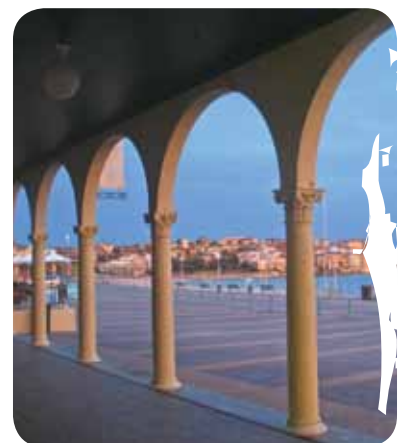


# Funding the future Have your say!

## Waverley Council's services 2010–2022



# Mayor's message



Traditionally local government was all about 'roads, rubbish and rates'. However, over the years councils have become increasingly responsible for more services.

Waverley Council currently provides 148 services – from cleaning beaches and parks, providing lifeguard and childcare services, to installing and maintaining playgrounds, running the Waverley Library and helping residents with a mild intellectual disability to lead independent lives. More than 40 of these services did not exist 12 years ago and a further 76 have significantly expanded.

Over the next 12 years the cost of providing existing Council services is projected to rise by 50%, yet our overall income is set to rise by just 31%.

Council spent the last year working with our community to develop a strategic plan – known as *Waverley Together 2*. This plan sets out the community's vision of what life should be like in Waverley by 2022.

We've worked out what it will cost to deliver the services you'll need from us to make that vision a reality. It's clear that with our current income sources, we won't be able to raise all the funds we need.

Specifically, in the next decade we need to find another \$125 million for existing services and a further \$99 million for the enhanced service levels requested by the community for *Waverley Together 2*.

Waverley Council has, over several years, found alternative income and cost savings to reduce the burden on ratepayers and residents, keeping our average rates among the lowest in NSW. However, rates now fund less than 28% of existing services and it is estimated by 2022 that will drop to just 25%. This is not sustainable.

Council is considering a range of options to fund these shortfalls, with a special rate variation as one option. If approved by the NSW State Government, this would achieve the community's long-term vision with small and incremental rate rises over seven years. But first we want to know what you think.

This brochure outlines our options and lets you know where to find more detailed information. Your feedback will have a big effect on Council's final recommendation. I urge you to become involved in this vital dialogue.

**Councillor Sally Betts**  
Mayor of Waverley

## In this brochure you can read about:

- the services you currently receive
- your future service options
- how we can fund these options in the most cost-effective way.

## Have your say

For more information and to share your views you can email, send a letter, participate in online forums or attend local precinct meetings. Council will also be commissioning a statistically-valid survey of residents and ratepayers and of course you can talk to your Ward Councillors.

The consultation process will run until 31 October 2010, and Council will decide in December whether or not it will make an application to the NSW Department of Local Government for a special rate variation.

EMAIL [haveyoursay@waverley.nsw.gov.au](mailto:haveyoursay@waverley.nsw.gov.au)

BANG THE TABLE [www.haveyoursaywaverley.com.au](http://www.haveyoursaywaverley.com.au)

TWITTER [@whatsonwaverley](https://twitter.com/whatsonwaverley)

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IN PERSON **Waverley Council Customer Service Centre,  
55 Spring Street, Bondi Junction**

POST **PO Box 9, Bondi Junction NSW 1355**

PHONE **9369 8000**

FAX **9387 1820**

WEBSITE [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au)

PRECINCT MEETINGS visit

[www.waverley.nsw.gov.au/your\\_council/precinct\\_](http://www.waverley.nsw.gov.au/your_council/precinct_committees)  
[committees](http://www.waverley.nsw.gov.au/your_council/precinct_committees) for dates and details



**Bang the Table** 

## Funding the future

Over the last decade Waverley Council's services and outputs have doubled due to demand. In the past year, through our *Waverley Together 2* consultation, you've told us you'd like some services further enhanced. In particular you've asked for:

- new opportunities for recreation, health, wellbeing and artistic and cultural expression
- safer access to public places, transport and vital services
- more cleaning and greening of all the spaces we share
- inviting streetscapes and restful local neighbourhoods
- sustainable environment with protection from global warming and preservation of natural resources and ecosystems
- an engaged, connected and inspired community that is actively involved in decision making.

*We've listened carefully to your views on the vision for Waverley. Now we want to hear your views on the preferred way to fund this wonderful long-term vision.*

## What needs to be funded?

Waverley Council has experienced large increases in demand for services – with service levels more than doubling in the last decade. Today, Waverley Council delivers 148 different services in 22 main service categories. Over 40 of these services did not exist 12 years ago.

In response to community demand for more enhanced services, Council has designed a service package to deliver the targets in the community strategic plan, *Waverley Together 2*. The package is called **Service Plus**.

**Service Plus** is our existing 148 services with more than 50 added enhancements. However, **Service Plus** is not fully funded. That means we need your input to determine how this package is funded over the next 12 years.

## What are we asking you to do?

Council is considering a range of options to fund **Service Plus**, which are explained overleaf. We need your input on how best to fund **Service Plus** over the next 12 years.





# How many of our services could you use on a typical day?

It's a typical busy day in Waverley – you're up early and you...

- ✓ decide to go for a quick run down the **footpath**, across the still quiet **street**
- ✓ and round the **local park**.
- ✓ By then you've worked up a sweat so you decide to freshen up with a dip at the **beach**.
- ✓ You chat with the **lifeguard** about the great weather and the **clean, finely raked Bondi sand**
- ✓ before rushing home to get the kids ready for school and **day care**.
- ✓ After a quick breakfast and shower you drive along the **local road**, drop one child at school, saying 'Hi' to the **officers** on **school parking patrol**
- ✓ and drop the other at the **child care centre**.
- ✓ You've got just enough time to squeeze in some shopping so you dash into the **Eastgate Car Park**.
- ✓ While you're there you decide to head down to the **library** and pick up those **books** for the kids and that **DVD** to help with the **HSC study program**.
- ✓ You sit down at a computer and use the **internet** to send a business **email** before rushing off to meet a business associate in the **mall**.
- ✓ You take a breather for a coffee and a chat in the **footpath seating area**. You're just in time to see the local school choir performing in the **NAIDOC Week celebrations**.
- ✓ Then it's time to pick up some fresh fruit at the **weekly growers markets** before you head home to pick up mum so she'll be in time for the **exercise class** at the **Seniors' Centre**.



- ✓ While you're waiting for her, you decide to drop into **Council's Customer Service Centre** to renew your **residential parking permit** and ask about a **drainage** problem that seems to have started up lately from the property next door. The **art prize** display looks great.
- ✓ You notice there's an interesting model of a new **green building development** in your suburb and you pick up the brochure about the **consultation program** for this proposal, some information about how to join the **local Bushcare group** and browse through a copy of your new community strategic plan, **Waverley Together 2**.
- ✓ Grabbing a quick lunch, it's time to pick up mum again and head for home. You take the scenic route because she never tires of it, using the **40 kilometre zone**. The view from the new **Marine Drive** is spectacular.
- ✓ You think about nominating your mum in Council's **Local Hero Program** for all the work she did over the years for **Meals on Wheels**.
- ✓ At home you pick the **precinct meeting agenda** out of the letter box and decide to ring the Council to **report an abandoned car** in your **street**.
- ✓ Then you're out the door to get the kids and pick up an ice cream to have at the **playground** before dropping them at the **Bondi Pavilion** for this week's **kiddies' gym** and **Bondi Wave** music session.
- ✓ By then it's getting dark and late, so you go to your favourite takeaway dinner spot and notice the new **rubbish bins**, **clean streets** and a new **bus shelter** across the road. The shopkeeper tells you proudly about the **business award** he just won.
- ✓ A drive home under the **street lights** sees you getting a **parking spot** close to home. And dad's home from footy training at **Waverley Oval**.



# What is *Service Plus*?

**Service Plus** is a program that adds more than 50 enhancements to our existing services, creating a package that will help to deliver the community's vision for *Waverley Together 2*.

## Existing Services

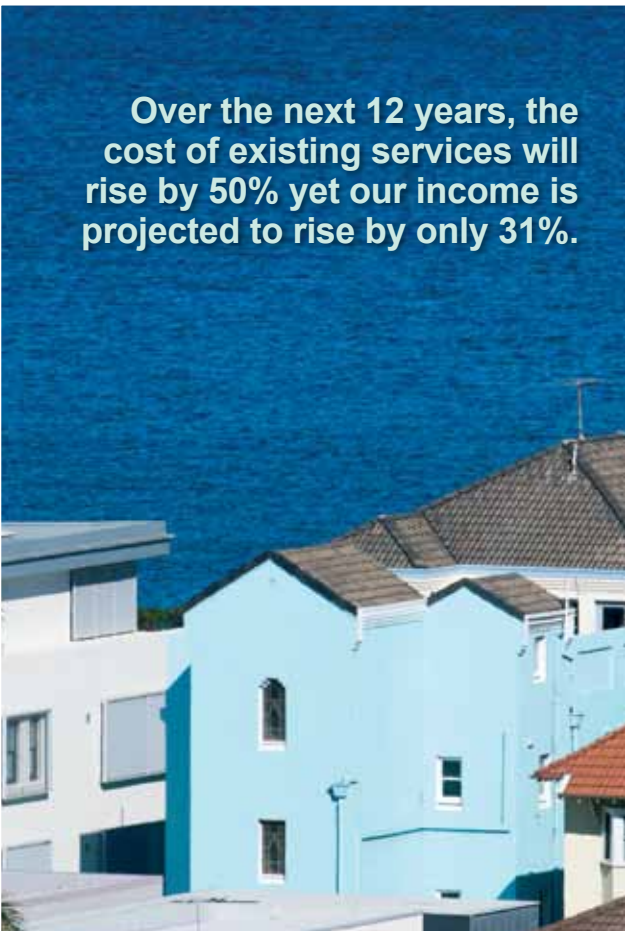
Waverley Council currently provides 148 services in 22 main service categories covering:

- ✓ Beach and pool maintenance
- ✓ Lifeguard services
- ✓ Services for the aged, youth, Indigenous groups, multicultural groups and the disabled
- ✓ Child care and family support services
- ✓ Arts, cultural and volunteering programs
- ✓ Development and building approvals
- ✓ Library services
- ✓ Parks maintenance
- ✓ Street and mall cleaning
- ✓ Tree and green space maintenance
- ✓ Events and festivals management
- ✓ Management of major places, malls and villages
- ✓ Environmental management
- ✓ Emergency management services
- ✓ Recreation and active living
- ✓ Traffic and transport management
- ✓ Parking services
- ✓ Cemetery services
- ✓ Social and affordable housing services
- ✓ Waste collection services
- ✓ Infrastructure asset renewal and maintenance
- ✓ Financial management and long-term community planning

Including capital works, we currently spend up to \$100 million a year to deliver these services. We fund these services by collecting income from several sources.







Over the next 12 years, the cost of existing services will rise by 50% yet our income is projected to rise by only 31%.

## Plus...

With the enhancements to **Service Plus** we can...

**Provide more opportunities for recreation, health, wellbeing, artistic and cultural expression**, including upgrades to Bondi Pavilion, additional community gardens, parks improvements at Bronte, Bondi and Tamarama, and sports fields upgrades at Waverley Park, Rodney Reserve and Hugh Bamford Reserve.

**Provide more and safer access to public places, transport and vital services**, including improving the condition of our footpaths, providing safer school zones and crossings, renewal of vital infrastructure such as drains and retaining walls and an increased focus on older residents, ensuring they have access to healthy lifestyle programs.

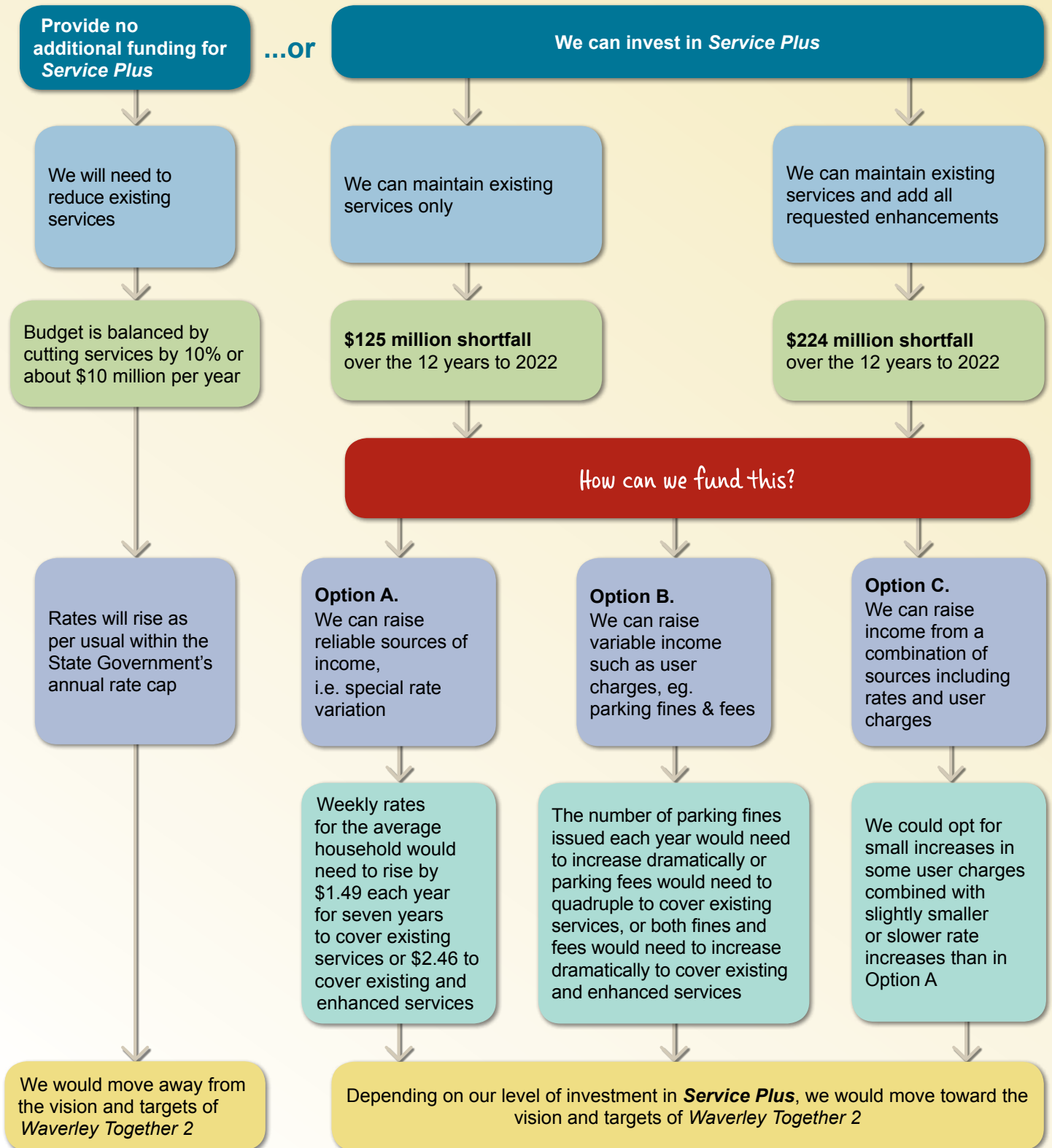
**Provide more cleaning and greening of all the spaces we share**, more healthy well maintained trees in our streets and parks, carefully designed and cared for roundabouts, parks and playgrounds, and faster graffiti removal.

**Provide more inviting streetscapes and restful local neighbourhoods** so that local villages will be attractive and inviting places to meet, socialise and simply enjoy. Charing Cross and Bronte Beach villages will undergo streetscape upgrades along with Oxford Street East in Bondi Junction.

**Provide a more sustainable environment to help address global warming and preservation of natural resources and ecosystems**, including improvements in energy and water consumption in Council facilities, commercial premises and homes. We will also expand Bushcare programs and complete other natural habitat restoration works.

**Provide a more engaged, connected and inspired community** actively involved in decision making, in particular, enriching our web functionality, utilising social media opportunities and expanding Council's services online.

# Funding Options



## How can we fund our services?

If we don't wish to cut services we have three main choices about funding. We can:

- A. raise rates, or
- B. raise variable income sources eg. user charges like parking fees or sell assets, or
- C. try a combination of both.

Council has already assumed increases in variable income in its financial modelling. We've assumed increased income from parking services, asset sales, developer contributions, property rents, grants and investments. Further increases in variable income could come from raising parking fees and fines but these increases would need to be very steep to cover the shortfalls. For example, either the number of parking fines issued per year would need to increase by 140% or parking fees at least triple if not quadruple, just to make up the shortfall, to continue funding existing services. Fines *and* fees would need to increase at these levels to cover existing *and* enhanced services. This is not a feasible or effective way to go and will have other adverse consequences, especially for businesses.

The other alternative is to raise rates. This is a more effective and feasible way to fund the shortfalls. We can achieve full funding of **Service Plus** for quite small increases in rates if we start soon and stage the increases slowly over a long period of seven years.

## What's the funding shortfall for Service Plus?

Council has achieved some excellent efficiencies in the last decade including an increase of almost 10% in productivity while we have absorbed significant increases in costs shifted to us from other levels of government. Further efficiencies are being targeted but they will be insufficient to cover the shortfalls needed to fund **Service Plus**.

Overall, we still have a 14% budget shortfall. The total shortfall for the whole **Service Plus** package is \$224 million over 12 years.

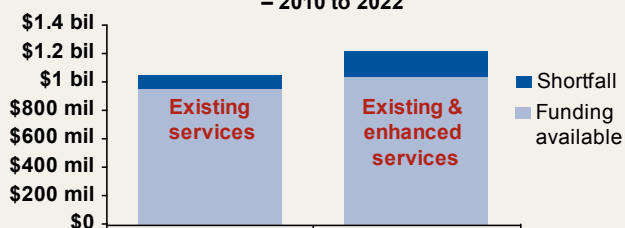
Without some form of income increases Council will need to cut up to 10% of our existing services to balance our budget.

## Ten benefits of Service Plus

**Service Plus** has many benefits, here's 10 of the best

1. We can keep at least 75% of your roads, kerbs, stairs, fences and infrastructure in parks and cemeteries in top or near top condition at any one time.
2. We can upgrade more of your footpaths so that at least 80% of them are in top condition at any one time.
3. We can keep your streets cleaner and greener with less graffiti and dumped rubbish and more trees and gardens.
4. We can work closely with residents to assist them with practical advice about the best and cheapest ways to switch to renewable energy and even achieve reductions in energy bills.
5. We can work closely with other big business owners in Bondi Junction to switch big buildings and street lighting onto more sustainable forms of energy generation. This would help us cut the current greenhouse gas emissions of the local area by up to 10% while we lower energy costs for everyone.
6. We can expand your sporting facilities and the quality of your cricket, football, soccer, netball and bocce playing fields to catch up with the backlog of demand for this type of facility.
7. We can deliver upgrades of facilities in parks, like playgrounds, shade structures, picnic shelters, showers, toilets and exercise facilities.
8. We can manage big events and festivals with extra rangers and clean-up services to keep your neighbourhood a little quieter and cleaner at these times.
9. We can provide seniors with extra access to support services provided by Council and other government agencies and we will increase services to assist the homeless and most disadvantaged in our area.
10. We can give you much better information on future projects so you can choose which decisions you want to influence and how to become involved.

Total funding required for Service Plus  
– 2010 to 2022





## How will a rate increase affect me financially?

If we wish to fund **Service Plus** we could do it by slow and small increases to rates. For the average household we could for instance:

- apply even increases to weekly rates of \$1.49 cents each year for seven years to **maintain existing services**, or
- apply even increases to weekly rates of \$2.46 cents each year for seven years to **maintain existing services and add all the requested enhancements**.

The above rises are for the 'average' household. Very few households conform to this average. If we choose to fund **Service Plus** by increasing rates in this way:

- 65% of households would pay less than the above figures.
- 50% of households would pay significantly less. They would pay approximately half the above figures.
- 35% of households would pay more than the above figures.

If rates were increased at this pace and level, in seven years' time your rates would be:

- 70% higher than they are now to fund existing services, or
- 120% higher than they are now to fund existing services and add all the enhancements.

The planned rate increase of at least 20-25% is included in the above percentages.

### Maximum residential rate rises for **Service Plus** each year as flat increases over seven years

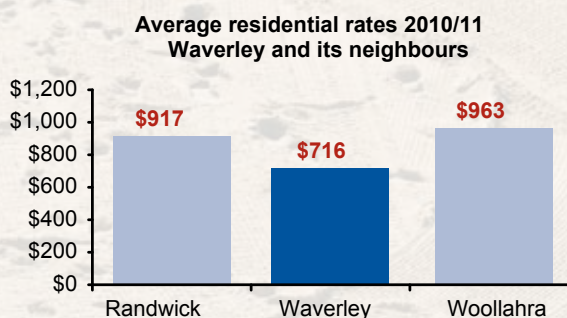
Land value bracket	% of households in bracket	Maximum annual rates 2010/11	<b>Service Plus:</b> existing services		<b>Service Plus:</b> existing and enhanced	
			Averaged rise each year		Averaged rise each year	
			Weekly rates	Yearly rates	Weekly rates	Yearly rates
Up to \$341,850	50%	\$387	\$0.80	\$42	\$1.33	\$69
\$341,851 to \$500,000	11%	\$566	\$1.18	\$61	\$1.94	\$101
\$500,001 to \$633,000	6%	\$716	\$1.49	\$78	\$2.46	\$128
\$633,001 to \$800,000	11%	\$905	\$1.88	\$98	\$3.10	\$161
\$800,001 to \$884,000	3%	\$1,001	\$2.08	\$108	\$3.43	\$178
\$884,001 to \$1,000,000	4%	\$1,132	\$2.35	\$122	\$3.88	\$202
\$1,000,001 to \$1,500,000	9%	\$1,698	\$3.53	\$184	\$5.82	\$303
\$1,500,001 to \$2,000,000	4%	\$2,264	\$4.71	\$245	\$7.76	\$403

## How much are you paying now?

Rates are a function of land value. The average Waverley ratepayer has a land value of \$633,000 and currently pays \$716 each year.

## How do rates in Waverley compare?

- The average residential rate in Waverley is \$716, approximately \$150 a year lower than the average rate paid by residents in the rest of Sydney, Wollongong and the Central Coast.
- The average residential rate in neighbouring Randwick is currently almost 30% higher than in Waverley and Woollahra is currently almost 35% higher than in Waverley.
- In 2010-11 the 'minimum rate', which is paid by 50% of residential property owners is \$387, excluding the Environmental Levy. This means over half of the residential ratepayers in Waverley are paying less than half the average rates paid by other Sydneysiders.
- The current Environmental Levy of 3.4% ceases to apply on 30 June 2011. This means that if a special rate variation is not approved, our rates will drop rather than increase next year.



***Income from rates funds less than 28% of the total cost of Waverley Council's existing services...***

***Most residential ratepayers in Waverley are paying less than half the average rates paid by other Sydneysiders...***

***There is no other Council in Sydney where the percentage of total income that comes from rates is as low as it is in Waverley...***



**“Your feedback will  
have a big effect  
on Council’s final  
recommendation. I urge  
you to become involved  
in this vital dialogue.”**

*Cr Sally Betts, Mayor*



### English

This brochure contains important information about the services that Waverley Council provides, options on future services and how we can fund them. We are seeking opinions and would like your input. For more information, please call Waverley Council on **9369 8000**, visit **www.waverley.nsw.gov.au** or call the Translating and Interpreting Service (TIS) on **131450** to connect you with us. This is a free service.

### Simplified Chinese

本宣传资料包含了韦弗利市议会当前提供的各项服务、未来服务计划以及资金来源等方面的重要信息。我们正在广泛了解民众意见，希望您能积极建言献策。如需更多相关资讯，敬请联系韦弗利市议会，电话号码为 9369 8000，或访问网站 [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au)。您也可以拨打 131450 致电翻译与传译服务中心（TIS），请他们代为拨打我们的电话。翻译与传译服务中心将免费为您提供服务。

### Greek

Το ενημερωτικό αυτό φυλλάδιο περιέχει σημαντικές πληροφορίες για τις υπηρεσίες που παρέχει ο Δήμος του Waverley, επιλογές για μελλοντικές υπηρεσίες και πώς μπορούμε να τις χρηματοδοτήσουμε. Ζητούμε απόψεις και θα θέλαμε και τη δική σας συνεισφορά. Για περισσότερες πληροφορίες, παρακαλώ καλέστε το Δήμο του Waverley στο **9369 8000**, επισκεφτείτε το **www.waverley.nsw.gov.au** ή καλέστε την Υπηρεσία Μετάφρασης και Διερμηνείας (TIS) στο **131450** για να σας συνδέσει μαζί μας. Η υπηρεσία αυτή διατίθεται δωρεάν.

### Hungarian

Ez a broszúra fontos információt tartalmaz a szolgálatokról, amelyeket a Waverley Tanács nyújt, valamint jövőbeli szolgáltatások lehetőségéről és arról, hogy hogy tudjuk ezeket finanszírozni. Véleményeket keresünk és szeretnénk az önét megtudni. További tájékoztatásért kérjük hívja Waverley Tanácsot a **9369 8000**-ás számon, keresse fel a **www.waverley.nsw.gov.au** címet vagy hívja a Fordító és Tolmács Szolgálatot a **131450**-es számon, hogy velünk kapcsolják. Ez egy ingyenes szolgálat.

### Russian

Данная брошюра содержит важную информацию об услугах, предоставляемых Советом Уэверли, перспективных услугах, а также источниках их финансирования. Мы хотим знать Ваше мнение и будем рады, если Вы внесете свой вклад. Чтобы получить подробную информацию, звоните в Совет Уэверли по номеру **9369 8000**, посетите сайт **www.waverley.nsw.gov.au** или позвоните в Службу письменных и устных переводов (TIS) по номеру **131450**, и они соединят Вас с нами. Эта услуга – бесплатна.

### Spanish

Este folleto contiene información importante acerca de los servicios que ofrece el Concejo de Waverley, las opciones para servicios futuros y la manera en que podemos financiarlos. Buscamos recoger opiniones y le invitamos a hacernos llegar las suyas. Para mayor información comuníquese con el Concejo de Waverley llamando al **9369 8000**, diríjase a **www.waverley.nsw.gov.au** o llame al Servicio de Traducción e Interpretación (TIS por su sigla en inglés) al **131450** para que lo comuniquen con nuestra oficina. Este servicio es gratuito.



## Follow us and share your views

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55 Spring Street, Bondi Junction**

POST **PO Box 9, Bondi Junction NSW 1355**

PHONE **9369 8000**

FAX **9387 1820**

WEBSITE [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au)

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[www.waverley.nsw.gov.au/your\\_council/precinct\\_  
committees](http://www.waverley.nsw.gov.au/your_council/precinct_committees) for dates and details



**Bang**<sub>THE</sub>Table 