (12 to 17 years), indicating a need for activities for children and young people that are available after school, on weekends and during school holidays.

Waverley's residents are from many different cultural backgrounds, which suggests there could be more cross-cultural activity to bring the community together.

Council's arts and cultural facilities, programming and events need to be accessible and welcoming to support participation by people with disability.

With a high proportion of residents in Waverley living in medium or high density housing, there is a need for spaces outside the home for the community to engage with arts and culture and participate in creative expression.

While the average household income in the Waverley LGA is significantly higher than Greater Sydney, 11% of households are low income households earning less than \$650 a week, indicating that there is a need for arts and cultural spaces, programs and events that are affordable to residents from a range of socio-economic levels.

### Our response to COVID-19

Australia's arts and culture sector has been hard hit by the COVID-19 pandemic and faces a long road to recovery. There has been a significant loss of opportunities for freelance artists and arts workers, and cultural organisations of all sizes face ongoing challenges to their financial viability. The community's confidence to engage safely with arts and culture needs to be rebuilt.

Waverley Council's response to the COVID-19 pandemic is multi-focused. We have supported the most vulnerable in our community: older people, those at risk of homelessness, and early education and family day care users. We have maintained essential services, kept the community safe and continued to support local service providers and community organisations. Our business support package has assisted the Waverley business community through financial assistance, advice, and easily accessed information.

Goals, actions and measures in the Plan have been reviewed to meet, where possible, the ongoing needs of the arts and culture community in the context of the COVID-19 pandemic. In response to community feedback on the Plan, the timing of some actions has been adjusted to address concerns more immediately.

Despite its challenges, COVID-19 also allowed for significant innovation in the digital delivery of arts and culture programs, enabling a wider reach and to new audiences. The Plan seeks to build on those positive outcomes, further enabling digital capability for creative participation, at the same time reinforcing the focused support and facilitation of live performance and engagement. The Plan consequently exploits both traditional and innovative channels to promote the widest possible participation in arts and culture in Waverley.



# WAVERLEY – OUR LOCAL GOVERNMENT AREA



**OUR LOCAL GOVERNMENT AREA:**  
**9.2km<sup>2</sup>**

**OUR SUBURBS:**  
Bondi Beach, Bondi Junction, North Bondi, Bronte, Dover Heights, Queens Park, Rose Bay, Tamarama, Vaucluse and Waverley



**OUR DWELLINGS AND BUSINESSES:**



**30,496**  
dwellings



**34,000**  
registered businesses

**MEDIAN AGE**

**35** years

- 16 per cent of our residents are 0–14 years old
- 8.9 per cent are 15–24 years old
- 33.4 per cent are 25–39 years old
- 28.7 per cent are 40–64 years old
- 12.7 per cent are more than 65 years old

**OVERSEAS BORN RESIDENTS** **38.4%**

## POPULATION



**TOTAL POPULATION**  
**72,106**

**PROJECTED POPULATION**

**2031**  
**80,100**

**DENSELY**

**POPULATED AREA**

**ABORIGINAL AND TORRES TRAIT ISLANDER PEOPLE**

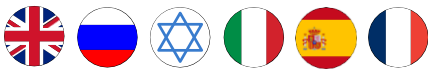


**274**

## LANGUAGES

68.8 per cent of us speak English at home while 25.7 per cent speak a language other than English

Russian is spoken by 2.2 per cent of our residents, 2.1 per cent speak Spanish, 1.9 per cent Portuguese, 1.8 per cent French and 1.7 per cent Italian



## JEWISH COMMUNITY

Waverley's Jewish community of

**10,076**

residents makes up 15.1 percent of our total population

## HOUSING

### AVERAGE HOUSEHOLD SIZE



**2.3**  
people

### RENTING HOUSEHOLDS

**43%**

### MEDIAN WEEKLY RENT

**\$620**

### SINGLE PERSON HOUSEHOLDS

**27.7%**

### COUPLES WITH CHILDREN

**23.8%**

## EDUCATION

### 17 NUMBER OF SCHOOLS (including both primary and secondary)

**39.5** per cent of our residents aged over 15 years have a Bachelor or higher degree compared to 24.1 per cent for Greater Sydney

**20** per cent of young people aged 15–24 years attended an educational institution including high school and/or a higher education facility, such as TAFE or university

### DISABILITY

**3%** of the population reported needing help in their day-to-day lives due to health and disability

## ECONOMY

**\$4.36**

**billion**

gross regional product

More than

**27,546**

jobs in Waverley

### MEDIAN TOTAL INCOME/WEEK

for Waverley households in 2016 was

**\$2,300** compared to **\$1,683** for Greater Sydney

### HIGH EMPLOYMENT SECTORS

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

**79.9%** of Waverley properties are connected to the internet

Sources: ABS Census 2016, Economy.Id, Australian Business Registry Data

4.2 Our cultural places, spaces and programs

Waverley takes in some of Sydney’s most beautiful coastline, and our natural environment, coastal walks, beaches and parks are some of our area’s greatest assets.

Waverley is also one of the most densely populated LGAs in Australia. Residents are attracted to its diversity and value it as a friendly place to live.

High levels of visitation bring both opportunities and challenges for arts and cultural planning in Waverley. There is a need to sustainably balance the needs of local residents while enhancing and leveraging Waverley’s position as a national and international tourism destination.

4.2.1 Waverley’s places, villages and neighbourhoods

Bondi Beach has long been a symbol of the Australian lifestyle and a destination for those seeking to experience our beach culture. The precinct is an important gathering point for residents and visitors and has a long history as the stage for cultural events and activities.

The Bondi Pavilion, historic local surf lifesaving clubs and Waverley Cemetery are highly valued by residents and attract local and international visitors.

Council’s challenge is to preserve, respect and protect the heritage of its natural and built coastal environment so that it remains safe, accessible and enjoyable for everyone. There is opportunity for further celebration of these unique aspects of our local area, building on Waverley’s strong public art program which includes a significant number and variety of both permanent and temporary public artworks.

Our villages and neighbourhood centres create a web of individual but connected focal points for our community. Each local place has its own character, community profile and identity. This strong identification with place is meaningful to residents and provides opportunities for arts and cultural activities to celebrate their specific local character.

There is an acknowledged demand in our community for more things to do in the evening. In particular, there is a demand for activities that attract families and offer alternatives to traditional alcohol-based evening culture and entertainment options. Bondi Junction plays a significant role in the local and Sydney metropolitan economy, and activating a night-time economy is a crucial component of ensuring Bondi Junction is a safe, productive and well-loved place.





## 422 Waverley's cultural facilities and spaces

There are 18 separate community and cultural facilities in the Waverley LGA, 10 of which are Council owned.

- **Bondi Pavilion:** a central part of life for residents and visitors to Bondi Beach for over 90 years, Bondi Pavilion is currently being renewed for future generations through a major conservation and restoration project running throughout 2020-2021, designed by architects Tonkin Zulaikha Greer. As well as upgrades to all the existing cultural spaces in the Pavilion, new spaces including Bondi Story Room, a community radio station and a new flexible cultural space are being added.

### Key spaces in the Pavilion:

**Bondi Pavilion Theatre:** is a 229-seat venue that hosts a variety of theatre and music, film screenings, talks, festivals and events throughout the year. The theatre is used for events and performances that Council produces, such as the annual Jazz at the Pav, as well as by many external hirers and partners including Flickerfest, Sydney Comedy Festival, Sydney Fringe Festival and Sydney Jewish Writers Festival.

**Bondi Pavilion Gallery:** has free admission and hosts a combination of Council curated and community exhibitions each year. Over 41,000 people attended the gallery in 2019.

**Bondi Pavilion Music Studios:** are available for regular hires, casual bookings and Council produced programs. The studios support the delivery of annual music programming including Sunshine Singers and the Bondi Wave Youth Music Program.



**Bondi Pavilion Pottery Studios:** run workshops and classes throughout the year, catering for a diverse range of participants including people with disability, school children, adults and seniors.

**Bondi Story Room:** this new space will house an innovative, interactive digital exhibition that captures the notable people, places and events of Bondi's past. Bondi Story Room is being created with significant input and will grow and evolve over time as new stories are added.

- **Waverley Library:** is a bustling and lively community space that is highly valued by over 500,000 visitors each year. The Library has a strong reputation for providing community events and learning opportunities as well as traditional library services, and aspires to be a leading cultural and learning institution in the region.
- **Waverley Library Galleries:** occupy the ground floor and upstairs foyer areas of Waverley Library. Community submissions, which make up the majority of gallery exhibitions, are invited annually and are panel assessed. The Waverley Youth Art Prize and Waverley Council's Design and Heritage Awards are also held here.
- **Waverley Artist Studios at Waverley Woollahra Art School:** are offered in year-long residencies with artists delivering exhibitions, workshops, public programs and developing new contemporary art. Waverley Artist Studio residencies are highly competitive and held in high regard. The studios are allocated through a peer reviewed Expression of Interest and Council approval.
- **Bondi Beach Sea Wall:** has been in operation since the late 1970s and features a mix of street and contemporary art with strong social and political messages from some of the world's best-known street artists. Through an application process, each panel is allocated for a six-month period.
- **Mill Hill Community Centre:** is the venue for the Waverley Community and Seniors Centre. It offers a range of programming across wellness, information and events, and arts and craft activities. The centre is closing in 2021 for renovations aligned to the Boot Factory development.
- **The Boot Factory:** is a former shoemaking factory at the rear of Norman Lee Place in Bondi Junction which was completed in 1892 by William Sidaway and Son. The Boot Factory is being redeveloped into a knowledge and innovation hub with works commencing in 2021.

423 Arts and cultural programs

Waverley Council aims to build community and connection, support creativity and strive for excellence by delivering and supporting programs in the visual arts, music, theatre and performance spheres, makers and technology, talks and ideas, and cross-artform programming. Council also supports social inclusion through the provision of programs that encourage and support creative participation by diverse audiences including people with disability, young people and older people.

Waverley’s School Holiday Program caters for an array of interests, and ages, providing free and paid activities. These activities are facilitated by a combination of Waverley Council specialist staff, artists, industry professionals and partner organisations. The programs are usually run from the Waverley Library, Bondi Pavilion and the Margaret Whitlam Recreation Centre.

Makers and Design programs are conducted at various venues in the Bondi Pavilion and Waverley



Library and include the popular pottery program and various other craft-based workshops and learning opportunities.

Activities for older people in our community include Council’s monthly Seniors Concerts and weekly Sunshine Singers, which attracts 30-40 regular members each week.

The Bondi Wave Youth Music program targets high school musicians in our area, teaming them up with music industry mentors to write and record original music. The bands graduating from this program perform at Carols by the Sea or in a special performance in the Bondi Pavilion Theatre.

424 Cultural festivals and events

WAVERLEY COUNCIL EVENTS

- **Bondi Festival:** is a new family and fringe festival held in the winter school holidays, replacing the popular Bondi Feast and Bondi Winter Magic Festivals. Waverley Council works closely with the Bondi and Districts Chamber of Commerce to involve and promote local businesses in the Festival. The program includes theatre, comedy, cabaret, circus, pop-up food stalls, ice rink and ferris wheel, and attracts visitors annually to Bondi in winter.
- **Festival of the Winds:** is a kite festival that includes kite flying demonstrations, world music, food and entertainment. Held at Bondi Beach, Bondi Park and Bondi Pavilion, it typically attracts up to 80,000 people.
- **Global Table:** is an annual community celebration of cultural diversity and food. Food stalls representing numerous countries and cultures sit alongside a free day-long program of dancing, music and children’s activities.
- **International Women’s Day:** delivered by Waverley Council, often takes the form of an ‘in conversation’ event featuring prominent guests discussing their lives and careers in response to a theme.



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- **Carols by the Sea:** is a Christmas celebration featuring performances from local community groups and professional musicians. The popular event offers an opportunity for the community to come together to sing carols.
- **New Year's Eve:** is a ticketed family-friendly event held at Dudley Page Reserve in Dover Heights. The event takes advantage of the spectacular views across Sydney Harbour and includes an entertainment program.

## PARTNER AND COMMUNITY EVENTS

- **Sculpture by the Sea:** is the internationally renowned outdoor art exhibition located along the coastal walk between Bondi and Tamarama beach, attracting approximately half a million visitors annually.
- **Flickerfest:** is Australia's leading short film festival and is held in the Bondi Pavilion amphitheatre and theatre. It attracts around 5,000 people annually.
- **Open Air Cinema:** provides movie-goers with the opportunity to experience an outdoor cinema by the beach. Annually, this event attracts approximately 17,000 people over the summer months.
- **Ocean Lovers Festival:** aims to increase awareness of environmental issues and sustainable living. The festival takes place in multiple locations in Bondi, including the Bondi Pavilion.
- **Bondi Latin American Festival:** is an opportunity to share and celebrate Latin culture. This

festival is delivered by Bondi Association of Arts and Music.

- **Bondi Blitz:** is a youth music event held as a part of Youth Week. Delivered by Waverley Youth Action Services, it attracts approximately 1,000 young people.
- **City2Surf:** from the inaugural event held in 1970, it has developed into one of the world's largest fun runs, attracting over 80,000 people annually. Starting in the city and ending at Bondi Beach, the event has raised tens of millions of dollars for charity. Council also runs a Marquee Program for organisations to provide post-run hospitality.

- **Bondi to Bronte Swim:** attracts over 2,000 participants annually and is delivered by Bronte SLSC.
- **International skateboard competition:** at Bondi Skate Park, attracting approximately 3,500 attendees.

## CIVIC EVENTS

Waverley hosts a number of civic and seasonal events including:

- **Dawn Service on ANZAC Day:** is held at the war memorial outside North Bondi RSL, attracting approximately 10,000 people paying their respects.
- **Citizenship Ceremonies:** are hosted for residents who have been approved to become Australian citizens.
- **Russia Victory Day:** is celebrated annually on 9 May to commemorate victory in WWII.

## 425 Grants and Awards

Council awards a number of small grants annually to individuals, community groups and small businesses that contribute to Waverley's community. Within this pool, arts and culture grants are awarded to proposals that deliver identifiable cultural, social and recreational benefits to the Waverley community.

Council also provides community services grants to support services for the local community. In the past these have been awarded to various cultural initiatives including the Beaches Outreach project, the Bondi Toy Library, Sculpture by the Sea, the Waverley Bondi Beach Band and the Waverley Randwick Philharmonic Society.

Council also delivers three significant competitions each year:

- **The Nib Literary Award:** established in 2002, recognises excellence in research and writing. It is the only major national literary award of its kind presented by a local council. Supported by Principal Sponsors Mark and Evette Moran, the Nib Award offers a \$20,000 major prize.
- **Waverley Art Prize:** established in 1986, is open to painting, drawing, print and mixed media and is delivered in partnership with Waverley Woollahra Art School. Aimed at early to mid-career artists and celebrating its 35th anniversary in 2021, the competition offers a \$15,000 first prize.
- **Waverley Youth Art Prize:** established in 1987, encourages creativity in young artists aged from nine to 18 years from the Eastern suburbs area. It is an open prize and all entrants' work is displayed.



# 5. GOALS, OBJECTIVES AND ACTIONS

The five goals and associated objectives and actions outlined in this Cultural Plan provide a road map to guide future decision making around arts and culture in Waverley for Council, partners and the wider community. This strategic framework has been developed based on community engagement, research and other local data.

Each action outlines Council’s role as well as the role of possible partners in delivery. As such, Council’s role may be to ‘review’ relevant next steps to achieve an action, or to ‘support’ external partners in the delivery of an action, rather than realising the action in isolation. In addition, each action has been allocated a timeframe for delivery that gives an indication of priority.

Definitions to assist with reading section 5 of this Plan:

- **Goals:** Long term future outcomes for arts and culture in Waverley.
- **Objectives:** Measurable changes we want to see to achieve our goals. (e.g. 'Increased community connection').
- **Why is this important:** Evidence base including findings from community engagement and/or other research data.
- **Priority needs:** Key considerations to support the completion of action/s including capabilities, resources, assets and opportunities.
- **Actions:** Specific steps that will be taken in order to achieve the objectives.
- **Council’s role:** Function Council will undertake to achieve an action.
- **Partnerships:** Waverley Council will need to work collaboratively with a broad range of stakeholders to the Plan.
- **Timeframe:** Timeframe within which the action/s will be completed.

## Section 5 - Goals, Objectives and Actions

GOAL 1: OUR DIVERSE AND ONGOING STORIES ARE SHARED AND CELEBRATED									
ACTION		COUNCIL'S ROLE		PARTNERSHIPS		TIMEFRAME		MEASURE	
Old	New	Old	New	Old	New	Old	New	Old	New
<b>Objective 1.1: Increased recognition, visibility, celebration and sharing of Aboriginal stories, arts, culture and language</b>									
1.1.1	Investigate opportunities to incorporate Aboriginal cultural heritage/interpretation of significance into our public spaces	Work with local Aboriginal elders and community to investigate and implement opportunities to incorporate Aboriginal cultural heritage/interpretation of significance into our public spaces where appropriate	Implement	First Nation Local Descendants Land Council, ERLGATSIC	Local Aboriginal and Torres Strait Islander Elders and Community members, La Perouse Local Aboriginal Land Council, and Reconciliation Action Plan (RAP) Advisory Committee	2020-2021	2021-2022	Options scoped in partnership with community in accordance with Reconciliation Action Plan deliverables	Options scoped in partnership with community in accordance with Reconciliation Action Plan deliverables and the Bondi Pavilion Conservation and Restoration Project
1.1.2	Deliver actions identified in Waverley Council Reconciliation Action Plan		Implement	Indigenous Community and stakeholders		2020-2021	2021-2022	RAP actions delivered	
<b>Objective 1.2: Increased opportunities for locals and visitors to engage with Waverley's diverse stories, history and heritage</b>									
1.2.1	Incorporate Bondi Story Room within Bondi Pavilion to share diverse stories of Bondi, with an opportunity to include First Nations, beach and surf history, music and ongoing waves of immigration to the area	Incorporate Bondi Story Room within Bondi Pavilion and engage with community and local creatives to share diverse stories of Bondi, with an opportunity to include First Nations, beach and surf history, music and ongoing waves of immigration to the area	Implement	Local community, Waverley Library Local History, Knowledge holders		2022-2025	2021-2022: Planning and co-design with community 2022-2026: Ongoing programming	Measured dwell time within exhibition meets / exceeds industry benchmarks	Over 200 diverse local stories included, gathered from community contributions and local research
1.2.2	Identify opportunities to increase / improve local cultural and heritage signage in outdoor spaces to increase visitor engagement with local culture and history	Identify sites and/or locations for increased or improved cultural and heritage signage in outdoor spaces to increase visitor and community engagement with local culture and history	Implement	Knowledge holders, Waverley Library		2021-2025	2021-2026	Completion of directions identified in Open Space and Recreation Strategy and ensuring the design of parks tells the story of place and local culture	Directions identified in Open Space and Recreation Strategy completed, ensuring the design of spaces tells the story of place and local culture
1.2.3	Continue implementation of Public Art Master Plan, commissioning new work in the Waverley area with consideration to context including place making, artistic excellence, sustainability and local culture and heritage		Implement	Local and National Artists, Local Community		On-going		At least 1 public artwork commissioned every 2 years	



ACTION		COUNCIL'S ROLE		PARTNERSHIPS		TIMEFRAME		MEASURE	
Old	New	Old	New	Old	New	Old	New	Old	New
<b>Objective 1.3: Increased awareness of Waverley's unique place in the Australian contemporary cultural landscape</b>									
1.3.1	Ensure digital platforms are effectively utilised to build digital engagement and encourage new audiences	Develop a Digital Marketing and Communications Strategy to ensure digital platforms are effectively utilised to build digital engagement and encourage new audiences, including in relation to the Bondi Pavilion	Implement	If action is changed, change to implement	Digital innovators and digital agencies	2020-2025	2021-2026	Investigate emerging digital tools and techniques for digital presentation and engagement on an annual basis	Contemporary digital tools and techniques implemented for ongoing arts and culture presentation, promotion and engagement
1.3.2	Ensure Council art and culture promotional strategies aim to increase access and participation from diverse communities		Implement		Media / Social Media / website	2021		Disability Inclusion Access Plan communications goals and RAP actions achieved	Disability Inclusion Action Plan communications goals, Cultural Diversity Strategy and RAP actions achieved
1.3.3	Create an awareness program that raises the profile of Waverley's cultural offering		Implement		Communications channels. Media partners, influencers	2022-2025		Baseline level of awareness of Cultural offering determined and improved in subsequent years	
<b>Objective 1.4: Increased opportunities for community connection through arts and culture, including cross-cultural and intergenerational experiences</b>									
1.4.1	Leverage identified Committees with relevant cultural agenda items to build transparency and increase participation in arts and cultural opportunities		Implement		Local Cultural Leaders	2020-2025	2021-2026	Committee members provided with relevant messaging and awareness of participation opportunities for the wider community	
1.4.2	Develop engagement plans for all cultural venues that support the aim of increasing access, diversity and participation levels	Implement engagement strategies for the Arts and Culture program that responds to identified community needs and supports the aim of increasing access, diversity and participation levels	Implement		Users and potential users of cultural facilities	2023-2025	2022-2026	Engagement Plans prepared for Council consideration	Participation baseline determined. Participation increased by 20%
New Action		Partner with local community and cultural organisations to deliver cultural and creative programs that provide opportunities for crosscultural learning and exchange	Implement		Local community and cultural organisations		2021-2026		3 partnerships facilitated annually
<b>GOAL 2: WE HAVE A VIBRANT NETWORK OF SPACES AND PLACES FOR CULTURAL PARTICIPATION, PRODUCTION AND EXPERIENCE</b>									
<b>Objective 2.1: A network of affordable, fit-for-purpose, cultural and arts facilities that support cultural participation, production and presentation</b>									
<b>Objective 2.1: A network of affordable, fit-for-purpose, cultural and arts facilities that support cultural and creative participation, production and presentation</b>									
2.1.1	Review creative programs run in Council owned venues to assess demand trends, programming mix and operational models to increase opportunities for increased participation, creative learning and skill development	Review creative programs run in Council owned venues to assess demand trends, programming mix and operational models to implement increased opportunities for increased participation, creative learning and skill development	Review	Review and Implement	Similar facilities	2020-2022	2021-2022	Review completed and recommendations aiming for increase in cultural use of Council owned facilities formulated	

ACTION		COUNCIL'S ROLE		PARTNERSHIPS		TIMEFRAME		MEASURE		
	Old	New	Old	New	Old	New	Old	New	Old	New
2.1.2	Review the operating/management models of all existing Council-owned cultural venues and develop a plan for increasing the scope of use for cultural purposes, where applicable. Review to consider hiring policies, insurances and liquor licencing, suitability for live music rehearsal and performance and modifications or improvements to facilities	Review the operating/management models of all existing Council-owned cultural venues and develop and implement a plan for increasing the scope of use for cultural purposes, where applicable. Review to consider hiring policies, insurances and liquor licencing, suitability for live music rehearsal and performance and modifications or improvements to facilities	Review	Review and Implement	Benchmark from similar facilities, Existing and potential venue hirers and users Local creative community		2020–2022 Bondi Pavilion 2022–2025 other facilities	2021–2022 Bondi Pavilion 2022–2023 other facilities	Review completed and recommendations formulated	Review completed and recommendations implemented
2.1.3	Implement revised grants and funding framework to facilitate local cultural and creative enterprises		Implement		Local artists and arts organisations		2021	2022	Qualitative assessment of Small Grant funded projects conducted through review of grant acquittals	Assessment undertaken of Small Grant funded projects and funding guidelines and process reviewed
Objective 2.2: Increased cultural participation through the provision of new and improved spaces										
Objective 2.2: Increased cultural and creative participation through the provision of new and improved spaces										
2.2.1	Utilise Boot Factory program to encourage production of new media artforms	Utilise Boot Factory program to encourage production of new media artforms, as well as innovative use of traditional or existing platforms	Implement/Support		Local creative community		2022-2025	2022-2026	Options for Boot Factory programming developed with digital culture and new media artforms in mind	Options for Boot Factory programming developed with digital culture, new media artforms, innovation and collaboration in mind
2.2.2	Investigate opportunities to utilise existing Council community assets for co-working and expanded arts activities	Investigate opportunities to utilise existing Council community assets for expanded arts activities	Implement		Local creative and business community, Waverley Library		2021	2021-2022	Opportunities identified and recommendations formulated	
2.2.3	Determine an operating model for the Boot Factory and Bondi Pavilion to determine their future use	Determine an operating model for the Boot Factory and Bondi Pavilion to determine their future use and deliver on the goals and strategies in this plan	Decision		Local creative and business community, Boot Factory Steering Group		2021		Operating model options developed and considered by Council	
New Action		Further investigate the existing provision of, demand for and opportunity to increase cultural production and maker spaces in the Waverley LGA, and regionally		Review and seek out pilot opportunities	Local creative and business community, Neighbouring regional Councils			2022-2026		Opportunities identified and recommendations formulated
Objective 2.3: Our public domain, beaches and parks are platforms for creativity and cultural expression										
2.3.1	Investigate opportunities for an activation program in Bondi Junction designed to promote creative uses of space to benefit the creative community and local economy		Implement		Local businesses Creative community		2021-2025	2021-2026	Investigation completed and program	Review findings implemented
2.3.2	Review the current Busking Policy to support a greater variety of busking and buskers in more locations across Waverley	Review the current Street Performers Policy to support a greater variety of busking and buskers in more locations across Waverley, including at the Bondi Pavilion forecourt	Review		Musicians / Local Businesses		2020	2021	Review completed and recommendations formulated, and incorporated into new policy	

ACTION			COUNCIL'S ROLE		PARTNERSHIPS		TIMEFRAME		MEASURE	
	Old	New	Old	New	Old	New	Old	New	Old	New
2.3.3	Increase opportunities for street art and temporary murals on walls in partnership with the community and business, and in accord with revisions to the Waverley Public Art Policy		Implement/ Support		Landlords and business owners		2021-2025	2021-2026	Public art policy reviewed, update and considered by Council	Public art policy reviewed, updated and considered by Council
2.3.4	Provide opportunities for artists and designers to create artwork or heritage interpretations for temporary protective structures and hoardings at construction sites		Implement		Council constructions and maintenance projects		2021-2025	2022-2026	Policy and guidelines for artists and developers prepared for the consideration of the Public Art Committee and Council	
2.3.5	Dedicate specific funding priorities in the Small Grants Program for activating the public realm with temporary creative initiatives that contribute to the character of neighbourhoods and support precinct vitality	Dedicate specific funding priorities in the Small Grants Program for activating the public realm with temporary creative initiatives that are co-designed with the community and contribute to the character of neighbourhoods and support precinct vitality	Implement		Council grants program Neighbourhoods		2021-2025	2022-2026	Options prepared for consideration by Council in 2021-22 budget	Options prepared for consideration by Council in 2022-23 budget
2.3.6	Create a prioritised list of culturally relevant projects which could be funded through developer contributions		Implement		Local community / Developers		2021	2021-2026	List created and considered for approval by Council	

### GOAL 3: CULTURAL PARTICIPATION IS FLOURISHING AND INCLUSIVE

#### Objective 3.1: Ensure cultural participation is accessible for everyone in our community – all ages, cultures, genders, incomes and abilities

3.1.1	Utilise digital platforms to ensure wider access to programs and activities	Utilise digital platforms to deliver accessible cultural programs and activities to a wider audience, including families, people of all ages, culturally diverse communities, and people with disability	Implement		Local service providers		2020-2025	2021	Investigate program of webstreamed events, learning experiences, performances and talks for annual delivery	COVID-related programming initiatives developed into a program of accessible online events, learning experiences, performances and talks delivered annually
3.1.2	Stipulate conditions for grants to major festivals and events to ensure they include appropriate, targeted activities and opportunities for families, children and young people, and diverse communities	Stipulate conditions for grants to major festivals and events to ensure they include appropriate, targeted activities and opportunities for families, people of all ages, culturally diverse communities, and people with disability	Implement		Festival Producers		2024	2021	All significant grant funded festivals include at least 1 activity suitable for families, children, young people or diverse communities	All significant grant funded festivals include activities suitable for families, people of all ages, culturally diverse communities, and people with disability
3.1.3	Utilise insights gained from evaluations to improve program creation, promotion and participation		Implement		All project partners		2020-2025	2021-2026	Establish and implement new evaluation framework to provide evidence base to better inform decision making	Evaluation framework established and implemented to provide evidence base to better inform decision making

#### Objective 3.2: Encourage diverse cultural offering and experience, including day and night and out-of-season activities

ACTION			COUNCIL'S ROLE		PARTNERSHIPS		TIMEFRAME		MEASURE	
	Old	New	Old	New	Old	New	Old	New	Old	New
3.2.1	Investigate opportunities to support the night-time economy and activation through culture and creativity, in particular at Bondi Junction and Bondi Beach in alignment with Council's Sustainable Visitation Strategy and the Bondi Junction Night Time Economy Strategy	Investigate and implement opportunities to support the night-time economy and activation through culture and creativity, in particular at Bondi Junction and Bondi Beach in alignment with Council's Sustainable Visitation Strategy and the Bondi Junction Night Time Economy Strategy	Implement / Support		Bondi Junction and Bondi Beach residents and businesses		2021–2022		Goals established in Evening, Culture and Entertainment Strategy and Sustainable Visitation Strategy achieved through the Bondi Festival	Goals established in Evening, Culture and Entertainment Strategy and Sustainable Visitation Strategy achieved, including through the Bondi Festival and Bondi Pavilion Programming
3.2.2	Support new evening cultural activities that help business attract customers	Support new evening activities that provide opportunities for public participation in culture and help local businesses, community and cultural organisations to increase engagement	Implement/ Support		Bondi Junction businesses	Bondi Junction businesses, community and cultural organisations	2021-2025	2021-2026	One activity conducted annually with review undertaken at its conclusion	One activity facilitated annually with review undertaken at its conclusion
3.2.3	Partner with local businesses working within the cultural sector to enhance existing festivals and events and increase audiences	Partner with local cultural and creative businesses, organisations and individuals to enhance existing festivals, events and activities, and increase audiences and participants	Support		Existing events and festivals	Local cultural organisations and businesses, individuals, and existing events and festivals	2021-2022	2021	Bondi Festival event used to explore model for establishing partnerships with local businesses in event delivery	Model established for partnerships with local businesses, organisations and individuals
3.2.4	Continue to work collaboratively with neighbouring councils including the City of Sydney, Woollahra Council and Randwick Council to promote creative and cultural offerings in the region that can draw diverse audiences for daytime and night time experiences, and align planning priorities	Continue to work collaboratively with neighbouring and regional councils to promote creative and cultural offerings in the region that can draw diverse audiences for daytime and night time experiences, and align planning priorities	Collaborate		Neighbouring councils	Neighbouring and regional councils	2020-2025	2021	Minimum of 1 annual meeting with neighbouring Council Cultural Teams undertaken	Discussion initiated on local-regional arts and culture issues with neighbouring and regional councils, and interest determined in regular ongoing collaboration

#### Objective 3.3: Increased awareness of the cultural offering available and how the community can participate

#### Objective 3.3: Maximise use of external opportunities to further Waverley's arts and culture activities

3.3.1	Collaborate with State and Federal bodies including Create NSW, Australia Council for the Arts, Destination NSW and Tourism Australia to leverage the cultural offering of Waverley to an intra-state, national and international audiences	Build relationships with State and Federal bodies such as Create NSW, Australia Council for the Arts, Destination NSW and Tourism Australia to leverage additional resources to support Waverley's arts and culture activities	Collaborate		State and Federal Departments and agencies		2020-2025	2021-2026	Minimum of 1 collaboration explored with state and federal agencies annually	Contacts in relevant agencies established and fostered and opportunities identified for funding applications to support Council activities
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### GOAL 4: SHOWCASING AND SUPPORTING OUR CREATIVE SECTOR AND COMMUNITY

#### Objective 4.1: Support collaboration and networking between local creatives and organisations

4.1.1	Facilitate a networking forum that is aligned to building cultural capacity with local creatives and nearby institutions such as NIDA, UNSW Art and Design and AFTRS.	Facilitate networking opportunities that are aligned to building cultural capacity with local creatives, arts organisations and institutions	Implement/ Support / Collaborate		Local Creative Community		2021-2025	2021-2026	Identified institutions invited to annual networking events	Minimum of 1 annual networking event designed and delivered
4.1.2	Host a professional development workshops for local creatives to improve their skills in seeking funding for creative and cultural activities through local, state and federal funding channels	Host professional development workshops for local creatives of all ages	Implement/ Support		Local Creative Community		2021-2025	2022-2026	Annual professional development opportunity provided	

ACTION		COUNCIL'S ROLE		PARTNERSHIPS		TIMEFRAME		MEASURE	
Old	New	Old	New	Old	New	Old	New	Old	New
<b>Objective 4.2: Promote and showcase local artists, makers and creators</b>									
4.2.1	Devise an awareness campaign using media, advertising, signage and digital media channels	Implement		Various		2021-2022		Media campaign and on-going digital presence aligned to re-launch of the Bondi Pavilion and launch of the Boot Factory program developed and delivered	
4.2.2	Generate positive media stories using external and internal communication channels	Implement		Media Agencies		2020-2025	2021-2026	At least 12 press releases prepared annually on significant cultural activities within the Waverley Council area	At least 12 media releases prepared annually on significant cultural activities within the Waverley Council area
4.2.3	Investigate opportunities to enhance the use of Council's current publications and digital platforms to raise the profile of local creative practitioners	Implement		Local creative community		2021-2025	2021-2026	Options investigated to devise a social media campaign to highlight key creatives in the community	
<b>Objective 4.3: Harness the knowledge, skills and ideas of local creative community</b>									
4.3.1	Investigate opportunities for the local creative community to provide input into future cultural planning opportunities	Implement		Local creative community		2020-2021	2021-2026	Options for Cultural Committee, Indigenous Advisory Committee and art form or issue specific task force groups to presented to Council for consideration	Options for Arts and Culture Advisory Committee, Indigenous Advisory Committee and art form or issue specific task force groups developed to present Council for consideration
<b>Objective 4.4: Support our creative community to kick-start their own ideas, projects and initiatives</b>									
4.4.1	Provide a platform for local creative and cultural enterprises to gain access to audiences	Provide a platform for the local creative and innovation communities to build resources, output and audiences	Implement	Local Creatives		2022-2025	2022-2026	Boot Factory program developed to include annual cultural enterprise forum	Boot Factory operating model established to support local creative and innovation community ambitions  Opportunities sought with appropriate community parties to partner on arts and cultural projects
4.4.2	<del>Provide greater opportunities for the creative community to partner with Council to create and deliver events and activities that support their own ideas and aspirations</del>		Implement	Local creative community		2021-2022		<del>Partnership policy or guidelines developed to shape collaborative opportunities between Council and the creative community</del>	
<b>Objective 4.5: Support for young and emerging artists</b>									
4.5.1	Encourage young and emerging creatives to develop skills applicable to the creative sector	Implement		Young, local creatives		2021-2025	2021-2026	Appropriate volunteering or work experience opportunities provided within Council's Community, Cultural and Events programs	Appropriate volunteering or paid work experience opportunities provided within Council's Community, Cultural and Events programs



ACTION			COUNCIL'S ROLE		PARTNERSHIPS		TIMEFRAME		MEASURE	
	Old	New	Old	New	Old	New	Old	New	Old	New
4.5.2	Identify local schools that could be encouraged to participate in a community-run cultural programs	Identify local schools that could be encouraged to participate in arts and culture programs	Implement		Schools		2021–2022		Opportunities identified and coordinated through school for students to be involved in community run-cultural programs	Opportunities identified and coordinated through schools for students to be involved in arts and culture programs
4.5.3	Encourage and support mentoring between established and emerging artists	Support and facilitate mentoring between established and emerging artists	Support		Emerging and Established artists		2022-2025	2022-2026	4 mentoring activities facilitated annually	Annual mentorship activities facilitated

#### GOAL 5: DEVELOPING STRONG PARTNERSHIPS TO FACILITATE GROWTH FOR OUR CULTURAL AND CREATIVE SECTOR

#### GOAL 5: DEVELOPING STRONG PARTNERSHIPS TO FACILITATE GROWTH FOR OUR ARTS AND CULTURE SECTOR

##### Objective 5.1 Foster strong and productive cultural partnerships, locally, regionally, **across Sydney**, nationally and internationally

5.1.1	Investigate the establishment of a Cultural Committee, to help inform and guide the collaborative cultural processes and projects across Council	Establish an Arts and Culture Advisory Committee, to help inform and guide collaborative cultural processes and projects across Council - Committee members and terms of reference to represent a variety of cultural interests and the diversity of our community within the Waverley LGA	Implement		Local Creatives		2020-2021		Options for Cultural Committee developed and submitted to Council for consideration	Arts and Culture Advisory Committee established
5.1.2	Continue to review best practice management of cultural partnerships, venues and programming	Continue to review and where appropriate, implement best practice management of cultural partnerships, venues and programming	Review	Review and implement where appropriate	Leading Local Government Areas, Cultural Institutions		2021-2025	2021-2026	Cultural Plans and policies reviewed from 3 LGAs annually	Cultural Plans and policies from other LGAs reviewed annually
5.1.3	Investigate opportunities for the involvement of the community in imagining, theming, promoting and delivering local cultural and creative programming, festivals and events	Create opportunities for the involvement of the community in designing, promoting and delivering local cultural and creative programming, festivals and events	Implement		Local Creatives		2022-2025	2022-2026	2 opportunities identified annually	

##### Objective 5.2 Increase awareness of the value of the arts within Council and the broader community

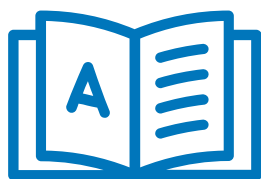
##### Objective 5.2 Increase awareness of the value of the arts **and culture** within Council and the broader community

5.2.1	Tap into established Sydney and international networks to share cultural events and products by our local creators, makers and cultural producers and practitioners	Tap into established local, regional, national and international networks to share cultural events and products by our local creators, makers and cultural producers and practitioners	Implement		Cultural Sector Partnerships		2022-2025	2022-2026	Key sector practitioners across the creative sector invited to key events	
5.2.2	Ensure Council's governance is aligned to the needs and aspirations of the community and decision-making is driven by the arts and cultural values	Working with all departments across Council, consider opportunities to further embed the Plan's goals and objectives in decision-making	Implement		Council		2020–2021	2021-2026	Draft terms of reference developed for Council consideration in establishment of the Cultural Committee	Arts and Culture Plan considered in the development of annual budgets in Integrated Planning and Reporting and other strategic planning processes

##### Objective 5.3 Broker cross-sector collaboration (community, business, education, developers) to deliver cultural development initiatives

5.3.1	Promote inter-agency collaboration with relevant state government departments on key cultural-sector issues, and promote complementary programs that tackle specific sector needs with the combined value of all agencies		Collaborate		State and Federal Government		2021-2025		Attendance and participation by Council Officers at sector based working groups, forums and discussions	Council Officers attend and participate in sector based working groups, forums and discussions
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ACTION			COUNCIL'S ROLE		PARTNERSHIPS		TIMEFRAME		MEASURE	
	Old	New	Old	New	Old	New	Old	New	Old	New
5.3.2	Seek to ensure local planning controls provide support for quality, relevant and appropriate creative workspaces and presentation facilities in new developments		Advocate		Council / Developers		2021		Document outlining requirements for creative workspaces developed and tested against appropriate controls	
5.3.3	Work within the existing planning framework to increase the participation of the creative sector in the development process (ie. through VPAs)	Work within the existing planning framework to increase the participation of the creative sector in the development process	Advocate		Developers		2023-2025		At least 1 opportunity for the creative community to become engaged in considerations related to voluntary planning agreements process or developer contributions	At least 1 opportunity created for the creative community to become engaged in considerations related to planning process
5.3.4	Consider the engagement of local artists and communities in the design of planning policy and public places	Consider the engagement of local creatives and communities in the design of planning policy and public places	Implement		Local artists and community		2021-2023		Frameworks and options for community engagement developed and piloted	
5.3.5	<del>Advocate to NSW and Federal government stakeholders for clearer regulatory pathways for small and low risk creative enterprise by:</del> <del>1. Advocating for appropriate changes to relevant policy frameworks, such as State Environmental Planning Policies.</del> <del>2. Advocating for consistent, state-wide approaches to regulating the use of existing buildings by creative enterprise.</del>		Advocate		State and Federal Government		2021-2025		<del>Submissions prepared in response to Government priorities on cultural issues impacting the Waverley Local Government Area</del>	



# GLOSSARY OF KEY TERMS

**Commented [MT26]:** Glossary of Key Terms and Quick Find Index are new sections

Term	Definition as used in the Plan
Arts and Culture	<p>The arts can be categorised into three main forms:</p> <ul style="list-style-type: none"> <li>• Performing arts: including music, dance, comedy, circus, puppetry and drama.</li> <li>• Literary arts: including creative writing, poetry, play and script writing.</li> <li>• Visual arts: including painting, drawing, pottery, sculpture, film-making and digital arts.</li> </ul> <p>Many artists combine several artforms or media in their work, which is sometimes known as multi-disciplinary art.</p> <p>Through the arts we express ourselves and manifest our culture.<sup>1</sup></p>
Co-design	<p>Also known as participatory design, co-design is the act of creating with stakeholders (organisations, businesses, individual practitioners, or audiences), specifically within the design development process, to ensure results meet stakeholder needs and are usable.<sup>2</sup></p>
Community organisation	<p>A not for profit organisation that works with any part of the Waverley community.</p>
Creative business/organisation	<p>Both for profit and not for profit arts-based entities in industries whose output results from the creation and circulation of intellectual capital.<sup>3</sup></p> <p>This encompasses but is not limited to: visual arts, advertising, architecture, design, media, music, publishing, screen production, broadcasting, and games and leisure software, as well as cultural organisations such as theatres, museums, galleries, and libraries.</p>
Creative sector	<p>A broad, complex, and evolving mix of industries that ranges from the performing and visual arts to magazine publishing, digital media and design.<sup>4</sup></p> <p>The term “sector” often encompasses the notion of an interconnected ecology of large and small organisations – not for profit and commercial, individual artists and practitioners, peak bodies and funders.</p>

Term	Definition as used in the Plan
Creative participation	<p>Creative participation can take several forms including participants involved in the creative process in interpretive, curatorial or inventive roles, but also the engagement of those who have not necessarily formed an intention to participate, such as:</p> <ul style="list-style-type: none"> <li>• accidental or ambient participation – such as coming across a street performance or public art in a public area; those who have not made a deliberate decision to participate but have been engaged by walking past or into a cultural experience, such as music playing in a cafe, or public art on the street.</li> <li>• receptive participants (audiences) – attendees at cultural activities such as performances, exhibitions, talks, exhibitions, workshops, book readers.</li> <li>• active participants (enablers) – people involved in support roles outside a directly creative role. This includes roles such as organiser, facilitator, teacher, tutor, guide, board member, arts administrator and others that enable cultural activity.<sup>5</sup></li> </ul> <p>This includes participation at all levels of expertise, from those who are participating creatively for the first time to those who identify as highly skilled artists.</p>

<sup>1</sup> “Planning terms used in our Frameworks”, Cultural Development Network

<sup>2</sup> “Co-design: A Powerful Force for Creativity and Collaboration”, Stratos Innovation Group

<sup>3</sup> Hardy, J. “Defining the Creative Business of the 21<sup>st</sup> Century”, Business 2 Community

<sup>4</sup> “Defining the Creative and Cultural Sector”, Artscape DIY

<sup>5</sup> “Planning terms used in our Frameworks”, Cultural Development Network



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## **Bondi Pavilion**

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## **Boot Factory**

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## **Support for and inclusion of local artists/organisations**

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**REPORT  
CM/7.6/21.04**

**Subject:** Open Space and Recreation Strategy - Adoption

**TRIM No:** A18/0401

**Author:** Bianca Simpson, Service Manager, Open Space and Recreation

**Director:** Emily Scott, Director, Community, Assets and Operations

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**RECOMMENDATION:**

That Council:

1. Notes the feedback received on the draft Open Space and Recreation Strategy during the public exhibition period between September and November 2020.
2. Adopts the Open Space and Recreation Strategy attached to the report (Attachment 1).

**1. Executive Summary**

The purpose of this report is to seek Council's adoption of the Open Space and Recreation Strategy (OSRS), as set out in Attachment 1 of this report. The draft strategy was made available for public comment in a formal public exhibition from 21 September to 8 November 2020. Feedback received was broadly supportive of the strategy with submissions collated and the draft report has been updated. The final strategy is ready for Council adoption. The strategy will guide future works in Waverley's open spaces.

**2. Introduction/Background**

The Open Space and Recreation Strategy (OSRS) is a strategic document which examines existing services and current demand to guide our approach to planning and managing open space and recreation facilities, to best meet the community's open space and recreation needs. In developing this OSRS, we recognise the importance of parks, reserves, and recreation facilities in positively contributing to the health and wellbeing of individuals, community, culture, and heritage; the environment and our planet's health; and distinct local character in Waverley. These facilities are particularly important to Waverley as we have high urban density.

Understanding the importance of our parks and based on the consultation findings and analysis of existing facilities a series of strategies have been developed. A first round of community engagement was held in February and March 2019. The strategy was then drafted based on community feedback. To ensure the strategy gains support and accurately reflects the community's needs it was made available for community feedback (by public exhibition) from September to November 2020.

The Open Space and Recreation Strategy proposes the following key areas of focus for the next 10 years:

- An open space network and hierarchy to guide management and maintenance activities in relation to the expectations on activities, facilities, and level of service for each space.
- Adopt a maintenance and servicing framework for parks and reserves that relates to the open space hierarchy.
- Increase the capacity of our current sports fields.

- Seek opportunities to acquire land in strategic locations to increase provision of community recreation spaces and secure existing spaces which provide recreation opportunities to ensure they continue to do so in the future.
- Improve the pedestrian environment around open and recreation spaces and way-finding for walking routes.
- Improve provision of toilet and water fountain facilities at sports fields and along the Cliff Walk.
- Establish a framework to support ongoing community and stakeholder engagement in the planning and management of open and recreation spaces.
- Complete heritage studies and heritage interpretation strategies to improve management of heritage in parks and reserves, prioritising Bronte Beach Park, Tamarama Beach Park, and Waverley Park.

On this basis, the draft OSRS has now been completed; see Attachment 1. This report seeks Council's adoption of the strategy.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Strategic Planning and Development Committee 3 March 2020	PD/5.2/20.03	That Council: <ol style="list-style-type: none"> <li>Publicly exhibits the draft Open Space and Recreation Strategy attached to this report from March to April 2020.</li> <li>Notes that amendments have been made to the draft Open Space and Recreation Strategy that was presented to Council in December 2019, taking into consideration Councillor comments made during, and subsequent to, the Council meeting.</li> <li>Notes that, following the public exhibition period, officers will prepare a further report to Council detailing recommendations for changes based on community feedback and requesting Council to adopt the strategy.</li> </ol>
Strategic Planning and Development Committee 3 December 2019	PD/5.1/19.12	That: <ol style="list-style-type: none"> <li>Council defers the public exhibition of the draft Open Space and Recreation Strategy attached to this report to February 2020.</li> <li>The Draft Open Space and Recreation Strategy be amended as follows:               <ol style="list-style-type: none"> <li>Clause A3.1: deleting the words 'Redevelopment of the Waverley Bus Depot'.</li> <li>Deleting clause A3.2.</li> <li>Clause A3.3: deleting the words 'to develop a community and recreation facility with potential for indoor pool' in the first bullet point.</li> </ol> </li> </ol>

		<ul style="list-style-type: none"> <li>(d) Clause F1.1: insert the word 'or' after the words 'Prepare and' in the first line.</li> <li>(e) Incorporating strategies that encompass Council's soon-to-be-piloted Street Play Policy.</li> <li>(f) Revising the document to more clearly differentiate between ideas that have come through public consultation and those that are based on Council policies.</li> <li>(g) Page 2 of the Strategy, Acknowledgment: <ul style="list-style-type: none"> <li>(i) Insert an additional dot point: 'Demonstrate and celebrate their living culture and ongoing heritage proudly.'</li> <li>(ii) In the last sentence, change 'land and waters' to 'land, water and sky.'</li> </ul> </li> <li>(h) Page 68 of the Strategy, Our vision: <ul style="list-style-type: none"> <li>(i) Amend the second paragraph to read as follows: 'Our parks provide a green sanctuary protecting and supporting biodiversity and an opportunity to implement the ongoing Aboriginal traditional custodianship of land which forms our local government area.'</li> </ul> </li> </ul> <p>3. A further draft of the document reflecting these proposed amendments come back to Council prior to placing the document on public exhibition.</p>
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#### 4. Discussion

The draft OSRS was prepared in 2019 based on community consultation and expert advice. The document and its strategies have previously been presented to Council in workshops in February, May and November in 2019 and November in 2020 as well as the 3 of December 2019 and 3 March 2020 Council meetings. This report therefore does not focus on the strategies in detail but the consultation summary from the public exhibition and subsequent updates to the strategy.

The OSRS public exhibition period took place during COVID-19 restrictions, which meant that face-to-face engagement opportunities were unavailable. Instead, online information sessions were conducted, as well as multiple stakeholder workshops to gather feedback.

The main source of information and engagement was the project page on Have Your Say Waverley. The public exhibition period was also promoted by letter box flyer drop, distributed Waverley wide, signs such as floor decals, social media, ads in the Wentworth Courier, e-newsletters and by email. The consultation objectives for this second round of consultation were:



- Sense check strategy and action plan with key stakeholders and general community
- Close the loop with people who were involved in Stage 1 consultation
- Understand community sentiment on the actions proposed in the strategy
- Obtain overview approval and awareness of strategy

Initially, the consultation period was from 21 September to 2 November 2020; this was then extended to 8 November upon community request.

The engagement process aligned with Council's adapted IAP2 model for community engagement, sitting at Consult on the public participation spectrum.

*Table 1. Engagement process.*

Method	Overview	Date	Response
<b>Online survey</b>	A 14-question online survey on the Have Your Say Waverley dedicated project page, addressing the draft document.	21 September–8 November 2020	75 survey responses
<b>Long-form submissions</b>	Submissions received via email.	21 September–8 November 2020	9 email submissions
<b>Online information session</b>	A dedicated Open Space and Recreation Strategy information session held on Zoom, with Q & A was held. This meeting was made available for precinct members and the general community.  Following the meeting, a video of the session was posted to YouTube and on the HYS project page.	15 October 2020	
<b>Stakeholder workshops</b>	Five workshops were held with identified relevant stakeholders via Microsoft Teams	19 October 20 October 10 November 12 November 17 November	

### Consultation outcomes

The community response demonstrated that there are several differing perspectives on how best to manage and improve Waverley's open space and recreation. A detailed consultation summary report is set out in Attachment 3 of this report.

There was majority support for the proposed vision, with 77.3% supportive or somewhat supportive. There was generally positive support towards all seven key focus areas proposed in the strategy, particularly improving pedestrian environment around parks and wayfinding for walking routes for the Cliff Top and Coastal walk; increasing the provision of community recreation spaces and secure land currently used for open space and recreation; and establishing a framework to support ongoing community and stakeholder engagement in the planning and management of parks. As there is a majority support for the vision and key focus areas, it is recommended that these remain unchanged.

There was, however, a theme through many of the responses to protect natural heritage and biodiversity for its environmental value as well as for passive recreation in our open spaces. The strategy has therefore been updated to accommodate two new focus areas:

- Provide more areas for passive recreation including quiet contemplation, further areas for quiet contemplation area also identified in figure 4.5 of the OSRS including Clarke Reserve and Varna Park.
- Protection of natural heritage and biodiversity. To support this focus area further issues have been raised in the protection of vegetation and a new action is included to consider fencing around bushland for protection.

Other key updates to the strategy document were made in response to community feedback include:

- Deletion of action 2.3 and reference to Dover Heights in Action A1.6 thereby removing any reference to proposed sports courts at Rodney Reserve.
- Change action A1.2 to allocate time for social play on Council's fields with the exception for facilities in Waverley Park which are allocated to community clubs only. Fields at Waverley Park are used to full capacity and under licensing agreements which Council needs to accommodate.
- New action to consider providing storage space for community clubs adjoining sports fields.
- To assess the provision of non-sport recreational activities such as gymnastics, dance, yoga and pilates the strategy has been updated to include an assessment of Council owned indoor venues which are often hired for recreation activities.
- More detailed analysis on participation in the top 10 most common recreation activities for children, adults and seniors and the provision of facilities to support these activities.
- New action to investigate and consult on providing indoor cricket facilities in Waverley Park as identified by Council's resolution at the Strategic Planning and Development Committee meeting on 3 November 2020.

Several further updates have been made to the draft Open Space and Recreation Strategy to reflect works completed since drafting the report as well as general administrative changes to ensure the document is clear and concise. A marked-up version of the draft OSRS illustrating the recent changes is set out in Attachment 2 of this report.

## **5. Financial impact statement/Time frame/Consultation**

The preparation of the Open Space and Recreation Strategy was funded under Infrastructure Services operational budget. The project is within budget. It is intended that the implantation of the strategy will be funded from future Capital Works Programs and operational budgets. Works identified in the OSRS will assist in guiding funding for parks and recreation in the Long Term Financial Plan.

## **6. Conclusion**

Council resolved to draft an OSRS, the strategy has now been prepared drawing on two rounds of community engagement and expert advice. The community have expressed overall support for the OSRS with any requests for change noted and reflected in the updated OSRS. It is therefore recommended for adoption by Council.

## **7. Attachments**

1. OSRS (under separate cover) [⇒](#)
2. OSRS - Marked-up version (under separate cover) [⇒](#)
3. OSRS - Public Exhibition Consultation Summary Report (under separate cover) [⇒](#)

**REPORT  
CM/7.7/21.04****Subject:** Cemetery Foundation**TRIM No:** A02/0658-06**Author:** Rachel Hensman, Executive Manager, Customer, Cemetery and Lifeguard Services  
Ken Shelston, Manager, Cemetery Services  
Evan Hutchings, Executive Manager, Governance and Risk**Director:** Meredith Graham, Acting Director, Customer Service and Organisation Improvement

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**RECOMMENDATION:**

That Council:

1. Establishes a charitable foundation for Waverley Cemetery and South Head Cemetery, as set out in Option 1 of the report.
2. Officers, prior to establishing the Foundation, prepare a further report on its structure for the consideration of Council.

**1. Executive Summary**

In August 2018, Council resolved to investigate the establishment of a perpetual fund to provide funds for the ongoing maintenance of the historical monuments and graves at both Waverley and South Head cemeteries. Whilst some initial investigations took place, this work was then placed on hold pending completion of the Cemetery Services Strategic Business Plan. The Business Plan was endorsed by Council in November 2020 and Council further resolved at the same meeting to receive a report on the options for the establishment of a fund to raise both raise awareness of the historical and heritage value of both cemeteries and to raise funds to assist in their maintenance.

Specialist legal advice has been sought from Norton Rose Fulbright Lawyers in relation to the issues and considerations. An outline of this advice is presented in the report for consideration by Council.

This report provides information regarding the appropriate structure for the proposed foundation, the advantages and disadvantages of setting up a charitable Foundation for the cemetery and the next steps involved in doing so for consideration by Council.

**2. Introduction/Background**

In August 2018, Council resolved to investigate the establishment of a perpetual fund to provide funds for the ongoing maintenance of the historical monuments and graves at both Waverley and South Head cemeteries (referred to as Waverley cemeteries in this report). While some initial investigations took place, this work was then placed on hold pending completion of the Cemetery Services Strategic Business Plan. The Business Plan was endorsed by Council in November 2020 and Council further resolved at the same meeting to receive a report on the options for the establishment of a fund to raise both raise awareness of the historical and heritage value of both cemeteries and to raise funds to assist in their maintenance.

Specialist legal advice has been sought in relation to the many and varied issues and considerations. This advice was obtained from Norton Rose Fulbright Lawyers.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 17 November 2020	CM/7.8/20.11	That Council: <ol style="list-style-type: none"> <li>Endorses the Cemetery Services Strategic Business Plan attached to the report.</li> <li>Investigates the establishment of a foundation that aims to:               <ol style="list-style-type: none"> <li>Raise awareness of the historical and heritage value of both Waverley Cemetery and South Head Cemetery.</li> <li>Raise funds to assist in their maintenance.</li> </ol> </li> <li>Receives a report on the options for the establishment of a foundation at the May 2021 Council meeting.</li> <li>Reopens the front gates during normal business hours.</li> </ol>
Council 21 August 2018	CM/8.2/18.08	That Council: <ol style="list-style-type: none"> <li>Investigates the establishment of a perpetual fund that is used to fund ongoing maintenance of the Waverley Cemetery and South Head monuments and graves.</li> <li>Analyses the benefits and weaknesses of each option.</li> <li>Reports back to Council with a recommendation</li> </ol>
Council 17 February 2015	CM/8.1/15.02	That a report come back to Council on the work that has been done towards setting up a Foundation for Waverley.

### 4. Discussion

#### Current funding arrangements

There are currently two cemetery reserves:

- The Cemetery Operating Reserve currently holds approximately \$150,000.
- The SAMP Cemetery Infrastructure Reserve currently holds approximately \$3.5 million.

The recently adopted Cemetery Services Strategic Business Plan has identified opportunities for future revenue growth through increased memorialisation and revocation of unused burial space. The associated

Financial Model provides for a subsequent increase in capital investment and expenditure for asset maintenance, landscaping and beautification.

All structural elements of a grave site—that is, monumental work—are the responsibility of the Rights Holder; however, in the majority of cases, the Rights Holder has since deceased or the licence has otherwise lapsed. Where a license has lapsed, there is limited maintenance or restoration of these sites. Due to the number of historical monuments and the costs associated with their restoration, Council has limited capacity to fully address these deteriorating assets.

Historically, Council has only carried out restoration or maintenance of a historical monument only in the case of a risk to public safety or to the damage of a neighbouring site; however, moving forward a small allocation for monument restoration has also been included in the Financial Model. The proposed foundation has the potential to increase the allocation to monument restoration.

### **Establishment of a Foundation/Trust**

#### *Foundation structure*

Council has sought legal advice to identify the most appropriate structure for the proposed Foundation, noting that the legal structure of a charitable Foundation is usually one of the following:

- A company limited by guarantee (which is regulated by ASIC).
- A NSW incorporated association (which is regulated by NSW Fair Trading).
- A trust (which is governed by the terms of the trust deed and trust law).

The legal advice concludes that a trust (with a corporate trustee) is the most common form of legal structure for a charitable foundation and is the most appropriate legal structure for Council's proposed Foundation.

The legal advice recommends that Council sets up a newly incorporated proprietary limited company with Council as the sole shareholder to be the corporate trustee to ensure a separation between the management of the Foundation and Council, while still allowing Council to apply some management direction over the Foundation.

It should also be noted that, according to the legal advice, the Foundation is not entitled to be endorsed as Deductible Gift Recipient Status (DGR) by the ATO as the Foundation does not qualify as a 'Public Ancillary Fund'. To do so, its funds can only be distributed to another DGR entity.

#### *Corporate trustee*

The composition of the board of directors of the trustee company should be determined by the degree to which Council wishes to provide direction to the work of the Foundation, e.g. management from Council could be appointed as directors of the trustee company and could comprise a majority of the board of directors.

As a proprietary limited company, there is a minimum of one director and no maximum number. A smaller number is recommended, as it would prove more practical for ease of co-ordination and participation.

The directors of the trustee company are legally bound to act in accordance with the terms of the trust deed and it is possible to delegate the day-to-day management of the Foundation through the deed. The directors can therefore outline the parameters within which that management committee can operate, e.g. the ability to spend funds on maintenance and restoration up to a maximum limit without having to obtain formal approval from the directors.



Should Council wish to pursue the formation of a company for the purposes of the Foundation, further legal advice should be obtained on the liability of directors, including the need for indemnity insurance.

#### *Purpose of the Foundation*

In accordance with the Council resolution, the focus of the charitable Foundation is to fund ongoing maintenance of monuments and graves at Waverley Cemeteries. In view of the age and deteriorating condition of some of the historical monuments and graves, it was considered appropriate to extend the scope of the Foundation to include restoration.

One of the primary considerations in establishing the Foundation is to determine its 'objects', which would be imbedded in the trust deed. On the advice of Council's lawyers and to provide sufficient (reasonable) flexibility, the following wording is proposed:

*'This Trust is established as a charity for the sole purpose of the ongoing restoration and maintenance of Waverley Cemetery and South Head Cemetery monuments and graves and anything incidental or ancillary to the achievement of this purpose.'*

#### *Activities of the Foundation*

It is envisaged that the proposed Foundation would use any funds received for the maintenance and restoration of monuments and graves at Waverley Cemeteries by either:

- Paying Council to undertake these activities.
- Directly engaging third parties to undertake these activities.

It is also envisaged that the Foundation would undertake fundraising activities that are focused on raising funds solely for the Foundation and could receive funds through various sources; in particular, the following:

- General public donations.
- Bequests under a will.
- Grants from the State and Federal Government.
- Donations from volunteer groups.

The Council resolution also notes that the purpose of the proposed charitable Foundation would be to raise awareness of the historical and heritage value of both Waverley Cemetery and South Head Cemetery. The recently endorsed Cemetery Services Strategic Business Plan includes activities related to promotion and marketing of both cemeteries and a new website is currently under construction.

#### *Compliance with the Local Government Act*

Section 358 of the *Local Government Act 1993* states the following, in part:

*(1) A council must not form or participate in the formation of a corporation or other entity, or acquire a controlling interest in a corporation or other entity, except--*  
*(a) with the consent of the Minister and subject to such conditions, if any, as the Minister may specify,*  
*or*  
*(b) as provided by this Act.*

As part of the process, Council will therefore be required to make an application to the Minister for Local Government for consent to form the propriety limited company.

The legal advice provided to date in relation to the structure of the Foundation has been obtained from lawyers that specialise in the area of trusts and associated company law. Advice on the implications of the *Local Government Act and Regulation* would need to be obtained from specialists in that discipline.

### Next steps

Should the subsequent advice clarify these issues to Council's satisfaction, from a legal perspective, establishment of a charitable Foundation involves several steps, with associated costs of approximately \$8,500–\$10,500 as outlined below.

Information regarding the ongoing costs associated with the Foundation (approx. \$2,000 p.a.) are included in the Financial Impact Statement later in the report.

*Table 1. Next steps and costs.*

Steps	Costs
1. Incorporation of new proprietary limited company (Trustee Co) to act only as trustee for the charitable Foundation, including drafting of Constitution and director/secretary and public officer consents	\$1,500 to \$2,000
2. Establishment of the charitable Foundation in the form of a discretionary trust, including drafting of the trust deed.	\$3,500 to \$4,000 plus GST and stamp duty of \$500
3. Application for a Australian Business Number for the charitable Foundation.	\$1,000 to \$1,500 plus GST
4 Application for registration of the charitable Foundation as a charity with the Australian Charities and Not-for-Profits Commission which includes the application to the Australian Taxation Office for the charitable Foundation to be endorsed as income tax exempt.	\$2,000 to \$2,500 plus GST

### Summary

The following table provides a summary of the various advantages and disadvantages of establishing a separate legal entity to raise funds for the ongoing maintenance and preservation of Council's Cemeteries:

*Table 2. Advantages and disadvantages of separate legal entity.*

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>The Foundation would be a dedicated source of future funding for the maintenance and restoration of monuments and graves at Waverley and South Head Cemeteries.</li> <li>More likely to attract donations, bequests and ongoing Government grants if there is a separate legal entity established solely for the purpose of maintaining and preserving the Cemeteries because donors will know how their donations will be used.</li> <li>An independent board of directors and management can be appointed to manage the Foundation which may attract more funding than Council directly.</li> <li>The Foundation should (subject to application and approval) be entitled to: <ul style="list-style-type: none"> <li>Registration as a charity with the</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Does not qualify for Deductible Gift Recipient Status, which may impact the level of donations received.</li> <li>Cost of establishing and maintaining a separate legal entity (including ASIC fees and accounting and auditing fees).</li> <li>Ongoing reporting and regulatory requirements (including lodgement of an annual statement with the ACNC).</li> </ul>

ACNC. ○ Tax concessions (but not DGR endorsement) from the ATO such GST concessions and FBT rebate.	
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### Sponsorship and donations

Council's Sponsorship and Donations Policies and related procedures may provide complementary or alternate mechanisms for the receipt and application of contributions. Whereas the establishment of the charitable Foundation involves initial costs, and ongoing annual operating costs, donations and sponsorships can be received and managed on a case by case basis, with costs able to be absorbed within Council's budget.

Some people, however, may be discouraged from providing funds directly to Council and would perhaps be more willing to donate to a Foundation that is arm's length from Council, rather than to Council directly. In terms of donations, Council could approach prominent local families and businesses, particularly those with direct links to and interest in the cemeteries, and work flexibly with them to achieve mutually beneficial outcomes.

### Cemetery Services – Strategic Business Plan

Since the endorsement of the Cemetery Services Strategic Business Plan in November 2020, Council officers have spent time working on further detailed financial analysis of the key recommendations in the Business Plan. As a priority, the team has focused on opportunities for increased revenue and sales through the revocation of unused burial sites and the development and implementation of new memorialisation opportunities.

The Cemetery Services Financial Model is being presented to Council in April 2021 and provides Councillors with further information regarding the future financial state of Council's Cemetery Services. It includes information regarding the capital investment required for new products as well as the restoration of key cemetery assets.

The Cemetery Services Strategic Business Plan also includes a number of actions relating to the promotion and celebration of both cemeteries through an improved website, a signage and interpretation strategy and enhanced customer information.

### Options

Following consideration of the information contained within this report, there are two options available to Council:

#### Option 1

That Council proceeds with the establishment of a charitable Foundation to raise funds to assist in the maintenance and restoration of historical monuments, on the following basis:

- A trust (with a corporate trustee).
- An incorporated proprietary limited company with Council as the sole shareholder to be the corporate trustee.
- The 'objects' of the trust to be worded as follows:

*'This Trust is established as a charity for the sole purpose of the ongoing restoration and maintenance of Waverley Cemetery and South Head Cemetery monuments and graves and anything incidental or ancillary to the achievement of this purpose.'*

*Option 2*

That Council determines not to proceed with the establishment of a charitable Foundation to raise funds to assist in the maintenance and restoration of historical monuments.

**5. Financial impact statement/Time frame/Consultation****Financial impact statement***Establishment costs*

As noted above, establishment of a charitable Foundation involves several steps, with associated costs of approximately \$8,500–\$10,500. Funding is available from the Cemetery Services budget for these costs.

*Ongoing costs*

The current annual ASIC fee payable for a proprietary limited company (i.e. the trustee company) is currently \$273. Preparation of the annual audit of the company's accounts, and their audit is also required. This is estimated at a total of \$2,000 per annum.

The ACNC provides guidance on the remuneration of directors in the charity sector. In summary, this guidance suggests that the majority of charities do not pay their board members and given the nature of the proposed Foundation it is suggested that fees would not be paid to board members.

There is currently no annual fee payable for ACNC registration as a charity, nor for the annual lodgement of the company's accounts.

**6. Conclusion**

This report provides information regarding the appropriate structure for the proposed foundation, the advantages and disadvantages of setting up a charitable Foundation for the cemetery and the next steps involved in doing so for consideration by Council.

**7. Attachments**

Nil.

## REPORT CM/7.8/21.04



**Subject:** Cemetery Services - Financial Analysis

**TRIM No:** A20/0249

**Author:** Rachel Hensman, Executive Manager, Customer, Cemetery and Lifeguard Services  
Ken Shelston, Manager, Cemetery Services  
Marija Torbarina, Personal Assistant to Director, Customer Service and Organisation Improvement

**Director:** Meredith Graham, Acting Director, Customer Service and Organisation Improvement

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### RECOMMENDATION:

That Council:

1. Treats Attachments 2 and 3 of the report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as they relate to a matter specified in section 10A(2)(d)(ii) of the *Local Government Act 1993*. The attachments contain information that would, if disclosed, confer a commercial advantage on a competitor of Council.
2. Notes the financial analysis in relation to the implementation the Cemetery Services Strategic Business Plan as set out in the report.

#### 1. Executive Summary

Council operates two cemeteries: Waverley Cemetery at Bronte and South Head Cemetery at Vaucluse. In November 2020, Council endorsed the Cemetery Services Strategic Business Plan which was developed in consultation with a range of key stakeholders and covers both cemeteries. The key aim of the plan is to improve financial sustainability while balancing the community and operational cemetery needs and celebrating their heritage.

In December 2020, Council resolved to receive a report on the detailed financial analysis of the recommendations of the Cemetery Services Strategic Business Plan.

This report provides information regarding the future financial state of Council's Cemetery Services including the development and implementation of new memorialisation products. It also includes information regarding the capital investment required for new products as well as the restoration of key cemetery assets.

#### 2. Introduction/Background

In 2020, the process for developing a draft a Strategic Business Plan for Council's Cemetery Services commenced. The Cemetery Services Strategic Business Plan was developed in consultation with a range of key stakeholders for the purposes of providing clear strategic direction for the future care and management of Waverley Council's cemeteries and associated services. The Plan was endorsed by Council in November 2020 and outlines a range of activities including increased revenue and sales opportunities,



enhanced communications and marketing and the documentation of a cemetery specific infrastructure renewal plan.

In December 2020, Council resolved to receive a report on the detailed financial analysis of the recommendations of the Cemetery Services Strategic Business Plan. This report provides the outcomes of the analysis which indicates a stable financial position for the Cemetery Services over the long-term.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 8 December 2020	CM/8.5/20.12	That Council notes: <ol style="list-style-type: none"> <li>That Council officers are currently undertaking further detailed financial analysis of the recommendations of the recently adopted Cemetery Services Strategic Business Plan, and that a report come back to Council at the earliest possible time.</li> <li>Funds will be sought as part of the next quarterly budget review or 2021–22 budget process to commence work on putting the Cemetery Service on a sustainable financial footing.</li> </ol>
Council 17 November 2020	CM/7.8/20.11	That Council: <ol style="list-style-type: none"> <li>Endorses the Cemetery Services Strategic Business Plan attached to the report.</li> <li>Investigates the establishment of a foundation that aims to:               <ol style="list-style-type: none"> <li>Raise awareness of the historical and heritage value of both Waverley Cemetery and South Head Cemetery.</li> <li>Raise funds to assist in their maintenance.</li> </ol> </li> <li>Receives a report on the options for the establishment of a foundation at the May 2021 Council meeting.</li> <li>Reopens the front gates during normal business hours.</li> </ol>

### 4. Discussion

Since the endorsement of the Cemetery Services Strategic Business Plan in November 2020, Council officers have spent time working on further detailed financial analysis of the key recommendations in the Business Plan. As a priority, the team has focused on opportunities for increased revenue and sales through two key activities:

- Identification of unused burial space

The Business Plan noted that, based on earlier reports, there may be up to 1,500 previously sold, but unused burial sites available at Waverley Cemetery. In accordance with section 52 of the

*Cemeteries and Crematoria Act*, Council may revoke Perpetual Interment Rights that have not been used after a 50-year period.

Cemetery staff have completed an external section by section review of Waverley Cemetery and removed from this list any sites that would be unsuitable for sale, i.e. where significant monumental work covers the site as part of a larger burial site owned by the same family. This reduced the number of potential available sites to 933. The revocation process will likely further reduce this number as contact is made with historical rights holders; however, it is not anticipated to have any significant impact.

As burial sites progressively reach the 50-year period, Council will continue the revocation process, providing for a rolling program of supply over the course of the Financial Model. The Financial Model (attached to this report) includes an assumption that 15 coffin burial sites will be released for sale each year at Waverley Cemetery.

- Introduction of ash interment sites and future planning for memorialisation opportunities

One of the key recommendations of the Business Plan is the establishment of *'high-quality memorialisation opportunities in the form of ash interment gardens, niche walls and memorial walls that are able to be repeated and expanded to meet demand over the long term.'* Using the work completed in the Waverley Cemetery Land Use Master Plan as a starting point, Council officers have identified a number of locations throughout Waverley Cemetery which can be used for ash interment sites.

The work completed provides the framework for a range of products at varying price points, including standard and premium niche walls, standard, premium and family memorial gardens, some of which can be replicated over future years to meet demand and maintain quality and consistency. The plan identifies the location of each memorial type throughout the cemetery, with products located in premium locations attracting a higher fee, as well as the approximate year of implementation for each product. The plan also identifies a number of opportunities for 'limited-release' products, with sites located close to more prominent memorials such as Henry Kendall, Dorothea Mackellar or Victor Trumper. An example of this, is the recently completed Central Garden situated within the Circular Mound at Waverley Cemetery.

The Financial Model outlines both the capital investment required for the development and implementation of new products as well as future revenue. At this stage, over 3,000 future ash interment sites have been identified at Waverley Cemetery, with opportunity to further increase supply at a later date through the use of additional space within the cemetery.

### **Future expenditure**

The Financial Model includes additional expenditure of \$100,000 pa from the financial year 2022–23 onwards to allow for maintenance of the new infrastructure, additional maintenance of the cemetery open space and beautification projects. It also includes an allowance for monument restoration to allow Council to begin addressing the deteriorating historical monuments. From 2026–27 onwards, an allowance has been made for an additional headcount within the cemetery to assist with the increase in workload resulting from the increase in activity across the cemetery.

### **Additional funding opportunities**

The Cemetery Services Strategic Business Plan also identifies potential opportunities for further funding and financial support including heritage grants and donations or additional revenue streams such as a coffee cart or an after-burial meeting room space.

There is no allowance for this additional revenue in the Financial Model as the potential additional revenue streams are yet to be determined and likely fairly minor. Additional revenue through donations, grants or sponsorships would likely be fully offset by related expenditure.

### **Financial sustainability**

The projections in the Financial Model, based on the assumptions above, demonstrate that the Cemetery Services are financially sustainable over the long term. Key points to note include:

- Operating surpluses average \$380,000 over the first ten years and \$600,000 over the following 10 years.
- The Cemetery Operating Reserve increased from approximately \$150,000 in 2020–21 to around \$3 million in 10 years. This result includes capital expenditure incurred on the supply of new infrastructure/products.
- The development and release of new ash internment sites is phased across the life of the plan to ensure availability over the long term—this can be accelerated if there is demand.
- Capital expenditure on contemplation shelters has been brought forward to complement the new infrastructure and improve marketing opportunities.
- Transfers to the Cemetery Infrastructure Reserve are not included as they will occur in line with future Council surpluses and cemetery infrastructure spending requirements.
- The Cemetery Operating Reserve balances do not align with those included Council's draft Long Term Financial Plan due to the inclusion of internal recharge costs against the reserve. As this is an internal accounting policy decision, further work will be done to determine the most appropriate allocation these costs to internal reserves. Should the internal recharges continue to be allocated to the reserve, the long-term financial forecasts remain positive but at a lower level.
- While the Model forecasts results over 40 years to demonstrate long term financial sustainability, projects beyond 10 years become less reliable the further out the timeframe is.

### **5. Financial impact statement/Time frame/Consultation**

As outlined above, the Financial Model, based on the assumptions above, demonstrates that the Cemetery Services are financially sustainable over the long-term.

In order to implement the Strategic Business Plan as soon as possible, the following items have been included in the draft 2021–22 budget:

- Signage and Interpretation Project: \$40,000.
- New memorialisation (Quinn Road): \$100,000.
- Cemetery infrastructure (Waverley and South Head Retaining Walls): \$100,000.
- Contemplation shelters Structural Review: \$75,000.
- Buildings: \$27,700.

### **6. Conclusion**

In December 2020, Council resolved to receive a report on the detailed financial analysis of the recommendations of the Cemetery Services Strategic Business Plan. This report provides the outcomes of the analysis which indicates a stable financial position for the Cemetery Services over the long term.

This report provides information regarding the development and implementation of new memorialisation products. It also includes information regarding the capital investment required for new products as well as the restoration of key cemetery assets.

**7. Attachments**

1. Cemetery Services LTFP summary [↓](#)
2. Product details and supply (confidential)
3. Capital expenditure (confidential)

### Cemetery Services LTFP Summary

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
<b>Income</b>															
Niche Walls & Memeorial Gardens	408,750	560,083	504,660	514,753	492,322	607,734	763,651	780,833	721,152	609,612	640,477	616,452	640,071	639,246	828,274
Ash Internments	70,488	81,777	95,261	115,922	126,949	133,511	142,761	154,565	165,195	173,408	176,297	178,500	178,575	178,754	179,606
Coffin Internments	190,550	193,885	197,278	201,223	205,751	210,380	215,114	219,954	224,903	230,525	263,817	270,412	277,173	284,102	291,205
Coffin Burial Sites	723,500	736,161	749,044	764,025	727,227	743,589	760,320	777,427	794,920	814,793	835,162	856,041	877,442	899,379	921,863
Grave Maintenance	18,000	18,315	18,636	19,008	19,436	19,873	20,320	20,778	21,245	21,776	22,321	22,879	23,451	24,037	24,638
Monumental Work Fees	30,000	30,525	31,059	31,680	32,393	33,122	33,867	34,629	35,408	36,294	37,201	38,131	39,084	40,061	41,063
Sale of memorial plaques	25,000	25,438	25,883	26,400	26,994	27,602	28,223	28,858	29,507	30,245	31,001	31,776	32,570	33,385	34,219
Interest	50,000	54,543	72,103	69,605	73,491	80,078	87,313	101,748	109,939	116,937	128,820	163,663	201,405	168,560	182,418
<b>Total Income</b>	<b>1,516,288</b>	<b>1,700,726</b>	<b>1,693,923</b>	<b>1,742,617</b>	<b>1,704,563</b>	<b>1,855,890</b>	<b>2,051,569</b>	<b>2,118,791</b>	<b>2,102,269</b>	<b>2,033,590</b>	<b>2,135,097</b>	<b>2,177,854</b>	<b>2,269,771</b>	<b>2,267,524</b>	<b>2,503,285</b>
<b>Opex</b>															
Employee Costs	757,493	770,749	784,237	799,922	817,920	936,323	957,391	978,932	1,000,958	1,025,982	1,051,631	1,077,922	1,104,870	1,132,492	1,160,804
Materials & Conctracts	190,000	343,325	298,458	304,427	311,277	275,159	281,350	287,680	295,953	303,352	310,936	318,709	326,677	334,844	343,215
Other	199,906	203,404	206,964	211,103	215,853	220,710	225,676	230,753	235,945	241,844	247,890	254,087	260,440	266,951	273,624
Depreciation	80,000	81,400	82,825	84,481	86,382	88,325	90,313	92,345	94,423	96,783	99,203	101,683	104,225	106,830	109,501
<b>Total Opex</b>	<b>1,227,399</b>	<b>1,398,878</b>	<b>1,372,484</b>	<b>1,399,934</b>	<b>1,431,432</b>	<b>1,520,517</b>	<b>1,554,729</b>	<b>1,589,710</b>	<b>1,627,279</b>	<b>1,667,961</b>	<b>1,709,660</b>	<b>1,752,402</b>	<b>1,796,212</b>	<b>1,841,117</b>	<b>1,887,145</b>
<b>Operating Result</b>	<b>288,889</b>	<b>301,847</b>	<b>321,439</b>	<b>342,683</b>	<b>273,131</b>	<b>335,373</b>	<b>496,840</b>	<b>529,081</b>	<b>474,990</b>	<b>365,629</b>	<b>425,436</b>	<b>425,452</b>	<b>473,560</b>	<b>426,407</b>	<b>616,140</b>
<b>Capex New Product</b>	<b>100,000</b>	<b>203,500</b>	<b>176,002</b>	<b>84,481</b>	<b>53,989</b>	<b>93,846</b>	<b>50,801</b>	<b>46,172</b>	<b>259,662</b>	<b>-</b>	<b>24,801</b>	<b>50,841</b>	<b>26,056</b>	<b>-</b>	<b>164,252</b>
<b>Operating Reserve Balance</b>	<b>338,889</b>	<b>437,236</b>	<b>582,674</b>	<b>840,876</b>	<b>1,060,019</b>	<b>1,301,546</b>	<b>1,747,585</b>	<b>2,230,493</b>	<b>2,445,821</b>	<b>2,811,450</b>	<b>3,212,086</b>	<b>3,586,697</b>	<b>4,034,200</b>	<b>4,460,607</b>	<b>4,912,495</b>
<b>Capex - Infrastructure</b>	<b>202,700</b>	<b>529,975</b>	<b>256,461</b>	<b>412,102</b>	<b>246,855</b>	<b>243,014</b>	<b>225,782</b>	<b>230,862</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Infrastructure Reserve Balance</b>	<b>3,297,300</b>	<b>2,767,325</b>	<b>2,510,864</b>	<b>2,098,761</b>	<b>1,851,907</b>	<b>1,608,893</b>	<b>1,383,111</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>
<b>Total Reserve Balance</b>	<b>3,636,189</b>	<b>3,204,561</b>	<b>3,093,537</b>	<b>2,939,637</b>	<b>2,911,925</b>	<b>2,910,439</b>	<b>3,130,696</b>	<b>3,382,743</b>	<b>3,598,071</b>	<b>3,963,700</b>	<b>4,364,335</b>	<b>4,738,946</b>	<b>5,186,450</b>	<b>5,612,856</b>	<b>6,064,745</b>



## Cemetery Services LTFP Summary

	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
<b>Income</b>															
Niche Walls & Memeorial Gardens	813,625	870,205	891,960	914,259	937,116	919,868	942,864	966,436	882,905	839,491	594,680	609,547	624,786	640,405	656,415
Ash Internments	192,318	205,712	218,307	229,147	238,436	246,633	237,600	242,050	246,805	249,629	252,780	249,218	246,132	245,331	246,783
Coffin Internments	298,485	305,947	313,596	321,435	329,471	337,708	346,151	354,805	363,675	372,767	382,086	391,638	401,429	411,465	421,751
Coffin Burial Sites	944,910	968,532	992,746	1,017,564	1,043,003	1,069,078	1,095,805	1,123,201	1,151,281	1,180,063	1,209,564	1,239,803	1,270,798	1,302,568	1,335,132
Grave Maintenance	25,254	25,885	26,532	27,195	27,875	28,572	29,287	30,019	30,769	31,538	32,327	33,135	33,963	34,813	35,683
Monumental Work Fees	42,090	43,142	44,220	45,326	46,459	47,620	48,811	50,031	51,282	52,564	53,878	55,225	56,606	58,021	59,471
Sale of memorial plaques	35,075	35,951	36,850	37,772	38,716	39,684	40,676	41,693	42,735	43,803	44,898	46,021	47,171	48,351	49,559
Interest	197,104	214,341	229,659	253,112	277,901	302,013	328,100	354,947	383,023	401,105	425,651	442,543	450,766	465,545	483,095
<b>Total Income</b>	<b>2,548,860</b>	<b>2,669,715</b>	<b>2,753,870</b>	<b>2,845,811</b>	<b>2,938,978</b>	<b>2,991,176</b>	<b>3,069,293</b>	<b>3,163,180</b>	<b>3,152,474</b>	<b>3,170,960</b>	<b>2,995,864</b>	<b>3,067,131</b>	<b>3,131,651</b>	<b>3,206,497</b>	<b>3,287,891</b>
<b>Opex</b>															
Employee Costs	1,189,824	1,219,570	1,250,059	1,281,311	1,313,344	1,346,177	1,379,832	1,414,327	1,449,686	1,485,928	1,523,076	1,561,153	1,600,182	1,640,186	1,681,191
Materials & Conctracts	351,795	360,590	369,605	378,845	388,316	398,024	407,975	418,174	428,629	439,344	450,328	461,586	473,126	484,954	497,078
Other	280,465	287,476	294,663	302,030	309,581	317,320	325,253	333,385	341,719	350,262	359,019	367,994	377,194	386,624	396,290
Depreciation	112,239	115,045	117,921	120,869	123,891	126,988	130,162	133,417	136,752	140,171	143,675	147,267	150,949	154,722	158,590
<b>Total Opex</b>	<b>1,934,324</b>	<b>1,982,682</b>	<b>2,032,249</b>	<b>2,083,055</b>	<b>2,135,131</b>	<b>2,188,509</b>	<b>2,243,222</b>	<b>2,299,303</b>	<b>2,356,785</b>	<b>2,415,705</b>	<b>2,476,098</b>	<b>2,538,000</b>	<b>2,601,450</b>	<b>2,666,486</b>	<b>2,733,148</b>
<b>Operating Result</b>	<b>614,536</b>	<b>687,034</b>	<b>721,621</b>	<b>762,756</b>	<b>803,847</b>	<b>802,667</b>	<b>826,071</b>	<b>863,878</b>	<b>795,689</b>	<b>755,255</b>	<b>519,766</b>	<b>529,131</b>	<b>530,201</b>	<b>540,011</b>	<b>554,742</b>
<b>Capex New Product</b>	<b>84,179</b>	<b>215,709</b>	<b>-</b>	<b>-</b>	<b>61,945</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>239,316</b>	<b>-</b>	<b>-</b>	<b>276,125</b>	<b>75,474</b>	<b>-</b>	<b>-</b>
<b>Operating Reserve Balance</b>	<b>5,442,852</b>	<b>5,914,177</b>	<b>6,635,798</b>	<b>7,398,554</b>	<b>8,140,455</b>	<b>8,943,122</b>	<b>9,769,193</b>	<b>10,633,071</b>	<b>11,189,443</b>	<b>11,944,698</b>	<b>12,464,465</b>	<b>12,717,470</b>	<b>13,172,197</b>	<b>13,712,208</b>	<b>14,266,950</b>
<b>Capex - Infrastructure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Infrastructure Reserve Balance</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>
<b>Total Reserve Balance</b>	<b>6,595,102</b>	<b>7,066,427</b>	<b>7,788,047</b>	<b>8,550,803</b>	<b>9,292,705</b>	<b>10,095,372</b>	<b>10,921,443</b>	<b>11,785,320</b>	<b>12,341,693</b>	<b>13,096,948</b>	<b>13,616,714</b>	<b>13,869,719</b>	<b>14,324,446</b>	<b>14,864,457</b>	<b>15,419,199</b>

**Cemetery Services LTFP Summary**

	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	2059-60	2060-61
<b>Income</b>										
Niche Walls & Memeorial Gardens	620,757	636,276	652,183	724,560	742,674	761,241	780,272	799,778	819,773	775,241
Ash Internments	249,981	251,551	253,823	257,281	264,892	273,481	282,024	290,307	298,380	306,351
Coffin Internments	466,127	477,780	489,724	501,968	514,517	527,380	540,564	554,078	567,930	582,128
Coffin Burial Sites	1,368,511	1,402,724	1,437,792	1,473,736	1,510,580	1,548,344	1,587,053	1,626,729	1,667,398	1,709,082
Grave Maintenance	36,575	37,489	38,427	39,387	40,372	41,381	42,416	43,476	44,563	45,677
Monumental Work Fees	60,958	62,482	64,044	65,645	67,286	68,969	70,693	72,460	74,272	76,128
Sale of memorial plaques	50,798	52,068	53,370	54,704	56,072	57,474	58,911	60,383	61,893	63,440
Interest	501,124	519,108	534,859	546,801	567,835	589,672	609,379	632,859	657,234	682,523
<b>Total Income</b>	<b>3,354,831</b>	<b>3,439,478</b>	<b>3,524,222</b>	<b>3,664,082</b>	<b>3,764,227</b>	<b>3,867,941</b>	<b>3,971,311</b>	<b>4,080,072</b>	<b>4,191,442</b>	<b>4,240,572</b>
<b>Opex</b>										
Employee Costs	1,723,221	1,766,301	1,810,459	1,855,720	1,902,113	1,949,666	1,998,408	2,048,368	2,099,577	2,152,066
Materials & Conctracts	509,505	522,242	535,298	548,681	562,398	576,458	590,869	605,641	620,782	636,302
Other	406,197	416,352	426,760	437,429	448,365	459,574	471,064	482,840	494,911	507,284
Depreciation	162,555	166,619	170,784	175,054	179,430	183,916	188,514	193,227	198,058	203,009
<b>Total Opex</b>	<b>2,801,477</b>	<b>2,871,514</b>	<b>2,943,302</b>	<b>3,016,885</b>	<b>3,092,307</b>	<b>3,169,614</b>	<b>3,248,855</b>	<b>3,330,076</b>	<b>3,413,328</b>	<b>3,498,661</b>
<b>Operating Result</b>	<b>553,354</b>	<b>567,964</b>	<b>580,920</b>	<b>647,198</b>	<b>671,920</b>	<b>698,327</b>	<b>722,457</b>	<b>749,996</b>	<b>778,114</b>	<b>741,911</b>
<b>Capex New Product</b>	-	83,309	213,481	-	-	91,958	-	-	-	-
<b>Operating Reserve Balance</b>	<b>14,820,304</b>	<b>15,304,959</b>	<b>15,672,398</b>	<b>16,319,596</b>	<b>16,991,516</b>	<b>17,597,885</b>	<b>18,320,342</b>	<b>19,070,338</b>	<b>19,848,453</b>	<b>20,590,363</b>
<b>Capex - Infrastructure</b>	-	-	-	-	-	-	-	-	-	-
<b>Infrastructure Reserve Balance</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>	<b>1,152,250</b>
<b>Total Reserve Balance</b>	<b>15,972,554</b>	<b>16,457,208</b>	<b>16,824,648</b>	<b>17,471,845</b>	<b>18,143,766</b>	<b>18,750,135</b>	<b>19,472,592</b>	<b>20,222,588</b>	<b>21,000,702</b>	<b>21,742,613</b>

**REPORT**  
**CM/7.9/21.04**

**Subject:** Jack Munday - Tree Memorial at Centennial Park

**TRIM No:** A02/0276

**Author:** Marija Torbarina, Personal Assistant to Director, Customer Service and Organisation Improvement

**Director:** Meredith Graham, Acting Director, Customer Service and Organisation Improvement

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**RECOMMENDATION:**

That Council:

1. Endorses the planting of a tree in Centennial Park in memory of Jack Munday, as detailed in the report.
2. Requests the Centennial Park and Moore Park Trust to implement or install a memorialisation that attributes the tree to Jack Munday.
3. Allocates up to \$10,000 to fund the tree memorial.

**1. Executive Summary**

This report details the proposal for the installation of a memorial for the late Jack Munday in Centennial Park and recommends that Council approves the proposal.

**2. Introduction/Background**

In June 2020, Council noted its expression of condolence on the passing of Jack Munday and resolved to liaise with the Centennial Park and Moore Park Trust, Judy Munday, Unions NSW, Bayside and Woollahra Councils regarding the installation of a memorial to Jack Munday in Centennial Park to celebrate and acknowledge his achievements. For completeness, Randwick City Council was included in the process as neighbouring council.

Council liaised with the above-mentioned stakeholders and received letters of support for the installation of a memorial in Centennial Park and the recognition of the late Jack Munday.

A proposal has been received from Centennial Park and Moore Park Trust for the planting of a tree memorial for Jack Munday in Centennial Park. Randwick City Council has supported the installation of a tree memorial after also passing a resolution for the installation of a memorial in Centennial Park at its Council meeting on 26 May 2020.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 30 June 2020	CM/8.1/20.06	<p>That Council:</p> <ol style="list-style-type: none"> <li>Notes its recent expression of condolence on the passing of Jack Munday.</li> <li>Notes the contribution Jack Munday made to defending the built heritage and environment of Sydney, to democracy, local government and the trade union movement.</li> <li>Notes the pivotal role played by Jack Munday in saving many sites in south and eastern Sydney, including Centennial Park, which was the subject of a State Government proposal to construct a sport stadium as part of its bid for the 1988 Olympics, which would have seen 30% of the parklands taken over by the sports complex.</li> <li>Liaises with the Centennial Park and Moore Park Trust, Judy Munday, Unions NSW, Bayside and Woollahra Councils regarding the installation of a memorial to Jack Munday in Centennial Park to celebrate and acknowledge his achievements as noted in clauses 1 and 2.</li> <li>Notes Mr Jack Munday's support for the preservation of our local community's heritage and environment at Tamarama Gully, the Bondi Pavilion Community Cultural Centre and the positive effect the Green Bans Movement had for the saving of pocket parks, like the one on the corner of St James Road and Gowrie Street, Bondi Junction, designated as a Green Ban Park in 1975, where the then possessor of that land, the Church of England, agreed to a small section of its land being designated as parkland.</li> <li>Consults on a community room in the upgraded Pavilion to be called 'The Jack Munday Green Bans Room' and/or alternatively a plaque commemorating Mr Jack Munday at the Bondi Pavilion Community Cultural Centre.</li> <li>Officers bring back a report to Council regarding any proposals that result from the discussions noted in this motion.</li> </ol>

### 4. Discussion

In June 2020, Council resolved to liaise with the Centennial Park and Moore Park Trust, Judy Munday, Unions NSW, Bayside and Woollahra Councils regarding the installation of a memorial to Jack Munday in Centennial Park to celebrate and acknowledge his achievements.

Letters were sent to the above-mentioned stakeholders seeking support for the installation of a memorial in Centennial Park. For completeness, Randwick City Council was included in the process as neighbouring Council. A proposal has been received from Centennial Park and Moore Park Trust for the planting of a *Ficus macrophylla* (Moreton Bay fig) on Anzac Parade opposite Tramway Oval, Centennial Parklands (image of location below).



Figure 1. Location of proposed tree.

The total cost for supply, planting and 12 months maintenance for the tree is \$10,582.30 (excluding GST).

On 26 May 2020, Randwick City Council resolved to support the installation of a tree memorial and Mayor Danny Said wrote a letter of support to Council in September 2020. Recent officer discussion with Randwick Council have indicated that they would contribute 50% (\$5,291.15) to the cost of the memorial. However, it is our understanding that Council is yet to formally resolve to make this contribution. In the absence of funding being allocated by Randwick Council, the Centennial Park and Moore Park Trust have committed to contributing to 50% of the costs, meaning Council's funding requirement is capped at \$5,291.15.

A letter of support was also received from Mayor Joe Awada of Bayside Council.

It should be noted that the Centennial Park and Moore Park Trust has advised that it does not ordinarily install plaques in these circumstances due to the cost of maintenance and potential for vandalism. However, Council could make a formal request for a permanent memorialisation to the Trust. This could be



in the form of a plaque adjacent to the tree or a digital memorial whereby reference to the tree (and the achievements of Jack Munday) could be included on the Centennial Park and Moore Park Trust website and/or in their self-guided tour apps.

In relation to the naming of a room or installation of a plaque in the Bondi Pavilion, a separate report will be put before Council in the near future.

## **5. Financial impact statement/Time frame/Consultation**

A proposal has been received from Centennial Park and Moore Park Trust for the planting of a *Ficus macrophylla* (Moreton Bay fig) on Anzac Parade opposite Tramway Oval, Centennial Parklands. The total cost for supply, planting and 12 months maintenance of the tree is \$10,582.30 exclusive GST.

On 26 May 2020, Randwick City Council resolved to support the installation of a tree memorial. Recent officer discussions with Randwick Council have indicated that they would contribute 50% (\$5,291.15) to the cost of the memorial. However, it is Council's understanding that Randwick City Council is yet to formally resolve to make this contribution. In the absence of funding being allocated by Randwick Council, the Centennial Park and Moore Park Trust have committed to contributing to 50% of the costs.

If Council were to request a plaque or other form of permanent memorial that was agreed to by the Trust, the estimated cost is up to \$5,000.

Funding for the memorial, up to \$10,000, is available from cost centre 23001 (Customer Service and Organisation Improvement).

## **6. Conclusion**

In June 2020, Council noted its expression of condolence on the passing of Jack Munday and resolved to liaise with the Centennial Park and Moore Park Trust, Judy Munday, Unions NSW, Bayside and Woollahra Councils regarding the installation of a memorial to Jack Munday in Centennial Park to celebrate and acknowledge his achievements.

A proposal has been received from Centennial Park and Moore Park Trust for the planting of a *Ficus macrophylla* (Moreton Bay fig) on Anzac Parade opposite Tramway Oval, Centennial Parklands.

It is recommended that Council approves the installation of the Jack Munday memorial to proceed as detailed in this report, with the costs to be shared on an equal basis with the Centennial Park and Moore Park Trust.

## **7. Attachments**

Nil.

## REPORT CM/7.10/21.04



**Subject:** Charing Cross Streetscape Upgrade - Community Consultation

**TRIM No:** A18/0541

**Author:** Jordan Laverty, Project Manager

**Director:** Emily Scott, Director, Community, Assets and Operations

---

### RECOMMENDATION:

That Council:

1. Publicly exhibits the Charing Cross Streetscape concept design and traffic studies summary document attached to the report for 28 days.
2. Notes the traffic and stormwater investigations detailed in the report.
3. Notes that a further report will be prepared for Council post-exhibition summarising the consultation process and key feedback and recommending any necessary revisions to the concept design.

#### 1. Executive Summary

The purpose of this report is to seek Council's endorsement of the attached Charing Cross Streetscape Upgrade concept design and traffic studies summary for stage 2 community consultation. It is recommended that the concept be publicly exhibited for 28 days.

The Option 3 concept design endorsed by Council in December 2020 has been further developed for the purposes of consultation.

#### 2. Introduction

Charing Cross is a key southern village centre within Waverley, located along a strip of Bronte Road connecting the eastern beaches, Bondi Junction, Centennial Park and the City. The centre has a diverse range of local shops and services that support the daily needs of residents, workers and visitors who frequent the area. The centre has a major 'high street' character, supporting the local commercial strip as well as a major transport route, including servicing up to six different bus routes.

The centre is contained within an existing heritage conversation area and continues to fulfil a valuable social role and meeting place for residents and for children attending and travelling to surrounding schools. The diverse local population also includes aged housing within the centre.

At present, the public domain is not particularly well defined, blurring into the adjacent residential areas. High through traffic volumes conflict with the centralised commercial nature of the space, which impacts local traffic movements causing congestion. This project proposes a streetscape upgrade to the commercial precinct of Charing Cross village to enhance the sense of arrival, including improved safety and convenience for active and public transport modes.

## **Project background**

Stage 1 community consultation was undertaken as part of the Our Liveable Places Centres consultation period, with subsequent project specific consultation undertaken. A summary of this is detailed below.

### **Our Liveable Places Centres Strategy consultation**

In September and October 2019, officers undertook community consultation for the Our Liveable Places Centres Strategy. Consultation was undertaken via an online survey and a Charing-Cross-specific community workshop.

Charing Cross Village Centre received 27 online submissions and 25 people participating in the community workshop. Key themes include:

- Heritage character must be preserved and protected.
- Mixed response on separated cycleway.
- Support for improving active and public transport modes.
- Some would like to see more outdoor seating.
- Minimise loss of parking.
- Urban greening and sustainability supported.

Detailed submissions were attached to a report to the Strategic Planning and Development Committee on 3 November 2020, where Council adopted this strategy.

### **Project consultation**

In March 2020, officers created a project specific Have Your Say (HYS) page seeking feedback on a high-level project scope. The community was notified using the following methods:

- Advertised through Council's social media platforms.
- Officers visited all businesses throughout the village centre.
- Letters and emails circulated to residents, schools and businesses.
- Charing Cross precinct notified and onsite meeting with conveners undertaken.

The project HYS page had over 400 visits, receiving nine formal submissions and 29 people registering to receive project updates. Key themes include:

- Support for more trees.
- On-street seating a bad idea.
- Support for improving safety for active transport modes.
- Support for wider footpaths.

In August 2020, officers sent letter and email notifications to property owners and tenants regarding the undergrounding of power.

### **Procurement**

In March 2020, Council engaged GHD as the head consultant to undertake design services for the upgrade following a competitive tender process.

## Options analysis

In December 2020, Council endorsed Option 3 as the preferred option and subsequently resolved to develop Option 3 to a concept design level suitable for community consultation.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 8 December 2020	CM/7.10/20.12	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Notes the findings of the stage 1 community consultation, as detailed in the background of the report.</li> <li>2. Endorses landscape Option 3 as the preferred option for the Charing Cross Streetscape Upgrade, as detailed in the report, with no loss of on-street parking.</li> <li>3. Develops landscape Option 3 to a concept design suitable for community consultation.</li> <li>4. Receives a further report on the developed concept design and outcomes of the traffic and stormwater investigations prior to undertaking stage 2 community consultation.</li> <li>5. Investigates the following traffic measures in parallel to concept design development: <ol style="list-style-type: none"> <li>(a) The issues with the current design of the left-hand turn slip lane from Bronte Road (south-east approach) into Carrington Road, and impacts of its removal on pedestrian safety and vehicle turning movements.</li> <li>(b) Impacts on implementing a one-way travel direction for vehicles on Victoria Street between Campbell Street and Carrington Road (one-way travel direction toward Carrington Road), including an origin destination survey to determine impacts on neighbouring streets and vehicle travel times.</li> <li>(c) Opportunities to realign existing signalised pedestrian crossings at the intersection of Carrington Road, Bronte Road and Victoria Street to reduce crossing times.</li> <li>(d) Feasibility of incorporating a 40km/h High Pedestrian Activity Area (HPAA) along Bronte Road, with connection to surrounding school zones to be included in investigation.</li> <li>(e) Impact on existing parking of the above</li> </ol> </li> </ol>

		<p>measures, noting that landscape Option 3 results in no loss of parking for the incorporation of landscape treatments, and creating additional on-street parking in the Charing Cross Village to offset any losses.</p> <p>(f) The existing signal phasing and turning movements at the traffic lights intersection of Carrington Road, Bronte Road and Victoria Street to determine if improvements to level of service and safety of both pedestrians and vehicles is feasible.</p> <p>(g) The Bronte/Albion intersection to improve the safety of pedestrians and vehicles.</p> <p>6. Notes the traffic measures listed above are independent of the landscape options, with each measure able to be implemented or excluded in all landscape options.</p> <p>7. Applies for up to \$1 million in funding through the High Streets Grant Program as a contribution toward the construction cost.</p>
Strategic Planning and Development Committee 3 November 2020	PD/5.1/20.11	<p>That Council:</p> <p>1. Adopts the Our Liveable Places Centres Strategy attached to the report (Attachment 1) subject to the following amendments:</p> <p>(a) Page 5 – Amend ‘Changes to the LEP and DCP’ text box to replace the text ‘This document does not propose any increase in height or FSR controls across the LGA’ with the following text: ‘This document does not recommend any increase in height or FSR controls to the current LEP.’</p> <p>(b) Page 52 – Update the map under section 2.6.3 to remove the incorrect ‘1’ notations.</p> <p>(c) Page 53 – Delete recommendation 3, ‘Bike Lanes’, as the location and configuration of the north-south bike lane is being addressed by the separate study ‘Bondi Junction to Randwick Cycle Route Options’ reported to Council on 21 July 2020.</p> <p>(d) Page 132 – Change wording of recommendation 6 under 14.6.3 to replace ‘Align’ with ‘Investigate’.</p> <p>(e) Pages 53, 61, 89, 101, 111, 133, 145, 151, 157 –</p>



		<p>Sustainability and Environment – Decentralised Power – Amend ‘Incentivise the uptake of rooftop solar’ to ‘Investigate incentivising...’</p> <p>(f) Page 144 – Public Realm – 5. Gould Street – Add new sentence at the beginning: ‘To increase the sense of safety and amenity investigate a shared zone between Roscoe Mall and Curlewis Street, improve pedestrian accessibility...’</p> <p>(g) Page 163 – Transport and Accessibility – Add new clause: ‘2. Rearrange Parking – Investigate angled parking in Wairoa Avenue to increase parking provision within the centre.’</p> <p>(h) Page 14 – Table 1 – Capitalise ‘aboriginal’.</p> <p>(i) Page 18 – Fourth paragraph, first sentence – Change ‘The history, of course, begins with indigenous people of Sydney’s east coast’ to ‘Prior to 1770, the history, of course, begins with the custodianship of Sydney’s east coast.’</p> <p>(j) Page 18 – Fourth paragraph, second sentence – Change ‘Aboriginal people lived....’ to ‘Aboriginal people have lived...’</p> <p>(k) Page 18 – Fourth paragraph, after the second sentence, add: ‘They extensively manufactured from Bondi’s volcanic extrusions the industrialised famous “Bondi Points”, a particular design of stone blade found as far away as Western Australia.’</p> <p>(l) Page 18 – Fourth paragraph, current third sentence – Change ‘on which may of’ to ‘on which many of’.</p> <p>(m) Page 18 – Fourth paragraph, last sentence – Change ‘representing an indigenous heritage that is now globally recognised’ to ‘representing a First Nations heritage that is now maintained by current descendants and globally recognised as the world’s oldest living culture.’</p> <p>2. Prepares an Engagement Summary Report to be placed on the Have Your Say page for the project.</p> <p>3. Notes the Strategy recommendation for additional investigation in the following areas:</p> <p>(a) An appropriate planning mechanism to support the retention of essential urban services throughout the local government area, including</p>
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		<p>automobile services (mechanics, petrol stations, etc) as well as some larger format retailers (storage, hardware, etc).</p> <p>(b) A maximum floor space for supermarkets across all centres to ensure such a development would be compatible with the role and function of the centre and its place in the retail hierarchy.</p> <p>(c) The appropriate quantum of car parking for the success of centres.</p> <p>(d) A mechanism to encourage diversity of goods and service offerings in centres identified as Resilience Network Centres (RNC).</p> <p>(e) A scheme for historic façade upgrades in centres such as Bondi Road and Charing Cross.</p> <p>(f) Prepare a design manual for shopfronts, materials and signage in identified centres to be included in the Waverley Development Control Plan.</p>
<p>Council 21 July 2020</p>	<p>CM/7.9/20.07</p>	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Notes the high-level feasibility report and technical report attached to this report, prepared in response to the Transport for NSW (TfNSW) principal bike network draft map (referred to in the Future Transport 2056 Strategy) to inform an updated Waverley Bike Plan and current streetscape projects.</li> <li>2. Consults key stakeholders on a potential Bronte Road/Carrington Road separated cycleway for inclusion in an updated Waverley Bike Plan and revised TfNSW Principal Bicycle Network.</li> <li>3. Progresses with the current streetscape upgrade of Bronte Road from Spring Street to Ebley Street, Bondi Junction, without incorporating a potential Bronte Road/Carrington Road separated cycleway.</li> <li>4. Progresses with the current streetscape upgrade design process of Bronte Road, Carrington Road to Albion Street, Charing Cross (including works at the Carrington Road and Bronte Road intersection) without incorporating a potential Bronte Road/Carrington Road separated cycleway.</li> <li>5. Notes the report regarding evaluation of alternative cycle routes between Bondi Junction and Randwick, and that no further work will be undertaken on:</li> </ol>

		(a) Route 4 – Brisbane Street/Bourke Street.
		(b) Route 5 – Bronte Road/Albion Street.

#### 4. Discussion

##### Community consultation – Stage 2

A concept design suitable for the stage 2 community consultation process has been developed based on option 3 previously endorsed by Council. The design is attached to this report. In addition, a traffic studies summary document has been prepared for stage 2 community consultation. This is attached to this report. Feedback from the community and key stakeholders was considered as part of the development of this design. The key design elements which align with community feedback include:

- Improved safety for active transport modes through proposed 40km/HPAA, improvements to intersections and raised pedestrian crossings.
- Inclusion of urban greening.
- Undergrounding of power.
- Improved amenity through widening of footpaths and narrowing of roads.
- Improved sustainability measures through water sensitive urban design.
- Additional outdoor seating.
- Minimal impacts on parking.

The following action plan has been developed for stage 2 community consultation:

- Consult with Charing Cross Precinct Committee.
- Consult with residents, schools and businesses.
- Update project specific page on Council's website.
- Recurring posts on all of Council's social media outlets.
- Advertise in Waverley Weekly e-newsletter.
- Survey on Council's 'Have your Say' page.
- Advert in The Beast and Wentworth Courier (if circulating).
- Letterbox drop to properties within the scope of works.
- Invite registered stakeholders from stage 1 community consultation to complete survey.
- Install signage onsite.

The concept design aligns with community feedback received to date. As such, it is recommended that Council endorse the concept design and traffic studies summary for the purpose of undertaking the 28-day consultation period.

##### Traffic investigations

Responses to traffic measures detailed in clause 5 of Council Resolution CM/7.10/20.12 are as follows:

*(a) The issues with the current design of the left-hand turn slip lane from Bronte Road (south-east approach) into Carrington Road, and impacts of its removal on pedestrian safety and vehicle turning movements.*

SIDRA modelling confirmed that removing the left-hand slip lane from Bronte Road (south-east approach) into Carrington Road will have no negative impact on the performance of the Carrington/Bronte/Victoria intersection. The removal of the slip lane would be replaced by a combined through and left turn lane as part of the signalised intersection.

In addition, the removal of the slip-lane will result in improved pedestrian safety for those crossing Bronte Road at this location. Improved safety is achieved by reducing the number of road crossings from two to one and increasing the queuing capacity at this location. An example of overcrowding on the existing island can be seen in the below image.



*Figure 1. Example of cramped crossing space on existing island.*

The proposal to remove the slip-lane has been included in the concept design.

*(b) Impacts on implementing a one-way travel direction for vehicles on Victoria Street between Campbell Street and Carrington Road (one-way travel direction toward Carrington Road), including an origin–destination survey to determine impacts on neighbouring streets and vehicle travel times.*

SIDRA modelling was completed for the scenario where Victoria Street is converted to one-way westbound between Campbell Street and Bronte Road. The modelling found that this change will have minimal impact on the performance of the Carrington/Bronte/Victoria intersection. In addition, incorporating angled parking on the southern side of Victoria Road will provide an additional ten parking spaces. An origin–destination survey was completed to assess the impact on travel times for users of Victoria Street and neighbouring streets. It was found that travel times would increase by up to three minutes and that neighbouring streets would see an increase in vehicle volumes.

The proposal to convert Victoria Street to one-way westbound between Campbell Street and Bronte Road has not been included in the concept design.

*(c) Opportunities to realign existing signalised pedestrian crossings at the intersection of Carrington Road, Bronte Road and Victoria Street to reduce crossing times.*

Changes to the alignments of signalised crossings at the Carrington/Bronte/Victoria intersection were investigated through SIDRA modelling. Changing the alignment of the crossings to shorten distances resulted in negative performance impacts for the Carrington/Bronte/Victoria intersection. Alternatively, kerb buildouts are included at some locations within the design to reduce crossing distances.

The proposal to modify signalised crossing alignments at the Carrington/Bronte/Victoria intersection was not included in the concept design, however kerb buildouts will reduce crossing distances.

*(d) Feasibility of incorporating a 40km/h High Pedestrian Activity Area (HPAA) along Bronte Road, with connection to surrounding school zones to be included in investigation.*

The feasibility of converting the village centre to a 40km/h HPAA has been assessed and was found to meet the technical requirements, noting the proposal to introduce a new mid-block raised wombat crossing and raise the existing wombat crossing on Bronte Road north of Albion Street. Reducing the speed limit in this space will result in a significantly safer space. It is expected that roads will return to 50 km/h prior to entering school zones to avoid confusion of speed limits outside of school zone timing.

The proposal to include a 40 km/h HPAA has been included in the concept design. Linking the proposed 40 km/h HPAA to surrounding school zones has been excluded from the concept design.

*(e) Impact on existing parking of the above measures, noting that landscape Option 3 results in no loss of parking for the incorporation of landscape treatments, and creating additional on-street parking in the Charing Cross Village to offset any losses.*

The impacts on parking for each of the above measures can be summarised as follows:

- Removal of slip-lane will have no impact on parking
- The additional mid-block wombat crossing will result in a loss of four parking spaces.
- Noting the above, the concept design results in a net loss of four parking spaces within the scope of the project.

*(f) The existing signal phasing and turning movements at the traffic lights intersection of Carrington Road, Bronte Road and Victoria Street to determine if improvements to level of service and safety of both pedestrians and vehicles is feasible.*

Changes to the signalling at the Carrington/Bronte/Victoria intersection were assessed through SIDRA modelling. It was found that the current phasing is operating at the optimum level.

Modifications to the existing phasing at the Carrington/Bronte/Victoria intersection beyond what has been noted above has not been included in the concept design.

*(g) The Bronte/Albion intersection to improve the safety of pedestrians and vehicles.*

The opportunity to convert Bronte/Albion intersection to a left-in, left-out was assessed. The study found that changing the intersection to a left-in left-out would increase traffic congestion at Macpherson/Albion roundabout which is already operating above capacity. In addition, consideration to replace the existing pedestrian refuge with a raised wombat crossing was investigated. To meet Australian Standards, the crossing would need to be moved further east onto Bronte Road, meaning the crossing would sit outside of pedestrian desire lines of travel, reducing the likelihood of use.

Safety at the Bronte/Albion intersection will be improved through the proposed 40 km/h HPAA on Bronte Road and the proposal to raise the existing wombat crossing on Bronte Road. These measures will reduce vehicle speeds approaching this intersection on Bronte Road.

For further details on traffic related items, see the traffic studies summary attached to this report.

### **Stormwater investigations**

Flood modelling shows that ponding occurs on Bronte Road during minor rainfall events. A significant portion of this runoff originates from rooftop water from surrounding buildings. As part of the concept design, runoff from rooftops is proposed to be redirected to the proposed tree pits. It is anticipated that



the water infiltration and detention effects of the proposed tree pits will reduce and likely mitigate the ponding which occurs at the southern end of Bronte Road.

As part of future design development, additional flood modelling will be undertaken to determine whether an underground detention tank is required in addition to the above measures.

## **5. Financial impact statement/Time frame/Consultation**

### **Financial impact**

The estimated cost to deliver the current concept design is \$10 million. This figure includes appropriate contingencies. Funding allocations for the project will be presented to Council as part of a revised long-term financial plan in April 2021.

Council officers have applied for \$1 million through the High Street Grant Program. Applications are currently being assessed, with determination of successful projects expected in late-April 2021.

### **Time frame**

Stage 2 community consultation on the concept design will commence in April 2020. Feedback from the consultation will be reported back to Council.

### **Consultation**

Proposed consultation arrangements are outlined above.

## **6. Conclusion**

It is recommended that Council endorse the attached Charing Cross Streetscape Upgrade concept design and traffic studies summary for stage 2 consultation.

## **7. Attachments**

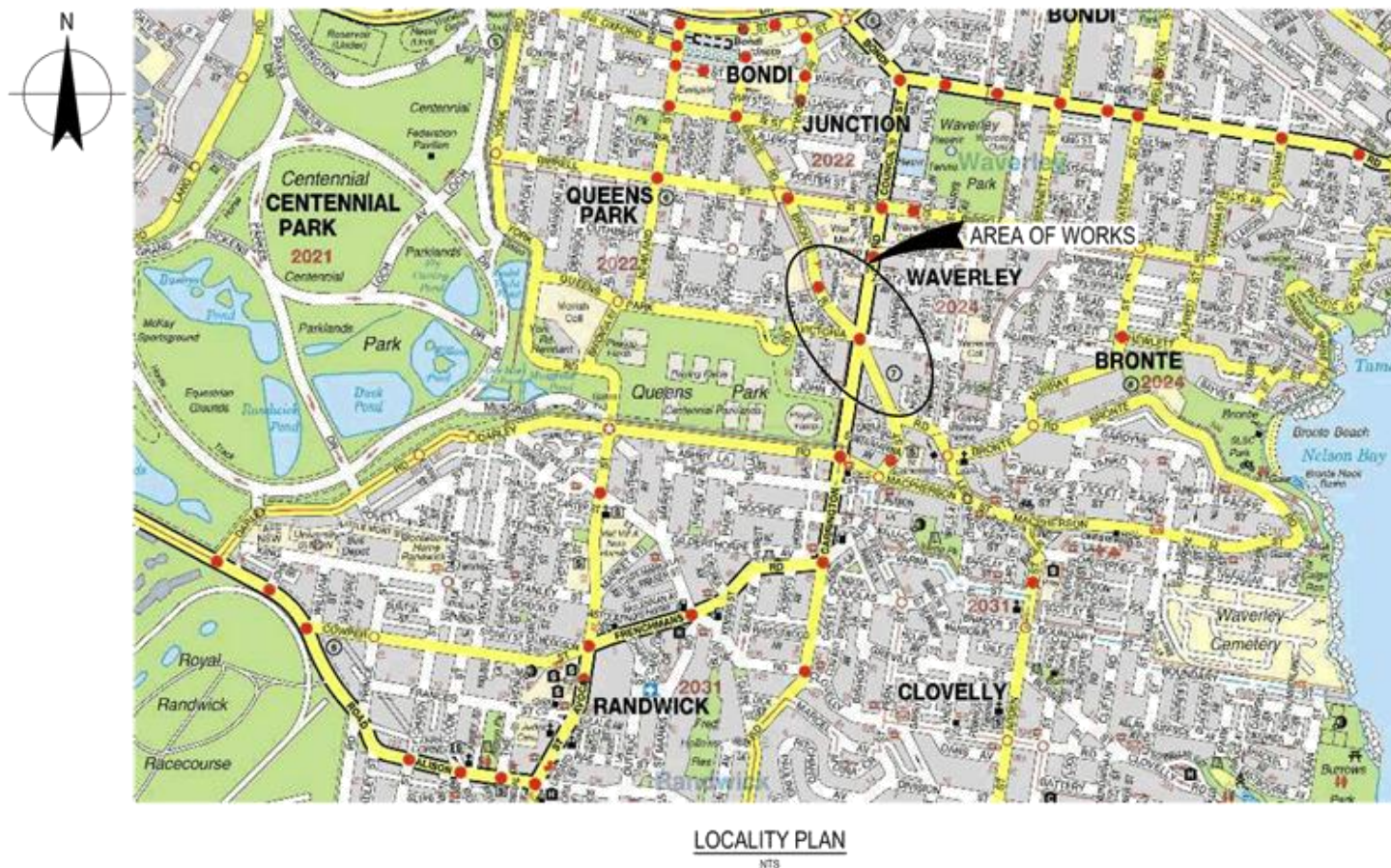
1. Concept design [↓](#)
2. Traffic studies summary [↓](#)



# WAVERLEY COUNCIL

## CHARING CROSS STREETSCAPE UPGRADE

### 12521936



**PRELIMINARY**

G	CONCEPT DESIGN	FG	GdS	LA	14.04.21
F	CONCEPT DESIGN	FG	GdS	LA	08.04.21
E	CONCEPT DESIGN	FG	GdS	LA	01.04.21
D	CONCEPT DESIGN	FG	GdS	LA	24.03.21
C	CONCEPT DESIGN	NA	GdS	LA	05.03.21
No	Revision	Note: * indicates signatures on original issue of drawing or last revision of drawing	Drawn	Job Manager	Project Director



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Drawn N. ALCARAZ

Designer G. de SWARDT

Drafting Check S. PATTESON

Design Check A. RAHMAN

Approved (Project Director)

Date

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Client

**WAVERLEY COUNCIL**  
**CHARING CROSS STREETSCAPE UPGRADE**  
**COVER SHEET, DRAWING LIST AND LOCALITY PLAN**

Project

Title

Original Size

A1

Drawing No: **12521936-G001**

Rev: **G**

Plot Date: 14 April 2021 - 11:34 AM

Plotted by: Fraser Goulding

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- LEGEND:**
- EXTENT OF WORK
  - EXISTING CONCRETE PAVEMENT
  - NEW ASPHALT RESHEET
  - NEW PAVERS
  - STREET TREE
  - FEATURE TREE
  - GARDEN BED

GENERAL ARRANGEMENT PLAN  
SCALE 1:1000

PRELIMINARY

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E	CONCEPT DESIGN		FG	GdS	LA	01.04.21
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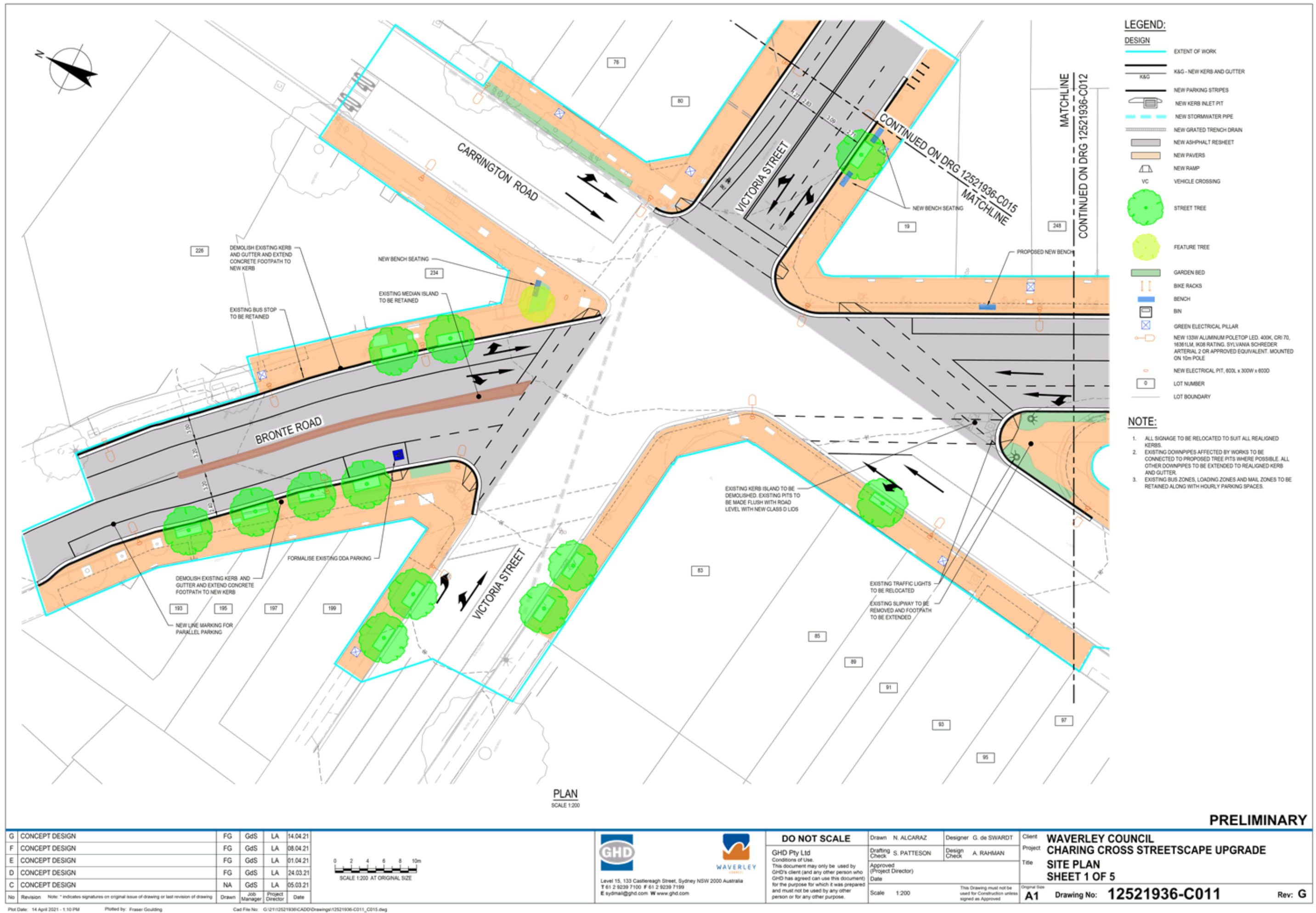
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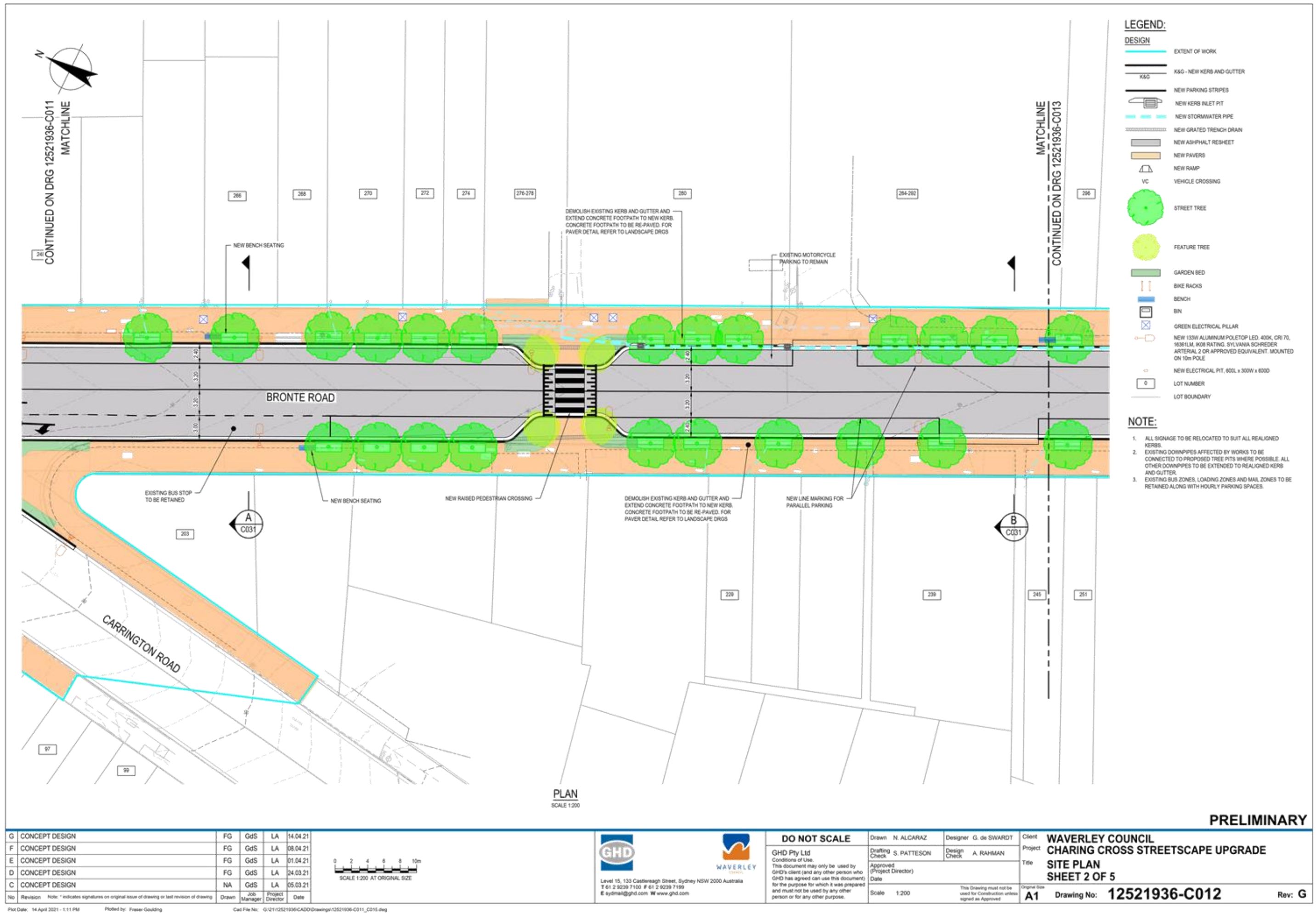
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Client	WAVERLEY COUNCIL
Project	CHARING CROSS STREETScape UPGRADE
Title	GENERAL ARRANGEMENT PLAN
Original Size	A1
Drawing No:	12521936-C001
Rev:	G

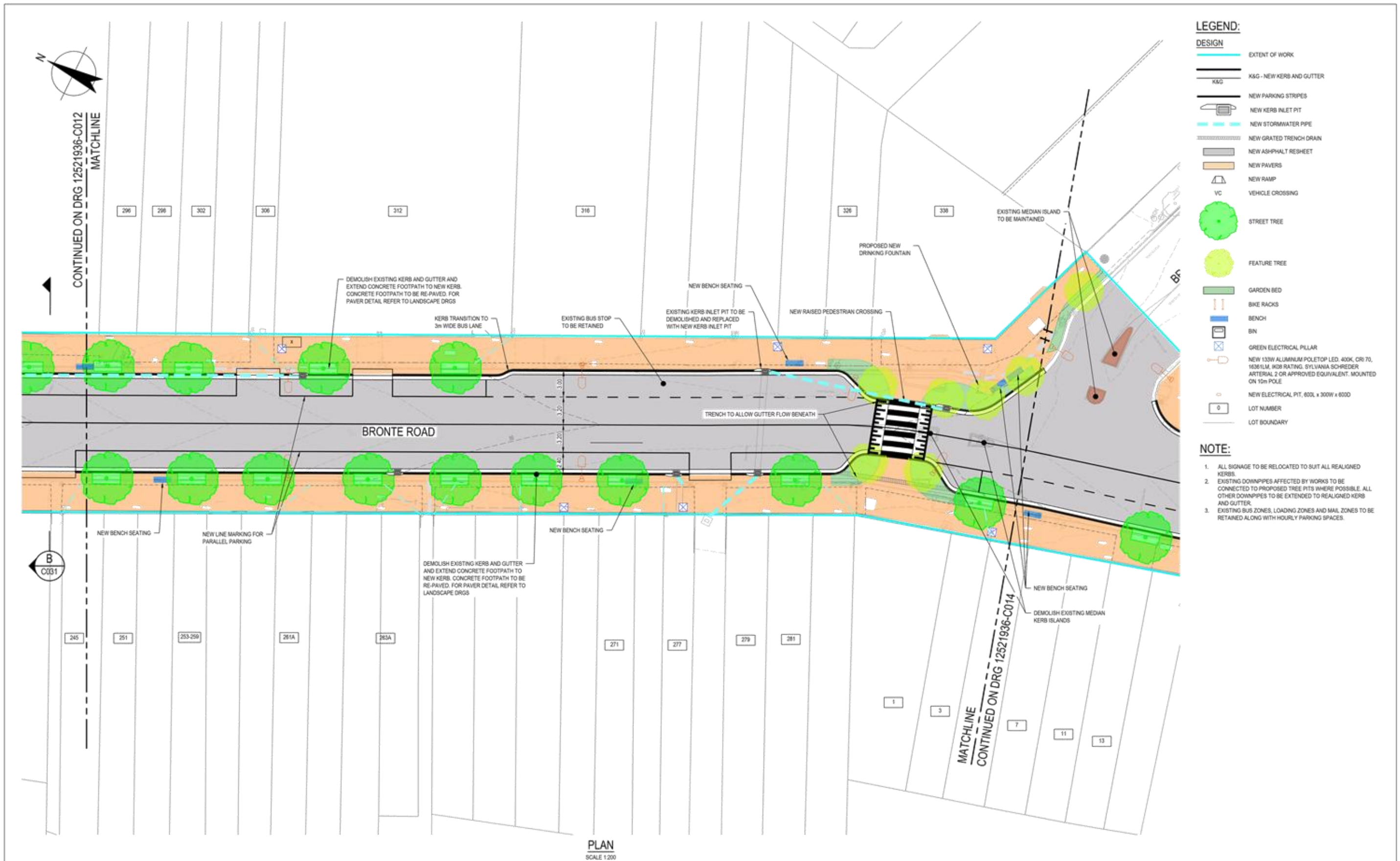












PRELIMINARY

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Project **CHARING CROSS STREETScape UPGRADE**  
Title **SITE PLAN SHEET 3 OF 5**

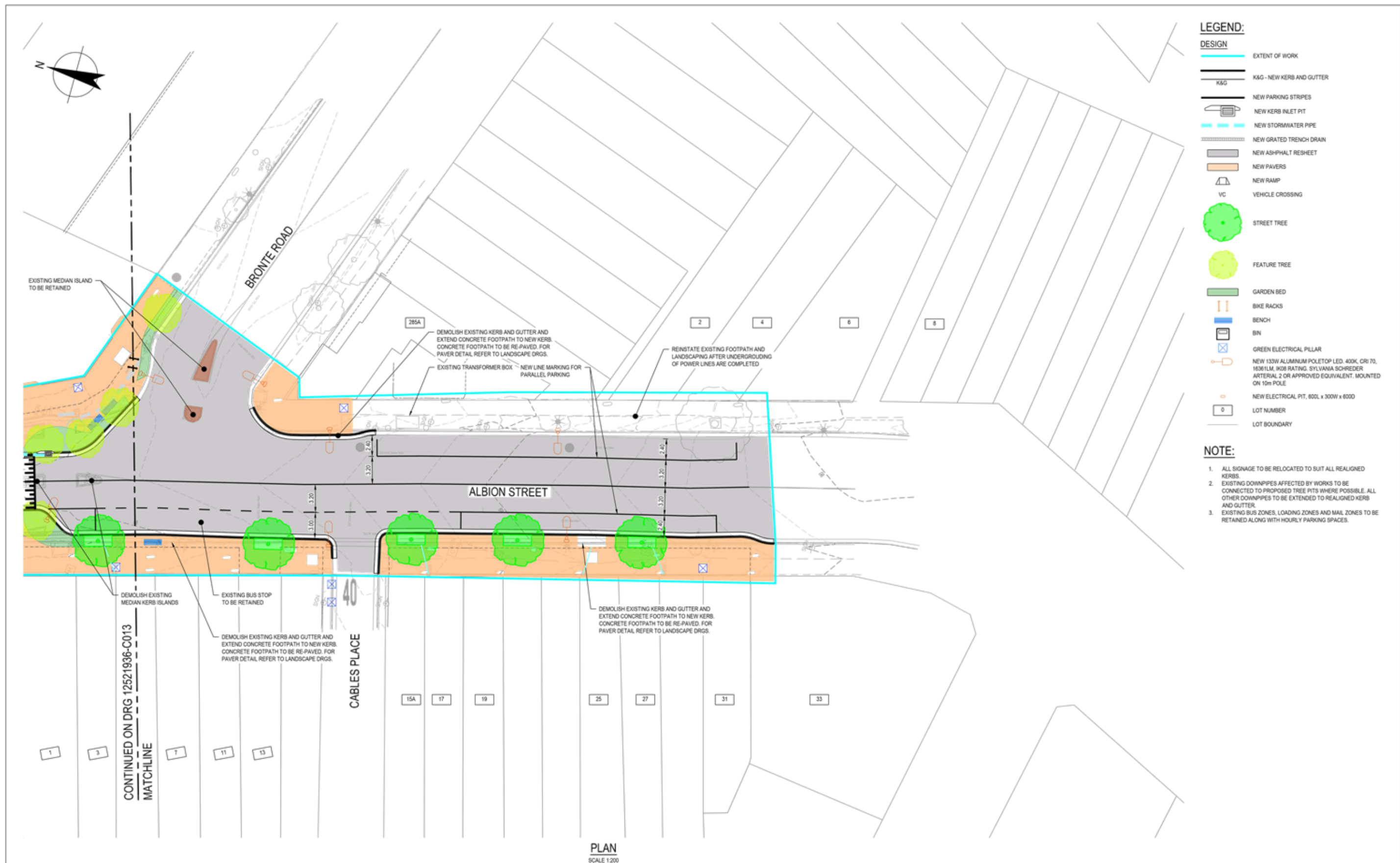
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Rev: G

Plot Date: 14 April 2021 - 1:12 PM

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PRELIMINARY

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D	CONCEPT DESIGN	FG	GdS	LA	24.03.21	
C	CONCEPT DESIGN	NA	GdS	LA	05.03.21	
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Project: **CHARING CROSS STREETScape UPGRADE**  
Title: **SITE PLAN**  
**SHEET 4 OF 5**

Original Size: **A1**  
Drawing No: **12521936-C014**

Rev: G

Plot Date: 14 April 2021 - 1:12 PM

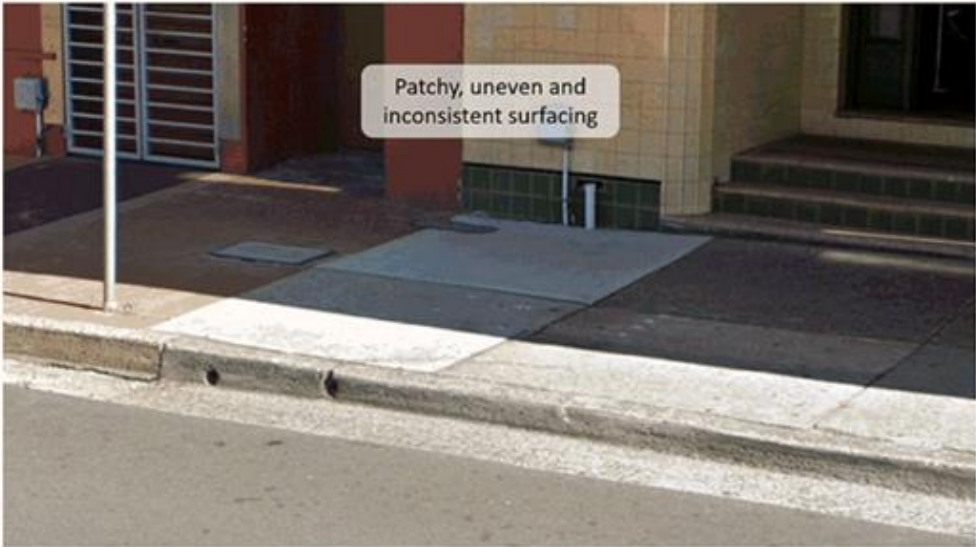
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EXISTING DEFICIENCIES

PRELIMINARY

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D	CONCEPT DESIGN		FG	GdS	LA	01.04.21
C	CONCEPT DESIGN		FG	GdS	LA	24.03.21
B	CONCEPT DESIGN		NA	GdS	LA	05.03.21
A	CONCEPT DESIGN		NA	GdS	LA	28.02.21
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Designer: G. de SWARDT  
Drafting Check: S. PATTESON  
Design Check: A. RAHMAN  
Approved (Project Director):  
Date:  
Scale: 1:200

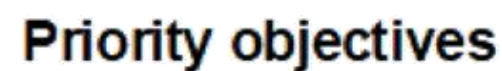
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Client: **WAVERLEY COUNCIL**  
Project: **CHARING CROSS STREETScape UPGRADE**  
Title: **EXISTING DEFICIENCIES**

Original Size: **A1**  
Drawing No: **12521936-C016**

Rev: **E**





- Allow for a high level of pedestrian activity
- Ensure a clean, consistent, and usable space
- Enhance Heritage and local character
- Minimise parking Loss
- Increase greenery

Source: Waverley Village Centres Strategy 2020

## PRELIMINARY

E	CONCEPT DESIGN	FG	GdS	LA	14.04.21	 <p>0 2 4 6 8 10m</p> <p>SCALE 1:200 AT ORIGINAL SIZE</p>	  <p>Level 15, 133 Castlemagh Street, Sydney NSW 2000 Australia T 61 2 9239 7100 F 61 2 9239 7199 E tydmail@ghd.com W www.ghd.com</p>	<p><b>DO NOT SCALE</b></p> <p>GHD Pty Ltd Conditions of Use: This document may only be used by GHD's client (and any other person who GHD has agreed can use this document) for the purpose for which it was prepared and must not be used by any other person or for any other purpose.</p>	Drawn N. ALCARAZ	Designer G. de SWARDT	Client	<p><b>WAVERLEY COUNCIL</b> <b>CHARING CROSS STREETSCAPE UPGRADE</b> <b>PROJECT OBJECTIVES</b></p>	
D	CONCEPT DESIGN	FG	GdS	LA	01.04.21				Drafting S. PATTESON	Design A. RAHMAN	Project		
C	CONCEPT DESIGN	FG	GdS	LA	24.03.21				Approved (Project Director)	Date	Title		
B	CONCEPT DESIGN	NA	GdS	LA	05.03.21				Scale 1:200	This Drawing must not be used for Construction unless approved by the Design Authority	Original Size		
A	CONCEPT DESIGN	NA	GdS	LA	26.02.21								
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DESIRED OUTCOME EXAMPLES

PRELIMINARY

E	CONCEPT DESIGN	FG	GdS	LA	14.04.21			
D	CONCEPT DESIGN	FG	GdS	LA	01.04.21			
C	CONCEPT DESIGN	FG	GdS	LA	24.03.21			
B	CONCEPT DESIGN	NA	GdS	LA	05.03.21			
A	CONCEPT DESIGN	NA	GdS	LA	28.02.21			
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Client: **WAVERLEY COUNCIL**  
Project: **CHARING CROSS STREETSCAPE UPGRADE**  
Title: **DESIRED OUTCOME EXAMPLES**

Original Size: **A1**  
Drawing No: **12521936-C018**  
Rev: **E**





BRONTE ROAD/ CARRINGTON ROAD/ VICTORIA STREET - EXISTING VS PROPOSED

PRELIMINARY

E	CONCEPT DESIGN	FG	GdS	LA	14.04.21	
D	CONCEPT DESIGN	FG	GdS	LA	01.04.21	
C	CONCEPT DESIGN	FG	GdS	LA	24.03.21	
B	CONCEPT DESIGN	NA	GdS	LA	05.03.21	
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Client: **WAVERLEY COUNCIL**  
Project: **CHARING CROSS STREETScape UPGRADE**  
Title: **PHOTOMONTAGE**  
**SHEET 1 OF 2**

Original Size: **A1** Drawing No: **12521936-C019**

Rev: **E**

Plot Date: 14 April 2021 - 11:22 AM

Plotted by: Fraser Goulding

Cad File No: G:\2112521936\CADD\Drawings\12521936-C019 - Additional consultatn dwg.dwg





BRONTE ROAD - EXISTING VS PROPOSED

PRELIMINARY

E	CONCEPT DESIGN	FG	GdS	LA	14.04.21			
D	CONCEPT DESIGN	FG	GdS	LA	01.04.21			
C	CONCEPT DESIGN	FG	GdS	LA	24.03.21			
B	CONCEPT DESIGN	NA	GdS	LA	05.03.21			
A	CONCEPT DESIGN	NA	GdS	LA	28.02.21			
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Client **WAVERLEY COUNCIL**  
Project **CHARING CROSS STREETSCAPE UPGRADE**  
Title **PHOTOMONTAGE**  
**SHEET 2 OF 2**

Original Size **A1** Drawing No: **12521936-C020**

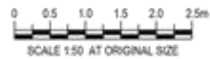
Rev: E





PRELIMINARY

D	CONCEPT DESIGN	FG	GdS	LA	14.04.21		
C	CONCEPT DESIGN	FG	GdS	LA	01.04.21		
B	CONCEPT DESIGN	FG	GdS	LA	24.03.21		
A	CONCEPT DESIGN	NA	GdS	MP	02.02.21		
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Client	WAVERLEY COUNCIL		
Project	CHARING CROSS STREETSCAPE UPGRADE		
Title	CROSS SECTIONS		
Original Size	A1	Drawing No:	12521936-C031
Rev:	D		



## Memorandum

07 April 2021

To	Waverley Council		
Copy to	Jordan Lavery		
From	Guillaume de Swardt	Tel	+61 2 92397361
Subject	Charing Cross Streetscape Upgrade - Traffic Studies Summary	Job no.	12521936

### Initial Traffic Study

#### Scope

The initial traffic study was undertaken to review the performance of the existing intersections in the nearby area, as well as assess the existing traffic and transport conditions, crash statistics and pedestrian safety at the Charing Cross Village. The intersections assessed as part of the study included:

- Carrington Road / Bronte Road / Victoria Street;
- Carrington Road / Macpherson Street;
- Bronte Road / Albion Street;
- Albion Street / Macpherson Street;
- Macpherson Street / Leichhardt Street;
- Bronte Road / Leichhardt Street.

#### Findings

The findings of the initial traffic study can be summarised as follows:

- Poor pedestrian connectivity existing at the Carrington Road / Bronte Road / Victoria Street Intersection due to the complexity of the intersection;
- An existing on-road bicycle network exists and runs along Victoria Street;
- The 5-year crash statistics showed that 8 pedestrian accidents have happened at the Carrington Road / Bronte Road / Victoria Street Intersection, it is expected that this is due to a lack of adequate sight distances. Vehicle crashes mostly occur along Carrington Road between Victoria Street and Macpherson Street, with the most likely causes being poor observation under congested traffic;
- The roads in the vicinity of the village centre were assessed and it was found that they all operate within the acceptable limits of their mid-block capacities;





## Memorandum

- SIDRA modelling of the intersections identified above were undertaken and the findings showed that all the intersections were running at full capacity, with significant delays being experienced on approaches to Carrington Road.

### Amendment to Initial Traffic Study

#### Scope

The scope of works for the amended traffic study was to review multiple design scenarios and undertake SIDRA modelling at some of the intersections to assess whether the performance and safety of the intersections can be improved and traffic congestion can be reduced during peak operating hours. The changes and scenarios assessed included the following:

- Carrington Road / Bronte Road / Victoria Street Intersection:
  - Option 1 – No change. Data from the initial study was used to compare against new design options,
  - Option 2 - Victoria Street east bound to be closed (east and west side of intersection) and the slip lane from Bronte Road onto Carrington Road to be removed,
  - Option 3- Victoria Street closed on the west side (made a cul-de-sac), Victoria Street closed eastbound (on eastern side of intersection) and the slip lane from Bronte Road onto Carrington Road to be removed;
- Bronte Road / Albion Street Intersection:
  - Option 1 – No Change,
  - Option 2 – change the intersection to operate as left in / left out only.

Each of the design options discussed above were assessed, both individually and simultaneously, for the future horizon year, which is the expected traffic data for the year 2030.

#### Findings

The findings of the SIDRA modelling for the different design options discussed above can be summarised as follows:

- Closing the eastbound traffic lanes on Victoria Street (western side) results in traffic being diverted to Carrington Road via Darley Road. The additional traffic on Carrington Road would cause additional delays at the Carrington Road / Bronte Road / Victoria Street Intersection, which is already operating at full capacity.
- Extending the queuing lengths at the Carrington Road / Macpherson Street intersection does not improve traffic flow or the performance of the intersection. To improve flow through the intersection from Macpherson Street, the phasing would have to be extended, causing delays along Carrington Road, which is already at full capacity.
- Changing the Bronte Road / Albion Street intersection to a left in left out arrangement, would redirect traffic along Macpherson Street and Carrington Road. This will result in additional traffic at the Macpherson Street / Albion Street and Carrington Road / Macpherson Street intersection, ultimately worsening the traffic conditions.



## Memorandum

In addition to the SIDRA modelling findings, additional recommendations were provided on how to improve pedestrian safety and traffic conditions within the Charing Cross Village precinct. These recommendations included the following:

- Removal of the left turn slip lane from Bronte Road to Carrington Road only. This would increase the waiting area for pedestrians wanting to cross Carrington Road and Bronte Road, and also shortens the crossing distance. Removing the slip lane also has minimal impacts on the performance of the intersection;
- Provide a buildout on Victoria Street (eastern side) to reduce pedestrian crossing distance. This would have a negligible effect on the performance of the intersection;
- Consider opportunities to re-align the existing pedestrian crossings at the Carrington Road / Bronte Road / Victoria Street intersection to reduce crossing distances and improve pedestrian safety;
- Improve pedestrian safety along Bronte Road by reducing the speed to 40 km/h, and converting it into a High Pedestrian Activity Area (HPAA) by changing the existing pedestrian crossing to a raised crossing and adding a second raised pedestrian crossing on Bronte Road;
- Clearly line-mark the parking lanes on both sides of the road to improve parking operation and reduce vehicles speeds through the village.

### Final Traffic Investigations

#### Scope

The scope of the final traffic investigations, which were undertaken as part of the concept design, consisted of the following tasks as listed in Council's Meeting Minutes from their meeting on 8 December 2020:

1. Assess the impacts of removing the slip lane from Bronte Road onto Carrington Road and how it could affect the intersection and traffic movements;
2. Assess the impacts on the Carrington Road / Bronte Road / Victoria Street intersection if Victoria Street were to be changed to be a one-way street between Bronte Road and Campbell Street;
3. Assess opportunities to realign the pedestrian crossings at the Carrington Road / Bronte Road / Victoria Street intersection;
4. Assess the feasibility of incorporating a 40 km/h HPAA zone along Bronte Road, with connections to existing schools;
5. Assess the impact on existing parking for each of the scenarios listed above;
6. Assess whether changing the Carrington Road / Bronte Road / Victoria Street intersections phasing could improve pedestrian safety and traffic congestion;
7. Assess potential changes to the Bronte Road / Albion Street intersection to improve pedestrian safety.



## Memorandum

### Findings and Conclusions

As discussed in the Concept Design Report, a summary of the findings for each of the items above has been provided below.

1. SIDRA modelling was completed and confirmed that the removal of the slip lane from Bronte Road onto Carrington Road will have no negative impact on the Carrington Road / Bronte Road / Victoria Street intersection performance. Therefore, the removal of the slip lane was included in the Concept Design;
2. SIDRA modelling was completed for the scenario where Victoria Street is made one-way west bound between Campbell Street and Bronte Road, with and without the slip lane. The modelling confirmed that the change had minimal to zero impact on the performance of the Carrington Road / Bronte Road / Victoria Street intersection whilst also improving safety outcomes. Origin – Destination results are summarised below;
3. Changes to the alignment of pedestrian crossings were considered, however, the SIDRA modelling identified that by changing the angles of the pedestrian crossing to perpendicular crossings to shorten the crossing distance, it increased the crossing distances and times for vehicles. This ultimately had negative impacts on the performance of the Carrington Road / Bronte Road / Victoria Street intersection resulting in a loss of 5 parking spaces. The changes to the pedestrian crossings were therefore not included in the concept design;
4. The feasibility of changing Bronte Road to a HPAA space was assessed and it was found that the area meets all the requirements. This was therefore considered in the concept design, which included a second raised pedestrian crossing and clear line marking to assist in reducing the speed of vehicles to below 40 km/h. It is expected that the roads will return to 50 km/h outside of the HPAA area to improve traffic flows outside of school zone times.
5. 'The impacts on parking for each of the above has been considered, and can be summarised as follows:
  - a. Removal of the slip lane will have no impact on parking,
  - b. Changing Victoria Street to a one-way street and adding angled parking will provide 10 additional parking spaces,
  - c. Changes to the pedestrian crossings will have resulted in a loss of 5 parking spaces (as mentioned above, this option was not considered as part of the concept design development),
  - d. Changing Bronte Road to a HPAA zone will result in a loss of 4 spaces (not including the 10 spaces created or potential loss from realigning pedestrian crossings on Victoria Street);
6. Changes to the phasing of the Carrington Road / Bronte Road / Victoria Street intersection was assessed as part of the SIDRA modelling and it was found that the phasing is operating at an optimum level, and that any significant changes other than those discussed above will have a negative impact on the performance of the intersection;



## Memorandum

7. The Bronte Road / Albion Street intersection was assessed, and it was confirmed that changing the intersection to a left-in left-out arrangement would significantly reduce the performance of the intersection and other intersections in the area. Pedestrian safety was also assessed, and it was found that the existing pedestrian refuge operates sufficiently and that sight distances for drivers and pedestrians are compliant.

### Origin - Destination Survey

#### Scope

An Origin – Destination (OD) survey was undertaken by Matrix Traffic Data Pty Ltd using video capture techniques to assess the impact on existing road users that travels eastbound along Victoria Street. The survey study investigated the increase in travel time to get access to side streets, including Campbell Street, O'Dowd Street, Wiley Street and Victoria Lane, using alternative routes due to the proposed lane closure.

#### Findings

The OD survey found that the impacts of the proposed lane closures on local traffic were more than expected, and consisted of the following vehicle numbers:

- AM Peak: 31 Vehicles;
- PM Peak: 39 Vehicles;
- Saturday Peak: 43 Vehicles.

Based on these numbers, the findings from the OD traffic survey can be summarised as follows:

- The proposed closure of Victoria Street eastbound will cause delays in travel time for local road users and residents;
- The survey shows that travel times will increase by up to 3 minutes;
- The results from this study highlights that changing Victoria Street to a one-way street is not recommended.

Regards,

pp.

A handwritten signature in blue ink, appearing to read 'Lye' or 'Lye', written over the 'pp.' text.

**Guillaume de Swardt**

Civil Engineer



## REPORT CM/7.11/21.04



**Subject:** Bondi Pavilion Restoration and Conservation Project - Amphitheatre Design Options

**TRIM No:** A15/0272

**Author:** Matt Henderson, Senior Project Manager  
Sharon Cassidy, Executive Manager, Major Projects

**Director:** Emily Scott, Director, Community, Assets and Operations

---

### RECOMMENDATION:

That Council:

1. Notes the summary in the report regarding the amphitheatre report presented to Council in November 2018.
2. Note the feasibility review summarised in the report and attached to the report into increasing soft landscaping in the northern courtyard of the Bondi Pavilions as well as the incorporation of a heritage sympathetic amphitheatre landscape feature within the courtyard.
3. Proceeds to document the option for additional soft landscaping in the northern courtyard in consultation with key internal and external stakeholders.
4. Does not proceed with further design of a central landscaped amphitheatre due to the likelihood it would not obtain approval.
5. Officers report back to Council on the costs, planning requirements and projected timeline of the construction of an amphitheatre in the northern forecourt.

### 1. Executive Summary

The purpose of this report is to provide the results of the feasibility review into increasing soft landscaping in the northern courtyard of the Bondi Pavilions as well as the incorporation of a heritage sympathetic amphitheatre landscape feature within the courtyard. The report also includes a summary of the amphitheatre report prepared in November 2018.

Council officers have consulted with key external and internal stakeholders through this process. It is recommended that Council proceed with the option to increase the soft landscaping in the northern courtyard ensuring feedback received is incorporated in the detail design. Council officers recommend not proceeding with further design of a central landscaped amphitheatre but consider commencement of a separate project to further develop design for an amphitheatre in the northern courtyard to be undertaken on completion of the current project.

### 2. Introduction/Background

The Bondi Pavilion amphitheatre has been demolished as part of the Bondi Pavilion Heritage and Conservation project as it was regarded as an intrusive element in the Bondi Pavilion Conservation

Management Plan. There have been ongoing representations from many different stakeholders about the ongoing need for an amphitheatre in the Bondi Pavilion as it felt by key stakeholders that it may be possible to design an amphitheatre that is a heritage sympathetic landscape feature.

In November 2020, Council resolved to investigate the feasibility of increasing soft landscaping in the northern courtyard of the Bondi Pavilions as well as the incorporation of a heritage sympathetic amphitheatre landscape feature within the courtyard.

The retention or development of an amphitheatre has been investigated previously. In September 2018 Council resolution CM/5.4/18.09 raised actions to be undertaken by Council officers in regard to the Bondi Pavilion Restoration and Conservation Project. In response to clause 2 of the resolution, Council commissioned a report based on:

- Retaining and renovating the amphitheatre in its current location.
- Building a new amphitheatre in the central courtyard possibly sunken and tiered, with a retractable floor at grade.
- Facilitating performances in the southern curtilage (Dolphin Courtyard) area.
- Facilitating performances in the western curtilage adjacent to the Gatehouse.

The report is included at Attachment 1.

In response to this resolution, the following was included in the report to Council on 20 November 2018.

Outlined below is a summary of each option explored in the report.

***Option one – retaining and renovating the amphitheatre in its current location.***

*The Report found that although this cost effective, the negative outcomes would be:*

- *Blocking pedestrian thoroughway between Gatehouse and Pavilion.*
- *Sightlines worse than existing poor status.*
- *No flexible seating arrangement.*
- *Preventing bigger events and concerts connecting eastern and western courtyards.*
- *Maintaining ‘status quo’ of courtyards underutilised non-flexible spaces.*

*Cost: \$136,000*

*Officer recommendation is to not proceed with this option. As outlined in the Report, this option has negative heritage impacts. The Conservation Management Plan identifies the amphitheatre as intrusive and recommends the removal of intrusive elements. The Heritage Office has advised that any DA submission must comply with the CMP, key to this is removal of intrusive elements.*

***Option 2 – new tiered amphitheatre with retractable floor***

*The Report finds this option allows for:*

- *Good sight lines.*
- *Improved pedestrian thoroughway and levelled access to the Pavilion.*
- *Flexibility in seating numbers.*
- *Quick setting up of seating.*
- *New functions within courtyards.*

*Cost: \$ 6,711,500 (excl GST)*

*The negative project impacts of this option is the cost. When considering this cost against the actual use of the amphitheatre in its current form, a total of 19 days annually, it is not recommended to proceed.*

#### **Option 2a – temporary demountable seating structure**

*Although this was outside the scope of the report, it provides an additional option for the space. The Report finds this option allows for:*

- *Good sight lines.*
- *Flexibility in seating numbers.*
- *Quick setting up of seating.*
- *New functions within courtyards.*

*Cost: variable pending on seat numbers: \$ 371,100 (excl GST) to purchase, or \$60/seat per week for rental (\$25,000 per week for rental).*

*The option could be rented as required, or purchased by Council. The purchase of the structure would require external storage.*

#### **Performances in curtilage area**

*The Report addresses the options available to Council for performance areas in the curtilage area. Option C, a stage structure on the southern side of the Pavilion could potentially be added to the scope to be built as a permanent structure. All other stage areas would be temporary structures, but show opportunities for event spaces.*

In response to the November 2020 Council resolution, Council officers have consulted Friends of Bondi Pavilion, internal stakeholders and worked with the Head Consultant, Tonkin Zuleika Greer (TZG) to develop options in response to the resolution.

### **3. Relevant Council Resolutions**

Meeting and date	Item No.	Resolution
Council 20 October 2020	CM/8.3/20.10	<p>That:</p> <ol style="list-style-type: none"> <li>1. Council investigates the feasibility of modifications to the landscape plan for the Bondi Pavilion Courtyard as follows: <ol style="list-style-type: none"> <li>(a) The incorporation of a grassed area and deep plantings/shade trees/or alternative soft surfaces into the landscape plan for the northern courtyard of the Bondi Pavilion with a view to determining or providing advice on: <ol style="list-style-type: none"> <li>(i) The desirability of such modification.</li> <li>(ii) The likelihood of planning and heritage approval for such a modification.</li> <li>(iii) Implementation timelines for additional</li> </ol> </li> </ol> </li> </ol>

		<p>works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration timeline.</p> <p>(iv) Costings for this additional work and impact on the existing project budget.</p> <p>(v) Approval process, length of time for approval and whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.</p> <p>(b) The incorporation of a heritage sympathetic amphitheatre landscape feature within the courtyard of the Bondi Pavilion with a view to determining or providing advice on:</p> <p>(i) Whether a heritage sympathetic design which can be included as a landscape feature can be provided.</p> <p>(ii) The likelihood of planning and heritage approval for such a modification.</p> <p>(iii) Implementation timelines for additional works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration project timeline.</p> <p>(iv) Costings for this additional work and impact on the existing project budget.</p> <p>(v) Approval process, length of time for approval and whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.</p> <p>2. A report be prepared for Council on the results of these investigations and the report come back to the February 2021 Council meeting.</p> <p>3. The proposed modifications be considered on the basis that they do not delay the existing restoration timeline and building schedule. If these additions impact the building schedule, then they are to be considered for implementation only after the completion of the Bondi Pavilion Restoration project.</p>
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<p>Council 20 November 2018</p>	<p>CM/7.8/18.11</p>	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receives and notes the community engagement report and analysis relating to the Bondi Pavilion Restoration and Conservation Project Concept Design consultation period of 7 September to 5 October 2018.</li> <li>2. Receives and notes the Amphitheatre and Outdoor Performance Report from architects Tonkin Zulaikha Greer in response to Council resolution CM/5.4/18.09 to investigate options for the current amphitheatre space.</li> <li>3. Endorses the Concept Design attached to this report, which includes the following revisions based on community feedback: <ol style="list-style-type: none"> <li>(a) A variation of the design of the Kiln Room, allowing for a second kiln.</li> <li>(b) Relocation of the Lifeguards Room to outside of the Bondi Pavilion.</li> <li>(c) Allowing for a designated loading/unloading zone in the southern courtyard for users of the High Tide Room, Music Studios, Theatre, Art Gallery, and events.</li> </ol> <p>With these further modifications to the Concept Design:</p> <ol style="list-style-type: none"> <li>(d) Reposition the 'Tourism Centre/Box Office' to the north of the Entrance Foyer consistent with the concepts supported by the Bondi Pavilion Stakeholder Committee</li> <li>(e) Indicate all commercial tenancies as large 'shell space' to allow small or large tenancies as demand, structural, and heritage considerations determine.</li> <li>(f) Reposition the internal courtyard pedestrian entrance to the Waste Room from the colonnade corridor to the internal face of the Waste Room to separate the activities of the adjacent Pottery Room/Creative Space from the use of the Waste Room</li> <li>(g) Consistent with feedback from the community, expand the size of the Pottery Room/Creative Space and decrease the size of adjacent the Waste Room.</li> <li>(h) Ensure the first floor servery room is fit for multi-purpose use in association with the adjacent rooms</li> <li>(i) Increase the size of the amenities in the Theatre</li> </ol> </li> </ol>
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		<p>Green Room</p> <p>(j) An Aboriginal and Torres Strait Islander 'one-stop shop' enhancing the Bondi Pavilion's community cultural connections with the local traditional owner and broader Sydney Aboriginal islander community be investigated.</p> <p>4. Approves progression to detail design and submission of an integrated development application.</p> <p>5. Notes that Council officers will report to December Council meeting with a timetable and costing for early works that can be undertaken with heritage exemption.</p> <p>6. Notes the previously endorsed Bondi Pavilion Stakeholder Committee recommendations.</p> <p>7. Notes the Bondi Pavilion Conservation Management Plan and the schedule of intrusive heritage elements, specifically:</p> <p>(a) The internal courtyard amphitheatre, and notes that Option 2a in the report—temporary demountable seating structure—is a suitable option for replacement of the amphitheatre in situ.</p> <p>(b) The glass extension on the north eastern corner of the Pavilion.</p> <p>8. Notes that the next phase of the Bondi Pavilion Restoration and Conservation Project requires development application assessment framed by the Bondi Pavilion Conservation Management Plan involving independent assessment officers, heritage consultants and the NSW Heritage Office, and that the development assessment will include a 28-day period for public consultation and submissions.</p> <p>9. Notes that the Bondi Park Cultural Landscape Conservation Management Plan has been submitted to the NSW Heritage Office but has not yet been endorsed.</p> <p>10. Notes that concept design outcomes in regard to the curtilage of the Bondi Pavilion including the eastern forecourt, the northern, southern and western areas will be the subject of more design and public consultation consistent with the Bondi Park Cultural Landscape Conservation Management Plan after adoption.</p> <p>11. Notes that the curtilage will include details of outdoor furniture for public and commercial use, amenity requirements, potential for a new outdoor amphitheatre, pedestrian and vehicle access as required, and paving and</p>
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		<p>surface treatment.</p> <p>12. Prepares materials for an information board in the Bondi Pavilion detailing the adopted concept plans as specified in this resolution, as well as a timetable and works program.</p>
<p>Council 27 September 2018</p>	<p>CM/5.4/18.09</p>	<p>That Council, in regard to the Bondi Pavilion Restoration and Conservation Project, undertakes the following actions:</p> <ol style="list-style-type: none"> <li>1. Façade. Prepares a timetable and costing for works to the façade that can be undertaken with heritage exemption.</li> <li>2. Amphitheatre/outdoor performance space. Prepares concept designs, costings and a heritage impact assessment for: <ol style="list-style-type: none"> <li>(a) Retaining and renovating the amphitheatre in its current location.</li> <li>(b) Building a new amphitheatre in the central courtyard possibly sunken and tiered, with a retractable floor at grade.</li> <li>(c) Facilitating performances in the southern curtilage (Dolphin Courtyard) area.</li> <li>(d) Facilitating performances in the western curtilage adjacent to the Gatehouse.</li> </ol> </li> <li>3. Prepares a draft report detailing the above with additional information on the level of use of the current amphitheatre</li> <li>4. Convenes a meeting of the Bondi Pavilion Stakeholder Committee to review this draft report for update by Council officers before presentation to Council.</li> </ol>

#### 4. Discussion

Council officers have worked with TZG its landscape consultant JMD and Theatre Consultant Mark Dyson to develop options for a landscaped amphitheatre as well as increased landscaping in the Northern Courtyard in response to the November 2020 Council resolution. A Councillor workshop was held to present the options on 9 March 2020, two meetings were held with the Friends of Bondi Pavilion (FoBP) and internal stakeholders were consulted. Refer to Attachment 2 for options and detailed assessment prepared by TZG.

#### Northern courtyard landscape

The option to introduce more soft landscaping into the northern courtyard is generally supported. Attachment 2 includes a proposed concept as Option 1. With regard to this proposed concept consultation, both with FoBP and internal stakeholders agree that less trees should be included in the extended soft landscape area in order to provide optimum flexibility for performances and events. Sufficient room for a

stage in the northwest of the courtyard should also be considered and FoBP have provided details of staging requirements based on previous successful events.

Below is a summary responding to clause 1(a) of the Council resolution of 20 October 2020.

*Table 1. Response to clause 1(a) of Council resolution of 20 October 2020.*

The desirability of such modification.	Generally considered desirable subject to incorporation of stakeholder feedback regarding planting and stage locations.
The likelihood of planning and heritage approval for such a modification.	Likely
Implementation timelines for additional works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration timeline.	Minor impact as no underground services will be impacted.
Costings for this additional work and impact on the existing project budget.	Possibly cost savings/cost neutral.
Approval process, length of time for approval and whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.	Review of Environmental Factors (REF) including Heritage NSW approval. 3 weeks documentation, 3 weeks approval. Could be undertaken within current contract program.

Council officers recommend we proceed with this proposal within the current project noting the changes required in document to ensure feedback is incorporated.

### **Amphitheatre options**

Attachment 2 includes two concept proposal for landscaped amphitheatres, one in the central area and one in the northern courtyard.

#### *Option 2a – Northern courtyard*

This option includes a sunken amphitheatre in the northern courtyard. With regard to this proposed concept consultation, internal stakeholders are generally supportive of this option subject to further consultation in the design development. Internal stakeholders advised that the concept is a site-sensitive multipurpose amphitheatre space that would accommodate a range of uses catering well to arts and culture programming, events, and community use. It is structured without prescribing or limiting the nature of use, facilitating a very broad opportunity to creatively use the space.

Below is a summary responding to clause 1(a) of the Council resolution of 20 October 2020.

*Table 2. Response to clause 1(a) of Council resolution of 20 October 2020.*

Whether a heritage sympathetic design which can be included as a landscape feature can be provided.	Overall minor heritage impact through the removal of the central intrusive permanent amphitheatre (graded Intrusive in CMP) and creation of new northern amphitheatre.
The likelihood of planning and heritage approval for	Likely



such a modification.	
Implementation timelines for additional works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration timeline.	Would have major impact on completion of project as per current contract program. Key considerations include additional stormwater tank for underground pumping and new additional substation.
Costings for this additional work and impact on the existing project budget.	\$1,500,000
Approval process, length of time for approval and whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.	Approval via an REF minimum 13-week period.

In summary it is anticipated this option would receive approval from Heritage NSW however would have major time implications on the Bondi Pavilion Restoration project and could not be completed within the current contract program.

Council officers recommend Council consider commissioning a separate project to develop this design further with a view to delivering in the medium term following the completion of the current project.

#### *Option 2b – Amphitheatre to central courtyard*

This option includes a sunken amphitheatre in the central area of the courtyard. With regard to this proposed concept internal stakeholders advised this is a sensitive improvement on the previously installed amphitheatre however its placement in the centre of the main entry point to the Pavilion from the rear is problematic noting that maintaining free ingress and egress for Pavilion patrons and beach-goers would almost certainly restrict usage of the amphitheatre, limiting elements such as the time and nature of potential performances and other uses.

Officers understand the FoBP's preference would be for a central amphitheatre, but note advice regarding the likelihood of heritage NSW not providing approval.

*Table 3. Response to clause 1(a) of Council resolution of 20 October 2020.*

Whether a heritage sympathetic design which can be included as a landscape feature can be provided.	Overall major heritage impact through the replacement of the central intrusive permanent amphitheatre (graded Intrusive in CMP) with a new version of a central sunken amphitheatre.
The likelihood of planning and heritage approval for such a modification.	Unlikely
Implementation timelines for additional works to give effect to such a modification and the potential impact if any on the current Bondi Pavilion restoration timeline.	Would have major impact on completion of project as per current contract program. Key considerations include additional stormwater tank for underground pumping, new additional substation and the need to update the Fire Engineering Report.
Costings for this additional work and impact on the existing project budget.	\$1,700,000
Approval process, length of time for approval and	Approval via an REF minimum 13-week period.

whether this can be done in parallel to the existing building program without delaying the current timeline and budget or whether it would need to be approached as a separate project.	
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In summary, it is anticipated this option would not receive approval from Heritage NSW however if approval was received would have major time implications on the Bondi Pavilion Restoration project and could not be completed within the current contract program.

Council officers do not recommend proceeding further with this option.

#### *Emanuel Solomovic Architect – Amphitheatre option*

In addition, FoBP commissioned an architect to develop central amphitheatre options. These designs including cost estimate are included at Attachment 3. It should be noted that TZG/JMD and Emanuel Solomovic developed these concepts in isolation. Both take differing approaches with different benefits and issues.

### **5. Financial impact statement/Time frame/Consultation**

Refer to section 4 of the report.

### **6. Conclusion**

Council officers recommend with progressing detail design of increased soft landscaping in the northern courtyard taking into consideration the feedback from key internal and external stakeholders. Council should consider whether to pursue a landscaped amphitheatre in the northern courtyard as a separate project to be undertaken following completion of the current project.

### **7. Attachments**

1. Amphitheatre report - November 2018 (under separate cover) [⇒](#)
2. Landscape and amphitheatre report - February 2021 (under separate cover) [⇒](#)
3. Emanuel Solomovic Bondi Pavilion presentation (under separate cover) [⇒](#)

**REPORT**  
**CM/7.12/21.04**

**Subject:** Bondi Surf Bathers Life Saving Club Conservation and Upgrade Project - Update

**TRIM No:** A19/0172

**Author:** Matt Henderson, Senior Project Manager

**Director:** Emily Scott, Director, Community, Assets and Operations

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**RECOMMENDATION:**

That Council:

1. Notes that the issues raised in Council resolution CM/7.9/20.10 have been resolved.
2. Lodges a development application for the Bondi Surf Bathers Life Saving Club Conservation and Upgrade Project in late April/early May 2021.

**1. Executive Summary**

The purpose of this report is provide an update on the issues raised by Council at its meeting on 20 October 2020 and to seek Council's approval to lodge a development application (DA) for the Bondi Surf Bathers Life Saving Club (BSBLSC) Conservation and Upgrade project in late April/early May 2021.

**2. Introduction/Background**

Council and BSBLSC are engaged in a public-private partnership (PPP) for the purpose of restoring and upgrading the existing BSBLSC. The proposed restoration and upgrade will include removing selected existing intrusive elements and constructing a new building at the rear of the existing heritage building.

The Bondi Surf Club Conservation and Upgrade project Concept Design was approved for progression to consultation in August 2020. The community consultation period commenced on 20 August 2020 and concluded on 17 September 2020.

Key findings from the consultation included:

- Strong overall support for the concept design.
- Prioritise the development of realistic renders (with the opportunity to provide feedback on the DA).
- Carefully consider the use and choice of glass in the new structures.
- Investigate the arches used in new Pavilion Courtyard design and how it could be reflected in the new building at the back.
- Incorporate Safety by Design principles in building surrounds and landscaping.
- Lighting design used to mitigating anti-social behaviour around the surf club, Pavilion and park.
- Community assets should be incorporated either in courtyard, surrounding park or forecourt – seating, surfboard racks, bicycle parking, bubblers.

- Encourage interactive play elements for kids (and big kids). This could be incorporated into the museum, forecourt or surrounding park spaces.

The consultation outcomes were reported to Council on 20 October 2020. Council requested an updated concept design be prepared to include consideration of the following issues:

- Position of exit ramp from the basement so that there is no conflict with the Bondi Pavilion waste traffic turning circle.
- Consider, for pedestrian safety reasons, relocating the refuelling bay and exit from ramp to the northern side of the western building rather than having it on the southern side.
- Reconsider placement of the kiosk, with preference given to relocating it to the northern side of the building.
- Provide further design details on the kitchen and amenities layouts, their location and how they service the function room, front building ground floor gallery space, and courtyard. Access paths for the kitchen and amenities to/from other areas in the rear and front buildings are to be clarified.
- Environmental issues of the two buildings and the centre courtyard, including air conditioning and roof fabric to mitigate overheating; consider a wind analysis to assess the impact of the wind on the centre courtyard, and any mitigation measures.
- Consider movable gates for the northern side of the inter building open courtyard to prevent overnights sleeping and to allow privacy should the surf club or council wish to use the open courtyard for a function.

### 3. Relevant Council Resolutions

Meeting and date	Minute No.	Decision
Council 20 October 2020	CM/7.9/20.10	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receives and notes the Bondi Surf Club Conservation and Upgrade Project Consultation Report attached to the report.</li> <li>2. Proceeds to detailed design for the Bondi Surf Club Building incorporating consideration of the key findings from the consultation and authorises the preparation of a development application.</li> <li>3. Officers prepare an updated concept design to include consideration of the following issues: <ol style="list-style-type: none"> <li>(a) Position of exit ramp from the basement so that there is no conflict with the Bondi Pavilion waste traffic turning circle.</li> <li>(b) Consider, for pedestrian safety reasons, relocating the refuelling bay and exit from ramp to the northern side of the western building rather than having it on the southern side.</li> <li>(c) Reconsider placement of the kiosk, with preference given to relocating it to the northern side of the building.</li> <li>(d) Provide further design details on the kitchen and amenities layouts, their location and how they service</li> </ol> </li> </ol>

		<p>the function room, front building ground floor gallery space, and courtyard. Access paths for the kitchen and amenities to/from other areas in the rear and front buildings are to be clarified.</p> <p>(e) Environmental issues of the two buildings and the centre courtyard, including air conditioning and roof fabric to mitigate overheating; consider a wind analysis to assess the impact of the wind on the centre courtyard, and any mitigation measures.</p> <p>(f) Consider movable gates for the northern side of the inter building open courtyard to prevent overnights sleeping and to allow privacy should the surf club or council wish to use the open courtyard for a function.</p> <p>4. Officers report back to Council with the final concept design prior to the lodgement of a development application.</p>
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#### 4. Discussion

The PPP Project Control Group consisting of Council and BBSLSC representatives have worked through the issues raised by Council. A Councillor workshop was held on 23 March 2021 at which the resolution to these issues was presented. Refer to Attachment 1 for details on the resolutions and these are summarised below.

*Table 1. Issues and resolutions.*

Issue	Resolution
Position of exit ramp from the basement so that there is no conflict with the Bondi Pavilion waste traffic turning circle.	Protected zone along side of loading dock provided. No conflict with waste vehicles. Safe refuelling bay, back of house location.
Consider, for pedestrian safety reasons, relocating the refuelling bay and exit from ramp to the northern side of the western building rather than having it on the southern side.	Dedicated pedestrian ramp provided, efficient and safe access to basement.
Reconsider placement of the kiosk, with preference given to relocating it to the northern side of the building.	Kiosk re-located to alternate side.
Provide further design details on the kitchen and amenities layouts, their location and how they service the function room, front building ground floor gallery space, and courtyard. Access paths for the kitchen and amenities to/from other areas in the rear and front buildings are to be clarified.	Design details and servicing provided. Kitchen required next to goods lift. Layout recommended by specialist Kitchen Design consultant
Environmental issues of the two buildings and the centre courtyard, including air conditioning and roof fabric to mitigate overheating; consider a wind	Roof fabric solid with roof cavity and insulation, includes air conditioning. Courtyard winds mitigated through use of landscaping, as



analysis to assess the impact of the wind on the centre courtyard, and any mitigation measures.	recommended by specialist Landscape Architect
Consider movable gates for the northern side of the inter building open courtyard to prevent overnights sleeping and to allow privacy should the surf club or council wish to use the open courtyard for a function.	Security consultant has advised approach appropriate. Open clear sightliness, lighting, motion detection and cameras recommended. Note this will be given further careful consideration during detail design.

Furthermore, during this concept development phase, Council met with the Heritage Council of NSW Approvals Sub-Committee on 9 October 2020, 30 October 2020 and 23 February 2021 to present the concept design. The Approvals Sub-Committee provided recommendations in relation to the design of the roof structure. The head consultant made changes based on the Approvals Sub-Committee feedback and presented the final roof structure design to the Heritage Council of NSW Approvals Committee on 2 March 2021. The roof options were presented at the Councillor workshop on 23 March 2021 (refer to Attachment 1). The Approvals Committee supported the revised roof structure design and noted that it delivers on the functionality required by BSBLSC while respecting the heritage of the original building. Refer to Attachment 2.

The DA design has progressed in parallel with the concept development and is scheduled for submission in late April/early May 2021. The updated design package is included at Attachment 3.

## 5. Financial impact statement/Time frame/Consultation

The table below shows the joint funding contributions for the delivery of the project as per the executed Heads of Agreement.

*Table 2. Funding sources.*

Funding Source	Funding Amount
Waverley Council	\$4,500,000
BSBLSC	\$3,000,000
Federal Government	TBC
State Government	TBC
<b>TOTAL</b>	<b>\$7,500,000</b>
Project Cost Estimate	\$11,400,000
Project Shortfall	\$3,900,000

The total anticipated funding required for the current concept design of the Bondi Surf Club Conservation and Upgrade project is \$11.4 million. Council's budget allocation for the project is currently \$4.5 million. BSBLSC is contributing a further \$3 million to the project. The total approved funding to date is \$7.5 million. BSBLSC will be applying for State and Federal Government funding to cover the projects shortfall of \$3.9 million. As per the executed Heads of Agreement, the project will not progress beyond development approval until the project is fully funded. The project is programmed to commence construction works in early 2022, post completion of the Bondi Pavilion project.

The next stage of consultation will be the DA exhibition period.

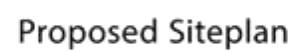
**6. Conclusion**

It is recommended that Council lodges the DA in late April/early May 2021. Once the project budget shortfall is obtained by BSBLSC, Council officers will report back to Council with a recommendation to proceed to head contractor procurement.

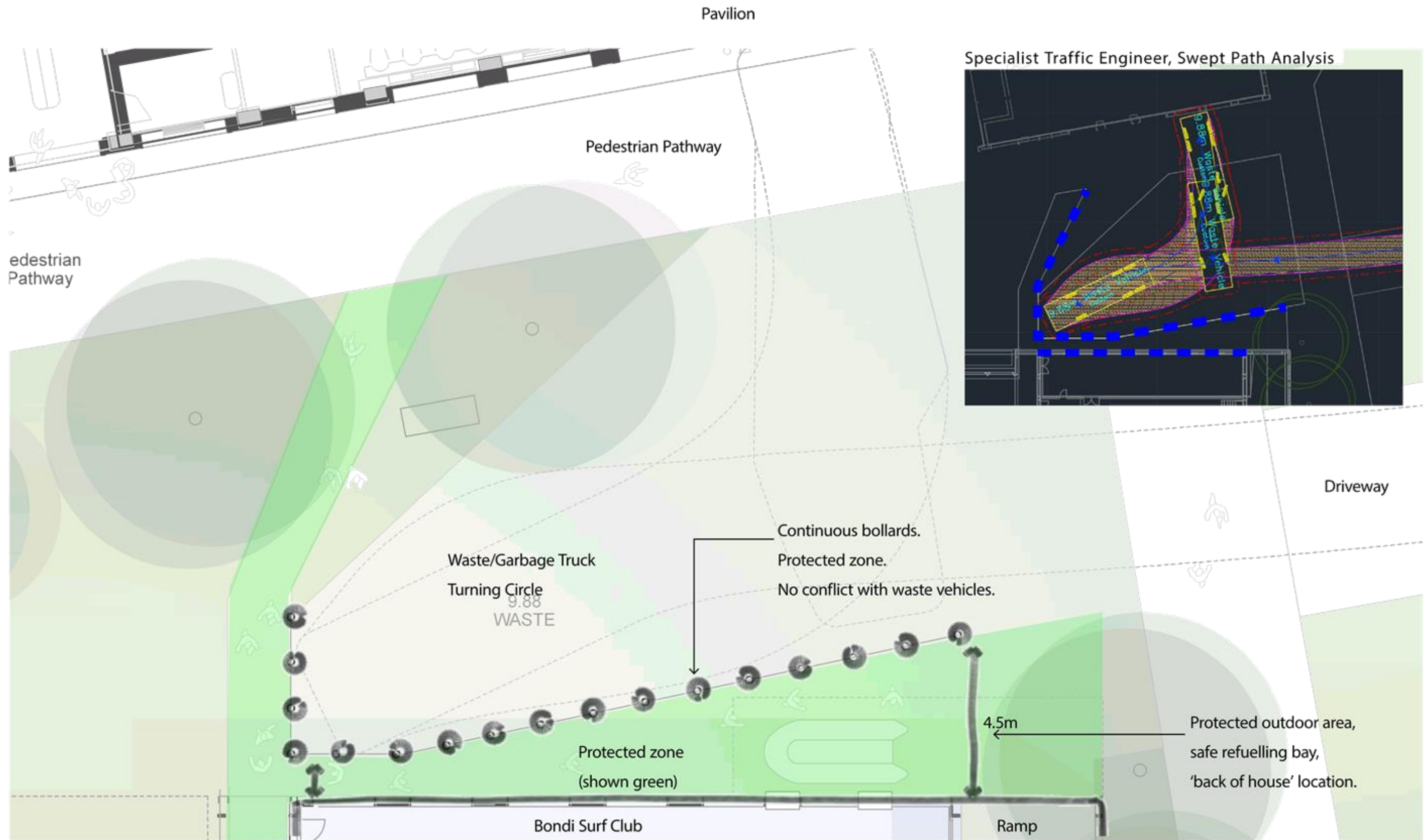
**7. Attachments**

1. Response to Council resolution and updated roof design [↓](#)
2. Heritage Council Approvals Committee resolution [↓](#)
3. Architectural concept drawings (updated) [↓](#)

# Response to Council Motion





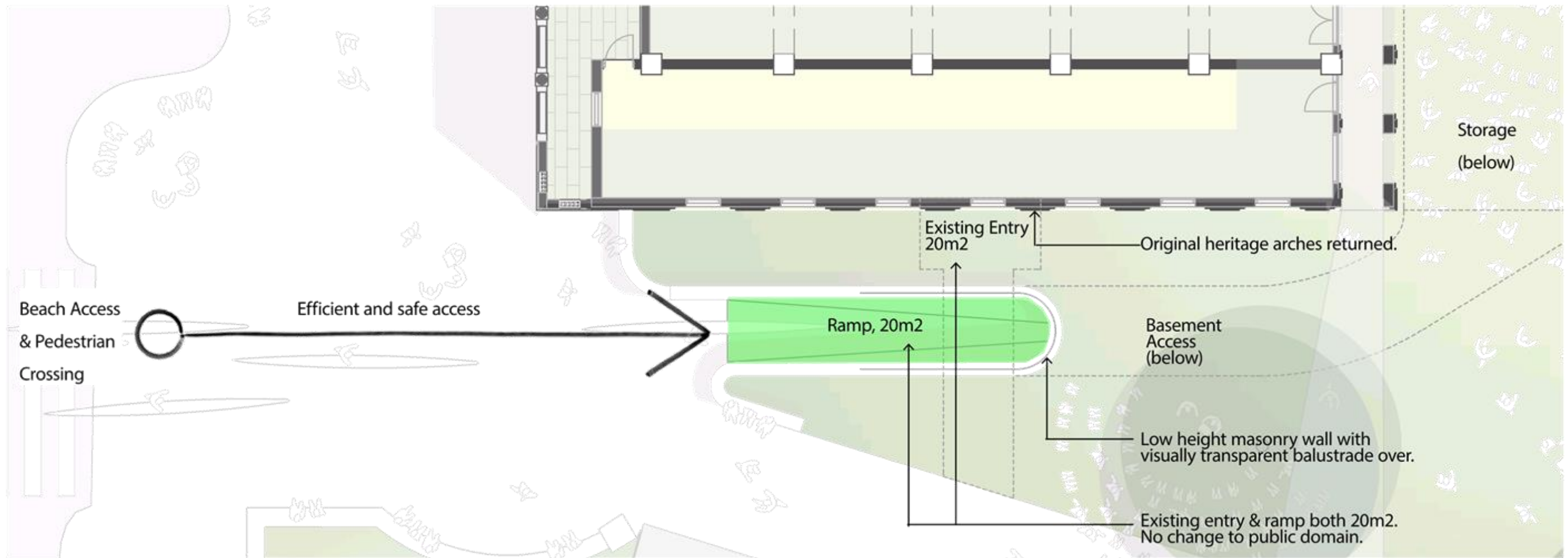


Motion 3a

**Motion:** 3 (a) Position of exit ramp from the basement so that there is no conflict with the Bondi Pavilion waste traffic turning circle.

**Solution:** Protected zone along side of loading dock provided. No conflict with waste vehicles. Safe refuelling bay, back of house location.





Perspective sketch. Original heritage arches returned, public domain improved.



Existing Photograph. Existing entry & ramp both 20m2. No change to public domain.

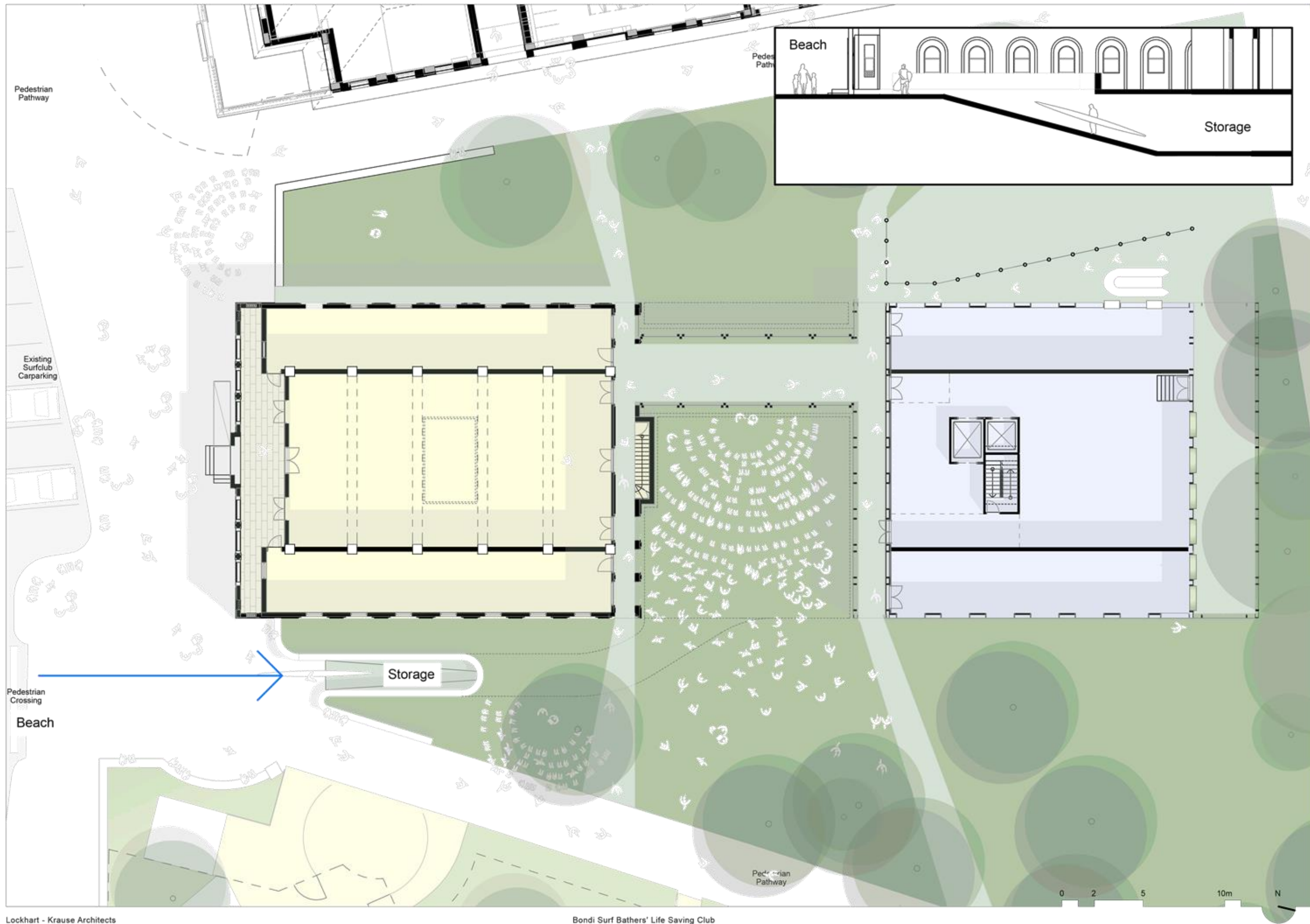
Motion 3b

Motion:

3 (b) Consider, for pedestrian safety reasons, relocating the refuelling bay and exit from ramp to the northern side

Solution:

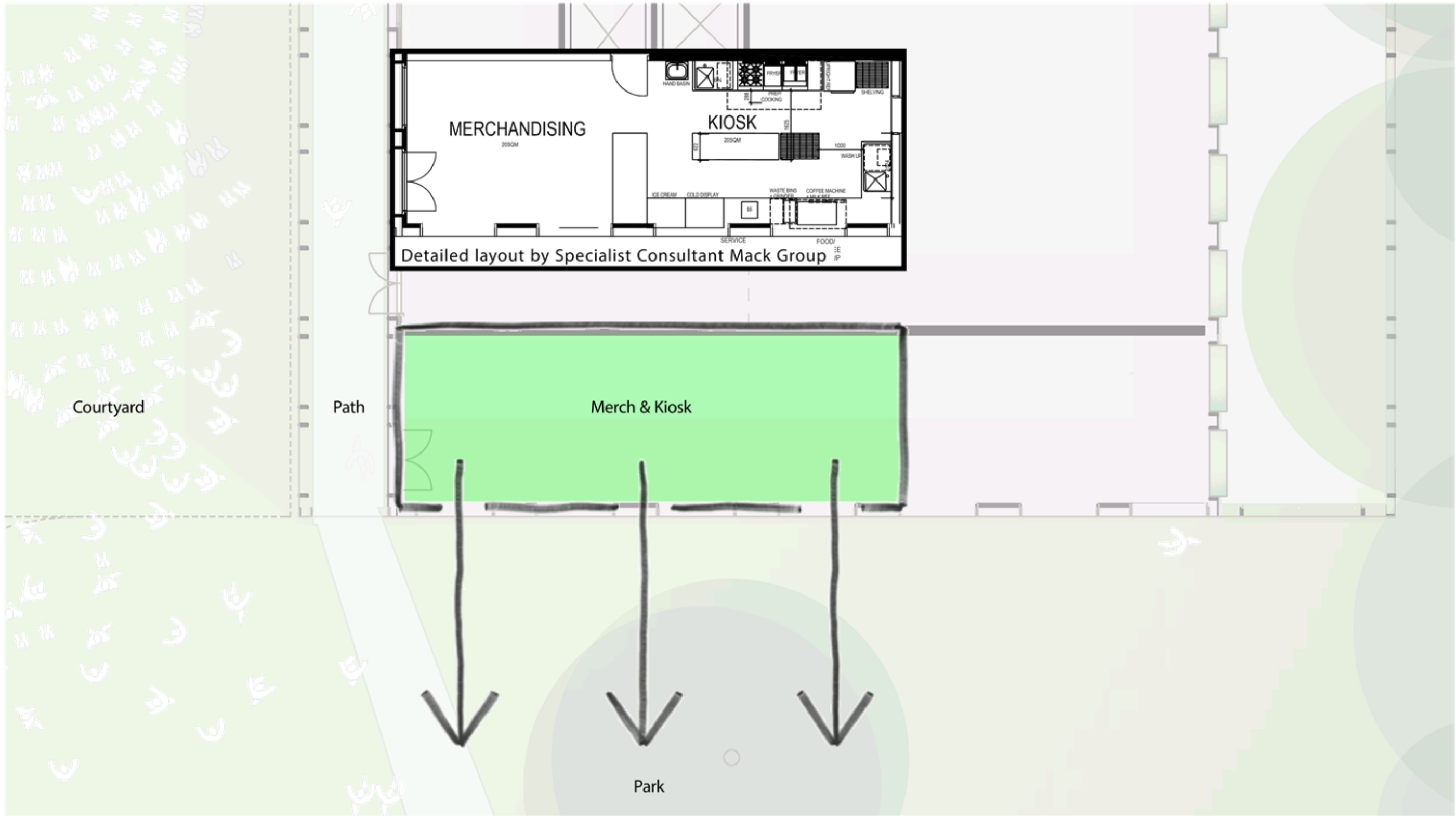
Dedicated pedestrian ramp provided, efficient and safe access to basement.



Lockhart - Krause Architects

Bondi Surf Bathers' Life Saving Club





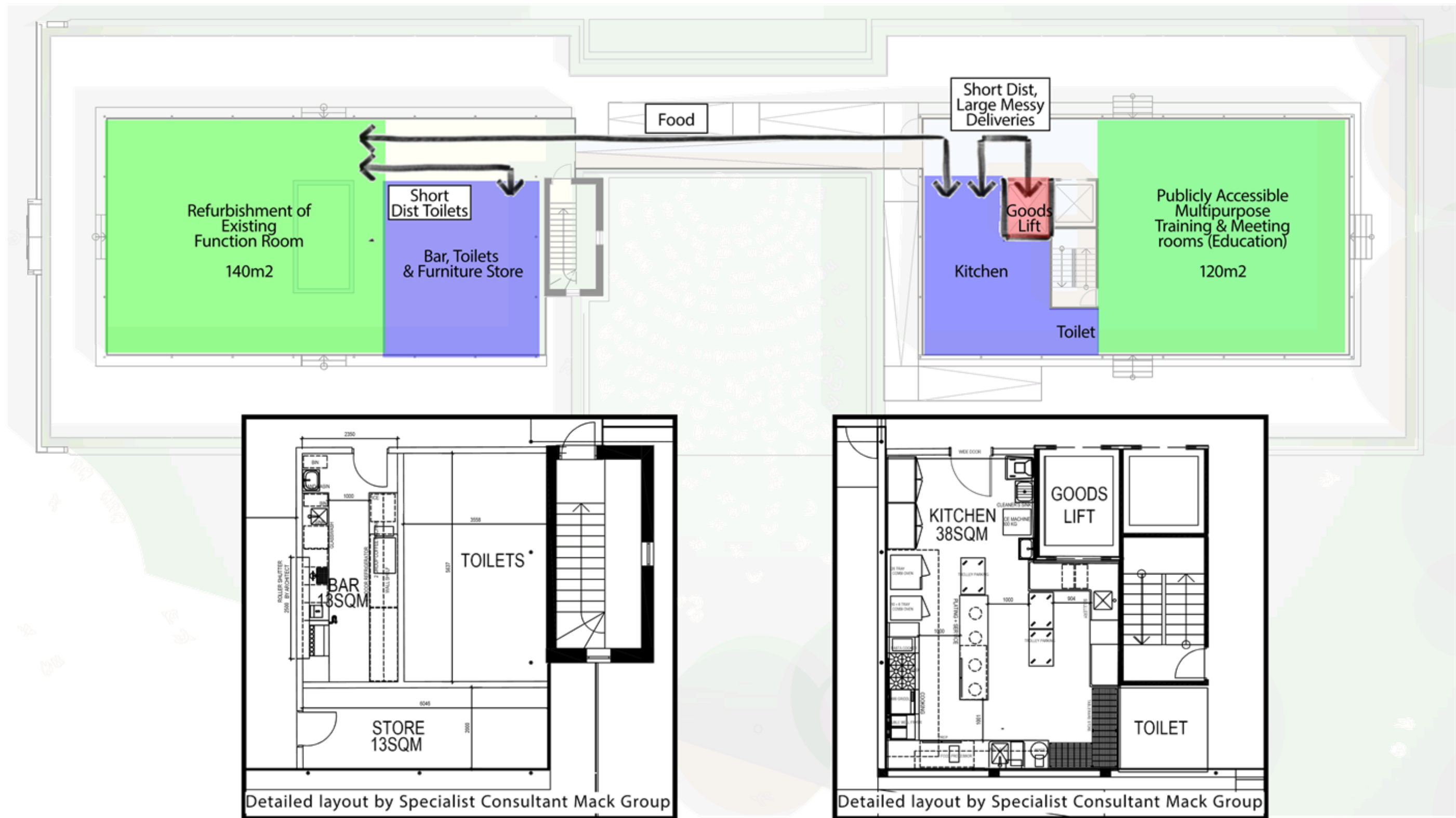
Motion 3c

Motion:

3 (c) Reconsider placement of the kiosk, with preference given to relocating it to the northern side of the building.

Solution:

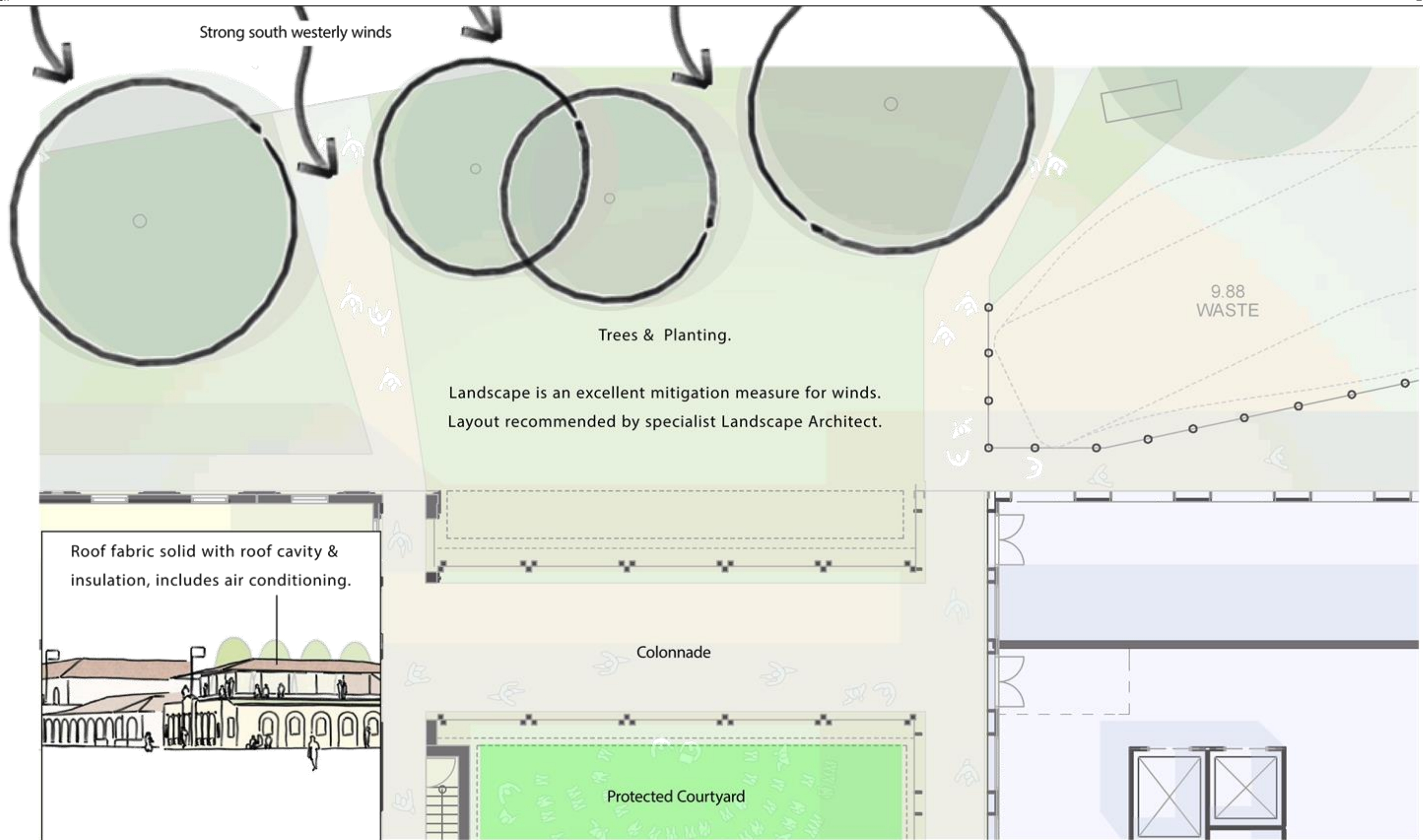
Kiosk re-located to alternate side.



Motion 3d

**Motion:** 3 (c) Provide further design details on the kitchen and amenities layouts, their location and how they service the function room

**Solution:** Design details & servicing provided. Kitchen required next to goods lift. Layout recommended by specialist Kitchen Design consultant.



Motion 3e

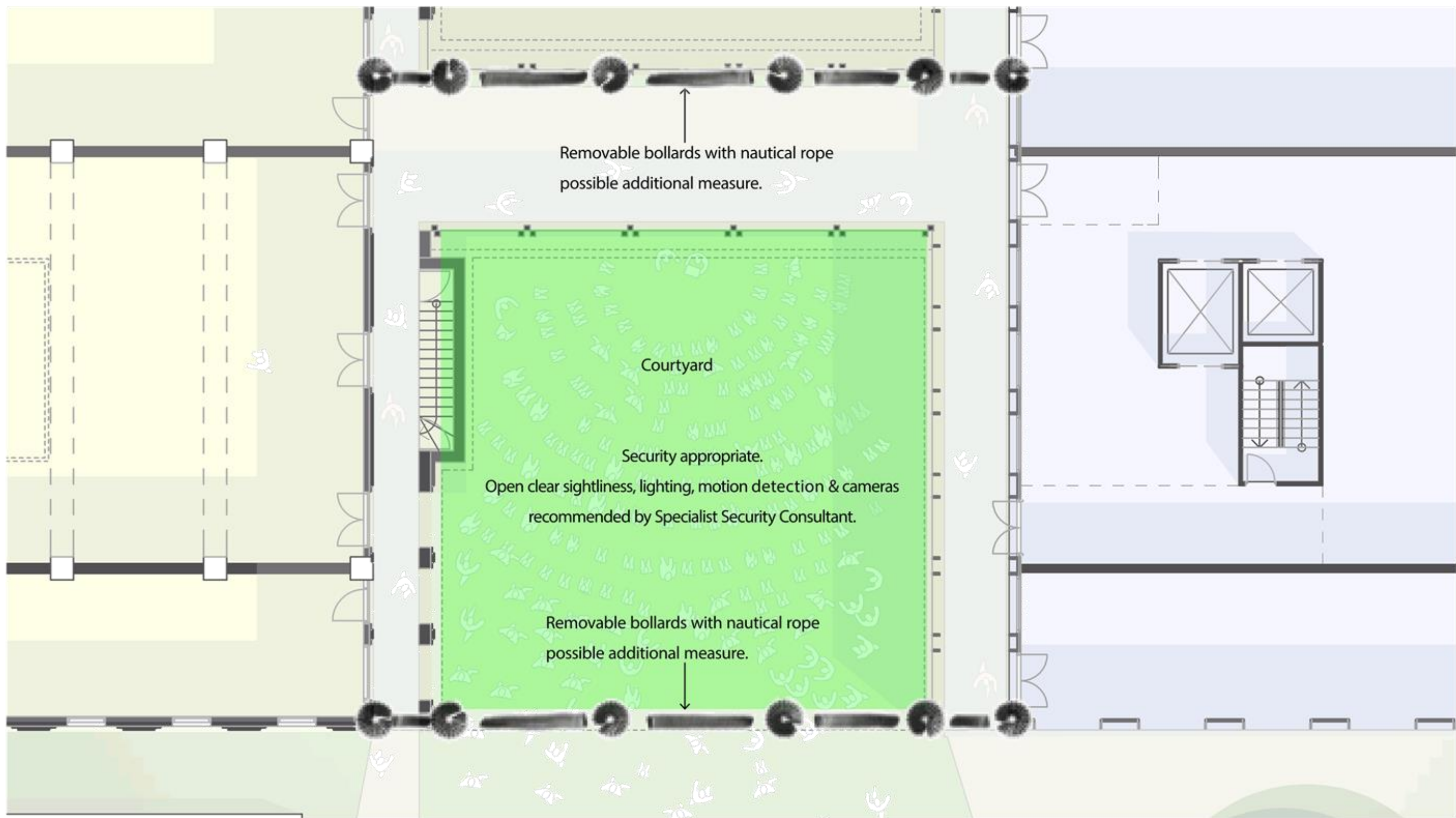
Motion:

3 (e) Environmental issues of the two buildings and the centre courtyard, including air conditioning and roof fabric to mitigate overheating; consider a wind analysis to assess the impact of the wind on the centre courtyard, and any mitigation measures.

Solution:

Roof fabric solid with roof cavity & insulation, includes air conditioning. Courtyard winds mitigated through use of landscaping, as recommended by specialist Landscape Architect.





Motion 3f

**Motion:**

3 (e) Consider movable gates for the northern side of the inter building open courtyard to prevent overnights sleeping and to allow privacy should the surf club or council wish to use the open courtyard for a function.

**Solution:**

Security appropriate. Open clear sightliness, lighting, motion detection & cameras recommended by Specialist Security Consultant.

# Bondi Surf Club – Updates to Roof Design



WAVERLEY COUNCIL



Option 1 - Existing (30 degrees)



Option 2 - Temporary Awning (30 degrees)



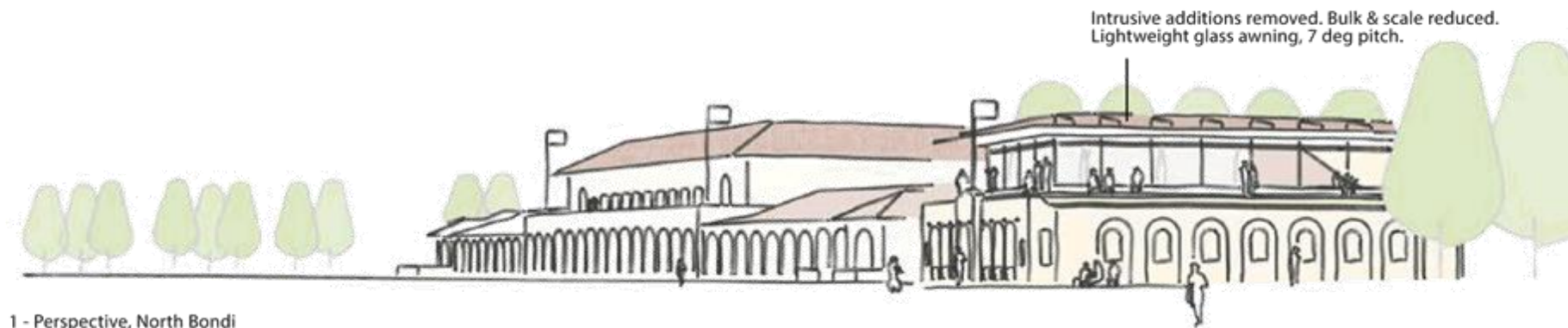
Option 3 - Tile (15degrees)



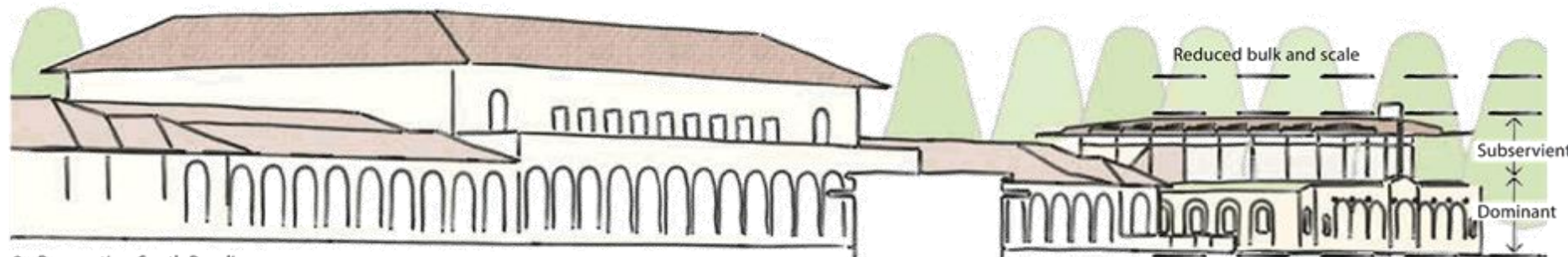
Option 4 - Glass Awning (7 degrees)



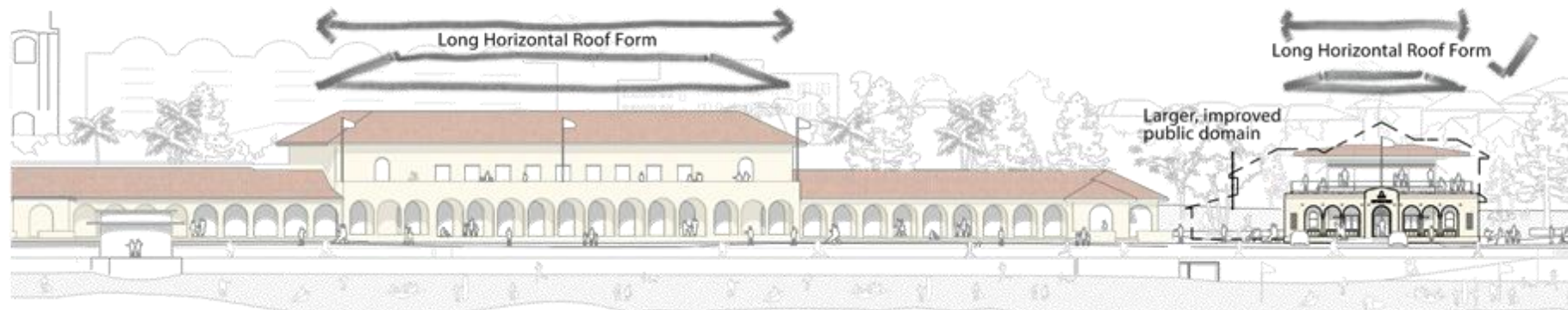




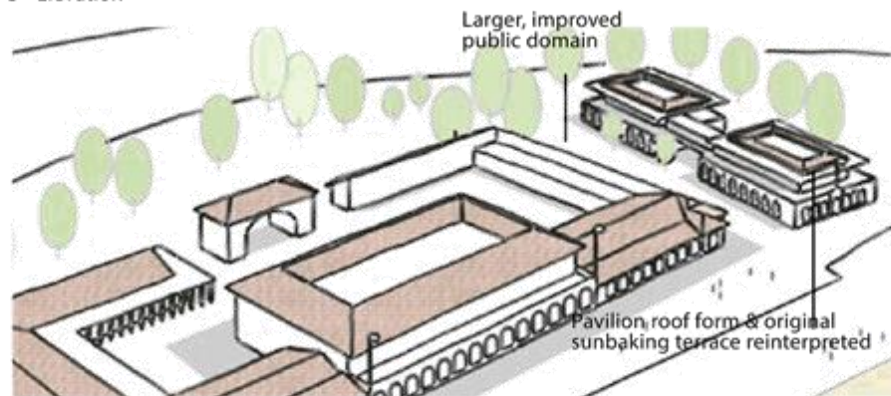
1 - Perspective, North Bondi



2 - Perspective, South Bondi



3 - Elevation



4 - Perspective, Aerial



5 - Perspective, Terrace



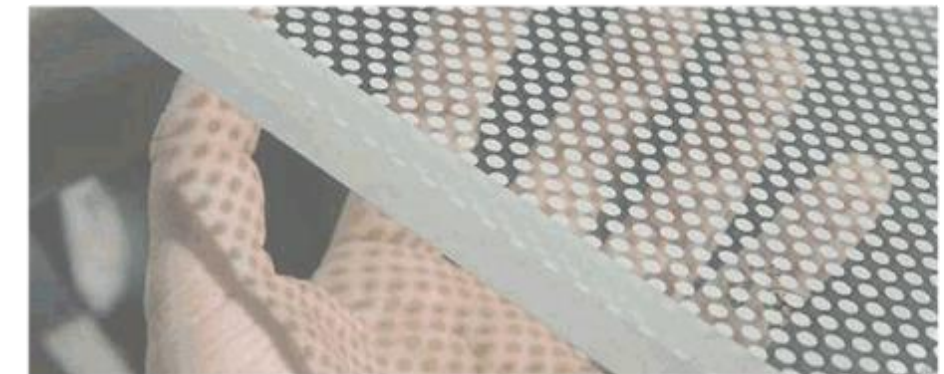
Renzo Piano - Kimbell Art Museum Expansion (2013)



Standard Bondi Junction Awning Roof (2020)



Jean Nouvel - One Central Park (2014)



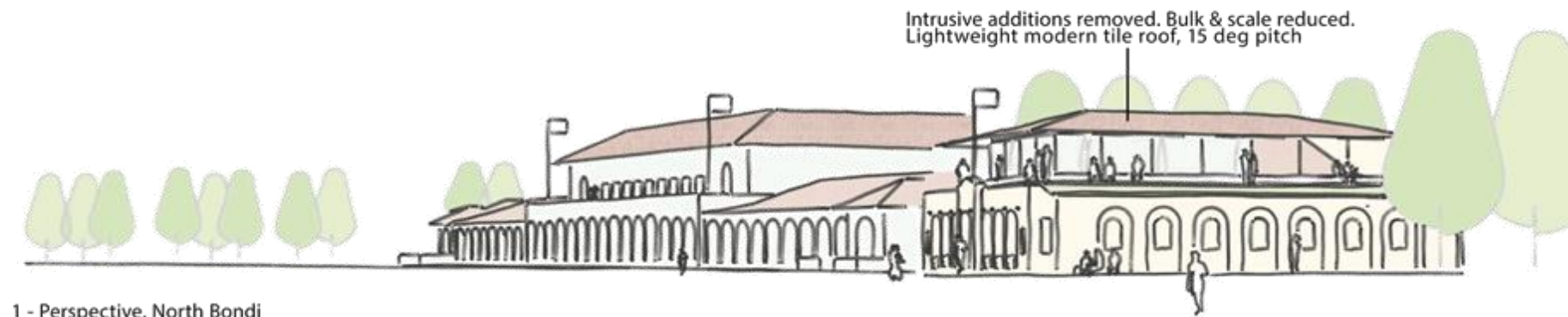
Frit Glass Example

New Options

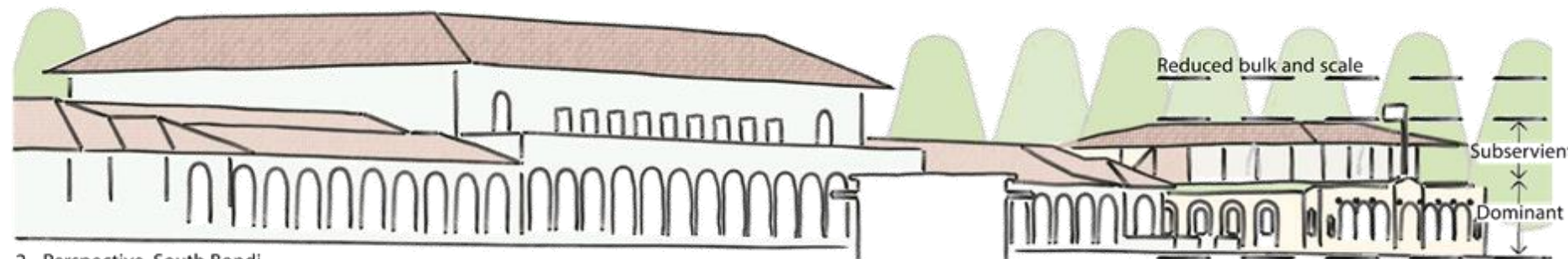
Option 4: Glass Awning

Option 4 remains an option, also supported by the design team.

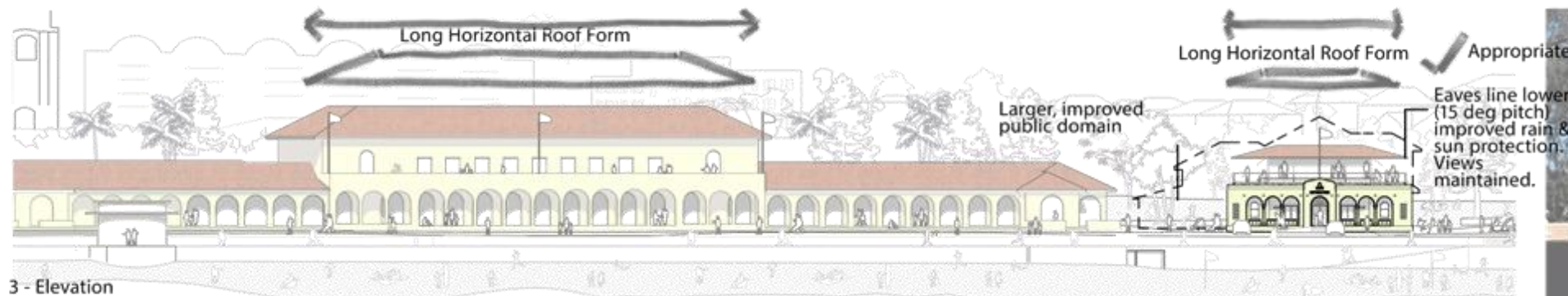




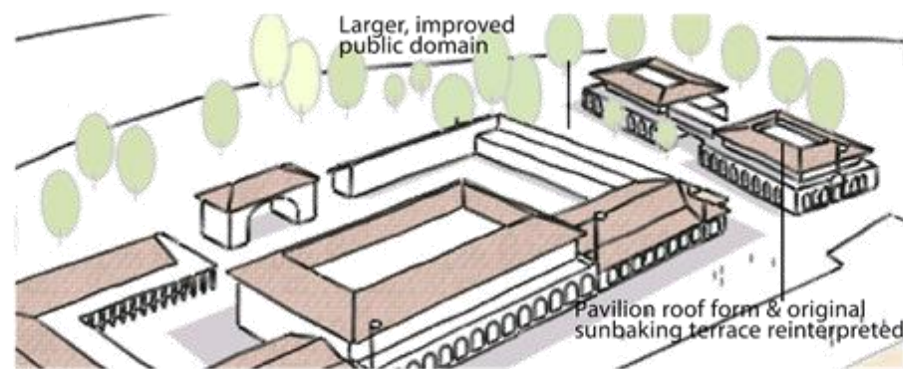
1 - Perspective, North Bondi



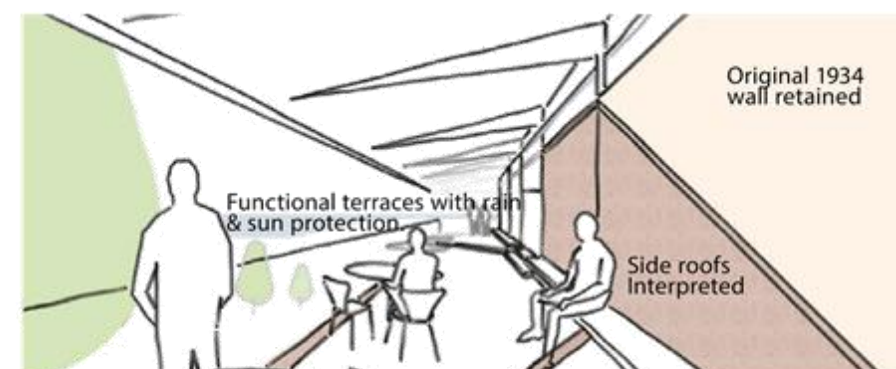
2 - Perspective, South Bondi



3 - Elevation



4 - Perspective, Aerial



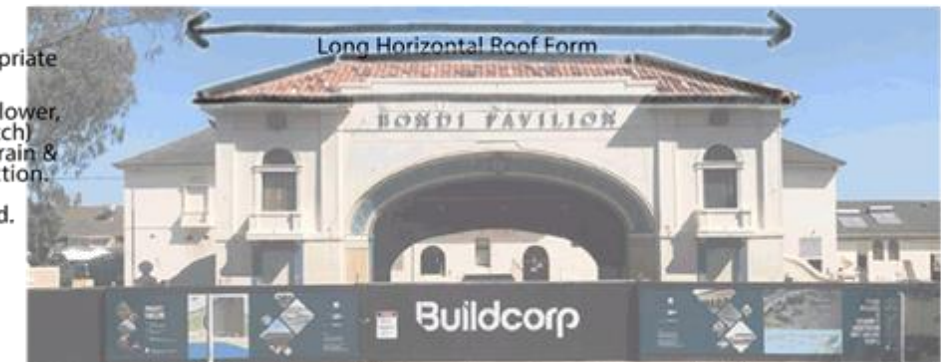
5 - Perspective, Terrace



Foster + Partners - Chateau Margaux Winery, France (1815)



Foster + Partners - Chateau Margaux Winery, France (1815)



TZG - Currently Under Construction, Bondi Pavilion Gatehouse (1928)



TZG - Bondi Pavilion, Cordova Tile Example. Bristile (Curvado Series, 15 deg pitch)

Heritage  
NSW

Option 3: Tile

Option 3 provides a exciting alternative, a **lightweight modern tile roof** with 15 deg pitch. Delivering BSBLSC's required functionality, it balances the sensitive Heritage needs of the area with a modern interpretation of a traditional tile roof. Option 3 is **supported** by the Design Team & Heritage NSW.





Our ref: DOC21/119816

Matthew Henderson  
Senior Project Manager, Major Projects  
Waverley Council  
Level 6, 55 Grafton Street  
Bondi Junction NSW 2022

By email: [matthew.henderson@waverley.nsw.gov.au](mailto:matthew.henderson@waverley.nsw.gov.au)

Dear Mr Henderson

### HERITAGE COUNCIL OF NSW – RESOLUTION PRE-DEVELOPMENT APPLICATION

**Address:** Bondi Surf Bathers Life Savings Club, Bondi Beach Park, NSW  
**SHR item:** Bondi Beach Cultural Landscape, SHR No. 01786  
**Proposal:** Concept proposal for conservation and upgrade works

At its meeting on 2 March 2021, the Heritage Council Approvals Committee considered your presentation on the concept proposal for Bondi Surf Bathers Life Savings Club, Bondi Beach Park and resolved the following:

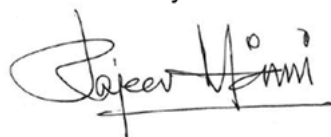
That the Heritage Council Approval Committee:

1. **Thanks** the applicant and consultants for their presentation and notes that design option 3 is a significant improvement to the roof treatment from previous iterations.
2. **Provides** the following comments on the preferred concept design, as supported by the sub-committee:
  - a) The proposed building better relates to the Bondi Landscape as a whole;
  - b) The proposed building delivers the functionality required by Bondi SLC whilst respecting the heritage of the original building and its iconic location;
  - c) The Committee encourages the design team to continue to engage with the Aboriginal community on landscaping design;
  - d) The Committee encourages the use of innovative and independent structural roof supports, (e.g. the Foster and Partners Winery example cited);
  - e) The material palette of the tiled roof of both pavilions should match the Bondi Pavilion renovation;
  - f) The roof pitch should be a minimum of 15 degrees; and
  - g) The site plan should optimise deep soil plantings (to support shade trees) and integrate with the surrounding Park context.

The above resolution from the Heritage Council Approvals Committee meeting can be found at the following link: <https://www.heritage.nsw.gov.au/assets/AC-2Mar21-Resolutions-external-facing-for-publishing.pdf>.

If you have any questions regarding the above matter please contact Shikha Jhaldiyal, Senior Heritage Assessments Officer, at Heritage NSW on 9873 8545 or [Shikha.Jhaldiyal@environment.nsw.gov.au](mailto:Shikha.Jhaldiyal@environment.nsw.gov.au).

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rajeev Maini', with a horizontal line drawn underneath.

Rajeev Maini  
Senior Team Leader  
Regional Heritage Assessments South  
Heritage NSW, Department of Premier and Cabinet  
11 March 2021



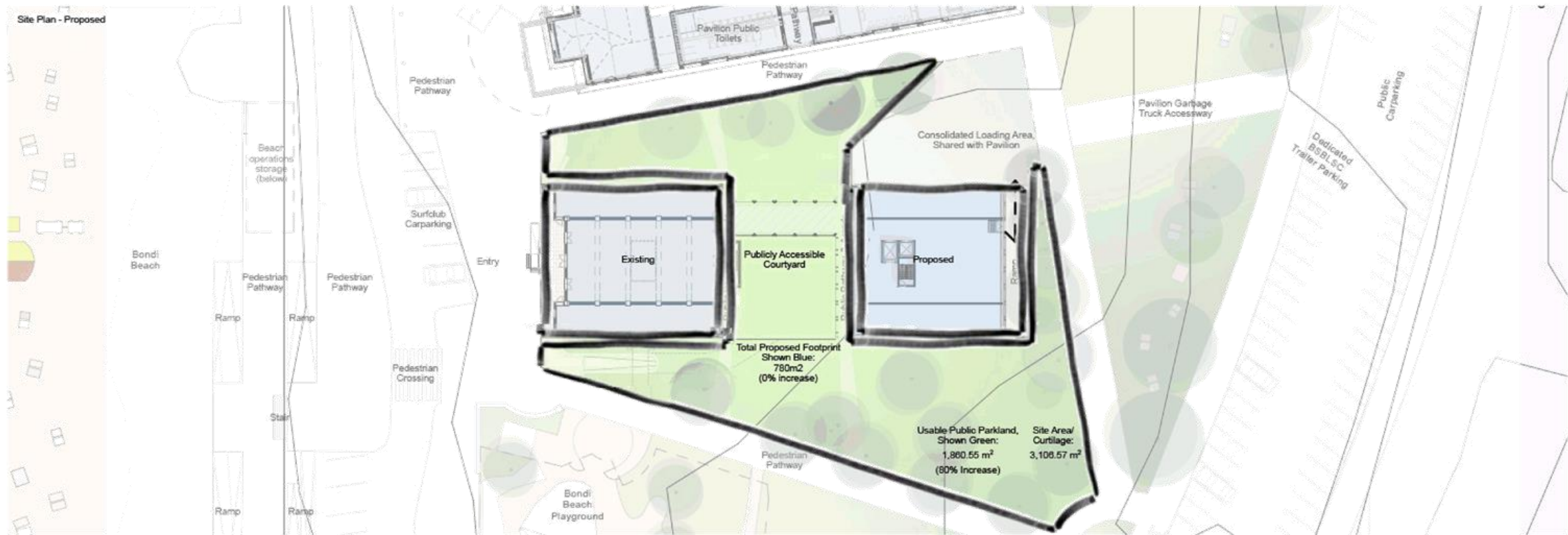


Lookhart - Krause Architects

Bondi Surf Bathers' Life Saving Club

03 - Site Plan, Existing - 1:500 at A3 - Concept Design - Rev B - 06/04/2021





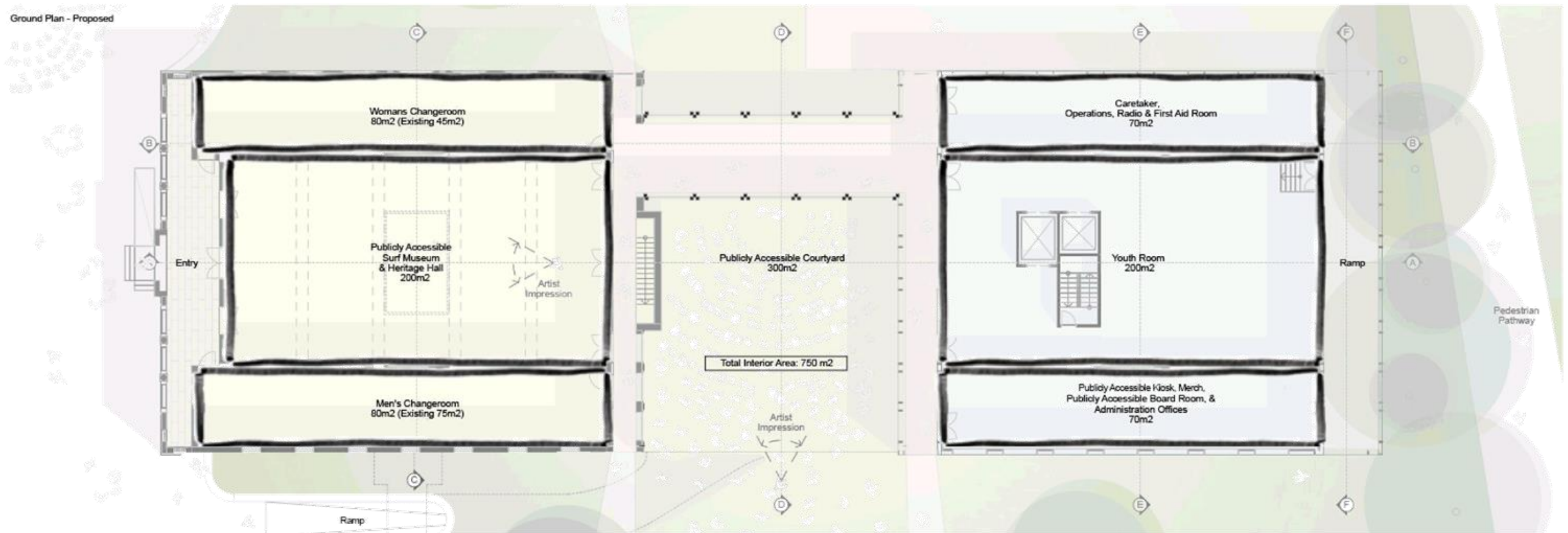
Lookhart - Krause Architects

Bondi Surf Bathers' Life Saving Club

04 - Site Plan, Proposed - 1:500 at A3 - Concept Design - Rev B - 06/04/2021



Ground Plan - Proposed



Artist Impression - Proposed



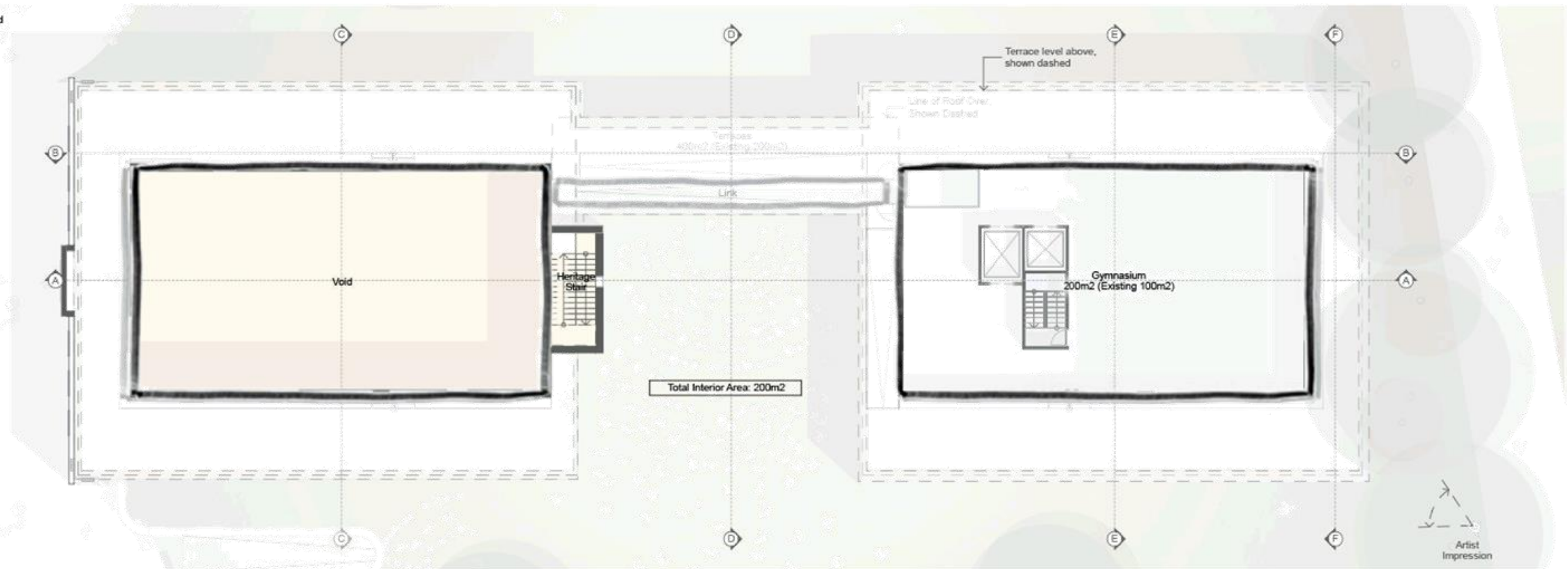
Lookhart - Krause Architects

Bondi Surf Bathers' Life Saving Club

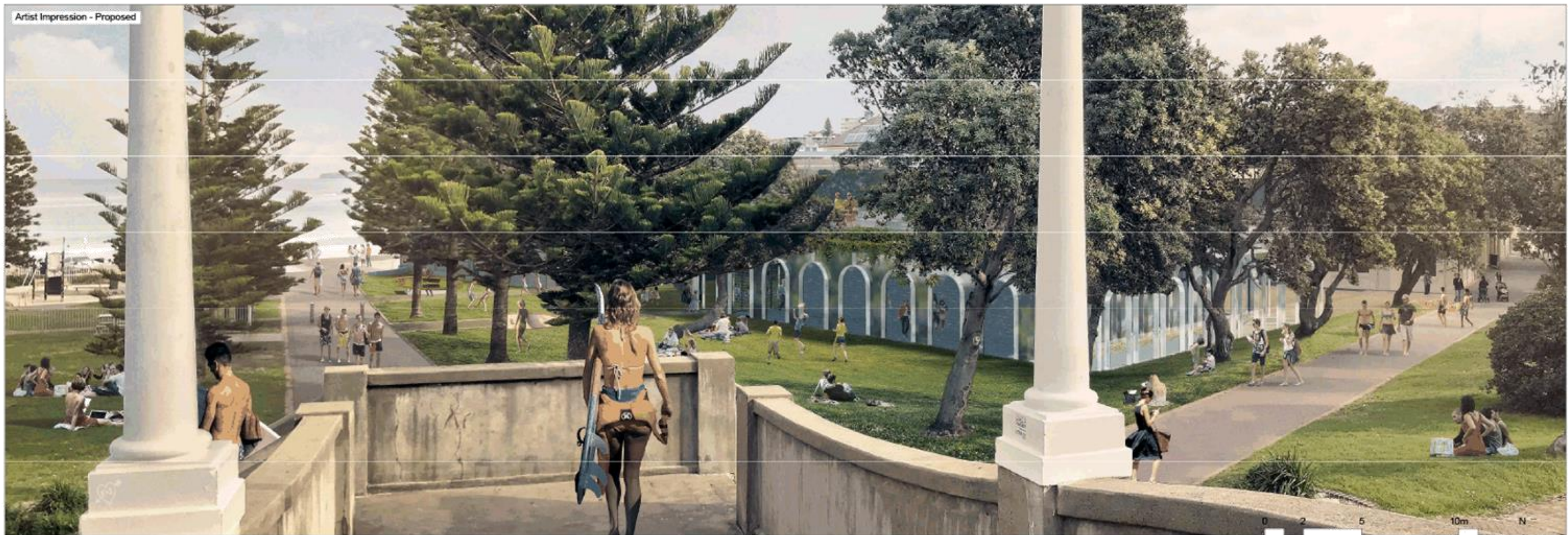
05 - Ground Plan, Proposed - 1:200 at A3 - Concept Design - Rev B - 06/04/2021



First Plan - Proposed



Artist Impression - Proposed



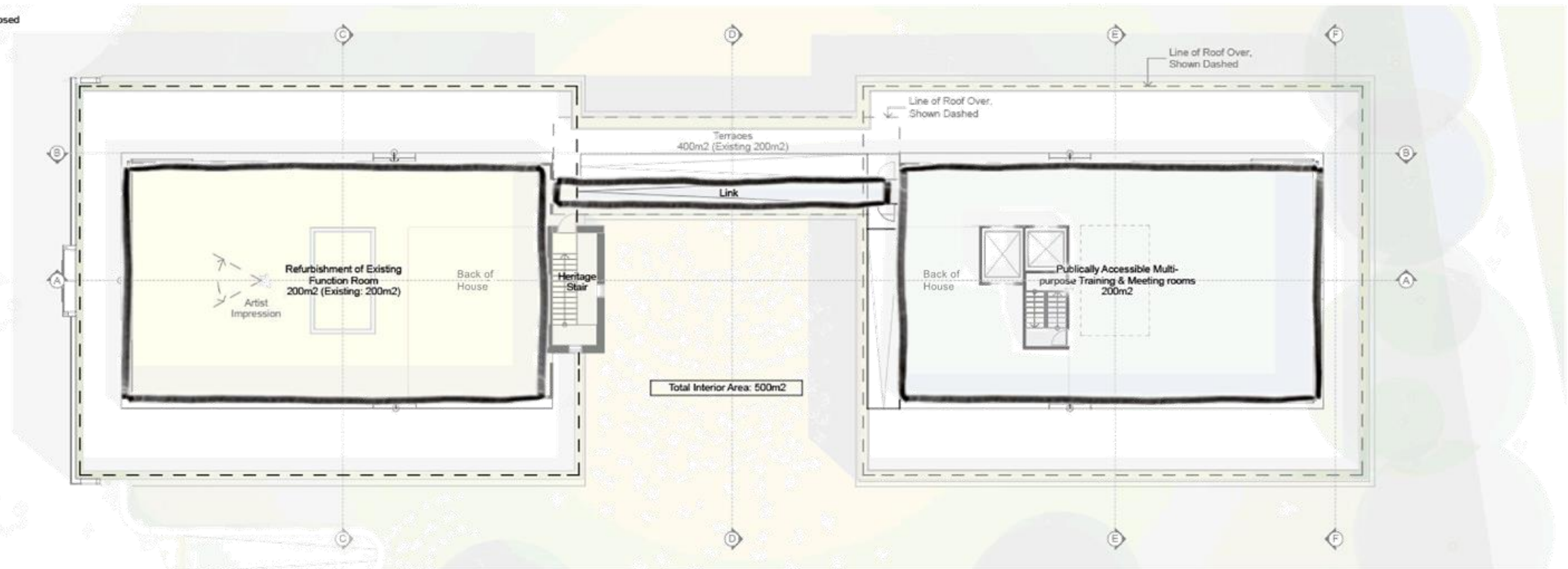
Lockhart - Krause Architects

Bondi Surf Bathers' Life Saving Club

06 - First Plan, Proposed - 1:200 at A3 - Concept Design - Rev B - 06/04/2021



Second Plan - Proposed



Artist Impression - Proposed



Lockhart - Krause Architects

Bondi Surf Bathers' Life Saving Club

07 - Second Plan, Proposed - 1:200 at A3 - Concept Design - Rev B - 06/04/2021

## REPORT

### CM/7.13/21.04



**Subject:** Venue Hire Grant Application - Chronology Arts (Weird Nest)

**TRIM No:** A20/0561

**Author:** Chris Giles, Co-ordinator, Community Venues

**Director:** Emily Scott, Director, Community, Assets and Operations

#### RECOMMENDATION:

That Council, under section 356 of the *Local Government Act 1993* and the Venue Hire Grants Program 2020–2021, grants \$1,340.98 to Chronology Arts (trading as Weird Nest), for the hire of Hugh Bamford Hall during May and June 2021.

#### 1. Executive Summary

The introduction of a Venue Hire Grants Program was approved in April 2017 as a means by which Council could provide financial assistance to community not-for-profit groups. The provision of financial assistance enables groups to continue to deliver their activities to the benefit of the local community.

A grant application has been received by Chronology Arts (trading as Weird Nest), which has applied to hold 10 workshops throughout May and June totalling 56.5 hours. Weird Nest facilitates sessions for young people living with neurological disability to develop performing arts skills including dance, music, use of set/props and costume.

Officers have assessed the Venue Hire Grant application against the approved eligibility and assessment criteria and recommend that a grant be approved to the total value of the venue hire fees being \$1,340.98.

#### 2. Introduction/Background

Council provides a range of community venues and meeting spaces that support a diverse range of community services and activities. The Venue Hire Grant Program aims to support groups that provide identifiable social, recreational and cultural benefits to Waverley's community.

Council supports not-for-profit organisations whose work in the community fosters positive relationships within the municipality by providing activities and programs that improve people's quality of life.

A Venue Hire Grant application can be submitted at any time throughout the year. This allows Council to support one-off community events that utilise venues, as well as assist regular hirer groups that intend to use the venues on an ongoing basis.

#### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 12 April 2017	CM/7.10/17.04	That Council:  1. Introduces a Venue Hire Grant Program under s

		<p>356 of the <i>Local Government Act</i> to provide financial assistance to community groups to support the cost of hiring Council's community venues, commencing 1 July 2017.</p> <p>2. Under s 356 of the <i>Local Government Act</i>, provides the financial assistance as set out in Attachment 1 to this report to support those listed organisations with venue hire costs until 30 June 2017.</p>
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#### 4. Discussion

A Venue Hire Grant application has been received from Chronology Arts (trading as Weird Nest), which has applied to use Hugh Bamford Hall for their upcoming workshops. The group will meet for 10 bookings during May and June 2021 for a total of 56.5 hours.

The group is a not-for-profit organisation that offers local young people living with neurological disability professional pathways into performing arts careers. These workshops are leading towards a residency in Bundanon for the development of a new work called 'True to Nature' which already has support of several venues in NSW. They also provide a pathway to performance and teaching careers in the arts for people living with disability.

The lead facilitator, Dean Walsh, is an acclaimed Helpmann-award-winning choreographer living with disability, supported by Andrew Batt-Rawden (Sydney Conservatorium graduate composer), Patricia Wood (choreographer who teaches at Sydney Dance Company) and James Penny (actor and theatre director living with disability).

Council officers have assessed the grant application received against a set of qualifying criteria, which to provide consistency of approach has been closely aligned to the criteria used by the Council's Small and Community Grants Programs.

#### Eligibility

Groups and organisations that can demonstrate compliance with the ATO's definition of not-for-profit are eligible to apply for a grant.

#### What activities won't be supported?

Council will not consider applications for activities:

- With an exclusive religious or political purpose.
- That are part of the core responsibilities of schools or tertiary education institutions.
- That duplicate existing programs.
- That directly contravene Council policy.
- Proposed by applicants who have outstanding debts or have overdue grant acquittal requirements to Waverley Council. Other grants and support being received by applicants will be considered in assessments.
- Proposed by for-profit groups/organisations.

#### Assessment criteria

Each application will be assessed using the information it provides against the following criteria:



- Evidence of financial hardship provided.
- Provide critical support services, such as services for frail aged residents.
- Evidence that the activity will benefit Waverley residents.
- Evidence that the group can carry out the planned activity, e.g. relevant experience.
- Suitability of the proposed activity for, and in keeping with, the primary purpose of the venue requested.
- Description of the community benefits the applicant expects the activity will provide and its alignment with Council's Community Strategic Plan 2018–29.

### **Conditions**

- Groups are required to acknowledge Council support in any promotional materials for their activities.
- Groups acknowledge that the grant constitutes in kind support and no funds are directly payable.

After assessing the Chronology Arts application against the above criteria, it is recommended that Council provides a venue hire grant to the value of the full cost of the venue hire fees.

### **5. Financial impact statement/Time frame/Consultation**

If approved, the value of the Venue Hire Grant to be provided to Chronology Arts will be \$1,340.98.

If approved, the applicant will be notified of the outcome of their application by letter.

### **6. Conclusion**

This report recommends that Council approves a Venue Hire Grant for Chronology Arts (Trading as Weird Nest) to the value of \$1,340.98 for the booking of the Hugh Bamford Hall during May and June 2021.

### **7. Attachments**

Nil.

**REPORT**  
**CM/7.14/21.04**

**Subject:** Eastgate Car Park - Variation of Lease

**TRIM No:** A19/0770

**Author:** John Andrews, Property Manager

**Director:** Emily Scott, Director, Community, Assets and Operations

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**RECOMMENDATION:**

That Council:

1. Approves a Variation of Lease to allow ISPT Nominees Pty Ltd to increase the size of its existing grease trap facility room on the lower level of Eastgate Car Park, on the terms and conditions contained in the report.
2. Authorises the General Manager to execute the Variation of Lease and any associated documentation to finalise this matter.

**1. Executive Summary**

Council entered a 50-year lease commencing on 1 January 2019 with ISPT Nominees Pty Ltd (ISPT) for the Eastgate Car Park premises, which encompass approximately 300 carparking spaces owned by ISPT.

Council has received a request from ISPT in relation to the expansion of their grease trap facility, which was not contemplated when the lease was being negotiated in 2018–2019.

The proposal to enlarge the grease trap facility is necessary because the current tanks are inadequate to meet the current retail demand and Sydney Water requirements. The additional area required for the extension of the grease trap room is the property of ISPT Nominees Pty Ltd; however, it is under lease to Council, so a variation of the original leased area and an amended floor plan is required.

**2. Introduction/Background**

The lease which commenced in January 2019 between the retail shopping centre owner ISPT Nominees Pty Ltd and Council was approved at the Council meeting on 20 November 2018 and provides that Council acts as the manager of the entire car park. The lease requires that ISPT pays Council circa \$315,000 per annum as a rental premium.

The current grease traps are located in a room on the lower level of the car park that is land owned by ISPT Nominees Pty Ltd. Council officers have recently received a request from ISPT to increase the size of the grease traps.

### 3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 17 November 2020	CM/7.16/20.11	That Council: <ol style="list-style-type: none"> <li>Approves the Variation of lease at Eastgate Car Park with ISPT Nominees Pty Ltd, as detailed in the report.</li> <li>Authorises the General Manager to complete the negotiations, agree terms and execute any necessary documentation.</li> </ol>
Council 20 November 2018	CM/10.1/18.11	That Council: <ol style="list-style-type: none"> <li>Treats this report 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)(g) of the Local Government Act 1993. The report contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.</li> <li>Approves the terms and conditions for the Lease between Waverley Council (Council) and ISPT Nominees Pty Ltd/ISPT Pty Ltd (ISPT) as contained in this report.</li> <li>Approves the terms and conditions for the Deed of Settlement between Waverley Council (Council) and ISPT Nominees Pty Ltd/ISPT Pty Ltd (ISPT) as contained in this report.</li> <li>Approves the terms and conditions for the Works Deed between Waverley Council (Council) and ISPT Nominees Pty Ltd/ISPT Pty Ltd (ISPT) as contained in this report.</li> <li>Authorises the General Manager to complete negotiations with ISPT and enter into and execute all documentation required to effect the above resolutions.</li> <li>Following execution of the new agreement, adopts the proposed Eastgate Car Park fees as listed in Table 2 of this report.</li> </ol>

### 4. Discussion

ISPT Nominees Pty Ltd wrote to Council requesting the use of an additional area adjacent to their grease trap room to extend the facility. The proposed land to be used by ISPT Nominees Pty Ltd is owned by that company but is part of the premises which is leased to Council. After consulting with Council's solicitors, it was determined the best way to deal with amending areas under lease is to enter into a Variation of Lease.

The grease traps have been in place for many years and are now inadequate for the requirements of the Eastgate retail shopping arcade. As there are no other locations in the car park or arcade to install other grease traps, the existing room needs to be enlarged and higher capacity tanks be installed.

This enlargement will require use of a void area adjacent to the grease trap room and the use of two disabled car parking spaces. To ensure there is no loss of disabled car parking spaces, the spaces will be relocated to a position that is closer to the lift and accessible ramp. A plan of the grease trap location is attached to this report.

As the new grease traps are larger and heavier, supporting beams will be installed on the level directly underneath the car park which is owned by the residential strata plan. Due to the involvement of different owners and common property, the approval to install these supporting beams was raised by ISPT Nominees Pty Ltd at the building's Eastgate Cost Share Committee. The proposal was given in-principle support and the residential strata plan Executive Committee will seek a resolution from its members to also support the work.

## **5. Financial impact statement/Time frame/Consultation**

There are no financial impacts to Council for approving the Variation of Lease as detailed within this report. All costs related to these works will be met by ISPT in full.

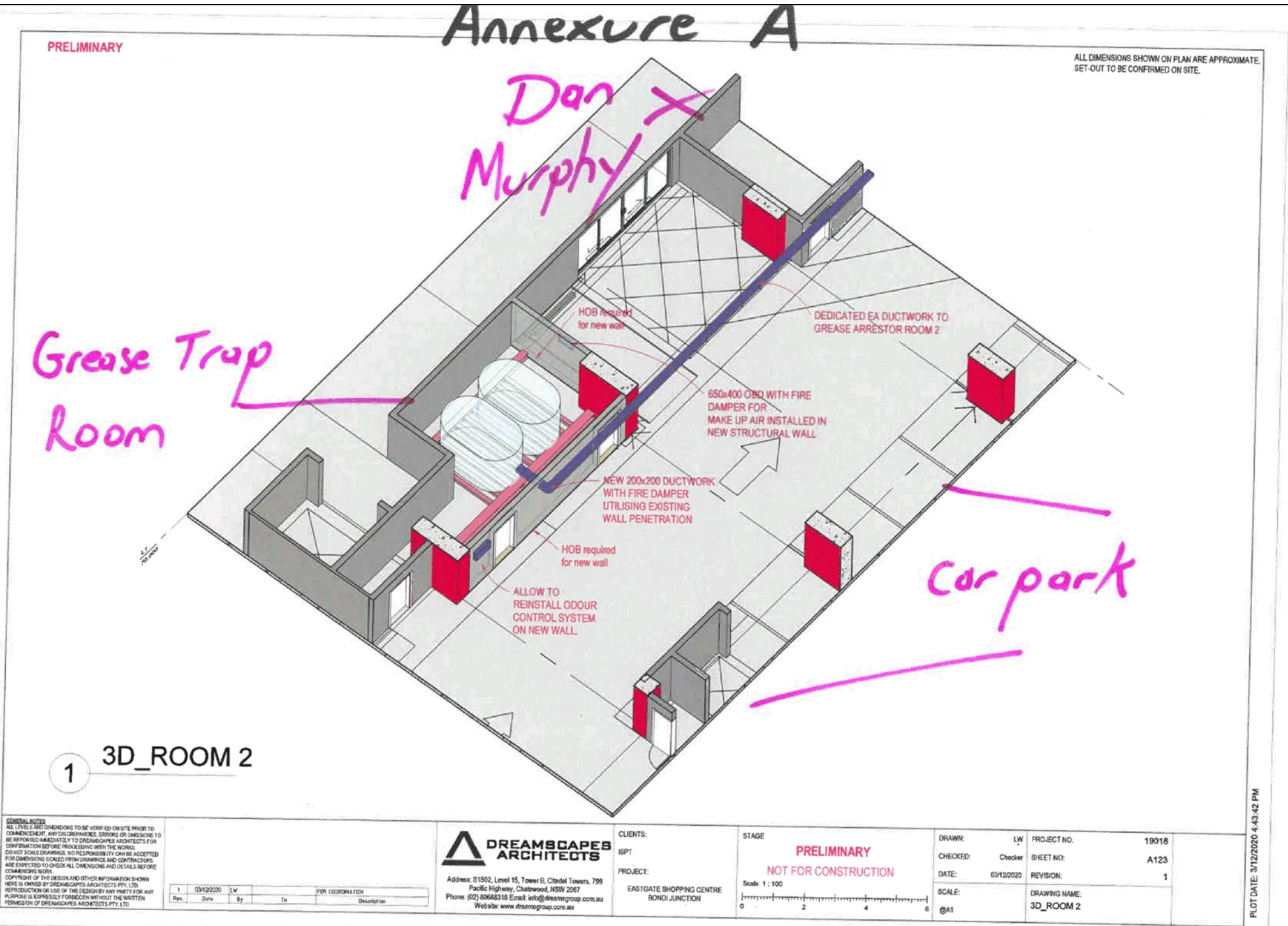
## **6. Conclusion**

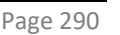
It is recommended that Council approves a Variation of Lease for the extension of the ISPT Nominees Pty Ltd grease trap facility located on the lower level of the Eastgate car park.

## **7. Attachments**

1. Grease trap plan [↓](#)







## REPORT CM/7.15/21.04



**Subject:** Tender Evaluation - Processing and Disposal Services for General Solid Waste (Non-putrescible)

**TRIM No:** SF20/1995

**Author:** Lucas Atkinson, Service Manager, Waste and Recycling

**Director:** Emily Scott, Director, Community, Assets and Operations

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### RECOMMENDATION:

That Council:

1. Treats the Tender Evaluation Matrix attached to the report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as the Matrix relates to a matter specified in section 10A(2)(d)(i) of the *Local Government Act 1993*. The Matrix contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person(s) who supplied it.
2. Under clause 178(1)(a) of the *Local Government (General) Regulation 2005*, accepts Veolia Environmental Services (Australia) Pty Ltd as the preferred tenderer for the supply of processing and disposal services for general solid waste (non-putrescible) at the following schedule of rates: \$[TO BE INSERTED BY COUNCIL AT THE MEETING].
3. Authorises the General Manager, or delegated representative, to enter into contract on behalf of Council with Veolia Environmental Services (Australia) Pty Ltd for seven years with three, one-year options to extend that term.
4. Notifies unsuccessful tenderers of the decision in accordance with clause 179 of the *Local Government (General) Regulation 2005*.

#### 1. Executive Summary

The purpose of this report is to seek Council's approval to accept Veolia Environmental Services (Australia) Pty Ltd as the preferred tenderer for the supply of processing and disposal services for general solid waste (non-putrescible) and enter into a contract with Veolia Environmental Services (Australia) Pty Ltd for seven years with three, one-year options to extend that term.

#### 2. Description of Service or Product being Tendered

The service tendered was the supply of processing and disposal services for general solid waste (non-putrescible) collected by Council's domestic waste service and public place cleansing operations.

#### 3. Scope of Tender

The scope of the services for the tender included the processing, recovery and disposal of clean-up waste collected by Council's waste and recycling collection waste services and public place cleansing operations (illegally dumped material). The service provider is not required to collect clean-up waste.

Clean-up waste includes:

- General solid waste (non-putrescible) that cannot be placed in residential kerbside bins including furniture, mattresses, toys, carpet, metals, large green waste, floor coverings, baths, laundry tubs, stoves, television sets, washing machines, clothes dryers, refrigerators, small household appliances, guttering, timber and fence palings.
- General waste picked up from the roadside including leaves, litter, straws, bottle tops, dirt and debris.
- Illegally dumped material.

As part of the request for tender, tenderers were required to nominate a suitable:

- Receival facility, for the receipt of clean-up waste from Council.
- Processing Facility, for processing all clean-up waste delivered to the Receival Facility.

The service provider is required to achieve a recovery target in respect of clean-up waste processed at the processing facility. The services must also be carried out in a cost effective and reliable manner, be based on best practice principles and fulfil Council's obligations under appropriate legislation relevant to provision of waste and recycling collection services.

In addition, the successful contractor will be required to manage the level of the services throughout the term of the contract to comply with relevant Australian Standards, or equivalent, level of environmental standards for the Services, and all other environmental standards set by the NSW EPA or equivalent body.

#### 4. Reason for Tender

Tenders were called to engage an appropriately qualified and experienced Contractor to carry out the receival, sorting, processing, and recovery of clean-up waste collected by Council's domestic waste service and public place cleansing operations.

Council chose to conduct a joint tender process for the services with Woollahra Municipal Council. The intention of Waverley Council and Woollahra Municipal Council is that the waste processing services will be provided for both councils by one contractor under separate contracts. The combination of volumes and services by the councils will improve competition for services to deliver a best for value service. The joint procurement process also provided the opportunity for technical expertise to be used collectively, and averted the need, and costs of obtaining separate consultants where required.

The resulting contract will enable the councils to continue to provide an improved, easy-to-use, and reliable bulky household waste collection service for residents. The service is also likely to facilitate improvements and innovations for processing residential clean-up waste and other general solid waste (non-putrescible) collected by Council.

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 \$250,000. Tenders were called as an avenue to provide Council with an opportunity to test the market, and recommend a company or companies that could provide Waverley Council and Woollahra Municipal Council with the best value for money for the services.

#### 5. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 19 June 2018	CM/10.1/18.06	That Council:  1. Treats this report as confidential in accordance with



		<p>section 11(3) of the <i>Local Government Act 1993</i>, as it relates to a matter specified in section 10A(2)(d)(i) of the <i>Local Government Act 1993</i>. The report contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.</p> <ol style="list-style-type: none"> <li>Declines to accept any of the tenders for the supply of processing and disposal services for general solid waste (non-putrescible), in accordance with clause 178(1)(b) of the <i>Local Government (General) Regulation 2005</i>.</li> <li>Declines to invite fresh tenders or applications as referred to in clause 178(3) (b)–(d) of the <i>Local Government (General) Regulation 2005</i>, due to the unsuccessful outcome of the request for tender process, the subsequent legal risks presented in the two submissions received during the RFT process, and to enable Council to bring forward its intended commencement as a participating Council in the Southern Sydney Region of Councils (SSROC) tender for supply and delivery of services to process municipal clean-up waste.</li> <li>In accordance with clause 178(3)(e) of the <i>Local Government (General) Regulation 2005</i>, authorises the General Manager to enter into negotiations with the existing service provider for a 12-month contract for the supply of processing and disposal services for general solid waste (non-putrescible), based on the specification set out in Attachment 1 to this report.</li> <li>Participates in the forthcoming SSROC tender for the supply and delivery of services to process municipal clean-up waste.</li> <li>Notifies unsuccessful tenderers of the decision in accordance with clause 179 of the <i>Local Government (General) Regulation 2005</i>.</li> </ol>
Council 21 December 2020	CM/4.2/20.12E	<p>That Council:</p> <ol style="list-style-type: none"> <li>Treats the report as confidential in accordance with section 11(3) of the <i>Local Government Act 1993</i>, as it relates to a matter specified in section 10A(2)(c) of the <i>Local Government Act 1993</i>. The report contains information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.</li> <li>Authorises a procurement exemption to engage Veolia Environmental Services for the disposal of general waste (non-putrescible) materials required for Council's residential clean-up service and public place</li> </ol>

		cleansing services to cover the period through to 28 February 2021 while the tender for disposal services for general waste (non-putrescible) materials is finalised.
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## 6. Discussion

### Invitation to tender

A Tender Evaluation Panel was established to evaluate the tenders. The Panel consisted of:

- Shane Smith – A/Director Community, Assets and Operations.
- Lucas Atkinson – Service Manager, Waste and Recycling.
- Mark Ramsey – Manager Civil Operations, Woollahra Council.
- Maria Sun – Procurement Officer.

A tender evaluation plan was developed and approved by the Evaluation Panel on 7 September 2020.

Tenders for the supply of processing and disposal services for general solid waste (non-putrescible) were called via the Tenderlink website on 16 October 2020. Tenders closed on 3 December 2020 at 5 pm. The electronic tender box was unlocked on 3 December 2020.

The Evaluation Panel used the tender evaluation plan to determine which tenders offered the best value for money in the provision of processing and disposal services for general solid waste (non-putrescible) for the councils.

### Tenders received

The following tenders were received:

- Bingo Waste Services.
- SUEZ Recycling & Recovery Pty Ltd.
- Veolia Environmental Services (Australia) Pty Ltd.

#### *Late tenders*

Nil.

#### *Non-conforming tenders*

No non-conforming tenders were received.

#### *Alternative tenders*

No alternative tenders were received.

Three tenders met the mandatory requirements and proceeded to a detailed evaluation. The conforming tenders are listed below:

<b>CONFORMING TENDERS EVALUATED</b>
Bingo Waste Services
SUEZ Recycling & Recovery Pty Ltd

Veolia Environmental Services (Australia) Pty Ltd
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### Tender evaluation

Conforming tenders were evaluated in accordance with Council's Purchasing Procedures, the tender evaluation plan, the Tendering Guidelines for NSW Local Government 2009 issued by the Office of Local Government, and the provisions of the *Local Government Act 1993* and *Local Government (General) Regulation 2005*.

The Evaluation Panel agreed on the following advertised selection criteria.

Non-commercial Criteria
Tenderer's demonstrated experience in performing or supplying similar services to the Services
Tenderer's demonstrated ability and capability to perform the Services in accordance with the draft Agreement, Services Specification and the functional and technical requirements as outlined in the Tender Documents
Tenderer's proposed methodology for processing Clean-up Waste, including a full disclosure of the proposed waste management practices to be used in dealing with Clean-up Waste under the Agreement
The proposed location and access arrangements for each Nominated Facility
Tenderer's nominated resource recovery rate (defined in the Agreement as the 'Recovery Target')
Commercial Criteria
Price, including as they may apply, all other tendered prices, commercial items, commercial rates and risk contingencies affecting price within the Tender

Tenders were given a score on each of the evaluation criteria and ranked in accordance with their scores. Final scores and rankings are shown in the confidential Tender Evaluation Matrix attached to this report (Attachment 1).

### Evaluation Panel's recommendation

The Tender Evaluation Panel assessed potential operational risks associated with proposed clean-up waste processing methodologies, receival facility locations and access arrangements, and the ability to deliver recovery targets in respect of clean-up waste processed at the processing facility. All relevant risks identified in the legal risk analysis have been evaluated and addressed to enable the councils to effectively manage the service and associated risks.

Following a rigorous evaluation of the tenders, the Evaluation Panel recommends that the services offered by Veolia Environmental Services (Australia) Pty Ltd provides the best value to Council. Overall, Veolia Environmental Services (Australia) Pty Ltd demonstrated a superior level of experience and understanding of service requirements for processing and disposal of clean-up waste.

It is recommended that Council accepts Veolia Environmental Services (Australia) Pty Ltd as the preferred tenderer and proceed and enter into a contract with Veolia Environmental Services (Australia) Pty Ltd for seven years with three, one-year options to extend that term.

## **7. Financial impact statement/Time frame/Consultation**

### **Financial impact**

The budget for processing and disposal services for clean-up waste is from the Domestic Waste Expense operational budget.

The preferred tenderer's schedule of rates is included in the confidential Tender Evaluation Matrix attached to this report.

The tendered prices display an increase in processing costs for clean-up waste. However, this is representative of the costs to process clean-up waste and achieve an effective and reliable recovery target.

There are sufficient funds to cover the price tendered by the recommended tenderer.

### **Time frame**

The agreement term will comprise a period of seven years with three, one-year options for Council to extend that term.

### **Consultation**

Consultation has taken place with relevant internal stakeholders in Waste and Cleansing and Procurement. This tender process has also been informed by consultation with staff from Woollahra Council. A report to Woollahra Municipal Council on the tender evaluation for the supply of processing and disposal services for general solid waste (non-putrescible) will be provided on the same terms.

## **8. Conclusion**

The Tender Evaluation Panel recommends Council accepts Veolia Environmental Services (Australia) Pty Ltd as the preferred tenderer for the supply of processing and disposal services for general solid waste (non-putrescible). The Tender Evaluation Panel recommends that Council authorise the General Manager or delegated representative, to negotiate and enter into a contract on behalf of Council with Veolia Environmental Services (Australia) Pty Ltd for seven years with three, one-year options to extend that term.

## **9. Attachments**

1. Tender Evaluation Matrix (confidential)



**URGENT BUSINESS**  
**CM/10/21.04****W A V E R L E Y**  
COUNCIL**Subject:** Urgent Business**Author:** John Clark, Acting General Manager

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In accordance with clause 9.3 of the Waverley Code of Meeting Practice, business may be considered at a meeting of Council even though due notice of the business has not been given to councillors. However, this can happen only if:

1. The business to be considered is ruled by the chair to be of great urgency on the grounds that it requires a decision by Council before the next scheduled ordinary meeting of Council, and
2. A motion is passed to have the business considered at the meeting.

Such a motion can be moved without notice.

Only the mover of the motion can speak to the motion before it is put. A motion to have urgent business transacted at the meeting requires a seconder.

For business to be considered urgent, it must require a decision by Council before the next scheduled ordinary meeting of Council.

The mover of the motion must, when speaking to the motion, explain why he or she believes it requires a decision by Council before the next scheduled ordinary meeting of Council.

**CLOSED SESSION**  
**CM/11/21.04**

**Subject:** Moving into Closed Session

**Author:** John Clark, Acting General Manager

**WAVERLEY**  
COUNCIL

**RECOMMENDATION:**

That:

1. Council moves into closed session to deal with the matters listed below, which are classified as confidential under section 10A(2) of the *Local Government Act* for the reasons specified:

CM/11.1/21.04 CONFIDENTIAL REPORT - Safety by Design in Public Spaces

This matter is considered to be confidential in accordance with section 10A(2)(e) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, prejudice the maintenance of law.

CM/11.2/21.04 CONFIDENTIAL REPORT - Disposal of General Waste (Non-putrescible) - Procurement Exemption

This matter is considered to be confidential in accordance with section 10A(2)(c) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

CM/11.3/21.04 CONFIDENTIAL REPORT - Hotel Ravesis, 118-122 Campbell Parade, Bondi Beach - Airspace Lease

This matter is considered to be confidential in accordance with section 10A(2)(c) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

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

## Introduction/Background

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 (other than councillors).
- (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.

It is my opinion that the business listed in the recommendation 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.

Pursuant to section 10A(4) of the Act and clauses 14.9–14.10 of the Waverley Code of Meeting Practice, 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.

## **RESUMING IN OPEN SESSION CM/12/21.04**

**Subject:** Resuming in Open Session  
**Author:** John Clark, Acting General Manager



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### **RECOMMENDATION:**

That Council resumes in open session.

### **Introduction/Background**

In accordance with clause 14.21 of the Waverley Code of Meeting Practice, when the meeting resumes in open session the chair will announce the resolutions made by Council while the meeting was closed to members of the public and the media.