



Community & Environment Committee

Agenda: *Community & Environment Committee*

Date: *Monday 11 April 2005*

Time: *6.00pm*

Outline Of Meeting Protocol & Procedure:

- The Chairperson will call the Meeting to order and ask the Committee/Staff to present apologies or late correspondence.
- The Chairperson will commence the Order of Business as shown in the Index to the Agenda.
- At the beginning of each item the Chairperson will ask whether a member(s) of the public wish to address the Committee.
- If person(s) wish to address the Committee, they are allowed four (4) minutes in which to do so. Please direct comments to the issues at hand.
- If there are persons representing both sides of a matter (eg applicant/objector), the person(s) against the recommendation speak first.
- At the conclusion of the allotted four (4) minutes, the speaker resumes his/her seat and takes no further part in the debate unless specifically called to do so by the Chairperson.
- If there is more than one (1) person wishing to address the Committee from the same side of the debate, the Chairperson will request that where possible a spokesperson be nominated to represent the parties.
- The Chairperson has the discretion whether to continue to accept speakers from the floor.
- After considering any submissions the Committee will debate the matter (if necessary), and arrive at a recommendation (R items which proceed to Full Council) or a resolution (D items for which the Committee has delegated authority).

Delegated Authority (“D” Items):

- Community Services and Programmes.
- Health.
- Liquor Licences.
- Fire Protection Orders.
- Residential Parking Schemes (surveillance and administration).
- Traffic Management (Traffic Committee Recommendations).
- Waverley/Woollahra Process Plant.
- To require such investigations, reports or actions as considered necessary in respect of matters contained within the Business Agendas (and as may be limited by specific Council resolution).
- Confirmation of the Minutes of its Meeting.
- Any other matter falling within the responsibility of the Community and Environment Committee and not restricted by the Local Government Act or required to be a Recommendation to Full Council as listed below.
- Library Services
- Licensing.
- Regulatory.
- Waste Minimisation

Recommendation only to the Full Council (“R” Items):

- Such matters as are specified in Section 377 of the Local Government Act and within the ambit of the Committee considerations.
- Matters which involve broad strategic or policy initiatives within responsibilities of the Committee.
- Matters requiring the expenditure of moneys and in respect of which no Council vote has been made.
- Matters delegated to the Council by the Traffic Authority of NSW.
- Matters not within the specified functions of the Committee, or which are not the subject of a Business Agenda (current or past).
- Matters reserved by individual Councillors, in accordance with any Council policy on "safeguards".
- Parks and Reserve Plans of Management (Strategies, Policies and Objectives)
- Residential Parking Schemes - Provision and Policies

Committee Membership:

7 Councillors

Quorum:

The quorum for a Committee meeting is 4 Councillors.

WOOLLAHRA MUNICIPAL COUNCIL

Notice of Meeting

7 April 2005

To: The Mayor, Councillor Rundle, ex-officio
Councillors Marcus Ehrlich (Chair)
 Anthony Boskovitz
 Claudia Cullen
 Tanya Excell
 Wilhelmina Gardner
 Andrew Petrie
 John Walker

Dear Councillors

Community & Environment Committee Meeting – 11 April 2005

In accordance with the provisions of the Local Government Act 1993, I request your attendance at a Meeting of the Council's **Community and Environment Committee** to be held in the **Council Chambers, 536 New South Head Road, Double Bay, on Monday 11 April 2005 at 6.00pm.**

Gary James
General Manager

Meeting Agenda

Item	Subject	Pages
1	Leave of Absence and Apologies	
2	Late Correspondence	
3	Declarations of Interest	

Items to be Decided by this Committee using its Delegated Authority

D1	Confirmation of Minutes of Meeting held on 29 March 2005	1
D2	Woollahra Traffic Committee Minutes – 5 April 2005	2
D3	Water Conservation Programs – 990.G	8
D4	Woollahra Oval No. 1 Maintenance & Use – 219.G	26
D5	Woollahra Golf Course Wetland Proposal – 221.G	33

Items to be Submitted to the Council for Decision with Recommendations from this Committee

R1	Report on Submissions Received & Adoption of the Social Needs Study & Associated Strategies – 1164.G	45
R2	Relationship of Holdsworth Street Community Centre with Council & presentation of budgets for 2005/2006 – 126.G	78

Item No: D1 Delegated to Committee
Subject: **Confirmation of Minutes of Meeting held on 29 March 2005**
Author: Les Windle, Manager - Governance
File No: See Council Minutes
Reason for Report: The Minutes of the Meeting of Tuesday 29 March 2005 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.

Recommendation:

That the Minutes of the Community and Environment Committee Meeting of 29 March 2005 be taken as read and confirmed.

Les Windle
Manager - Governance

Item No: D2 Delegated to Committee
Subject: **Woollahra Traffic Committee Minutes - 5 April 2005**
Author: Warwick Hatton, Director – Public Infrastructure
File No: See Traffic Committee Minutes
Reason for Report: For the Committee to consider the recommendations of the Woollahra Traffic Committee.

Recommendation:

THAT the Recommendations contained in the minutes of the Woollahra Traffic Committee meeting held on Tuesday 5 April 2005, Items Y1-Y4 be adopted.

Warwick Hatton
Director – Technical Services

Woollahra Local Traffic Committee Minutes

The meeting of the Woollahra Local Traffic Committee was held in the Council Committee Room, Double Bay, on Tuesday 5 April 2005 at 10.00am.

1. Attendances

Committee Members:

Present:	Mr Warwick Hatton (Chairman)	(Woollahra Municipal Council)
	Mr Navin Prasad	(Roads and Traffic Authority)
	Mr Eric Yeung	(Sydney Buses)
	Sen. Constable McKenna	(Rose Bay Police)
Staff	Mrs Chantelle Fraser	(Woollahra Municipal Council)
	Greg Radford	(Woollahra Municipal Council)
Apologies:	Mr Greg Stewart	(Woollahra Municipal Council)
	Mr Adrian Boss	(BIKEast Inc)
	Ms Robyn Attuel	(Clover Moore MP Representative)
	Mr John McDonagh	(Harbour-View Park Residents' Group)

2. Minutes of Previous Meeting

The minutes of Meeting No.02/05 held in Council Chambers, Double Bay, on Tuesday 1 March 2005 were confirmed by Mr Navin Prasad.

3. Matters Arising from Minutes of Previous Meetings

Nil.

4. Extraordinary Meetings

Nil

5. Late Item/Correspondence

- 5.1 Email received by Navin Prasad from George Freund regarding unauthorised vehicles in the bus lane going up from Penkiville Street.

Recommendation: That the Police be requested to police this bus lane

- 5.2 Email received by Navin Prasad from George Freund regarding Liverpool Street, Rose Bay - Star Petrol Station.

Recommendation: That this matter be investigated for the next Traffic Committee

6. SEPP11 Development Referrals for Assessment

Nil

7. Traffic Matters on Local Roads – Recommendation to C&E for Consideration

Item No: Y1 Traffic Matters on Local Roads – Recommendation to C&E for Consideration

Subject: **Parking Restrictions Changes**

Author: Greg Stewart – Manager Public Infrastructure

File No: (Refer to Table 1)

Reason for Report: Various parking restriction changes throughout the Woollahra Council area.

Recommendation:

Item Y1-1: Icasica Lane, Woollahra, Relocation of ‘2 H Parking’

- A. THAT the 2 Hour Parking Sign be moved 3 metres to the left of the driveway outside the rear of 26 Edgecliff Road, on Icasica Lane, Woollahra.
- B. THAT the cost of the signs be met by the applicant.

Item Y1-2: Bellevue Road and New South Head Road, Bellevue Hill, ‘No Stopping’ Restrictions

- A. THAT the 32 meters of existing ‘2 Hour Parking’ 8am – 6pm Authorised Resident Vehicles Exempt’ on the western side of Bellevue Road be changed to ‘No Parking 7.30am – 9.30am Mon – Fri’ and ‘2 Hour Parking 9.30am-6.00pm Mon – Sat Authorised Resident Vehicles Exempt’.
- B. Before processing the affected residents will be letterboxed and any representations will be considered.

Item No: Y2 Traffic Matters on Local Roads – Recommendation to C&E for Consideration.

Subject: **3 Henrietta Street, Double Bay – Works Zone**

Author: Greg Stewart – Manager Public Infrastructure

File No: 407 G Pt 5

Reason for Report: Request 8m Works Zone for 10 weeks.

Recommendation:

- A. THAT approval be granted for a Works Zone to be temporarily installed adjacent to entry to 3 Henrietta Street, Double Bay. The length of the proposed Work Zone is to be 8 meters, and is to be located adjacent to entry to 3 Henrietta Street, Double Bay and is subject to the following conditions:
 - i. Any directive provided by the NSW Police Department is to be complied with.

- ii. The Works Zone is to operate between the hours of 7.00am-4.00pm Mon-Fri and 7.00am -1.00pm Sat, for a period of 10 weeks commencing 6 June 2005.
- iii. Suitable traffic control measures are to be put in place to manage truck movements to and from the excavation site.
- iv. The applicant is to ensure that the traffic lanes, footpaths and driveways, adjacent to the Works Zone, remain free of obstruction at all times during the construction.
- v. The applicant is to inform Council's Traffic Engineer when the project is completed and the Works Zone can be removed.
- vi. This Works Zone is in a residential area. The fee payable shall be in accordance with Council's adopted fees and charges applying to the period for which the approval is given, and must be paid prior to the Works Zone being installed. Should the Works Zone be required for a shorter period, application may be made for a pro-rata refund.
- vii. Failure to comply with any of these conditions may result in the cancellation of the Works Zone at Council's determination.
- viii. The developer should be advised that:
 - **Should the Works Zone be required for a period longer than the approved period, permission from the Director of Technical Services is required to extend the Works Zone.**
 - **Should the Works Zone be required for additional hours of operation, any amendment will require the approval of the Woollahra Traffic Committee.**

B. THAT the applicant notifies all adjacent residents and business owners by a letterbox drop of the conditions of the Works Zone.

Item No: Y3 Traffic Matters on Local Roads – Recommendation to C&E for Consideration.

Subject: **19-21 Victoria Street, Watsons Bay, Works Zone**

Author: Greg Stewart – Manager Public Infrastructure

File No: 407 G Pt 5

Reason for Report: Request 25m Works Zone for 4 weeks.

Recommendation:

- A. THAT approval be granted for a Works Zone to be temporarily installed for 19-21 Victoria Street, Watsons Bay. The length of the proposed Work Zone is to be 25 meters; is to be located on the opposite side of their construction site at 19-21 Victoria Street, Watsons Bay and is subject to the following conditions:
- i. Any directive provided by the NSW Police Department is to be complied with.
 - ii. The Works Zone is to operate between the hours of 7.00am-4.00pm Mon-Fri and 7.00am-1.00pm Sat, for a period of 4 weeks commencing 11 April 2005.
 - iii. Suitable traffic control measures are to be put in place to manage truck movements to and from the excavation site.
 - iv. The applicant is to ensure that the traffic lanes, footpaths and driveways, adjacent to the Works Zone, remain free of obstruction at all times during the construction.
 - v. The applicant is to inform Council's Traffic Engineer when the project is completed and the Works Zone can be removed.

- vi. This Works Zone is in a residential area. The fee payable shall be in accordance with Council's adopted fees and charges applying to the period for which the approval is given, and must be paid prior to the Works Zone being installed. Should the Works Zone be required for a shorter period, application may be made for a pro-rata refund.
- vii. Failure to comply with any of these conditions may result in the cancellation of the Works Zone at Council's determination.
- viii. The developer should be advised that:
 - **Should the Works Zone be required for a period longer than the approved period, permission from the Director of Technical Services is required to extend the Works Zone.**
 - **Should the Works Zone be required for additional hours of operation, any amendment will require the approval of the Woollahra Traffic Committee.**

B. THAT the applicant notifies all adjacent residents and business owners by a letterbox drop of the conditions of the Works Zone.

Item No: Y4 Traffic Matters on Local Roads – Recommendation to C&E for Consideration.

Subject: **69 O'Sullivan Road, Rose Bay – Works Zone**

Author: Greg Stewart – Manager Public Infrastructure

File No: 407 G Pt 5

Reason for Report: Request 15m Works Zone for 52 weeks.

Recommendation:

- A. THAT approval be granted for a Works Zone to be temporarily installed at 69 O'Sullivan Road, Rose Bay. The length of the proposed Work Zone is to be 15 meters; is to be located on the west side of 69 O'Sullivan Road, Rose Bay and is subject to the following conditions:
- i. Any directive provided by the NSW Police Department is to be complied with.
 - ii. The Works Zone is to operate between the hours of 7.00am - 4.00pm Mon-Fri and 7.00am-1.00pm Sat, for a period of 52 weeks commencing 01 July 2005.
 - iii. Suitable traffic control measures are to be put in place to manage truck movements to and from the excavation site.
 - iv. The applicant is to ensure that the traffic lanes, footpaths and driveways, adjacent to the Works Zone, remain free of obstruction at all times during the construction.
 - v. The applicant is to inform Council's Traffic Engineer when the project is completed and the Works Zone can be removed.
 - vi. This Works Zone is in a residential area. The fee payable shall be in accordance with Council's adopted fees and charges applying to the period for which the approval is given, and must be paid prior to the Works Zone being installed. Should the Works Zone be required for a shorter period, application may be made for a pro-rata refund.
 - vii. Failure to comply with any of these conditions may result in the cancellation of the Works Zone at Council's determination.
 - viii. The developer should be advised that:

- **Should the Works Zone be required for a period longer than the approved period, permission from the Director of Technical Services is required to extend the Works Zone.**
- **Should the Works Zone be required for additional hours of operation, any amendment will require the approval of the Woollahra Traffic Committee.**

B. THAT the applicant notifies all adjacent residents and business owners by a letterbox drop of the conditions of the Works Zone.

There being no further business, the meeting concluded at 10.20am.

Warwick Hatton
Chair

Item No: D3 Delegated to Committee
Subject: **Water Conservation Programs**
Author: Rebecca Peacock - Environmental Protection Coordinator
File No: 990.G
Reason for Report: To respond to the notice of motion adopted at the Council Meeting on 14 February 2005.

Recommendation

- A. THAT the report on water conservation programs be noted.
- B. THAT Council join the Sydney Water Every Drop Counts Program and enter into a voluntary business arrangement with Sydney Water to demonstrate our commitment to the program.

1.0 Background

At the Council Meeting on Monday 14 February 2005 the following notice of motion was adopted:

That a report be brought before the relevant committee on ways that council operations can further reduce our consumption of water, with options to be considered including:

- i) "Every Drop Counts" program run by Sydney Water*
- ii) An independent Audit*
- iii) The I.C.L.E.I water saving program*
- iv) Any other method worth considering.*

The aim of the report would be to recommend a practical, prompt and cost efficient water saving program for council and its operations.

The issue of water conservation has been reported to the Community and Environment Committee on three occasions (13 September 2004, 20 October 2003 and 7 October 2003) since the introduction of mandatory water restrictions in October 2003. Those reports highlighted the initiatives that Council has undertaken to date to conserve water for the areas of operations, development and community education. A copy of the latest water conservation report considered by the Community and Environment Committee on 13 September 2004 is provided as **annexure 1**.

In summary, the initiatives undertaken by Council include:

- Mulching garden beds and tree plantings.
- Use of bore water to irrigate the majority of playing fields and parks in Woollahra (Rushcutters Bay Park, Steyne Park, Lyne Park, Trumper Park and Woollahra Park).
- Restricting hours for irrigation of parks with mains water.
- Raising the cutting height of mowers.
- Installation of water saving devices in public amenities, including AAA rated showerheads and dual flushing toilet cisterns.
- Undertaking an audit of all taps and irrigation systems in Council's parks and buildings to identify and rectify any leaks.
- The adoption of water conservation performance criteria in the *Woollahra Residential Development Control Plan 2003* that promote the use of water efficient devices for residential development.

- Changes to the exempt development rainwater tank criteria to make the process of installing a tank much easier for property owners in Woollahra.
- Preparation of a draft Stormwater Drainage Management Development Control Plan that includes requirements for stormwater re-use and the adoption of the principles of Water Sensitive Urban Design (WSUD).
- Joint Woollahra and Waverley Councils information stalls as a part of environmental theme events, including World Environment Day, National Water Week and Ocean Care Day.
- Provision of educational material regarding water conservation.

2.0 Metropolitan Water Plan

The Metropolitan Water Plan released by the NSW Government in late 2004 states that all councils supplied by the Sydney Water Corporation will be required to prepare water conservation plans by March 2006. The Plan further states that by September 2007, councils will be required to implement cost effective water efficiency measures in their buildings and public facilities.

Council has not been formally notified by the State Government of the requirements of the *Metropolitan Water Plan* to date. However, information provided on the NSW Government Water for Life Plan website (www.waterforelife.nsw.gov.au) confirms the requirements under the Plan. The Department of Energy, Utilities and Sustainability is currently compiling guidelines for the preparation of the plans. The NSW Government will establish the Demand Management Fund to help businesses and councils implement water conservation projects for the medium term. The fund will provide \$120 million over four years and will be allocated to the most efficient water saving schemes. A copy of the government information set out on the Water for Life Plan website is provided in **annexure 2**.

3.0 Water conservation program options

Although Council has been actively reducing water consumption in a number of function areas, it does not have an overarching strategy or plan to guide these actions as envisaged by the NSW Government. The following provides information on the water conservation program options available to Council, which might be used to assist with the preparation of a water conservation plan.

3.1 Sydney Water Every Drop Counts Business Program

The Every Drop Counts Business Program offers a formalised water saving program for business customers who spend more than \$70,000 per year on water and related charges. The process involves the following steps:

- Joint commitment: a participant must enter into a voluntary business arrangement (memorandum of understanding) with Sydney Water that demonstrates commitment to improving water management practices in the organisation.
- Diagnostic to identify critical actions: the diagnostic process evaluates business performance in water resource management.
- Improvement plan: the diagnostic process helps to develop a prioritised plan for saving water.
- Implementation of improvement plan.
- Review performance.

Sydney Water provides assistance to business partners throughout the four-stage business program process. Businesses interested in joining the program need to complete the “*contact us*” section on the Sydney Water website. There is no participation fee for joining the Every Drop Counts Business Program.

Information regarding the Every Drop Counts Business Program (How Sydney Water can Help) and program requirements are attached as **annexure 3**. This information was down loaded from the Sydney Water website www.sydneywater.com.au/SavingWater/InYourBusiness/Councils.cfm.

3.2 International Council for Local Environmental Initiatives (ICLEI) Water Campaign™

The ICLEI Water Campaign™ provides a strategic and coordinated approach to water management for local governments. The program focuses on improving water management resources within a council's operations, across the area and the catchment.

The campaign enables local governments to plan and implement water quality and conservation targets within a supported, structured milestone framework. The five strategic program milestones are:

- Milestone 1: Inventory of water consumption and water quality management data.
- Milestone 2: Setting goals for water conservation and water quality.
- Milestone 3: Development of the Local Water Action Plan
- Milestone 4: Implementation and measurement of LAP.
- Milestone 5: Monitor, review and report on implemented actions.

It is an ICLEI requirement that councils pass a resolution to join the Water Campaign™ and commit to progressing through the milestones. There is a cost associated with joining the program based on population size and ICLEI membership. As Woollahra Council is not an ICLEI member and has a population of greater than 50,000, the participation fee would be \$2200.

An overview of the ICLEI Water Campaign™ is attached as **annexure 4**. This information was downloaded from the ICLEI Australia and New Zealand website www.iclei.org/anz/water/water.htm.

The structure of the ICLEI Water Campaign™ is similar to that of the Cities for Climate Protection (CCP) program also coordinated by ICLEI.

3.3 Private consultancies

There are several consultancies with experience in preparing water conservation plans. One consultant, Reid Lai Butler, Sustainable Water Management Specialist, has provided Council with an outline of the water conservation plans prepared for Willoughby and the City of Sydney Councils. A copy of the outline has been attached as **annexure 5**. The preparation of the plans involved three stages:

1. Audit of Council's water usage through utility bills.
2. Present recommendations to Council for discussion. Set up monitoring system to assess progress over time.
3. Detail steps to achieve the agreed recommendations including planning, costing and finding suppliers and contractors. Funding opportunities will be sourced.

The consultant proposes to produce a water conservation plan for Council that would be prepared in accordance with all State Government criteria. Preliminary cost estimates provided by the consultant range from \$10,000 to \$19,000. A significant proportion of the cost will be dependent on the degree of organisation of utility bills required to undertake the detailed audit. The utility bills provide the consumption information that forms the basis of the water use audit. Time spent undertaking the audit would vary depending how this information is managed. If the option of using a consultancy is taken up, Council should seek proposals from other suitably qualified consultants in order to compare costs and methodologies.

4.0 Discussion

The advantages and disadvantages of the three options are set out below.

4.1 Sydney Water Every Drop Counts Business Program

Advantages

- Consistent with the requirements of the *Metropolitan Water Plan*.
- Direct funding from Council not required.
- Build on and coordinate the existing functions and initiatives being undertaken by Council.
- Sydney Water is a statutory State owned corporation, closely linked to the NSW Government that is delivering the *Metropolitan Water Plan*.
- Actions can be incorporated into the catchment-based Port Jackson South and Eastern Coastal Councils Stormwater Management Plans (SMPs).
- Sydney Water staff guide and manage the program, providing ongoing support and resources for the preparation of the plan.

Disadvantages

- Re-allocation of staff resources not previously assigned to the project.

4.2 Water Campaign™

Advantages

- Consistent with the requirements of the *Metropolitan Water Plan*.
- Links the water conservation plan actions in with area and catchment wide actions.
- ICLEI provide assistance and resources to councils carrying out the program.

Disadvantages

- Potentially duplicating work undertaken for the catchment-based stormwater management plans.
- Concerns regarding the effectiveness of the catchment based actions. Involvement in the program is not compulsory and this could impact on the success of the program, particularly for the catchment-wide actions. The Environment Protection Authority (now Department of Environment and Conservation) directed NSW councils to prepare catchment based SMPs in 1999.
- Funding not provided. Re-allocation of funds from other projects would be required, with consequent impact on those projects. Alternatively, supplementary vote of funds is required.
- Consuming for staff resources as Council has primary responsibility for development and implementation.

4.3 Private consultancies

Advantages

- Consistent with the requirements of the *Metropolitan Water Plan*.
- Not as consuming for staff resources as the plan is prepared for Council by specialised and experienced consultants.
- Actions can be incorporated into the catchment-based Port Jackson South and Eastern Coastal Councils SMPs.

Disadvantages

- Funding not provided. Re-allocation of funds from other projects would be required, with consequent impact on those projects. Alternatively, supplementary vote of funds is required.
- The most expensive of the three water conservation program options.
- Guidelines for the preparation of the water conservation plans have not been finalised by the State Government. This may affect project timing and delivery.

The preferred option based on the above analysis and discussions with Council's Property Services, is the Sydney Water Every Drop Counts Program.

5.0 Income and expenditure

The preparation of a water conservation plan is not included as a project in the current management plan, *Woollahra Municipal Council Management Plan 2004-2007*. Therefore, this project does not have staff resources or a budget allocated to it and would be an addition to the projects currently being undertaken by Council staff. A revision of staff resources should be carried out to ensure that adequate resources are allocated to this project. No funding will be required if the Council decides to join the Sydney Water Every Drops Counts Program.

6.0 Conclusion

It is recommended that Council join the Sydney Water Every Drop Counts Program and enter into a voluntary business arrangement with Sydney Water to demonstrate our commitment to the program. It is recommended that the program be delivered as a joint project between Council's Property Service and the Strategic Planning Sections.

Involvement in a formalised water conservation program would complement the water service management programs being undertaken by staff from Council's Open Space Works and Property Service sections and provide Council with a strategic document that would identify and prioritise the implementation of water conservation initiatives. Preparation of a water conservation plan would satisfy Council's requirements under the Metropolitan Water Plan and provide access to funds for the implementation of water conservation projects through the NSW Government's Demand Management Fund. By pro-actively embarking on this process, Council is leading the community by example in the conservation of water.

Rebecca Peacock
Environmental Protection Coordinator

Chris Bluett
Manager Strategic Planning

Annexures:

1. Ways in which Woollahra Council and community conserve water report to Community & Environment Committee 13 September 2004.
2. Government information on the NSW Government's Water for Life Plan website.
3. Sydney Water's Every Drop Counts Program details.
4. ICLEI Water Campaign™ program details.
5. Reid Lai Butler's water conservation plan outline letter.

Item No: D4 Delegated to Committee
Subject: **Woollahra Oval No.1 Maintenance and Use**
Author: David Sheils - Manager Public Open Space
File No: 219.G
Reason for Report: Management of Use of Woollahra Oval No.1

Recommendation:

That average weekly usage of Woollahra Oval No.1 be limited to 14 hours in the winter season. This limit is to be monitored throughout the season and reviewed at the end of the Licence period.

Background:

In considering a report to the Community and Environment Committee 28 February 2005, (Annexure 1), regarding the maintenance and use of Woollahra Oval No.1 the Committee resolved:

“That the matter be deferred pending a meeting between the club and interested Councillors.”

A meeting was held 15 March 2005, with the following attendance:

Councillor Rundle	Mayor
Councillor Petrie	
Councillor Walker	
David Sheils	Manager Public Open Space
Llewallyn Jones	Coordinator Open Space Works
Michael Lakeman	President – Eastern Suburbs Rugby Union Football Club (ESRUFC)
Kerry Brady	Secretary – Eastern Suburbs District Junior Rugby Union (Juniors)

Michael Lakeman distributed a program for the use of Woollahra Oval by both the Club and Juniors that demonstrated keeping the use of the Oval to an average of 14 hours per week. Following our meeting this program has been further refined and is contained in Annexure 2.

As an outcome of the discussions, the ESRUFC requested that we improve the lighting and make available some storage space at Lyne Park, where some of the Club’s training hours will be transferred. The Juniors also requested storage space for goal post pads and the like.

We have been able to accommodate these requests with the recent installation of replacement light fixtures at Lyne Park that will improve lighting levels together with storage space in a previously unused change room. Both ESRUFC and Juniors have indicated their satisfaction with this outcome.

Last month we over-sowed Woollahra Oval with Rye Grass which has successfully established and will assist to maintain good turf coverage throughout the winter season.

On Saturday 2 April 2005, Woollahra Oval hosted the first televised match of the Shute Shield for the season. Sporting commentators acknowledged the excellent state of the field and the contribution made by the Club and Woollahra Council to its upkeep.

Conclusion:

Setting hours of use limits for the Oval, as recommended in the report, is in the best interest of Council and the Club as a means of ensuring that the Oval's turf surface is protected throughout the year and its carrying capacity is not exceeded.

David Sheils
Manager Public Open Space

Warwick Hatton
Director Technical Services

Annexures:

1. Community and Environment Committee Report of 28 February 2005.
2. Woollahra Oval No.1 2005 winter use program.

Item No: D5 Delegated to Committee
Subject: **Woollahra Golf Course Wetland Proposal**
Author: Jamie Howieson - Project Manager Environmental Works
File No: 221.G
Reason for Report: To update Council on Sydney Water's intention to construct a Wetland and Sediment Trap in Woollahra Golf Course.
Recommendation: That the information be noted.

Background:

A Pollution Control Device (PCD) in Woollahra Golf Course is proposed as part of Sydney Water's Stormwater Environment Improvement Program (SEIP). The SEIP is a Sydney Water program, under the direction of the NSW Department of Environment and Conservation (DEC) and requires installation of at least 21 Pollution Control Devices (PCD) throughout Sydney Water's stormwater assets. Sydney Water has engaged a joint venture team, referred to as CHBM Water, to project manage the delivery of the SEIP.

CHBM Water prepared an options report (2005) evaluating a number of different PCD's at different locations within the vicinity of Woollahra Golf Course. The preferred option was to install a sediment trap and to construct a wetland. The wetland and sediment trap has been designed to meet the DEC water quality objectives, which will greatly improve water quality of the Rose Bay Stormwater Drainage System.

The Council was first made aware of Sydney Water's intention to construct a wetland in Woollahra Golf Course in November 2004. At the Council Meeting on Monday 29 November 2004 the following Notice of Motion was adopted:

"That the information be noted and further information be provided by Sydney Water as soon as possible".

CHBM Water has now finalised the design for the preferred option of a wetland and sediment trap and drafted a Review of Environmental Factors (REF).

Under Section 40 of the Sydney Water Act 1994, Sydney Water has powers to enter Council's land and carry out the proposed works without owner's consent. The project does not require Development Consent but requires an Activity Consent and a Review of Environmental Factors under Part 5 of the Environmental Planning and Assessment Act 1979.

Sydney Water issued a newsletter late March 2005 informing the local residents of the project, scope of works and timing, which included notifying them of a pending workshop. The newsletter is attached in Annexure 1 for information. We were notified of the newsletter after it was issued to the public.

After reviewing the newsletter, a meeting was called to discuss the contents and the time frames including the date of a future workshop. The main purpose of this report is to update Council on recent developments.

Discussion

At the meeting with Sydney Water and CHBM Water to discuss the newsletter, the following issues of concern were raised:

- (i) **Construction Hours:** It was agreed that the REF would consider Woollahra Council standard working hours and conditions. Saturday work should take into consideration the heavy use of the Council car park due to the sporting fields and the impact this will have on construction plant accessing the work site from Manion Avenue.
- (ii) Future media releases and newsletters need to clearly state that Council's car park in Manion Avenue will not be used for construction purposes.
- (iii) Future media releases and notifications to residents should be referred to Council's Communications Manager for comment.
- (iv) The workshop should be used to explain the benefits of the project in terms of water quality and environmental amenity.

The draft REF was issued for our comment and we are currently preparing comments on it. It is envisaged that the completed REF will be available at the workshop proposed for 13 April 2005.

Consultation:

CHBM Water's approach to keeping stakeholders consulted has been to letterbox drop to local residents a fact sheet regarding the project including the scope of works and timing. The newsletter refers to a workshop but with no set date and invites interested members of the community to register their interest to attend.

To ensure Councillors were fully aware of the project and given the opportunity to attend the proposed workshop we suggested to Sydney Water to schedule the workshop after the Community & Environment Committee Meeting on 11 April 2005. The proposed date for the workshop is now Wednesday 13 April 2005.

Time Table

- 13 April 2005 – Workshop.
- Remainder of April 2005 - Consultation feedback incorporated into design and REF.
- May 2005 – Contract awarded and construction works to commence.

Identification of Income & Expenditure:

Sydney Water will take responsibility for all construction and maintenance costs for the project, funded by their SEIP. There is no cost implication for Council's budget.

Conclusion:

It is recommended that all interested Councillors attend the workshop on 13 April 2005. Detail of venue and time to be advised.

The project has sound environmental benefits for improving stormwater quality discharging to Rose Bay and native habitat surrounding the natural creek line.

Sydney Water has identified Council as a key stakeholder and has given an undertaking to provide regular updates on its progress including during the construction stage.

Jamie Howieson
Project Manager – Environmental Works

Warwick Hatton
Director Technical Services

Annexures:

1. Sydney Water Report to C&E 11 April 2005.
2. Sydney Water's Covering Letter 29 March 2005
3. Sydney Water Newsletter March 2005
4. Extent of the Works – Tender Drawings

Item No: R1 Recommendation to Council

Subject: **Report on Submissions Received and Adoption of the Social Needs Study and Associated Strategies.**

Author: Kylie Walshe, Director Community Services

File No: 1164.G

Reason for Report: To report all submissions received during the public exhibition period of the draft Social Needs Discussion Paper, the draft Aged & Disability Services Strategy and draft Children's Services Strategy, and recommend amendments and adoption of the Strategies.

Recommendation:

- A. That Council note the submissions received during the public exhibition period.
- B. That Council adopt the Final Draft Social Needs Discussion Paper, the Final Draft Ageing & Disability Services Strategy and Final Draft Children's Services Strategy, with recommended amendments.
- C. That Council review all sub-committees relating to community services activities, with a report to Council regarding the proposed Committee structure.

Background:

At the Community & Environment Committee of 14 February 2005 (Annexure 1), Council endorsed the release of the draft Social Needs Discussion Paper, the draft Aged & Disability Services Strategy and draft Children's Services Strategy for a 28-day public exhibition period. This period commenced on 23 February and finished on 23 March 2005. During this period seven (7) submissions were received from four (4) organisations. These now require consideration by Council.

The three documents released were developed through the Social Needs Study, which commenced in August 2004 and aimed to:

- Provide a 10-year framework for the provision of social services in Woollahra.
- Identify high priority target groups whose needs are not currently being met.
- Identify the role that Council will take in relation to social services, as a direct provider, facilitator, supporter or an advocate.
- Provide a sound basis for use in the Community Facilities Strategy, also included in the 2004-2007 Management Plan as a priority project.

The draft Social Needs Discussion Paper details the outcomes of the consultation and research undertaken as part of the Social Needs Study. It identifies issues and key priorities for the target groups of children, older people, youth, people with a disability, culturally and linguistically diverse (CALD), Aboriginal and Torres Strait Islander (ATSI), Women and Men. This document also provides a sound basis for determining the role of Council in the planning, facilitation and provision of social services.

More detailed consultation and information was collected for the target groups of children aged 0-11, older people and people with a disability, because of their growth in numbers, limited information in relation to the exact nature of their needs, and anecdotal evidence that there are limited services for these groups. Separate detailed *Woollahra Municipal Council draft Children's Services Strategy 2005* and *Woollahra Municipal Council draft Aged and Disability Strategy 2005* have been developed for these target groups. Detailed strategies for the remaining target groups will be developed during the review of the Woollahra Social Plan, due to be completed in 2006.

Submissions:

A total of 7 submissions were received during the public exhibition period. These were received from 3 service organisations and 1 resident group. The service organisations are generally supportive of the strategies included in the documents, with some amendments suggested to improve the accuracy and reflect recent developments in their services. The resident group, however, questions the validity of the research and the rationale for Council's support and participation in social service activities. This is a policy decision for Council's consideration.

Each submission has been summarised in the table in Annexure 2 and included in full in Annexure 3. The table provides a response to each comment and recommendations for amendments to the draft documents prior to adoption. It is a staff recommendation that the Aged & Disability Strategy be renamed the Ageing and Disability Strategy, to reflect its content which includes healthy ageing as well as services for the frail aged.

In summary, the amendments recommended do not change the intent of the draft Social Needs Discussion Paper, the draft Aged & Disability Services Strategy and draft Children's Services Strategy. Adoption of the revised Final Draft documents is recommended. (Annexure 4)

Proposal:

This report proposes that Council adopt the Final Draft Social Needs Discussion Paper, the Final Draft Ageing & Disability Services Strategy and the Final Draft Children's Services Strategy, with recommended amendments. These amendments have been made in response to submissions received and a further review by staff to ensure the strategies reflect the latest information and activities.

Once adopted an Implementation Plan will be developed, with targets and key performance indicators to provide a mechanism to review and measure the success of the strategies. Key recommendations from the strategies will also be included in the draft Management Plan 2005-2008 and included in work plans for each program area. The findings in all three documents will also contribute to the review of the Woollahra Social Plan 2002-2007, to be undertaken in 2006.

As a mechanism to progress the implementation of the strategies it is recommended that Council review the sub-committees related to community services activities to ensure they are aligned with the findings of the Study. This will also enhance participation by Woollahra residents and key stakeholders in the implementation of the strategies. This review will include the following sub-committees:

- Access Committee
- Woollahra Community Safety Committee
- Seniors Advisory Committee
- Youth Issues Forum

Consultation:

An extensive consultative program was undertaken throughout the Social Needs Study and development of the draft Strategies. This included the following:

1. Community Study Household Survey of 1200 residents
2. Community Study – targeted household surveys of 472 older people 55 years and over, and 150 families with children under 11 years of age.
3. Community Study – written survey to people with a disability and their carers
4. Written Surveys to Community Service Providers servicing the LGA
5. Face-to-face interviews with Aged and Disability and Children’s Service Providers servicing the LGA.
6. Face-to-face interviews with Woollahra Council Planning, Property, Communications, and Community Services Staff.
7. Face-to-face interviews with City of Sydney and Waverley Council Community Services staff
8. Attendance at relevant interagencies and forums.
9. Attendance at the Council’s relevant advisory committees.
10. Three workshops to confirm issues and develop strategies:
 - Workshop 1 - Community Service Providers;
 - Workshop 2 - Council Community Services Staff; and
 - Workshop 3 - Council Manager’s Meeting.
11. Release of the draft documents for a 28-day public exhibition period.

The final stage of consultation, the release of the draft documents, included two notifications in the Mayors column, the delivery of over 200 letters of notification to all known existing service providers in Woollahra, listing of the documents on Council’s website, providing full sets of the documents to over 30 groups and the exhibition of the documents at Council’s Customer Service Centre, libraries and community centres. This resulted in 7 submissions.

Identification of Income & Expenditure:

Following the adoption of the Final Draft Strategies, implementation will require the allocation of a similar level of operational funding currently allocated to Community Services in 2004/05 into future years. The strategies focus primarily on the development of partnerships, advocacy and facilitation of strategic planning and service provision, requiring staff time and expertise. The operational funds required to complete these strategies relate mainly to staff salaries and associated costs. Should this level of funding not be allocated in 2005/06 the strategies within each document will need to be reassessed in terms of the ability of Council to undertake the projects and the timeframes to complete each strategy.

The strategies also include projects that will require additional capital funding for consultancies, such as the feasibility studies to determine the future use of a number of Council’s community facilities. These studies have been costed at \$160,000, which is included in the draft 2005/06 budget for consideration by Council.

Conclusion:

The release of the draft Social Needs Discussion Paper, the draft Aged & Disability Services Strategy and the draft Children’s Services Strategy for public comment provided all stakeholders with an opportunity to comment on the strategies within. Consideration of these submissions has resulted in a number of recommended amendments to each document. With these amendments, the Final Draft documents are now recommended to Council for adoption.

The adoption of the Final Draft Social Needs Discussion Paper, the Final Draft Ageing & Disability Services Strategy and the Final Draft Children's Services Strategy will provide Council with a framework to support, facilitate and provide services to the Woollahra community. They detail the role of Council in each target group and will assist Council in determining its policy direction regarding community services. Following the adoption of these reports, a Community Services Policy will be presented to Council, outlining the future role and commitment of Council in community service activities.

Kylie Walshe
Director Community Services

Annexures:

Annexure 1: Report to Community & Environment Committee Meeting, 14 February 2005.

Annexure 2: Submissions Table

Annexure 3: Submissions in full

Annexure 4: Final Draft Social Needs Discussion Paper, Final Draft Aged & Disability Services Strategy and Final Draft Children's Services Strategy. (Distribute separately)

Item No: R2 Recommendation to Council
Subject: **Relationship of Holdsworth Street Community Centre with Council and presentation of budgets for 2005/2006**
Author: Kylie Walshe
File No: 126.G
Reason for Report: To report back to Council on a resolution regarding the topic of this report.

Recommendation:

- A. That Council determine the preferred relationship with Holdsworth Street Community Centre Woollahra Incorporated.
 - B. That Council note the budget presented by Holdsworth Street Community Centre and consider Council's contribution to this budget during the determination of Council's budget for the 2005/2006 financial year.
-

Aim of Report

This report concentrates on Holdsworth Street Community Centre (HSCC), its relationship with Council and subsequent request for continued funding in the 2005-2006 financial year.

This report is broken into two sections; a discussion regarding the future relationship of HSCC and Council; and a presentation of the HSCC budget for 2005-2006.

PART 1: THE RELATIONSHIP OF HOLDSWORTH STREET COMMUNITY CENTRE AND WOOLLAHRA MUNICIPAL COUNCIL

Background:

Investigations have been ongoing since 2002 regarding Council's relationship with Holdsworth Street Community Centre Association (HSCC). At this time, concerns were raised particularly in relation to Council's legal obligations and risk management exposure under the present deed of delegation instrument, which defines its relationship with the HSCC.

HSCC is an association incorporated under the Associations Act 1984. Council's relationship with the association is defined within a Deed of Delegation under the Local Government Act 1993, Section 377. At a report to the Community & Environment Committee of 15 November 2004 the concerns regarding this agreement were detailed. (See Annexure 1 for this report).

The current delegation agreement does not meet the needs of either Council or HSCC and the relationship requires a review and resolution. The main reasons for this conclusion is that the current delegation agreement (Annexure 2) is flawed from a legal perspective and not an acceptable model for Council as all liabilities rest with Council despite a lack of management control. The current agreement also fails to include reporting and approval mechanisms that would ensure an efficient and effective use of Council funds.

In summary, there are three types of relationships for consideration by Council:

1. Council delegate functions to HSCC.
2. Council transfer the operation of HSCC to the Association.
3. Council accepting direct responsibility for the management of HSCC.

Council is free to support any relationship but it is viewed that the only clear, uncomplicated relationship is the rescission of the current delegation agreement and the adoption of a funding or service level agreement with HSCC as a separate association OR Council assume full responsibility for the operations of HSCC. In determining the most appropriate relationship Council needs to consider the cost implications, the impact on staff and industrial issues and Council's charter to plan for, facilitate and provide efficient and effective services to the Woollahra community.

These relationships were detailed in a report presented to the Community & Environment Committee of 15 November 2004. After consideration of this report Council resolved the following:

- A. *That Council provide the Holdsworth Street Management Committee with the time required to determine the Option supported by the Association and its members. This to be forwarded to Council no later than 31 January 2005.*
- B. *That a further report with a recommendation for the adoption of Option 2 or Option 3 and the option prepared by the Holdsworth Street Management Committee in accordance with 'A' above be presented to Council in early 2005, with a proposed implementation plan.*

HSCC have been given time to consider the proposed options and any other they may consider appropriate and presented Council with an answer to the above resolution. Annexure 3 is the resolution of the HSCC Management Committee and includes a statement about the relationship, a proposed service level agreement, the responsibility of the Management Committee and for buildings and facilities.

This report details the option presented by HSCC, the implications of this option to both HSCC and Council and a recommendation to progress the implementation of Council's preferred relationship.

It is now time for Council to consider which relationship it wishes to pursue with HSCC, with consideration of the relationships presented to the Community & Environment Committee of 15 November 2004 and the relationship proposed by HSCC in March 2005. Whilst this issue is outstanding it is difficult to progress any recommendations from the Review of Aged & Disability Services completed in November 2004 and the findings of the Social Needs Study. It is imperative that Council determine its preferred relationship with HSCC so that an appropriate agreement can be implemented. Until this occurs, Council retains full legal liability for the activities of HSCC and there is limited accountability for the funds provided by Council to HSCC.

Proposal presented by Holdsworth Street Community Centre:

The HSCC Management Committee has put considerable time and effort into determining their preferred relationship with Council. This response is Annexure 3. In summary, the proposal is that HSCC operates under a delegation from Council, with a revised delegation agreement and Service Level Agreement to detail the exact services that are required to be provided by HSCC on behalf of Council.

The relationship proposed by HSCC is:

The Delegation. Council delegates to the Management Committee of Holdsworth Street Community Centre Woollahra Incorporated (the **Association**) responsibility for the provision of a range of programs and services identified in the Social Plan at the Holdsworth Street Community Centre (HSCC).

The key points to the remaining sections of the proposal are:

- HSCC provides services on behalf of Council.
- HSCC determines the strategic direction, policies and procedures of the Centre.
- HSCC pursues funding and partnerships to provide services across the region.
- HSCC manages the day-to-day operation of the Centre and services, including staff management.
- Council assists HSCC regarding support services such as IT, training, OH&S etc
- A Service Level Agreement is developed to detail service provision standards and reporting requirements to Council on a regular basis.

If Council decides to delegate the responsibility to provide services to HSCC it is recommended that the services delegated be determined by Council, in accordance with Council's policy. To cover this it is recommended that should Council determine to have a delegation relationship that it reword the delegation statement to the following:

That Council delegates to the Management Committee of Holdsworth Street Community Centre Woollahra Incorporated responsibility for the provision of a range of programs and services determined by Council, in accordance with Council's Management Plan, policies and strategic direction.

By adopting this version of a delegation relationship Council will have the authority to determine which services and programs are provided by HSCC with the subsidy and support provided by Council. The proposal from HSCC also includes the preparation of a Service Level Agreement. Through a Service Level Agreement Council can also exercise its judgement in determining what is funded by Council and provided by HSCC for the Woollahra community.

Implications of proposal:

The anticipated implications of this proposal, should Council accept a delegation relationship are detailed below:

Legal Advice – Legal status and Liability

A major concern raised by legal advice provided to Council regarding a delegation relationship was the exposed liability of Council should HSCC remain the employer of staff through a delegation agreement. Discussions since this advice have confirmed that appropriate clauses may be included in a delegation agreement to limit Council's liability in the areas of staff management and public liability. However, Council will always retain some liability for activities undertaken by HSCC.

A well-written delegation agreement could reduce the current level of liability that is held by Council in relation to HSCC. Should Council accept this relationship, it is recommended that Council's solicitors give advice to ensure that a delegation agreement is drafted that protects Council's interests and reduces liability.

Management of Council Funds

Holdsworth Street Community Centre has been the recipient of an annual contribution from Council since the 1970s, under Section 356 of the Local Government Act 1993. This amount has varied over the years, with approximately \$670,000 per annum allocated for the past three years.

The 2003/04 End of Year Accounts were scrutinised to gain a greater understanding of how Council funds were expended in 2003/04 and how funds planned to be allocated in the 2004/05 year. It was clear from this assessment that Council funds are used as deficit funding for programs determined by the HSCC Management Committee. Council had little or no input into how the funds were expended and accounted for. The current relationship has not provided Council with the ability to influence the operation of this service or the allocation of funds.

With the right agreement Council's interest in the future could be protected by providing mechanisms that ensure Council manages the allocation of its funds. As the underwriter of most activities of the Centre, Council could have influence over the policy, direction and services provided by HSCC. Should Council adopt this relationship it is recommended that a Service Level Agreement be drafted to sit underneath the delegation agreement, and include strict reporting and approval mechanisms for the allocation of Council's funds.

Should Council decide to pursue this relationship, the consequence of this would include:

- HSCC remains as a community operated organisation, managed by the Management Committee.
- Council is the major funding body of HSCC, with control only over the activities provided by HSCC with Council's subsidy.
- Council could still be held legally liable for the actions undertaken by the Association.
- Council can only delegate the 'function', according to Section 377 of the Local Government Act.
- Council can revoke the delegation at any time.
- The income earned and expenditure incurred by the Association must be included in Council's financial statements, as under delegation the management of income and expenditure should be under the direction and control of Council.
- Fees and charges must be approved by Council under Section 608 of the Act.

This relationship was not recommended in the report of 15 November 2004. (Annexure 1)

Other Relationships for Consideration:

In the report previously presented three options for the future relationship and the implications were detailed. The delegation relationship sought by HSCC is detailed above, with a summary of the other two below.

A. Transfer the operation of HSCC to the Association

This involves the formal transfer of the operation of the Centre from Council to HSCC as an independent body that leases the premises and relates to Council on the basis of funding agreement for services that Council decides to purchase.

Should Council determine to pursue this relationship, the consequence of this would include:

- A formal agreement will detail the services to be provided with Council funds.
- There will a clear definition of the roles of HSCC and Council.
- Council's liability will be minimised to that of joint responsibility with the Association for public liability with all other liability belonging to the Association.
- Council is the major funding body of HSCC, with control over the activities funded by Council through a funding agreement.

- Council will be able to direct the use of Council's funds but not the overall direction and objectives of HSCC.
- Council could ensure that the services funded by Council were predominately provided for Woollahra residents.
- HSCC would continue to operate independently and pursue its own goals and directions.
- A continuation of HSCC as a 'grass roots' community organisation, with autonomy in its actions and methods of operation, within guidelines set by funding bodies for services funded.
- Continued community ownership of HSCC, with the ability to mobilise community support and assistance.

This option would limit Council's liability and allow HSCC to assume full responsibility for its actions as an independent organisation. A detailed funding agreement could also provide the required reporting and accountability for the expenditure of Council funds provided to HSCC for the purchase of services.

This option was deemed as appropriate for Council to pursue in the report of 15 November 2004.

B. Council accepting direct responsibility

Under this relationship Council would accept direct responsibility for the operation of the Centre and its programs, which it presently delegates to HSCC. Council could delegate the operation of HSCC activities to the General Manager, and the HSCC Management Committee could act as an advisory committee to Council in accordance with Section 355 of the Local Government Act. This option is strongly opposed by the HSCC Management Committee and has not been raised with any HSCC staff or union representatives. Staff may have a clear opinion as to the advantages and/or disadvantages of becoming employees of Council.

Should Council determine to pursue this relationship, the consequence of this would include:

- Council would have direct management of all activities of HSCC, including the employment of staff. This would align the objectives of HSCC with Council, with the provision of services that are well integrated with council services and community needs.
- Council would have greater influence over the future direct direction of the Centre, with strategic planning for HSCC aligned with the goals of Woollahra Council. This would involve HSCC members in the development of strategic directions and objectives.
- Council could ensure that the services were predominately provided for Woollahra residents.
- HSCC would no longer be controlled by a committee representing HSCC members, which could impact on community support for the Centre.
- The establishment of an Advisory Committee with HSCC members would ensure community input into service provision and the quality of service. It would also change the focus of the Committee from one that manages the detailed operations of the Centre to one of high level strategic planning and fundraising. The value of community input cannot be understated with the continued volunteer effort pivotal in the success of the continuation of HSCC services.
- Community members volunteering on the advisory committee will not be legally liable for management actions, including the large budget, with the ability to put efforts into service development, fundraising and community development activities.
- Any liability incurred by Council will be a consequence of its direct management and control of HSCC.
- Council will be able to redirect funds as required by changes in community needs.
- HSCC will be secure as a service provided by Council. As the HSCC Management Committee may change each year, this could influence and impact on the services provided. With a stable management base, this option will encourage a turnover in committee members and volunteers to maximise community involvement in the services provided.

This option was deemed as appropriate for Council to pursue in the report of 15 November 2004.

Implementation of preferred Relationship:

Whichever relationship is ultimately determined a transition phase would need to be entered into. During this transition phase the relevant documentation would be drawn up and sufficient consultation with the community undertaken to ensure that all HSCC members and the broader community understand the decision. It is anticipated that the new arrangement will come into place in discussion with the HSCC Management Committee, with an implementation program drawn up and commenced as soon as possible to provide a quick and smooth transition to the new arrangements. Any major change in the relationship would also require a constitutional change for HSCC, which requires a general meeting of HSCC members prior to implementation. This requirement will need to be included in any transitional plans for the new relationship.

This report recommends that Council make a determination of the type of relationship it prefers with HSCC. The associated service level/ funding/ delegation agreement can then be drafted. Regardless of the relationship adopted by Council it is recommended that the agreement include:

- Clear detail on the purpose of Council's contribution to HSCC, giving an explanation on how the funds are to be expended and the outcomes that will be directly and indirectly obtained from these funds.
- Organisational standards that must be met, including financial, records, management reporting etc.
- Improved accountability for the expenditure of Councils funds, with the inclusion of specific and comprehensive standards in the agreement.
- Commitments for the continued relationship between HSCC and Council in areas such as strategic planning and service provision.

Conclusion:

This report outlines a number of possible relationships with HSCC, including those detailed in the report of 15 November 2004 and the proposal presented by the HSCC Management Committee in March 2005. This proposes that Council enter into a delegation agreement with HSCC. Should Council adopt this relationship some rewording is recommended in this report to give clarity to the relationship.

Regardless of the relationship adopted by Council it has been clearly demonstrated that there is a need for a detailed agreement that includes a clear definition of roles and responsibilities of both HSCC and Council in the areas of policy development and implementation, strategic planning, service provision and the day-to-day management of the Centre. It is also recommended that this agreement include detail regarding the services that HSCC will provide on behalf of Council, clear service standards, performance indicators, reporting mechanisms, frequency of review and mechanisms to change service provision according to demonstrated community need and Council policy.

PART 2 – BUDGET FOR 2005-2006 FINANCIAL YEAR

HSCC has provided a budget for the financial year 2005/06 for the consideration of Council (Annexure 4). This budget details the proposed income and expenditure in each program area and the level of funding requested from Council for the provision of these services.

The budget has been presented to Council at this time so that it can be considered during Council's 2005/06 budget determinations.

In summary, Council is the major funding body of HSCC and has been requested to consider the continuation of the \$670,000 per annum subsidy allocated to HSCC for the past three years. The budget shows clearly that this subsidy will fund the following:

- Funding for approximately 50% of Centre Management, which supports all services and activities provided by the Centre. (\$181,051)
- Funding to cover direct costs for a number of program areas:
- Aged Services (\$199,911)
- Neighbourhood Services (\$100,544)
- Disability Services (\$141,413)
- Community Transport (\$17,569)
- Family Services (\$30,231)

It should also be noted that Council provides a rent free premises to HSCC, with an estimated rental income of \$65,000 per annum waived by Council, based on an evaluation undertaken in March 2005.

It is clear from a review of the budget presented that Council underwrites most activities of HSCC through the funding of Centre Management and some direct costs for all programs.

Council funds are also used as seed funding to set up programs and have enabled HSCC to attract alternative funding to continue the operation of these programs, releasing Council funds to fund other priorities. HSCC has been very successful in attracting non-Council funding for groups such as people with disabilities so that programs that were previously fully funded by Council will be funded to a significant level in 2005/06 by agencies such as the NSW Department of Aged, Disability and Home Care (DADHC). It has also resulted in a growth in this program area, where the 2004/05 budget estimated that Council provides approximately 50% of the total program income of \$450,000. In the draft 2005/06 budget the additional funding from DADHC has increased the income level to \$800,000, with less than 25% of this funding requested from Council. This indicates that Council funds are being leveraged to attract additional resources and funds to this area.

It is recommended that this funding arrangement continue, as there are a number of areas where Council funding is currently the major source of income for programs where there may be opportunities for alternative funds. This will see HSCC continue to seek alternative funding so that Council can divert or withdraw the level of funding to HSCC in future years, dependant on Council's priorities at the time.

Assessment and Recommendations:

The HSCC budget for 2005/06 has been scrutinised in detail to assist in the determination of the following:

- Value for money
- Service alignment with Council's priorities, as identified in the Woollahra Social Plan and the Social Needs Study.

It has been identified that there are a number of areas where HSCC can improve efficiency and seek alternative funding sources. In order to achieve this it is recommended that Council continue to provide a subsidy to HSCC in 2005/06 to fund Centre Management and the direct service provision of programs currently in operation. To ensure improved efficiency and allow Council to redirect its current allocation to alternative services and programs, a number of measures are recommended for implementation and inclusion in the agreement for the relationship adopted by Council.

The measures for consideration include:

- Continuation of the funding of Centre Management, with a recommendation that potential efficiency in this area be investigated and reported back to Council at each quarterly budget review.

- As a principle, all activities receiving funding for direct costs from Council source alternative funding, with a view to the funding of direct costs continue for a maximum of 5 years. This will result in HSCC receiving funding from Council to cover indirect costs and allow Council to redirect funds to other programs, if so desired.
- Funding of direct services currently in operation, with a review of all fees and charges to be conducted to identify further income for these programs. It is also recommended that these activities be reviewed to ensure they meet the high priority needs of Woollahra, with the option for a transition phase to commence to change programs to meet these needs over a 12 month period.
- Council and HSCC work collaboratively to determine the most appropriate new services to be supported by Council funding released by the increased funding from DADHC in 2005/06. A report to be provided to Council for consideration prior to the release of any such funds. In 2005/06 this could amount to approximately \$60,000.
- Each quarter a budget review is presented to Council to identify any over or under expenditure and to allocate the quarterly subsidy to HSCC.
- Council assists HSCC in developing a budget system compatible with Council's. This is particularly relevant should Council resolve to enter into a delegation agreement with HSCC.

The draft budget is presented for notation so that Council may consider the subsidy request during the determination of Council's budget for 2005/06.

Conclusion:

Council has continued to be the major funding body for the activities of HSCC, with these funds used to leverage additional funding from other sources. This has resulted in the Centre being successful in attracting close to \$1 Million in non-Council funding for 2005/06, including grant funding and fees. The budget is presented in this report for notation and for consideration by Council in its budget deliberations for 2005/06.

Kylie Walshe

Director Community Services

Annexures:

Annexure 1 – Report to Community & Environment Committee Meeting – 15 November 2004

Annexure 2 – Current delegation agreement between Council & Holdsworth Street Community Centre.

Annexure 3 – Response from Holdsworth Street Community Centre re: preferred relationship with Council.

Annexure 4 – Executive Summary - Holdsworth Street Community Centre Budgets 2005/06