



# WOOLLAHRA 2032

## DRAFT

### Community Strategic Plan



## **Acknowledgement of Country**

Woollahra Council acknowledges the Gadigal and Birrabirragal people who are the traditional custodians of this land and pay our respects to Elders both past and present and leaders emerging.



**This page has been intentionally left blank.**

# Contents

<b>Our Councillors – our representatives</b>	<b>5</b>
<b>Our Community</b>	<b>6</b>
<b>Our Community Vision</b>	<b>7</b>
<b>Our Principles, Values and Commitments</b>	<b>8</b>
<b>Integrated Planning &amp; Reporting Framework</b>	<b>9</b>
<b>Woollahra 2032 Community Engagement</b>	<b>10</b>
<b>Community Satisfaction &amp; Priorities</b>	<b>11</b>
<b>Community Strategic Plan</b>	
Making the Plan	12
Focus Areas and Scope of Influence	14
Our Environmental Focus	16
Our Social Focus	20
Our Economic Focus	24
Our Civic Leadership Focus	28



Macquarie Lighthouse, Vaucluse as seen from the Christison Park cliff walk

# Elected Councillors 2021-2024

Our Woollahra local government area consists of five electoral wards, with three Councillors representing each Ward, a total of fifteen (15) Councillors. The last election was held 4 December 2021.

BELLEVUE HILL WARD	COOPER WARD	DOUBLE BAY WARD	PADDINGTON WARD	VAUCLUSE WARD
 <p><b>Sean Carmichael</b> Councillor</p>	 <p><b>Luise Elsing</b> Councillor</p>	 <p><b>Richard Shields</b> Councillor</p>	 <p><b>Peter Cavanagh</b> Councillor</p>	 <p><b>Mary-Lou Jarvis</b> Councillor</p>
 <p><b>Lucinda Regan</b> Councillor</p>	 <p><b>Nicola Grieve</b> Councillor</p>	 <p><b>Mark Silcocks</b> Councillor</p>	 <p><b>Harriet Price</b> Councillor</p>	 <p><b>Merrill Witt</b> Councillor</p>
 <p><b>Isabelle Shapiro</b> Deputy Mayor</p>	 <p><b>Sarah Swan</b> Councillor</p>	 <p><b>Toni Zeltzer</b> Councillor</p>	 <p><b>Matthew Robertson</b> Councillor</p>	 <p><b>Susan Wynne</b> Mayor</p>

# Our Community

## Woollahra Municipality

Woollahra Municipality is located in Sydney's eastern suburbs, about 5 kilometres from the Sydney GPO.

The Municipality is bounded by Port Jackson (Sydney Harbour) in the north, the Waverley Council area in the east, Randwick City in the south and the City of Sydney in the west. The Woollahra Municipality includes the suburbs of Bellevue Hill, Darling Point, Double Bay, Edgecliff, Paddington (part), Point Piper, Rose Bay (part), Vaucluse (part), Watsons Bay and Woollahra.

The total land area is 12 square kilometres including harbour foreshore and beaches. The area is predominantly residential, with some commercial land use, parklands and a military reserve. Natural features of the Municipality include 18 kms of harbour foreshore consisting of rocky headlands, coastal cliffs and beaches, approx. 30 hectares of bushland located in 5 reserves with 3 vegetation communities containing over 300 plant species including 2 threatened and 1 vulnerable species.

Other prominent features include Sydney Harbour National Park, the Macquarie Lighthouse, Gap Park and the award winning Rose Bay Promenade. Woollahra is also the location of some of Sydney's premier shopping precincts such as Double Bay, Paddington and Queen Street, Woollahra.

The traditional custodians of the Woollahra area are the Gadigal and Birrabirragal people.

European settlement dates from 1790, although development was minimal until the 1860s. Land was used mainly for dairy farming and market gardening, with some fishing. Expansion took place in the 1880s and 1890s, continuing into the early 1900s and the inter-war period. Significant development occurred during the immediate post-war years, from the 1950s to the mid 1960s. The population gradually declined from the late 1960s, falling from 63,000 in 1966 to 53,000 in 1976 and then to 51,000 in 1986, but has risen since to 59,431 in 2020.

# Our Community Vision & Mission

## Our Vision

A thriving, inclusive, sustainable and resilient community that will benefit future generations.

## Our Mission

To lead climate action and promote respectful connections between people and place, so we can enhance, protect and celebrate Woollahra's beauty, heritage and quality of life, for the enjoyment of all.



Rose Bay beach clean up

We will do this by:

- Prioritising carbon neutrality, environmental sustainability and community resilience to meet the challenges of climate change and social and economic wellbeing.
- Acting as custodians and stewards of our highly-valued natural environment, including our harbour foreshore and marine ecosystems, and our leafy streetscapes and urban forest.
- Acknowledging the Aboriginal custodianship of Woollahra and fostering greater community understanding and appreciation of our Aboriginal history, heritage and culture.
- Celebrating the unique built heritage of our area by honouring it and furthering generational efforts to conserve it.
- Creating opportunities for community connection, engagement and partnerships so we can be proud of our shared commitment and achievements.
- Demonstrating our commitment to customer experience by being respectful, open, responsive, accountable and agile.
- Building long term financial sustainability so we are in the best economic position to provide for the diverse needs of our community now and in the future.

# Our Principles, Values and Commitments

## Council's principles align with the United Nations Environment Program principles which are:

- Provide a long term vision for cities based on sustainability
- Empower people and foster participation and intergenerational equity
- Recognise and build on the characteristics of cities including their human, cultural, historic and natural systems
- Build on the characteristics of ecosystems
- Achieve long term economic and social security
- Expand and enable cooperative networks to work towards a common sustainable future
- Enable communities to minimise their ecological footprint
- Enable continual improvement, accountability and transparency
- Require effective demand-management and appropriate use of environmentally sound technologies for cities
- Recognise the intrinsic value of biodiversity and natural ecosystems and their protection and restoration.

Consistent with the guiding principles, Council has established the following values and made the following commitments:

## Our values

Woollahra Council values
Respect for people
Integrity and excellent performance
Professional, quality service
Open, accountable communication

## Our commitments to our people

- We will manage our internal processes to ensure an efficient and positive customer experience
- We will conduct a safe, fair and open workplace where people are recognised and encouraged to develop their talents
- We will live our values of respect, openness and responsiveness in all of our interactions
- We will challenge ourselves to go on continuously doing better.

## Our commitments to our community

- We will deliver seamless, responsive services to our community
- We respect the rights of every customer to be treated fairly
- We will keep our community informed about Council's services and activities and encourage feedback
- We will continuously strive to improve our services to the community
- We will engage with our community to enable participation in Council's planning and decision making
- We will commit to continuous improvement and innovation in our services to deliver best value for our community.



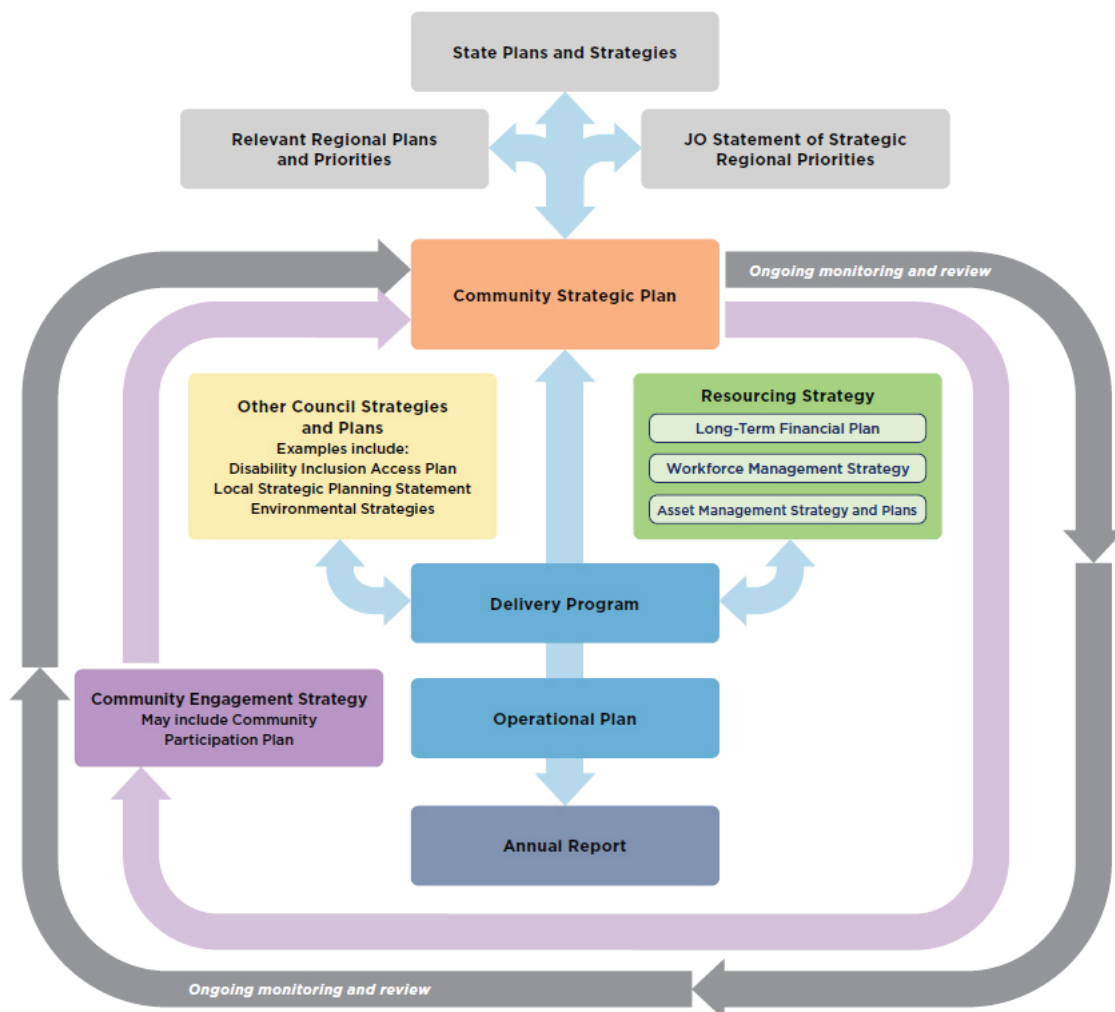
# Integrated Planning and Reporting Framework

The NSW Government requires local councils to deliver their community vision and goals through long, medium and short-term plans, known as the Integrated Planning and Reporting Framework. This promotes best-practice strategic planning across NSW councils to ensure a more sustainable local government sector.

Woollahra Council's IP&R framework includes our Community Strategic Plan and Delivery Program and Operational Plan, which are supported by our Resourcing Strategy.

Progress is monitored and reported to Council through the following: biannual Delivery Program updates, an Annual Report, and the State of Our City Report, which is presented at the second meeting of each new Council.

The diagram below illustrates the hierarchy of plans within the framework and their relationship to State and regional planning.



# Community Engagement

Council values the community as a source of local expertise and actively seeks community feedback and input to help shape decisions that affect residents and people who visit, work or go to school in Woollahra. Council also commits to making access to engagement opportunities easy and equitable.

Through community engagement Council will:

- Ensure Council decisions reflect the whole community by incorporating the community's views, concerns and aspirations into the decision-making process.
- Increase community confidence and trust in Council by building or improving relationships with the community through on-going, open and meaningful two-way conversations.
- Encourage the community to actively participate in civic life and to take responsibility for identifying and providing solutions to their concerns.
- Strengthen community capacity by building the community's understanding of how local government operates, how decisions are made, and how they can participate.

## Guiding principles

Council's community engagement strategy for the Community Strategic Plan is guided by our values, the principles of social justice and the IAP2 spectrum<sup>1</sup>

## Principles of social justice

Social justice is a concept which holds that all people should have equal access to wealth, health, well-being, justice, and opportunity. Council should consider the economic, environmental, social and cultural sustainability of its actions. To uphold social justice principles in a local government context, Woollahra Council endeavours to:

- address access and equity issues
- provide cultural activities and community facilities as well as recreation for active living
- plan for growth through urban design in the built environment, while remaining sensitive to heritage issues
- care for public health and safety
- support education, affordable housing initiatives and transport links within our communities
- provide consultation networks.

SOCIAL JUSTICE IN AN ENGAGEMENT CONTEXT	
Principle	Meaning
Equity	Inclusive and representative views from the community
Access	Appropriate methods for engagement selected
Participation	The community has a clear understanding of how they can get involved
Rights	People have a right for their views and voices to be heard

1. International Associate for Public Participation; for more information refer to our [Community Engagement Policy](#),

# Community Satisfaction and Priorities

In 2021 Council appointed Micromex to conduct a community satisfaction survey. This survey also asked the community to rank the importance of services, assisting Council to better understand community priorities.

**95%** of residents indicated that the quality of life living in Woollahra Council was 'Good', 'Very Good' or 'Excellent'



**95%** of residents would recommend living in the area to their friends



**82%** of residents feel at least somewhat connected/engaged



**26%** of residents want to feel more connected/engaged

**83%** of residents are at least somewhat satisfied with Council's current level of communication



**81%** of residents are at least somewhat satisfied with the way Council consults with the community



## Top 5 priorities as rated by Woollahra residents 2021



Waste collection (96%)



Parks and recreation areas (96%)



Maintaining foreshores and beaches (94%)



Renewing and maintaining footpaths/pedestrian ramps (93%)



Recycling (93%)

## Top 5 satisfaction areas as rated by Woollahra residents 2021



Woollahra Libraries (97%)



Parks and recreation areas (93%)



Playgrounds (91%)



Sporting fields and facilities (91%)



Harbourside facilities (91%)

# Making the Plan

## How we consulted

This strategic plan for our future integrates the engagement feedback we have received since our last Community Strategic Plan in 2018. Most recently these engagement opportunities have included:

- Community Satisfaction Survey – 2021
- Focus groups with residents, community groups and strategic partners
- Adopted a Community Facilities Study and commenced its recommendations
- Online engagement at Council’s Your Say Woollahra
- Exhibiting the draft Community Strategic Plan for public submissions prior to adoption.

## Working together

Many of our services and strategic plans are directly linked to other levels of government and other service providers that directly or indirectly influence the quality of life within our local area.

We acknowledge these important linkages and aim to work collaboratively to improve the liveability and sustainability of our community. To do this, Council has aligned its Community Strategic Plan with the goals and strategies of the State Government as outlined in the following key plans:

- NSW 2021 State Plan
- Greater Sydney – Eastern District City Plan

## Structure of the Plan

Woollahra 2032 is based on four broad and interrelated pillars of sustainability. Under each of these pillars are key goals and strategies for Council, that best summarise what our community values most, to facilitate and deliver in partnership with our community and other government agencies.

Key performance indicators for each of these focus areas will be used to determine where we are and what we have achieved over time. Each key performance indicator will be measured periodically and published in a report to the community.

Our Community Strategic Plan features Focus Areas and Goals. Council’s Integrated Planning and Reporting framework includes four broad interrelated Focus Areas which support a sustainable Council:

- Environmental
- Social
- Economic
- Civic Leadership.

Each area is supported by a number of Goals and Strategies. At the Delivery Program level, there are identified Priorities; at the Operational Plan level, there are supporting Actions.

Details of our key challenges in the future and key performance indicators are also outlined for each Focus Area. Throughout the Community Strategic Plan and its supporting documents, the Delivery Program and Operational Plan, these four focus areas are colour-coded:

- Environmental
- Social
- Economic
- Civic Leadership.

All of our Goals may deliver benefits across all of the four Focus Areas; the grouping reflects the primary benefit only.

## Our Goals

Our aim is to deliver services in our focus areas within our scope of influence, to achieve the Goals below:

- **1. A connected, harmonious and engaged community for all ages and abilities**
- **2. A supported, enabled and resilient community**
- **3. A creative and vibrant community**
- **4. Well planned neighbourhoods**
- **5. Liveable places**
- **6. Getting around**
- **7. Protecting our environment**
- **8. Sustainable use of resources**
- **9. Community focused economic development**
- **10. Working together**
- **11. A well managed Council**

## Have your say

Council's **Draft Community Strategic Plan Woollahra 2032** will be placed on formal public exhibition from 6 April 2022 to 13 May 2022.

Members of the community are invited to make public submissions expressing their views on the draft plan during the public exhibition period to be considered by Council.

Public submissions received during the exhibition period will be considered by Council in June 2022. The Plan will be adopted by Council, coming into effect 1 July 2022.

To continue to engage with Council and to have your say you can:

- Go to Council's website  
**[www.woollahra.nsw.gov.au](http://www.woollahra.nsw.gov.au)**
- Email council at  
**[records@woollahra.nsw.gov.au](mailto:records@woollahra.nsw.gov.au)**





Woollahra Library at Double Bay

# Focus Areas and Scope of Influence

## Our focus

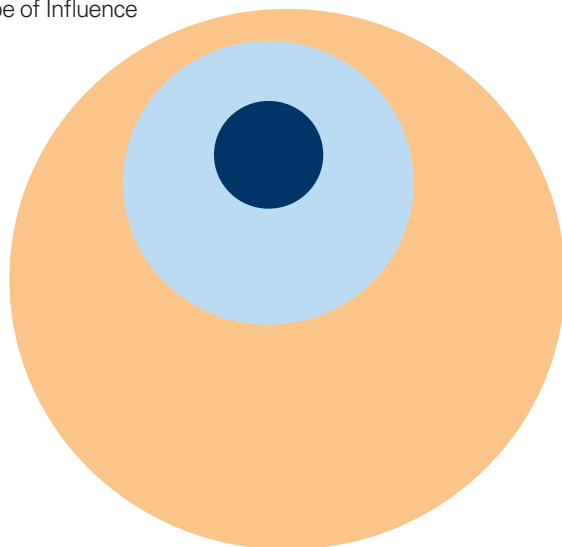
Our plan can only be a success if delivered in collaboration and partnership with our community, business, organisations and other levels of government.

While Council has a significant role in delivering and facilitating many outcomes in the Plan, it has limited direct influence on some. Council will, nevertheless, take a leadership and advocacy role participating in and supporting networks and partnerships to achieve those outcomes.

Focus Area		Scope
<b>Environment</b> 	Environmental monitoring and protection Environmentally sustainable initiatives Retention of bushland and bush regeneration A commitment to sustainable waste management Reduced water pollution and improved stormwater drainage A commitment to responsible management of biodiversity Good street cleaning, recycling and waste collection Well-managed trees in streets and parks Well-maintained foreshores, beaches, parks, sports fields and recreation areas Local parks and green open spaces Trees and leafy green streetscapes that are well maintained	Influence Influence Influence Control Influence Control Control Control Control Influence Control
<b>Social</b> 	Community facilities, activities and events Activities and services for young people Support and activities to promote healthy ageing and reduce social isolation in our community Programs and services that address barriers to access and are responsive to the needs of people with disabilities Quality library services that respond to the changing needs of our community A safe community Retention and enhancement of the village atmosphere throughout the area, offering a good range of shops and services Protection of local history, heritage values and buildings No inappropriate high rise and oversize development Quality design of new developments Retention of local urban character Children's play areas and playgrounds that are designed to encourage play by all	Influence Influence Influence Influence Control Concern Concern Influence Influence Influence Concern Control

Focus Area		Scope
<b>Economic</b> 	Sustainable development Renewed and upgraded infrastructure, especially footpaths, pedestrian ramps, kerb, guttering, stormwater drainage and local roads Reduced traffic congestion Improved parking Good public transport Good access to the city, harbour, beaches and facilities Connected, accessible and safe pedestrian and bicycling access An environment with less graffiti A clean and well maintained environment Enhancement and revitalisation of our shopping areas	Influence Control Influence Influence Concern Influence Influence Influence Influence
<b>Civic</b> 	Information on Council activities, services and programs A responsive Council Opportunities for community engagement, participation and involvement in Council's planning and decision making.	Control Control Control

Figure: Scope of Influence



- **Control:** Areas that are in the direct control of local government
- **Influence:** Issues that local government does not control but can influence
- **Concern:** Areas that local government neither controls nor is likely to influence, but are of concern to the community and affects its wellbeing.

# Our Environmental Focus

## Introduction

Woollahra has 18km of harbour foreshore, consisting of rocky headlands, coastal cliffs and beaches. There are approximately 88 hectares of bushland in Woollahra containing more than 400 plant species including three endangered plant species. Seven vulnerable fauna species have also been recorded in the Woollahra area.

The Woollahra Local Government Area is part of the Sydney Metro Catchment. The majority of land in Woollahra drains to the Port Jackson (Sydney Harbour) sub-catchment, with only 5% draining to the Eastern Beaches sub-catchment. There are four significant waterways within the Municipality; Parsley Creek, Cooper Park Creek, Vaucluse Creek and Rose Bay Creek.

A healthy environment underpins the prosperity of our area and it must be considered in everything we do. Local government has a legislative responsibility to protect the natural environment. This means all Council actions must support healthy ecosystems with clean air, clean land and clean waterways. To reduce our impact on the environment and mitigate climate change, Woollahra must continue to reduce greenhouse gas emissions and ensure sustainable use of resources including energy and water.

It is important that Council continues to plan for climate change, adapting to address risks to ensure resilience.

## Key Opportunities and Challenges

- Environmental sustainability
- Tree canopy and tree management
- Tree management
- Waste management
- Climate change mitigation and adaptation
- Protection of waterways
- Protection of bushland and threatened species
- Clean up of environment, rubbish and stormwater pollutant management

## Our Partners

- Our community
- NSW National Parks and Wildlife
- State government
- Sydney Water
- State Emergency Services
- Waverley Council
- Randwick Council
- Local schools



## Environmental Strategies

We will take advantage of our opportunities and meet our challenges using these strategies:

### Goal 7: Protecting our environment

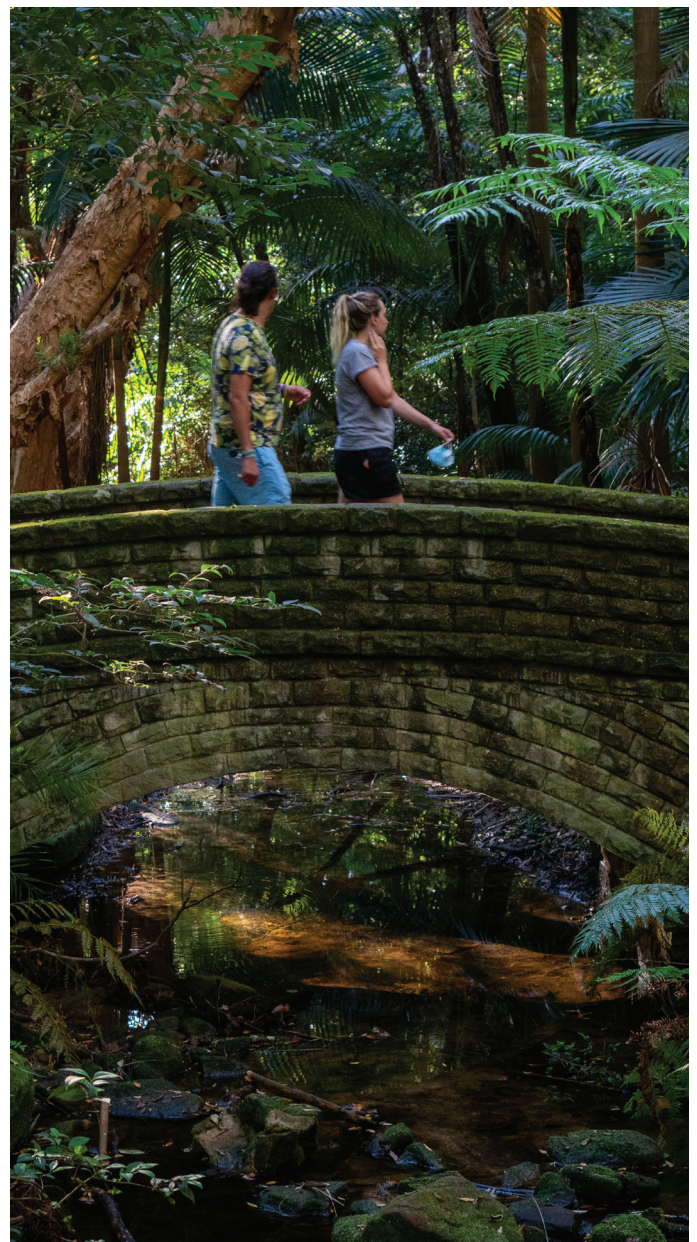
- 7.1 Protect trees, streetscapes, natural landscapes and biodiversity including the protection and restoration of bushland areas.
- 7.2 Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.
- 7.3 Ensure that premises which have the potential to impact on human health and safety are operated in accordance with relevant standards and statutory requirements.

### Goal 8: Sustainable use of resources

- 8.1 Reduce greenhouse gas emissions.
- 8.2 Provide support to the community to reduce their environmental impact.
- 8.3 Prepare for and adapt to the impacts of climate change.
- 8.4 Encourage and assist our community to be leaders in waste management and resource recycling.
- 8.5 Reduce potable water usage by Council and encourage reduced usage on private property.

## Environmental Measures & Targets

We will track the achievement of our goal and strategies through the measurement and reporting of performance indicators:



Moon Bridge, Cooper Park

## Our Environmental Measures

Measure	Target	Frequency
Council operations are certified carbon neutral.	Climate Active Certification obtained each year	Annual via Climate Active
Decrease carbon emissions offset by Council. 2018/19 result of 7,412 tonnes CO <sub>2</sub> e.	Decrease in Carbon emissions offset per annum	Annual via Climate Active
100% of Council's electricity use is from renewable sources.	100% of renewable energy purchased	Annual via electricity contracts
No increase in potable water use by Council operations. 2018/19 result of 88,655 kL.	Maintain or reduce kL of potable water used per annum	Annual via Azility / Sydney Water
Reduce community greenhouse gas emissions, aspiring to net zero emissions by 2030. 2018/19 result of 518,349 tonnes CO <sub>2</sub> e.	Reduce total community greenhouse gas emissions per annum	Annual via Resilient Sydney-Kinesis
Reduce community water use per capita. 2018/19 result of 6,616,365kL / 59,387 = 111.4kL per person.	Reduce total water use per capita per annum	Annual via Resilient Sydney-Kinesis / ABS
Increase in canopy cover. 2016 result of 28%.	Increase in % canopy cover	Biennial via NearMaps
Increase in percentage of drainage outlets treated by stormwater quality improvement devices.	% increase in outlets with treatment devices including Gross Pollutant Traps and raingardens	Biennial via GIS maps
Maintain or increase number of native flora and fauna species found in Woollahra 2020 result (introduced species excluded): Flora species = 219 Fauna species = 57	Maintain or improve # of flora species, number of fauna species	Biennial
100 Bushcare volunteers by 2030. 2021 result of 81 volunteers.	100 Bushcare volunteers (20% increase)	Annual
All of Council's six swimming beaches rated 'Good' or 'Very Good' by Beachwatch. 2021 results: <ul style="list-style-type: none"> <li>Watsons Bay: Good</li> <li>Rose Bay: Good</li> <li>Parsley Bay: Good</li> <li>Murray Rose Pool: Good</li> <li>Nielsen Park: Very Good</li> <li>Camp Cove: Very Good</li> </ul>	100% rated 'Good' or 'Very Good'	Annual

## Our Environmental Measures

Measure	Target	Frequency
Increase number of electric and hybrid vehicles on Council's passenger fleet to 100% by 2025. March 2022 result of 11 electric or hybrid vehicles from a total of 99 passenger vehicles = 11%	% increase linked to the general rate of vehicle turnover	Annual
Increase public electric vehicle charging by 2 stations per year. 2021 result of 3.	2 charging stations installed per year	Annual
% of waste, recyclables and organics collected from kerbside bins that is diverted from landfill. 2021 result of 62%.	Increase	Biannual
Direct cost of the kerbside waste bin collection service per kerbside waste collection bin. Benchmark pending Service Review.	Reduction	Annual
Direct cost of the kerbside recyclable bin collection service per kerbside waste collection bin. Benchmark pending Service Review.	Reduction	Annual
Condition of Open Space assets (e.g. playgrounds, fencing). 2021 result of 95.8% rated at Condition rating 1 (Excellent / Very Good), 2 (Good) or 3 (Satisfactory)	98% of open space assets rated at Condition rating 1, 2 or 3	Annual
Renewal of Open Space assets (e.g. playgrounds, fencing). 2021 result of 73.4% of assets at Condition rating 4 (Poor) or 5 (Very Poor) scheduled for renewal within 24 months	100% of open space assets rated at Condition rating 4 or below scheduled for renewal with 24 months	Annual



Electric Vehicle charging station in Goodhope Street, Paddington

# Our Social Focus

## Introduction

Our community wellbeing is dependent on our social connections and our sense of community.

Building community harmony is about having a sense of belonging and feeling welcomed. People do not exist in isolation. Strong networks including families, neighbourhoods, community groups, cultural organisations, churches, government agencies and businesses are essential building blocks of our community.

Community wellbeing is influenced by sense of connection with community and place. This can be expressed through participation in community, cultural and recreational activities. Access to facilities, community information and social services is also important to ensure community health, wellbeing and safety.

Woollahra has a unique and distinctive natural and built environment. Its landform includes the prominent cliff faces of Watsons Bay, low lying harbour foreshore areas and land that rises to a ridgeline along Old South Head Road and Oxford Street.

Maintaining local character and amenity is important to Council and the community and urban planning plays a vital role in retaining this residential amenity. Planning, providing and maintaining public places and spaces are of paramount importance to the Woollahra community. Access to these places and spaces is vital in maintaining a liveable and convenient place to live, work and visit.

## Key Opportunities and Challenges

- Customer experience
- Housing availability and affordability
- Overdevelopment
- Customer being at the centre of how services are designed and delivered
- Community services and supports that respond to the needs of all ages and stages of life supporting the vulnerable
- Responding to diversity and access issues
- Community services

## Our Partners

- Our community
- Resident groups
- Not-for-profit organisations
- Community groups and organisations
- La Perouse Local Aboriginal Land Council
- Holdsworth
- Woollahra History and Heritage Society
- NSW State Library
- Create NSW
- Cultural institutions and groups
- NSW Police
- NSW Department of Planning, Industry & Environment
- Greater Sydney Commission
- NSW State and Federal governments and agencies

## Social Strategies

We will take advantage of our opportunities and meet our challenges using these strategies:

### Goal 1: A connected, harmonious and engaged community for all ages and abilities

1.1 Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

### Goal 2: A supported, enabled and resilient community

2.1 Build strong and respectful connections with partners so that we can enhance and protect our local area and quality of life.  
2.2 Understand needs of our community so that we can facilitate access to support and services.

### Goal 3: A creative and vibrant community

3.1 Promote opportunities for innovative, creative and cultural initiatives that support the community.

### Goal 4: Well planned neighbourhoods

4.1 Encourage and plan for sustainable, high quality planning and urban design outcomes.  
4.2 Conserving our rich and diverse heritage.  
4.3 Sustaining diverse housing choices in planned locations that enhance our lifestyles and fit in with our local character and scenic landscapes.  
4.4 Facilitate safe and active local centres which increase local activity, balance tourism demands with the impact on the community and are in line with local character.

## Social Measures & Targets

We will track the achievement of our goal and strategies through the measurement and reporting of performance indicators:



Lift connecting Woollahra Gallery at Redleaf to Blackburn gardens

## Our Social Measures

Measure	Target	Frequency
Timeliness of complaint responses. Complaints are directed and acknowledged within 2 business days with a response provided within 7 business days.	100%	Quarterly
# of calls answered by Customer Experience team. National Local Government Customer Service Network benchmark of 15,500 per quarter. 2021 result of 19,776 per quarter.	Maintain or improve	Quarterly
% of calls answered within a fixed timeframe. 2021 result of 96% of calls answered within 20 seconds.	>93%	Quarterly
% of calls abandoned by the caller before reaching a staff member. National Local Government Customer Service Network benchmark of 5.13%.	<3%	Quarterly
Increased community engagement awareness as measured by community visits to the 'Your Say Woollahra' site. 2020 result of 5,899 visits.	10% growth in site visits	Biannual
Social media growth in followers. 2021 result of -WMC Facebook: 3.9k followers -WMC Instagram: 2,698 followers	15% growth in followers	Biannual
Maintain higher than industry average open rates for Woollahra eNews (monthly). Open rate industry average is 20%, government average is 26%. 2021 result of 50-58%.	>26%	Monthly
# of website users. 2021 result of 232,000 website users	10% growth in website traffic per year	Biannual
Increase in community satisfaction as measured by biennial Library Satisfaction Survey. 2021 result of 97%.	Increase	Biennial
Library members as percentage of population. 2021 result of 53.76%.	Median for urban libraries is 42.88%	Annual
Total number of loans of physical and digital collection items per member of population. 2021 result of 3.92 loans per item.	State median 3.08 loans per item	Annual
Total number of visits to library service points per member of population. 2021 result of 4.21 visits	Increase on 4.21 visits per population	Annual

## Our Social Measures

Measure	Target	Frequency
Woollahra Gallery at Redleaf visitation rate	6,000 per year	Annual
Usage level of Council's venues	Increase	Annual
Customer satisfaction with venue hire as captured by monthly average survey score	Increase	Monthly
# of citizens participated in citizenship ceremonies hosted by Council. 2021 result of 450.	100% of requests met	Annual
Meet or exceed the National Quality Standards in all 7 categories of assessment at audit by external body Australian Children's Education & Care Quality Authority . 2021 result of 'Exceeding' all 7 categories.	'Exceeding' in all 7 categories	Audits conducted every 3-5 years
Measure	Frequency	
# of Community and Cultural Grants applications received	Biannual	
# of Community and Cultural Grants projects funded	Biannual	
\$ value of Community and Cultural Grants awarded	Biannual	



Watsons Bay Library

# Our Economic Focus

## Introduction

The Woollahra area is distinctly urban in character and is one of Australia's most prestigious residential locations. It is substantially residential, intermixed with shopping centres of various sizes, large and small recreational and open space areas and large private schools.

We support our local economy whilst balancing growth with business and tourism demands and community desires. A prosperous community is one that has a strong economy but also one which is healthy and happy. A prosperous community is able to enjoy the lifestyle benefits of our harbour location and a wide variety of facilities and activities. It also enables fulfilment of family, community and leisure interests.

Woollahra is the location of some of Sydney's premier shopping precincts, such as Double Bay, Paddington and Queen Street. Set amid residences of great heritage value and adjoined by Sydney Harbour, open parks and tree-lined boulevards, our vibrant retail precincts present wonderful shopping and dining in the relaxed ambience of small villages. This provides many opportunities for prosperity and development of a robust local economy. Set on Sydney Harbour, Woollahra is also a premier tourist area. From Watsons Bay to Paddington, the area is one of Sydney's most visited regions.

## Key Opportunities and Challenges

- Planning controls
- DA processing times
- Improving the public domain
- Traffic congestion
- Improving active transport
- Pedestrianisation and traffic calming

## Our Partners

- Our community
- Local business
- Visitors to Woollahra
- Paddington Business Partnership
- City of Sydney Council
- Tourism NSW
- Southern Sydney Regional Organisation of Councils
- Greater Sydney Commission
- NSW Department of Planning, Industry & Environment
- Developers
- Independent Planning Panels
- NSW Police
- NSW Roads and Maritime Services
- NSW Department of Transport
- State Transit Authority of NSW,
- Sydney Ferries
- NSW State and Federal governments and agencies



## Economic Strategies

We will take advantage of our opportunities and meet our challenges using these strategies:

### Goal 5: Liveable places

- 5.1 Enhance council provided community facilities to foster connections between people and place and enhance quality of life
- 5.2 Provide and maintain safe, clean, serviceable public infrastructure including roads, footpaths, bicycle facilities, parks, open spaces, stormwater drains and seawalls.
- 5.3 Provide and maintain clean, attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces and infrastructure such as roads, footpaths, bicycle facilities, stormwater drains and seawalls
- 5.4 Reduce impacts of local flooding and improve floodplain risk management.
- 5.5 Renew and upgrade ageing infrastructure including roads, footpaths, stormwater drains and seawalls.

### Goal 6: Getting around

- 6.1 Facilitate an improved network of accessible and safe active transport options.
- 6.2 Improve the management of public parking on-street and off-street.
- 6.3 Reduce traffic congestion, noise and speeding.

### Goal 9: Community focussed economic development

- 9.1 Collaborating to achieve great placemaking outcomes in our local centres which are hubs for jobs, shopping, dining, entertainment, and community activities.

## Economic Measures & Targets

We will track the achievement of our goal and strategies through the measurement and reporting of performance indicators:



A Night Out event in Paddington

Our Economic Measures		
Measure	Target	Frequency
Median determination time for Development Applications and related applications received, eg Section 4.55 Modification Applications (an application to modify an approved Development Application). 2021 result of 92 days.	Maintain or improve	Biannual
The number of Development Applications and or related applications determined, including: -Development Applications, -Pre-Development Applications (the opportunity to meet with Council staff and receive written comment prior to lodging a Development Application), -Section 4.55 Modification Applications -Level of delegations and -Heritage exemptions determined. 2021 result of 979 excluding re-Development Applications, level of delegations and heritage exemptions determined.	Maintain or improve	Biannual
Development Control appeal volumes of Class 1 appeals lodged. 2021 result of 47.	Maintain or improve	Biannual
# of minor gazettals (ie finalisation) of non-heritage Local Environment Plan planning proposals (gazettal by NSW Government)	100% of completed LEP gazetted	Biannual
# of major gazettals (ie finalisation) of non-heritage Local Environment Plan planning proposals (gazettal by NSW Government)	100% of completed LEP gazetted	Biannual
# of complex gazettals (ie finalisation) of non-heritage Local Environment Plan planning proposals (gazettal by NSW Government)	100% of completed LEP gazetted	Biannual
Condition of Building assets (community, sporting and operational buildings). 2021 result of 97.9% rated at Condition rating 1 (Excellent /Very Good), 2 (Good) or 3 (Satisfactory)	98% of building assets rated at Condition rating 1, 2 or 3	Annual
Renewal of building assets (community, sporting and operational buildings). 2021 result of 113.25% of buildings at Condition rating 4 (Poor) or 5 (Very Poor) scheduled for renewal within 24 months	100% of Buildings rated at Condition rating 4 or below scheduled for renewal with 24 months	Annual
Building & Infrastructure Renewal Ratio Benchmark. This ratio compares the proportion spent on infrastructure asset renewals and assets deterioration. 2021 result of 94.02%.	>100%	Annual

## Our Economic Measures

Measure	Target	Frequency
Asset intervention level for civil infrastructure assets in condition 4 (Poor) or 5 (Very Poor). 2021 result of 98.4%.	98% of Civil Infrastructure rated at Condition rating 1, 2 or 3	Annual
Renewal of civil infrastructure including transport assets (roads, footpaths, kerb and gutter); Stormwater assets (pipes, pits, quality improvement devices); and Land Improvements (retaining and sea walls, harbour structures). 2021 result of 88.04%	100% of Civil Infrastructure rated at Condition rating 4 or below	Annual
Measure	Frequency	
# of planning certificates processed as: -Standard -Expedited	Quarterly	
# of new heritage items listed in the Woollahra Local Environment Plan 2014 register	Biannual	
# of new Development Control Plan amendments commenced	Biannual	



Pedestrian crossing in Double Bay

# Our Civic Leadership Focus

## Introduction

Our community expects ethical and inspired leadership from all levels of government with a genuine commitment to work together to make our community a better place to live. This includes providing our community with the opportunity to participate in decision-making on things that are important to us, such as infrastructure, transport, public services, facilities, financial management and service provision.

Through responsive community leadership we will demonstrate 'best practice' and work together to achieve a more sustainable Woollahra.

Council can improve community governance by empowering communities to actively engage in civic life, to be involved in the decision-making process and to take responsibility for identifying and providing solutions to their own concerns.

Transparency and accountability – knowing what is done, and why it is done – is extremely important to our community. Community confidence in these areas is achieved through having a strong and effective corporate governance framework of systems, policies and procedures that underpin everything we do as an organisation.

## Key Opportunities and Challenges

- Financial sustainability
- Service reviews
- Compliance
- Getting things done
- Responsiveness (to the community and Councillors)
- Customer Experience and Responsiveness (to the Community & Councillors)

## Our Partners

- Our community
- NSW Office of Local Government
- Southern Sydney Regional Organisation of Councils
- NSW Audit Office
- Independent Pricing and Regulatory Tribunal

## Civic Leadership Strategies

We will take advantage of our opportunities and meet our challenges using these strategies:

### Goal 4: Well planned neighbourhoods

4.5 Ensure that planning and building requirements are complied with

### Goal 10: Working together

10.1 Encourage inclusive community participation and build respectful relationships through engagement and input into decision making.

### Goal 11: A well managed Council

11.1 Build an efficient organisation that places customers and the community at the heart of service delivery

11.2 Secure Council's financial position.

11.3 Ensure effective and efficient governance and risk management

## Civic Leadership Measures & Targets

We will track the achievement of our goal and strategies through the measurement and reporting of performance indicators:



Landscaping maintenance at Dillon Street Reserve playground

## Our Civic Leadership Measures

Measure	Target	Frequency
# of GIPA applications processed and % completed within Service Level Agreement (SLA). 2021 Benchmark is 1,609 applications (1,590 informal, 19 formal); with 100% meeting the SLA.	100%	Annual
Integrated Planning & Reporting documents adopted to schedule and meet NSW Office of Local Government benchmarks	100%	Annual
Total expenses per head of population. 2021 result of \$1,883 per head.	Maintain or increase	Annual

### *Annual Financial Ratios*

Operating Performance Ratio Benchmark. Measures a councils' ability to contain operating expenditure within operating revenue. Operating Performance ratio is an indication of continued capacity to meet on-going expenditure requirements. 2021 result of -15.08%.	> 0%	Annual
Unrestricted Current Ratio Benchmark. This ratio is specific to local government and is designed to assess the adequacy of working capital and the ability to satisfy its obligations in the short term for unrestricted activities of council. 2021 result of 3.94x.	> 1.5	Annual
Cash Expense Cover Ratio Benchmark. This liquidity ratio indicates the number of months a council can continue to paying for its immediate expenses without additional cash inflows. 2021 result of 6.02 months.	> 3 months	Annual
Debt Service Cover Ratio Benchmark. The ratio measures the availability of operating cash to service debt including interest, principal and lease payments. 2021 result of 0.14x.	> 2	Annual
Own Source Operating Revenue Ratio Benchmark. Measures the level of a council's fiscal flexibility. It indicates the degree of reliance on external funding sources such as grants and contributions. 2021 result of 90.37%.	> 60%	Annual
Outstanding Rate & Annual Charges Ratio Benchmark. Used to assess the impact of uncollected rates and annual charges on liquidity and the efficiency of a council's debt recovery. 2021 result of 4.16%.	< 5%	Annual

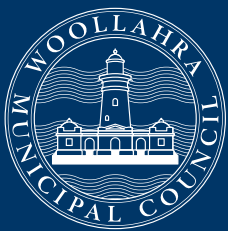
## Our Civic Leadership Measures

Measure	Target	Frequency
Compliance activities in response to unauthorised uses and works are actioned within agreed timelines. 2021 result of 575 customer requests received; 639 customer requests finalised; 72 'Notices of intention to give an Order' served; 25 Orders served; 4 penalty infringement notices issued.	100%	Biannual
Investigation relating to incidents of potential water pollution actioned within agreed timelines. 2021 result of 49 requests investigated.	100%	Biannual
Erosion and sedimentation controls are actioned within agreed timelines. Controls are in place for new development where there is potential for the escape of sediment into the drainage system. 2021 result of 39 requests for dust and sediment control; 40 requests for building site discharges, wash-downs and spills.	100%	Biannual



Rose Bay beach clean up

Woollahra  
Municipal  
Council



536 New South Head Road,  
Double Bay NSW 2028  
[woollahra.nsw.gov.au](http://woollahra.nsw.gov.au)  
T: 02 9391 7000  
E: [records@woollahra.nsw.gov.au](mailto:records@woollahra.nsw.gov.au)

Draft 28 March 2022