



END-OF-TERM REPORT

2017/18 - 2020/21



22 November 2021

Acknowledgement of Country

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



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Hornby Lighthouse 2021

About this Report

End-of-Term Report

Under the NSW Government's Integrated Planning and Reporting Legislation for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term.

The aim of the End-of-Term Report is to provide an update to the Woollahra Community on how the Council is progressing towards achieving the social, environmental, economic and civic leadership objectives of the Community Strategic Plan, *Woollahra 2030*, and in doing so, provide information about how effective the Community Strategic Plan has been in delivering the desired outcomes.

Our End-of-Term Report provides comments in respect of progress Council has made through its Delivery Program and Operational Plans between 2017 and 2021 against each of the fifty (50) agreed Strategies presented in *Woollahra 2030*.

The Report also highlights what Council considers to be the significant achievements during this term of Council (2017- 2021) for each of the eleven (11) identified Goals which link the suite of Council's Integrated Planning & Reporting documents.

Council's End-of-Term Report will be presented to the final meeting of the outgoing Council prior to the Local Government Elections held on 4 December 2021.

Woollahra 2030

Woollahra 2030 was adopted by Council, as its Community Strategic Plan on the 18 June 2018. *Woollahra 2030* is informed through Council's ongoing community engagement on strategies, plans and policies. The Community Strategic Plan is formally reviewed, usually every four years inline with Council's election cycle and integrated planning and reporting legislative requirements.

Term of the sitting Councillors

Due to the prospect of forced Council amalgamations, planned 2016 Council elections were delayed until 2017 by the State government. This reduced the elected term of the sitting Council for four years to a three year term, due to end September 2020.

In response to the global COVID-19 pandemic, on 25 March 2020, the NSW Minister for Local Government announced amendments to the Local Government Act 1993 (NSW) to delay scheduled elections from September 2020 by one year and so adding one year to the term of the sitting Councillors. This was later extended on 25 July 2021, due to an outbreak of the Delta strain of the Covid-19 virus in NSW. Elections are now due to be held 4 December 2021.

Thus this document reflects a four year term for the elected Councillors, and it is anticipated the next End-of-Term Report will reflect a three year term (2022-2024) before returning to the normal 4-year cycle.

Progress reporting

Responding to the issues the community have told us are important, *Woollahra 2030* presents the long term vision for Woollahra around five broad interrelated Themes.

Supporting each of these Themes are key Goals and Strategies for Council to pursue and facilitate in partnership with our community and other government agencies. The five (5) Themes and supporting Goals around which *Woollahra 2030* and this End-of-Term Report is structured around.

In addition to the Community Strategic Plan, Council's Integrated Planning & Reporting Framework extends to include a 4 year Delivery Program and an annual Operational Plan.

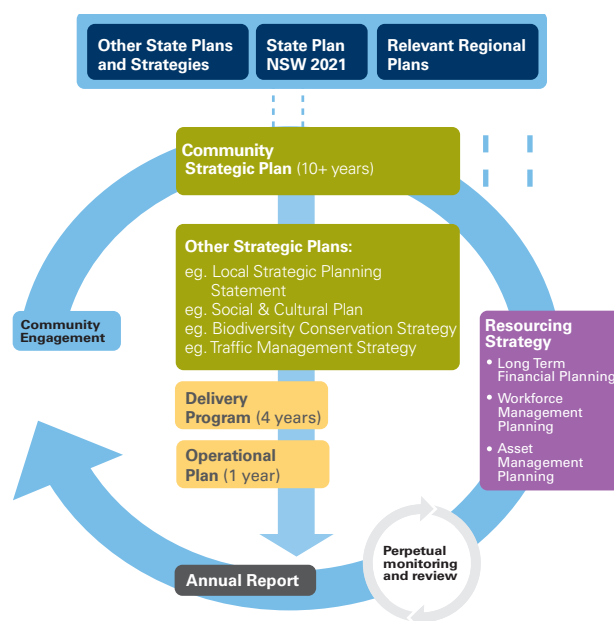
The Delivery Program describes how Council will work with the community to achieve community Goals. It outlines the priorities that Council will pursue to meet the Goals and Strategies Council has adopted and presented in *Woollahra 2030*.

The Operational Plan includes Council's annual budget and provides detailed information on the range of Actions and Projects Council will undertake in the financial year that will assist in progressing towards the agreed community Goals. For ease of reference Council has combined its Delivery Program and Operational Plan into a single document which is reviewed and updated on annual basis.

This End-of-Term Report provides comments in respect of progress Council has made through its Delivery Program and Operational Plans between 2017 and 2021 against each of the fifty (50) agreed Strategies presented in *Woollahra 2030*.

The Report also highlights what Council considers to be the significant achievements during this term of Council (2017/18- 2020/21) for each of the eleven (11) identified Goals which link the suite of Council's Integrated Planning & Reporting documents.

Presenting the End-of-Term Report in this manner will assist the incoming Council, to be elected at the 4 December 2021 Local Government Elections, to undertake a review of *Woollahra 2030* and prepare the Council's next Delivery Program and Operational Plan.



Elected Councillors 2017-2021

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 in September 2017.

BELLEVUE HILL WARD	COOPER WARD	DOUBLE BAY WARD	PADDINGTON WARD	VAUCLUSE WARD
				
Nick Maxwell Councillor	Luise Elsing Councillor	Richard Shields Deputy Mayor	Peter Cavanagh Councillor	Claudia Cullen Councillor
				
Lucinda Regan Councillor	Anthony Marano Councillor	Mark Silcocks Councillor	Harriet Price Councillor	Mary-Lou Jarvis Councillor
				
Isabelle Shapiro Councillor	Megan McEwin Councillor	Toni Zeltzer Councillor	Matthew Robertson Councillor	Susan Wynne Mayor

Community Satisfaction and Priorities

In 2020/21 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%)

Community Satisfaction Summary

The 2020/21 community satisfaction survey results are compared to 2017/18 satisfaction levels to reflect Council's performance over the term.

86%

Community satisfaction with Council's community wellbeing services
(1% decrease from 2017/18)



73%

Community satisfaction with Council's places and spaces services
(2% decrease from 2017/18)



81%

Community satisfaction with Council's healthy environment services
(5% decrease from 2017/18)



68%

Community satisfaction with Council's local prosperity services
(4% increase from 2017/18)



73%

Community satisfaction with Council's community leadership and participation services
(3% increase from 2017/18)



Snapshot Highlights



40 additional
child care places at
Woollahra Preschool



\$73.543m
in capital works
improvements
2017/18-2020/21



11
community venues
for hire

renovations made
to E.J. Ward
Community Centre
and Sherbrooke
Hall to improve
accessibility



\$7.9m

financial support provided
by Woollahra Council
to assist residents and local
businesses in easing the
economic pressure from the
pandemic and promoting recovery



\$1.1m
domestic violence
accommodation



\$4.75m

funding secured
by Council
to create a pedestrianised public
plaza on Knox Street between
Bay Street and Goldman Lane in
Double Bay, with new lighting,
plantings, public art and seating,
providing a space for the
community to meet

31,949

current active
Library members

86,397

total digitised
library collections



2,161,783

Library visitors
between 2017/18-
2020/21

2.4m+

Library items
loaned to members
2017/18-2020/21



Council certified as carbon
neutral in 2018/19, 2019/20
and currently under
evaluation for 2020/21



Woollahra Gallery
at Redleaf opened
3 November 2021



142,900m²

roads renewed
across Woollahra
2017/18-2020/21



15%
decrease in average
days net mean
processing times for
DAs achieved in 2021



31,700m²

footpath renewed
across Woollahra
2017/18-2020/21



END-OF-TERM

PERFORMANCE MEASUREMENT

Report

Theme: Community wellbeing

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 feeling engaged and is expressed through participation in community, cultural and recreational activities, access to facilities and community information. The health of residents and access to essential social services is also important to ensure community health and safety.

Community values and priorities

The Community Strategic Plan includes the values and priorities of our community expressed through a range of community engagement opportunities, listed below:

Community wellbeing
Community facilities, activities and events
Activities for young people
Support for healthy ageing and activities to engage seniors and isolated people in our community
Programs and services that are inclusive of people with a disability
Quality library services
A safe community.

Council’s role

Council’s contribution to community wellbeing continues to be made through the planning, facilitation and provision of appropriate community and cultural services and facilities throughout the Municipality. As a Council we also have a role to work in partnership with our community to support local neighbourhood networks and to facilitate local participation and engagement. This is demonstrated through a number of programs including the annual grants program and the provision of subsidised venue hire and promotion of community events. Council also supports an inclusive community and is implementing the Disability Inclusive Action Plan (2017) across Council.

Council manages the Woollahra Preschool, provides Library Services at Double Bay, Paddington and Watsons Bay. and coordinates a number of committees that encourage resident participation. Council continues to recognise the traditional custodians of the land. We participate in a regional forum of Councils that work together to raise awareness and celebration of Aboriginal and Torres Strait Islander heritage.

Council plays a cultural developmental role and hosts valuable initiatives such as the Writers & Readers Program, Digital Literary Award, an Artist in Residence scheme, the Youth Photographic Award and Film Prize, the Woollahra Small Sculpture Prize, Public Art Programs and Mural Programs. Council continues to develop new cultural programs, community and cultural opportunities to meet community needs, including the opening of the new Woollahra Gallery at Redleaf. Council also supports public art through the placement of artworks in the area for the benefit and enjoyment of residents and visitors.

Goal 1: A connected and harmonious community

Woollahra will be a community where people care for each other, have a sense of belonging and can contribute meaningfully to their local community and neighbourhood through participation in community life.

Key Opportunities & Challenges

Resident movements	Building lasting communities and communicating with a transient population
Diverse community	Communicating and engaging with a culturally diverse community
Library and Information Service	Engaging and connecting with time poor residents
Community Information	Meeting high expectations and demand for access to information
Aboriginal heritage	Improving the knowledge and appreciation of Aboriginal heritage

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Residents volunteering (measure of social participation)	Increase the percentage of residents volunteering to above 50% by 2020	>50%	50%	n/a*	n/a*	37%
Residents who feel engaged with their local area	Reduce the 7% of residents who would like to feel engaged but currently do not to 5% by 2030	5%	7%	n/a*	n/a*	3%
Residents recommend living in the area	Improve the resident rating of equal to or greater than 94% (2017 baseline) of residents who recommend living in the local area	>94%	94%	n/a*	n/a*	95%
Community satisfaction with Council's community wellbeing services	Improve on the 2017/18 Community Survey rating of 87%	>87%	87%	n/a*	n/a*	86%

*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

Commentary on Outcomes

Woollahra Council welcomes volunteers through its Bushcare program, cultural development program and events, as well as a wide range of volunteering roles within Woollahra Libraries, including supporting Duke of Edinburgh students and providing a Justice of the Peace service. Council was unable to safely offer these opportunities for periods of time since March 2020 due to the Covid-19 pandemic, and so it is not surprising to see a large decline in the number of residents volunteering, either through Council or with other organisations.

We look forward to the continued easing of pandemic-related restrictions and the new opportunities that will bring for our community to connect through volunteering, such as the opening of Council's new Woollahra Gallery at Redleaf located in the St. Brigid's building.



Home Library Service volunteer observing Covid-19 restrictions whilst selecting items on behalf of a Home Library member



Woollahra Small Sculpture Prize judge, designer Jenny Kee, OA outside Woollahra Gallery at Redleaf.

Goal 2: A supported community

Woollahra will be a place where people have access to a range of effective and diverse social services and programs that meet the changing needs of our community.

Key Opportunities & Challenges	
Population Changes	Working with an ageing population to foster a strong, happy and supported community
Independent living	Providing sufficient support services for older people and people with special needs
Increasing carers	Providing adequate support for the increasing number of carers in our community
Children's services	Providing adequate children's services and facilities, particularly for children under 2 years
Sport and recreation	Meeting increased demand for sport and recreation programs and social activities
Community safety	Addressing community safety concerns, including anti-social behaviour, graffiti and stealing from property
A place for young people	Including young people in the planning of community activities and facilities

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Self-rated quality of life (is an outcome of social policy)	Improve resident's rating of their quality of life as excellent to above 49% (2017 baseline)	>49%	49%	n/a*	n/a*	37%
Residents who identify as being 'very safe'	Improve the resident safety rating of equal to or greater than 96% (2017 baseline) of residents committing to the top 'very safe' code	>96%	96%	n/a*	n/a*	94%

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
External assessment of the Preschool against the National Quality Standards	Meet or exceed the National Quality Standards	'Meet' or 'Exceed' in all 7 categories of assessment	n/a**	n/a**	n/a**	Rated 'Exceeding' in all 7 categories

*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

**Last measured by external body Australian Children's Education & Care Quality Authority in February 2016; ACECQA conducts its assessment every 3-5 years. The most recent assessment was completed in May 2021.

Commentary on Outcomes

Since March 2020 the Covid-19 pandemic has changed the experience of residents of Woollahra and their movements. Two significant outbreaks have seeded within the local government area resulting in strict lockdowns, which may be driving down quality of life and safety scores. Whilst there has been a marked decline (12%) in self-rated quality of life as 'Excellent', it is pleasing to note that 95% of residents rated their quality of life as either 'Good', 'Very Good' or 'Excellent'.



Woollahra Preschool following refurbishment works



Socially-distanced 'Select and Collect' service at Woollahra Libraries

Goal 3: A creative and vibrant community

Woollahra will be a place where people of all ages and backgrounds have access to lifelong learning opportunities, cultural and community activities.

Key Opportunities & Challenges	
Cultural activities	Meeting demands for increased arts and cultural activities
Artists	Supporting local artists to engage with our community
Partnerships	Supporting and maintaining partnerships within our large number of cultural industries
Cultural hubs	Providing facilities that encourage cultural and community services and activities
Local history and heritage	Retaining and celebrating local history and heritage
Library services	Providing library facilities, programs and services that encourage increased participation, opportunities for learning and respond to increasing demands for technology
A place for young people	Including young people in the planning of community activities and facilities

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Level of cultural activity in the local area	Improve the community level of satisfaction with cultural activities from 90% (2017 baseline)	>90%	90%	n/a*	n/a*	84%
Woollahra Libraries turnover per annum	To achieve and maintain 'Exemplary' standard for each indicator, as described by the State Library of NSW, Living Learning Libraries – Standards and guidelines for NSW Public Libraries***	State median** = 3.08	5.25 per item	5.31 per item	4.71 per item	3.92 per item

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Woollahra Libraries age of collection per annum	To achieve and maintain 'Exemplary' standard for each indicator, as described by the State Library of NSW, Living Learning Libraries – Standards and guidelines for NSW Public Libraries***	State median** (5 yrs)= 50.51 % State median** (10 yrs) = 78%	56.37% <5 years old 83.49% <10 years old	53.74% <5 years old 73.64% <10 years old	64.83% <5 years old 82.75% <10 years old	69.81% <5 years old 83.82% <10 years old
Woollahra Libraries expenditure per annum		State median** (per capita) = \$55.25	\$6,096,681 or \$103.54 per capita	\$6,429,803 or \$109.50 per capita	\$6,591,823 or \$111.00 per capita	\$5,689,775 or \$95.74 per capita
Attendance at a Council event or program.	Increase the number of people attending a Council event or program from 33% (2017 baseline)	>33%	33%	n/a*	n/a*	20%

*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

** State median as defined by State Library NSW *Living Learning Libraries*, 7th edition 2020 update.

***State Library NSW no longer uses 'Exemplary' as an indicator as it did in 2018; now a state median is provided.

Commentary on Outcomes

Woollahra Council typically offers a range of social and cultural programs and events. Council was unable to safely offer these opportunities for periods of time since March 2020 due to the Covid-19 pandemic, and so it is not surprising to see a large decline in both the attendance at and level of activity of events and programs, either through Council or with other organisations. Council has pivoted many of its programs and events to be offered online during this period.

Theme: Quality places and spaces

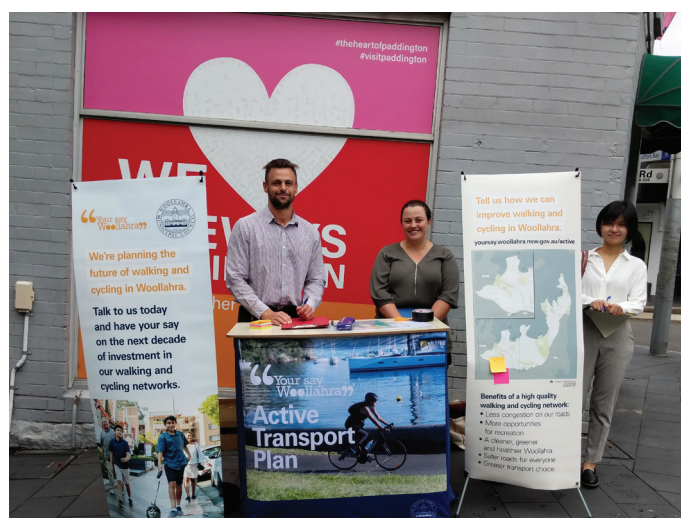
Introduction

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. The 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.

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.

Community values and priorities

The Community Strategic Plan includes the values and priorities of our community expressed through a range of community engagement opportunities, listed here:



Community consultation on the Active Transport Plan

Quality places and spaces

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

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

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

Children's play areas and playgrounds

An environment with less graffiti

A clean and well maintained environment.

Council's role

Council will continue to work to keep our area unique and beautiful and ensure that areas of special character and of heritage significance are protected and enhanced. Protection of important local characteristics and residential amenity, together with the maintenance of housing choice and the promotion of sustainable development, are key objectives of our planning strategy.

We are also focused on ensuring that the design and amenity of our important public spaces are significantly improved, that we progressively maintain our roads, footpaths, drains, pollution traps, seawalls and retaining walls and that we respond promptly to customer requests for repairs and maintenance.

In March 2015 Woollahra Local Environmental Plan (LEP) 2014, which applies to the whole Municipality, commenced operation. The LEP contains land uses zones and development controls for buildings and land. It also provides protection for Municipality's many heritage items, heritage conservation areas and trees. In March 2015, Woollahra Development Control Plan 2015 was introduced in conjunction with Woollahra LEP 2014. The DCP consolidates the previous suite of DCPs applying the Municipality. The DCP provides detailed planning and building design guidelines for new development and for alterations and additions.

The Greater Sydney Commission Eastern City District Plan (2018) has set out priorities to make Sydney great and sustainable. Council has aligned existing services and programs and reflected these priorities across the plans. and has subsequently developed and adopted our Local Strategic Planning Statement for implementation.

With regard to our infrastructure, we conduct

condition surveys which provide detailed information on the state of our roads, footpaths, kerbs and gutters, which we progressively update. From this, we develop a rolling five year capital renewal program, to keep our roads, footpaths and drainage infrastructure in good condition. Traffic congestion continues to be a problem and public transport services are not adequate. Council is working on an integrated transport study based on community engagement to develop new strategies, and we will continue to work with the NSW Government on finding solutions to the traffic congestion issues and the inadequate public transport available across our LGA.

Council continues to focus on managing parking availability, introducing traffic calming measures, encouraging increased use of public transport and enhancing facilities for increased walking and cycling. We will continue to implement the Woollahra Traffic and Transport Strategy and the Woollahra Bike Strategy and work with partners through the Environmental Planning and Traffic committees to develop a new Active Transport Study and Integrated Transport Study.

Our local law enforcement officers, called Rangers, provide a variety of enforcement services to ensure the safety and amenity of our public places. We will continue to manage our significant parks and sports fields to provide improved amenities and to enable access by a diverse range of users.

Finally, we provide a suite of multi-purpose community facilities for our diverse and changing community. Improving accessibility to these facilities will continue. Of particular importance to the community is access to community and library facilities that support their high interest in learning and cultural pursuits.

Goal 4: Well-planned neighbourhoods

Woollahra will have well planned, high quality and sustainable building development that respects and enhances our environment and heritage. It will complement and retain local character of our suburbs, villages and neighbourhoods and provide access to a range of housing options.

Key Opportunities & Challenges	
Development	Protecting our environment from high rise and inappropriate oversized development while balancing the pressure for new housing and jobs
Sustainability	Encouraging and supporting sustainable development
Meet housing demand	Responding to the housing targets set by the State Government
Housing choice	Providing a diverse range of housing choices to meet the variety of household types, income and lifestyles
Protection of urban character	Maintaining our mostly low rise, mixed urban form, vibrant villages, architecture and heritage. Balancing the protection of the leafy character of the area with achieving development demand
Vibrant villages	Enhance and revitalise the village atmosphere of our shopping areas, providing convenient and easy access to a range of shops and facilities

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
The community is more satisfied with the way we regulate the design and quality of new development	Improve on the 2017/18 Community Survey rating of 63%	>63%	63%	n/a*	n/a*	63%
The community is more satisfied with the way we assess and determine applications for development	Improve on the 2017/18 Community Survey rating of 61%	>61%	61%	n/a*	n/a*	55%

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
The community is more satisfied with the way we encourage sustainable development	Improve on the 2017/18 Community Survey rating of 74%	>74%	74%	n/a*	n/a*	74%
The community is more satisfied with the way we protect heritage values and buildings	Improve on the 2017/18 Community Survey rating of 79%	>79%	79%	n/a*	n/a*	82%
Planning mechanisms for affordable housing are introduced	Complete project in accordance with guidelines & directions to be issued by State Government	Mechanism introduced	Council adopted the <i>Woollahra Affordable Housing Policy 2021</i> on 25 October 2021			
The planning framework provides increased opportunities for new housing	Achieve targets of 'Eastern City District Plan'	Provision in Framework	Council adopted the <i>Woollahra Local Housing Strategy 2021</i> on 25 October 2021			
Community satisfaction with Council's Quality Places and Spaces services.	Improve on the 2017/18 Community Survey rating of 75%	>75%	75%	n/a*	n/a*	73%

*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

Commentary on Outcomes

An improvement has been seen in the processing times of Development Approvals in 2020/21. Based on Council's benchmark performance over the past three years of activity a 15% reduction in net and gross mean processing times equates to a target of 95 days and 117 days respectively. The target of 95 days is also consistent with the target set by the Department of Planning, Infrastructure and Environment (DPIE) in Council's participation agreement in the NSW Open Spaces Legacy Program. The overall processing times achieved in 2020/21 have met both Council's adopted benchmark and the target set by DPIE.

Goal 5: Liveable places

Woollahra will be a community with accessible, integrated and well maintained public places and open spaces. We will have clean and well maintained infrastructure and community facilities. It will be a safe and attractive place with high quality public and private facilities and amenities.

Key Opportunities & Challenges

Community and recreation facilities	Providing accessible community and sporting facilities, public places and open spaces.
Ageing infrastructure	Providing opportunities for children's play and youth activities.
Increased housing	Overcoming the limitations of the physical environments of our libraries, community facilities and providing facilities that meet the needs of our community
Natural areas and vegetation	Maintaining, renewing and upgrading ageing infrastructure, especially roads, footpaths, stormwater drainage and seawalls
Flooding	Managing the impacts of local flooding

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

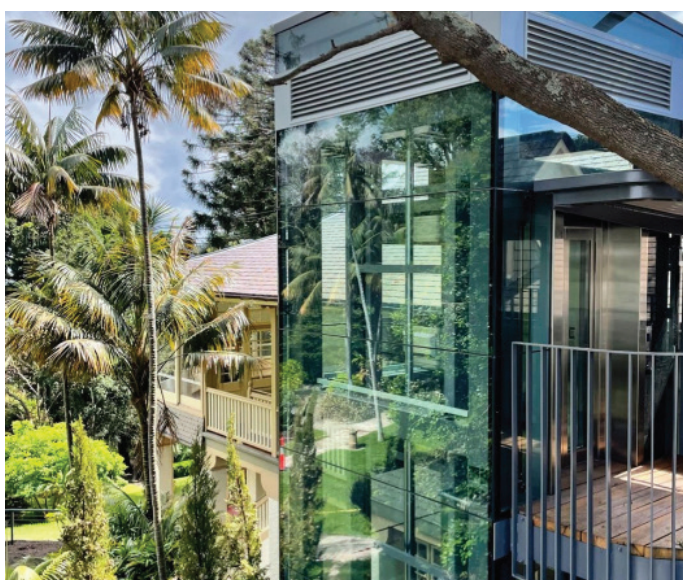
Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Condition of Buildings	98% of Buildings rated at Condition rating 1, 2 or 3 (IPR Manual)	98%	100%	100%	100%	97.9%
Renewal of buildings	100% of Buildings rated at Condition rating 4 or below (IPR Manual) scheduled for renewal with 24 months	100%	20.55%	30.17%	142.62%	113.25%
Condition of open space assets	98% of open space assets rated at Condition rating 1, 2 or 3 (IPR Manual)	98%	95.4%	98.1%	96.4%	95.8%
Renewal of open space assets	100% of open space assets rated at Condition rating 4 or below (IPR Manual) scheduled for renewal with 24 months	100%	n/a	n/a	n/a	73.61%

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Building, Infrastructure & Other Structures Renewal Ratio	Renewal Ratio Greater than or equal to 100%	100%	87.95%	75.60%	92.91%	94.02%
Infrastructure Backlog Ratio	Ratio Less than 2%	<2%	1.27%	1.93%	1.43%	1.35%
Asset Maintenance Ratio	Greater than 1.00	>1.00	1.07	1.01	1.12	1.15
Capital Expenditure Ratio	Greater than 1.1	>1.1	0.97	1.21	0.81	1.27
Community satisfaction with Council's Quality Spaces and Places services.	Improve on the 2017/18 Community Survey rating of 75%	>75%	75%	n/a*	n/a*	73%

*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

Commentary on Outcomes

The NSW Office of Local Government has recommended ambitious targets and Council has made pleasing progress over the term toward achieving these.



Accessible lift installed at Woollahra Gallery at Redleaf



Christison Park fitness station

Goal 6: Getting around

Woollahra will be a place where it is easy to get around, easy to access our foreshore, our recreation facilities, our green open space and our public and private institutions. We will also have easy access to the city and its wide range of services and facilities, and be able to access public transport, walking and cycling routes within our area.

Key Opportunities & Challenges	
Traffic congestion	Responding to pressures resulting from increased development, increased car ownership and the resulting noise and traffic congestion
Parking	Providing parking in high density neighbourhoods and shopping centres
Roads and footpaths	Planning for safe and accessible pedestrian and bicycling friendly road and footpath networks
Road safety	Improving safety for all classes of road users, particularly pedestrian and cyclist safety due to speeding
Transport	Promoting improved public and community transport

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
30km integrated network of bike paths by 2025	30km integrated network of bike paths by 2025	30km	25km	25km	25km	27.4km
2.4km of new off road cycleways by 2021	2.4km of new off road cycleways by 2020	2.4km	n/a**	0km	0km	0km
Condition of civil infrastructure	98% of Civil Infrastructure rated at Condition rating 1, 2 or 3 (IPR Manual)	98%	99.00%	98.3%	98.5%	98.4%

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Renewal of civil infrastructure	100% of Civil Infrastructure rated at Condition rating 4 or below (IPR Manual) scheduled for renewal with 24 months	100%	110.42%	89.59%	77.95%	88.04%
Community satisfaction with Council's Quality Spaces and Places services	Improve on the 2017/18 Community Survey rating of 75%	>75%	75%	n/a*	n/a*	73%

*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

**Note target was adopted 18/6/2018.

Commentary on Outcomes

The New South Head Road Cycleway was scheduled for completion during this term; however Council deferred construction due to concerns about blocking Rose Bay Promenade during Covid-19 lockdown. It will be constructed in April 2022 and will add approximately 2.4km of cycleway.



Cyclists in Rose Bay



Road re-surfacing works in Edgecliff

Theme: A healthy environment

Introduction

Woollahra has 18km of harbour foreshore, consisting of rocky headlands, coastal cliffs and beaches. There are approximately 88 hectares of bushland in Woollahra with six vegetation communities, 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 drains into two water catchment areas; Port Jackson South Catchment (95%) drains to Sydney Harbour and the Sydney Coastal Catchment (remaining 5%) drains to the Tasman Sea. 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. This means healthy ecosystems with clean air, clean land and clean waterways. To maintain a healthy environment, Woollahra must head towards sustainable water management, efficient buildings and a reduction in waste and emissions.

Community values and priorities

The Community Strategic Plan includes the values and priorities of our community expressed through a range of community engagement opportunities, listed below:

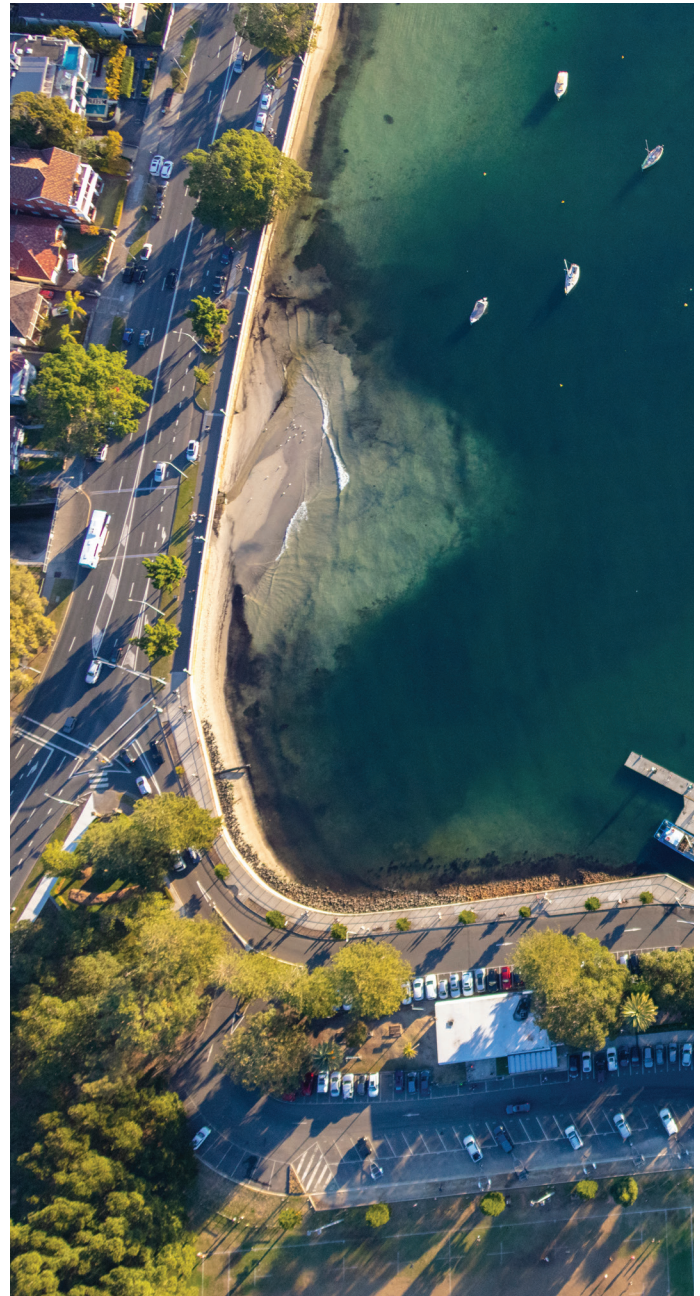
A healthy environment
Environmental monitoring and protection
Environmentally sustainable initiatives
Retention of bushland and bush regeneration
A commitment to sustainable waste management
Reduced water pollution and improved stormwater drainage
A commitment to responsible management of biodiversity
Good street cleaning, recycling and waste collection.

Council's role

Council has significantly reduced its own water and energy usage in recent years, and will encourage the community to do likewise. Water usage by Woollahra residents has traditionally been higher than the Sydney average. Water and energy in Woollahra needs to be carefully managed into the future to ensure sustainable use. Integrating the principles of sustainability into property and land management practices is vital to effectively addressing the pressures impacting on our environment.

Council is committed to improving native bushland through a bush regeneration program, the implementation of a tree management policy and managing tree preservation orders for trees on private and public land. Council provides waste management services, where we are aiming to reduce disposal of waste to landfill and encourage recycling. We conduct community education programs across a number of environmental areas, notably waste reduction, recycling, sustainable living and water quality improvement.

Woollahra Council has adopted an Environmental Sustainability Action Plan (ESAP). To effectively track sustainability and environment progress, Council has developed targets across five sectors; Water, Biodiversity, Energy, Transport and Waste. Each year Council will report on the progress towards reaching these environmental targets in our annual report.



Goal 7: Protecting our environment

Woollahra will be a place where the natural environment will be protected and conserved from adverse impacts, to preserve our vegetation and wildlife habitats.

Key Opportunities & Challenges

Environmental impacts	Minimising impacts of development and land use on the environment
Biodiversity	Improving biodiversity and protecting threatened species
Bushland	Preserving and regenerating bushland areas, to help protect, conserve and enhance our native species of flora and fauna
Pollution	Reducing water pollution

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
All Council's six swimming beaches rated 'Good' or 'Very Good' by Beachwatch	100% of swimming beaches rated 'Good' or 'Very Good' by Beachwatch	100%	Beachwatch rates beaches at Watsons Bay, Rose Bay, Parsley Bay, Murray Rose Pool, Nielsen Park and Camp Cove weekly. Yearly average of weekly scores presented below by beach.			
Watsons Bay		100%	Good	Good	Good	Good
Rose Bay		100%	Poor	Poor	Poor	Good
Parsley Bay		100%	Good	Good	Good	Good
Murray Rose Pool		100%	Good	Good	Good	Good
Nielsen Park		100%	Very Good	Very Good	Very Good	Very Good
Camp Cove		100%	Very Good	Very Good	Very Good	Very Good
% of bushland under regeneration	75% bushland under regeneration by 2025	75%	85.5%	93.5%	88%	88%
Number of trees planted in bushland annually	1,750 trees planted in bushland annually	1,750	n/a*	2,015	844	458

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Number of shrubs planted in bushland areas annually	4,250 shrubs planted in bushland areas annually	4,250	n/a*	3,660	3,388	4,337
Number of ground cover plants planted in bushland annually	4,000 ground cover plants planted in bushland annually	4,000	5,000*	4,156	3,357	7,340
Number of street trees planted annually	200 street trees planted annually	200	157*	149	144	212
Number of park trees planted annually.	50 park trees planted annually	50	10*	10	17	18

*Note target was adopted 18/6/2018.

Commentary on Outcomes

For the period of 2017-2019 our tree planting numbers were decreased due to the drought implications and sourcing and maintaining appropriate stock. The number of trees and shrubs planted is also subject to the availability of suitable locations, which staff monitor by identifying vacant pits, stumps and new planting opportunities. The number of trees planted in bushland has reduced since 2019 due to Covid-19 lockdown restrictions impacting the Bushcare volunteer program.



Cooper Park Nature Trail



Council staff planting trees in Cooper Park

Goal 8: Sustainable use of resources

Woollahra will reduce energy and water use, reduce emissions and develop adaptation actions that will reduce the impacts of climate change. We will minimise waste generation and encourage resources recycling.

Key Opportunities & Challenges	
Energy and emissions	Reducing our greenhouse gas emissions
Climate change	Minimising the impacts of climate change, including sea level rise
Waste disposal	Reducing the generation of waste and the disposal of waste to landfill sites as they reach capacity and developing strategies for a domestic recycling industry in conjunction with partners
Water	Reducing water usage and maximising reuse of water
Government leadership	Working with all levels of government to manage the impacts of climate change

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Percentage of waste diverted to landfill	75% of waste diverted from landfill by 2022	75%	61%	55%	48%	62%
Increase Council's usage of renewable energy	100kW of renewable energy installed on Council facilities by 2030	100kW installed	88kW	88kW	88 kW	146.15 kW of renewable energy installed: 112.4 kW of solar PV + 33.75 kW of solar hot water

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Reduce Council's Greenhouse gas emissions	30% reduction in 2003/04 greenhouse gas emissions by 2025	30% decrease	7%	Certified carbon neutral: 7,413 tonnes CO2-e were offset through investment in renewable energy	Certified carbon neutral: 6,439 tonnes CO2-e were offset through investment in renewable energy	No result for this year is available as yet as auditing for 2020-2021 is currently being undertaken
Bush regeneration volunteers	Increase the number of bush regeneration volunteers by 30% by 2030	>30% increase (on 70)	0% (70)	-3% (68)	+9% (76)	+16% (81)
Community satisfaction with Council's Healthy Environment services	Improve on the 2017/18 Community Survey rating of 86%	>86%	86%	n/a*	n/a*	81%






*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

Commentary on Outcomes

Significant changes to relevant state legislation have affected waste diversion. 2020/21 Bushcare volunteer numbers impacted by COVID-19 disruptions, with 41 new applicants unable to complete induction due to Public Health Order restrictions.

Some highlights not captured by these measures include Council being awarded the Local Government Professionals NSW Excellence Award for Environmental Leadership and Sustainability, as well as a Green Globe Award for Public Sector Leadership for the 'Solar My School' Program. 60 out of 64 eastern suburbs schools are now participating, with the program expanding to 'Solar My Club'. Council also achieved the signing of a 100% Renewable Energy contract on 4 November 2021.

State of the Environment Report

	Target	2020/21 Status
Energy 	30% reduction in greenhouse gas emissions by 2025 on 2003/04 levels	Council is certified carbon neutral for 2019/20 – 6,439 tonnes CO2-e were offset through investment in renewable energy. Auditing and offset purchasing for 2020/21 is underway.
	100kW of renewable energy installed at Council facilities by 2030	146.15 kW of renewable energy installed- 112.4 kW of solar PV + 33.75 kW of solar hot water.
Water 	50% reduction of 2005/06 levels of water consumption (from mains) by 2025	107,984.00 kL used in 2020/21 – 74,381 increase in 2005/06 levels.
	Stormwater harvesting or rainwater harvesting systems installed on all major council assets by 2025.	21 rainwater tanks installed on Council assets and four stormwater harvesting schemes installed in Council parks.
Waste 	75% waste diversion from landfill by 2021-22	Significant changes to relevant state legislation have effected waste diversion. 62% of domestic waste diverted from landfill. With no reduction in general waste overall.
	Litter collection devices and services throughout the LGA increase by 5% each year (% by volume)	180.78 tonnes of waste removed from gross pollutant traps, beaches and rain gardens as well as waste from contractor High Pressure & ComboWorks (from 245.7 tonnes collected in 2019/20)
Transport 	30km of roads within the LGA have designated bike lanes by 2025	27.4 km of bike lanes, some of which are shared bike lanes
	2.4km of new off road cycleways by 2020	No new off road cycleways constructed in 2020/21
Biodiversity 	75% Bushland under regeneration by 2025	88% of bushland is under regeneration
	40% Bushland fully regenerated by 2025	41 % of bushland is fully regenerated
	Increased, or maintained urban forest (ha) [measured every 5 years]	245ha (2015/16- next captured late 2021/22)
	1,750 trees planted in bushland annually	458 trees planted in 2020/21
	4,250 shrubs planted in bushland annually	4,337 shrubs planted in 2020/21
	4,000 ground cover plants planted in bushland annually	7,340 ground covers planted in 2020/21
	200 street trees planted annually	212 street trees planted in 2020/21
	50 park trees planted annually	18 park trees planted in 2020/21
	Increase the number of bush regeneration volunteers by 30% by 2030	2030 target on track (2020/21 numbers uncertain due to COVID-19 disruptions)

Theme: Local prosperity

Introduction

Local prosperity refers to how we support our local economy whilst balancing growth with business and tourism demands and community desires. Council cannot and does not control many of the economic measures, but work to support businesses.

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, Woollahra. 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 the most visited regions for overseas tourists to Sydney.

Community values and priorities

The Community Strategic Plan includes the values and priorities of our community expressed through a range of community engagement opportunities, listed here:

Local prosperity

Enhancement and revitalisation of our shopping areas.

Council's role

Council aims to continue to enhance the vibrancy and attractiveness of our town centres and improve our understanding of the role tourism plays in the local economy.

To make this happen Council adopted comprehensive place plans for both Paddington and Double Bay. The plan for Double Bay is called the Double Bay Place Plan 2019-2023. This plan was prepared by Council through a working party during 2018-19 and adopted by Council on 25 March 2019. The plan for Paddington is called the Oxford Street & Paddington Place Plan 2019-2023. This plan was prepared by the Oxford Street Working Party and was adopted by Council on 27 May 2019. A draft Rose Bay Place Plan was endorsed by Council 25 October, to go on public exhibition.

Our Delivery Program and Operational Plan commits to continuing to support the implementation of these place plans which set out ambitious visions for the future of these centres. They contain a wide variety of strategies, actions and priorities to ensure that our centres continue to thrive and prosper.

The implementation of our placemaking strategies will ensure that our centres remain prosperous with a vibrant economy and social life.

Goal 9: Community focused economic development

Woollahra will maintain the diversity of our local economic base and encourage new business into the area that will enhance and positively impact on community life.

Key Opportunities & Challenges

Economy	Boosting local business and tourism whilst protecting neighbourhood amenity
Local business	Supporting local business
Retail business	Boosting rental occupancy rates and retail business
Tourism	Promoting and managing tourism needs

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
LGA Employment total by industry group	The number of people employed is increased by 2% per annum	2% increase	6.39% increase	1.52% increase	0.91% decrease	n/a**
Percentage of vacant shops	Vacancy rates do not exceed 5%	<5%	n/a	n/a	8%	10.28%*** 1,343 addresses / shops with 138 vacancies
Percentage increase in the net wealth of the local economy	2% increase in net wealth per annum	2% increase	4.89% increase	3.19% increase	1.2% decrease	n/a**
Percentage reduction/increase in wholesale and retail employment	Minimise loss of employment in wholesale and retail	Increase	1.79% increase	2.71% increase	2.06% decrease	n/a**

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Rose Bay Carparks project	Completed by July 2022	In Progress	In Progress: Allen, Jack & Cottier Architects have been appointed to prepare detailed designs. Public meeting to be scheduled prior to DA submission, with DA documentation being finalised for submission in 2022.			
Cross Street Cinema project	Completed by December 2020	Completed	In Progress: A new EOI commenced in 2020/21, and further to the Council resolution of 7 June 2021, the four shortlisted proponents were invited to submit detailed proposals by 3 September 21. Submissions are being evaluated, with a report to be submitted to Council in February 2022.			
Community satisfaction with Council's Local prosperity services.	Improve on the 2017/18 Community Survey rating of 64%	>64%	64%	n/a*	n/a*	68%

*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

**Note: ABS and Economy. Id annual data for 2020/21 released in February 2022.

***December 2020 result; note next audit programmed for Nov/Dec 2021.

Commentary on Outcomes

It is noted that COVID-19 has created many challenges for businesses and tourism during the reporting period. Council provided \$7.9m in financial support provided to assist residents and local businesses in easing the economic pressure from the pandemic and promoting recovery, including \$3.2m in commercial tenant relief, \$0.7m footway dining fees waived and \$4m other measures including reduced enforcement, switching off parking meters, fee waivers etc. As at 30 June 2021, there was an 11.51% increase in total local spending across Woollahra (year-on-year change between July 2020 and June 2021) which indicates these measures had delivered a strong pandemic recovery [prior to the](#) second Greater Sydney lockdown.

Theme: Community leadership and participation

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.

Community values and priorities

The Community Strategic Plan includes the values and priorities of our community expressed through a range of community engagement opportunities, listed below:

Community leadership and participation
Information on Council activities
Council being responsive to the community
Opportunities for community engagement and participation and involvement in Council’s planning and decision making.



Council's role

Council is committed to the highest standards of corporate governance. We continually review our governance framework and systems to ensure integrity is maintained in all Council processes. This extends to the engagement of the community and participation of the community in developing plans or policies which inform Council's decision making. Council prepares and makes publications available of all meeting agendas, business papers and minutes to ensure all interested parties have readily available and timely access to information relating to Council decisions.

Council is a service organisation. Everything we do and how we do it shapes the customer experience and Council's reputation. We understand that community needs are dynamic and that we need to continually evaluate service provision. We aim to meet the diverse needs of our customers by providing quality customer service that is friendly, helpful and professional.

Supporting the delivery of our external services to the Woollahra community are a range of internal corporate services, essential to the efficient running of our organisation. Our extensive network of information technology provides timely and accessible electronic data across all areas of Council and is the gateway for online communication and e-business transactions with Council. Given the speed of change in technology, Council continues

to develop IT and Digital strategies for the future and identify where technology can be used innovatively to help improve Council's service delivery.

Underpinning all of our operations is a highly skilled and dedicated workforce of approximately 416 full time equivalent staff across a broad range of professions, trades and operations. Council greatly values its employees and is committed to providing ongoing learning and development opportunities for all staff. We are also committed to fostering a workplace culture that is aligned with our corporate values.

Council maintains sustainable operations through the application of prudent financial management strategies and practices in order to protect community assets and facilitate the delivery of cost effective and efficient service to our community.

Council has established a strong business assurance framework and proactive risk management strategy, with additional assurance provided by the Audit, Risk & Improvement Committee. The objectives of these strategies and systems are to provide stakeholders with confidence in our business operations and to minimise the incidence of personal injury or ill-health to employees and members of the public, damage to equipment and facilities, financial losses to the Council and public.

Goal 10: Working together

Woollahra will be a place where residents are well informed and able to contribute to their community. Council will listen and respond to requests and concerns through open communication and engagement.

Key Opportunities & Challenges

Communication	Meeting the diverse communication requirements of the Woollahra community
Community engagement	Engaging the broader community in planning and decisions that affect the long term future of the Woollahra area
Responsive Council	Effectively responding to community needs
Strategic partnerships	Establishing partnerships and strengthening relationships with other levels of Government and community organisations

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Level of community satisfaction with the way Council communicates with the community	Improve on the 2017/18 Community Survey rating of 87%	>87%	87%	n/a*	n/a*	83%
Level of community satisfaction with the way in which the community can engage in decision making	Improve on the 2017/18 Community Survey rating of 63%	>63%	63%	n/a*	n/a*	68%
Level of community satisfaction with the way Council consults with the community	Improve on the 2017/18 Community Survey rating of 80%	>80%	80%	n/a*	n/a*	81%
Level of community satisfaction with the level of information Council provides to the community	Improve on the 2017/18 Community Survey rating of 87%	>87%	87%	n/a*	n/a*	85%

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Level of community satisfaction with Council's responsiveness to the community.	Improve on the 2017/18 Community Survey rating of 71 %	>71%	71%	n/a*	n/a*	71 %

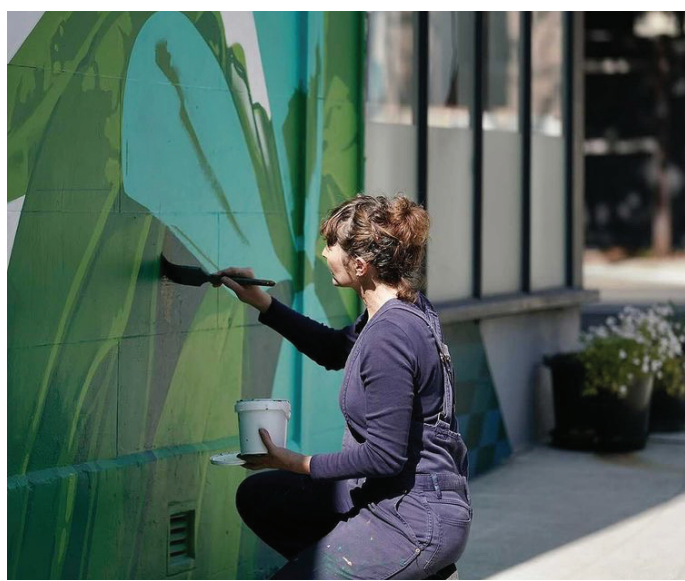
*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

Commentary on Outcomes

Significant progress has been made to improve consultation with the community on decisions which impact them, with 81% now satisfied with the way in which Council consults the community. Your Say Woollahra, our online community engagement platform, now have over 2,070 registered participants since its launch in 2019. As at 30 June 2021, 8,363 people were participating in engagement over 12,100 total visits to the Your Say Woollahra site. In 2021, Council received the Highly Commended Award at the Local Government NSW, Local Government Week Awards for the Reporting to your Community category. The Award recognises the suite of communication materials we share with our community,



Community consultation on the Edgecliff commercial corridor



Woollahra Artist in Residence Sharon Billinge painting a mural

Goal 11: A well-managed Council

Woollahra Council will be open and accountable to all stakeholders, encourage participation in decision making and make decisions that are in the public interest. Through effective long term planning we will develop and implement strategies and ensure ongoing resources to fulfil long term community goals.

Key Opportunities & Challenges	
Decision making	Effectively engaging, consulting and communicating with a changing community
Changing community expectations	Meeting the needs of increasing community expectations in the efficient and effective delivery of Council's services and support functions
Business assurance	
Strategic partnerships	Effectively responding to community needs
Digital disruption and technological innovation	Establishing partnerships and strengthening relationships with other levels of Government and community organisations

Our Performance Measures

We have tracked the achievement of our goal and strategies through the measurement and reporting of performance indicators:

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Level of overall community satisfaction rating as measured by a biennial Community Satisfaction Survey	Improve on the 2017/18 Community Survey rating of 86%	>86%	86%	n/a*	n/a*	87%
Level of community satisfaction with the way in which the community can engage in decision making	Improve on the 2017/18 Community Survey rating of 63%	>63%	63%	n/a*	n/a*	68%

Measure	Target (adopted as part of our Community Strategic Plan 18/06/18)	Target Result	2017/18 Result	2018/19 Result	2019/20 Result	2020/21 Result
Level of community satisfaction with Council's long term vision and planning	Improve on the 2017/18 Community Survey rating of 69%	>69%	69%	n/a*	n/a*	70%
Long term financial sustainability of Council	100% of the annually reported financial indicators are at or above benchmark	100% benchmarks met	Refer to Annual Report Financial Statements located here			
Overall community satisfaction with Council's Well Managed Council services.	Improve on the 2017/18 Community Survey rating of 70%	>70%	70%	n/a*	n/a*	73%

*Our Community Survey is conducted biennially. The scheduled survey for 2019/20 was deferred by a year when the State government extended the term of the sitting Council by an additional year.

Commentary on Outcomes

We are recognising and acting on reduced income and interest rates, rising expenditure and the Covid-19 pandemic with a plan to improve the long term financial sustainability of Council, of which there is more detail on page 42



Problem waste drop-off event at Council Depot

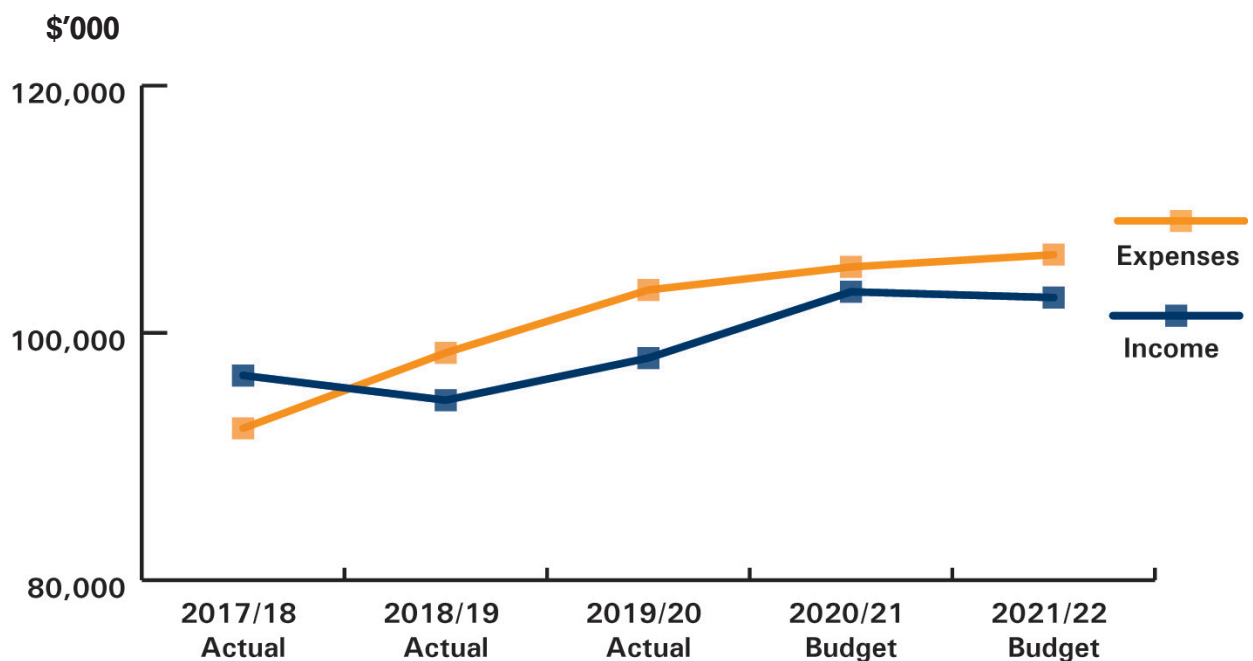


Council staff at Customer Service

Preparing for the next Term of Council

Long Term Financial Sustainability of Council

A 2021/22 forecast Operating Deficit of \$7million is a result of the challenges faced by Council over the last five years or so including rising expenditure, reduced income and interest rates and as a local government we have a limited capacity to increase rates income or fees and charges.

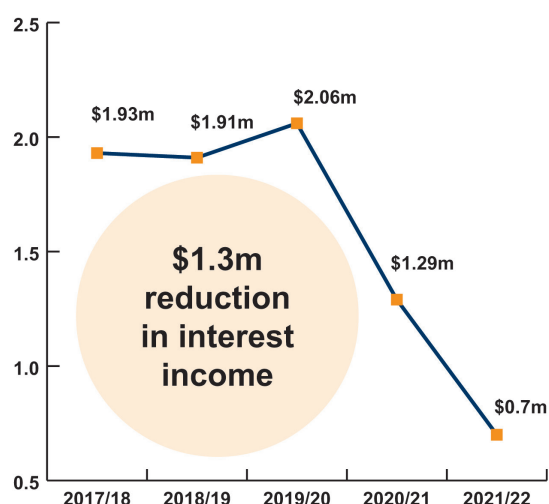


	2017/18 Actual (\$'000)	2018/19 Actual (\$'000)	2019/20 Actual (\$'000)	2020/21 Budget (\$'000)	2021/22 Budget (\$'000)
Income	96,560	94,556	97,969	103,326	102,860
Expenses	92,280	97,969	103,476	105,339	106,328

To meet the challenge of COVID-19 we responded quickly and were one of the first Sydney councils with financial relief for its commercial tenants and small businesses. We provided over \$7.9million in financial support assisting residents and local businesses in easing the economic pressure from the pandemic and promoting recovery. More information on our response to COVID-19 is available [here](#).

Our other challenges have included:

- Over recent years significantly lower interest rates have resulted in a reduction in interest earnings of \$1.3 million per annum.
- \$42 million (37%) of our income comes from rates. The increase in rates income is set annually by the independent Pricing and Regulatory Tribunal (IPART). This constrains on our ability to increase our revenue to adequately cover increases in our costs.
- Increases in our expenditure.



We have taken a proactive approach to improving our financial position through the following actions:

- We refinanced our Loan for Kiaora Place, the Council-owned Double Bay commercial centre, resulting in:
 - decreases annual interest expense by \$700,000
 - total savings of \$787 million over the life of the loan.
- The replacement of passenger fleet vehicles has been extended from a 2.5 year replacement cycle to a 4 year replacement cycle. This is expected to save \$3.5 million over 10 years.
- We limited our increases in discretionary expenditure and identified efficiencies of \$526,000 in 2021/22.

Actions we are considering

We are also considering a number of other measures, subject to further decisions by Council:

- We are looking at opportunities to increase income including the potential of Bus Shelter Advertising for non heritage bus shelters and bus shelters in non heritage areas. This is subject to changes in the Local Environment Plan
- Productivity Improvements/Service Review commenced in May 2021 to identify areas of the business where cost savings or income generation could be achieved without reducing our commitment to service
- Special Rate Variation – with the specific aim of generating funding for a pre-determined and agreed outcome i.e. financial sustainability and / or things like Streetscape improvements, environmental initiatives, infrastructure upgrades etc.

Ongoing information on the financial sustainability of Council is available [here](#).

Woollahra Municipal Council



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