



Woollahra
Municipal
Council

Woollahra – 2030

Our community, our place, our plan



Woollahra – 2030

Adopted 18 June 2018



Woollahra Municipal Council
536 New South Head Road,
Double Bay NSW 2028

www.woollahra.nsw.gov.au

Tel: 02 9391 7000

Fax: 02 9391 7044

Email: records@woollahra.nsw.gov.au

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Mayor's Message



Councillor Peter M Cavanagh
Mayor of Woollahra

Woollahra 2030 – planning ahead for a great future.

Creating the best possible future for the community and our local area is a priority and it is a responsibility we take seriously. Whilst we focus on what is required now we have also dedicated time and resources to planning for our future.

We are committed to providing services, plans, projects and events that continue to meet the needs of our community. Planning for our future is not a task we have undertaken on our own. Ongoing community feedback and engagement helps us plan our future, reassess our priorities and best direct our funding and resources.

Community engagement over the last few years has given us valuable information on how much the community values: our heritage; the unique character of our urban villages; their quality of life; the natural beauty of our local area and the opportunities and potential our community can create for itself. We also have a clear understanding of the expectations the community has of us, including Council good governance, financial sustainability, opportunities for engagement and excellent customer service.

I am pleased to present *Woollahra 2030* – a document that presents our strategic direction for the future. There are five central themes that form the basis of *Woollahra 2030*: community wellbeing, quality spaces and places, a healthy environment, local prosperity, community leadership and participation.

These themes are based on values identified by the community. Like any visionary plan, this document will not remain static. Our hope is that it will serve as a guide and be a source of ongoing discussion between Council and the community as together we work towards the best possible future for all of us.



Councillor Peter M Cavanagh
Mayor of Woollahra

Our Councillors – our representatives

Our Woollahra local government area consists of five electoral wards, with three Councillors representing each Ward – a total of 15 Councillors. The last election was held in September 2017.

BELLEVUE HILL WARD

Nick Maxwell
COUNCILLOR



nick.maxwell@woollahra.nsw.gov.au

Lucinda Regan
COUNCILLOR



lucinda.regan@woollahra.nsw.gov.au

Isabelle Shapiro
COUNCILLOR



isabelle.shapiro@woollahra.nsw.gov.au

COOPER WARD

Luise Elsing
COUNCILLOR



luise.elsing@woollahra.nsw.gov.au

Anthony Marano
COUNCILLOR



anthony.marano@woollahra.nsw.gov.au

Megan McEwin
COUNCILLOR



megan.mcewin@woollahra.nsw.gov.au

DOUBLE BAY WARD

Richard Shields
COUNCILLOR



richard.shields@woollahra.nsw.gov.au

Mark Silcocks
COUNCILLOR



mark.silcocks@woollahra.nsw.gov.au

Toni Zeltzer
COUNCILLOR



toni.zeltzer@woollahra.nsw.gov.au

PADDINGTON WARD

Peter Cavanagh
MAYOR



peter.cavanagh@woollahra.nsw.gov.au

Harriet Price
COUNCILLOR



harriet.price@woollahra.nsw.gov.au

Matthew Robertson
COUNCILLOR



matthew.robertson@woollahra.nsw.gov.au

VAUCLUSE WARD

Claudia Cullen
COUNCILLOR



claudia.cullen@woollahra.nsw.gov.au

Mary-Lou Jarvis
COUNCILLOR



mary-lou.jarvis@woollahra.nsw.gov.au

Susan Wynne
DEPUTY MAYOR



susan.wynne@woollahra.nsw.gov.au



Our Community Vision

Our Vision Statement

Woollahra will continue be a great place to live, work and visit where places and spaces are safe, clean and well-maintained.

Our community will offer a unique mix of urban villages with a good range of shops, services and facilities.

We will make the most of the natural beauty, leafy streetscapes, open spaces, views and proximity to the water and the city.

We will be a harmonious, engaged and connected community that looks out for each other.

Updating our Vision

Our vision reflects our engagement with the community and the feedback we have received. Acting as a guide for the last eight years, our vision statement has informed our decisions and helped prioritise our actions. We have made an addition to our vision statement in response to our most recent community feedback:

'We will be a harmonious, engaged and connected community that looks out for each other'

This addition is linked to and reinforces our goal of community wellbeing. It also recognises Council's role in fostering strong community connections over the next 10 years and beyond. As our local community continues to grow and change, we acknowledge the importance of looking after the future of our natural and built environment, as well as our commitment to leading and encouraging community connection, participation and a sense of belonging.

Our community values and priorities

The Community Strategic Plan includes the values and priorities of our community expressed through a range of community engagement opportunities.

In updating the plan to Woollahra 2030, community values have been updated based on community feedback and presented in line with our themes of community wellbeing, quality places and spaces, a healthy environment, local prosperity and community leadership and participation.

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.

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.
- Good 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.

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.

Local prosperity

- Enhancement and revitalisation of our shopping areas.

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.



Woollahra 2030 – community engagement

This strategic plan for our future integrates the engagement feedback we have received since our last Community Strategic Plan in 2009. Most recently these engagement opportunities have included:

- Community Satisfaction Survey – 2017/18
- Community Capacity Study – 2017
- Focus groups with residents, community groups and strategic partners
- Implementing an online engagement at Council's website – 'Our Woollahra – Your Say'
- Exhibiting the draft Community Strategic Plan for public submissions prior to adoption.

In addition to the specific engagement opportunities we have provided, we learnt a lot about what our community values and wants to maintain as a result of our successful challenge to the State Government's forced amalgamations proposal. We learnt how strongly the community wanted Woollahra Council to stay as a stand-alone organisation dedicated to looking after its residents and the unique character of the local area.

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*

Our Integrated Planning & Reporting Framework



Integrated Planning and Reporting (IP&R) is a strategic framework for NSW Local Governments to use in planning for the future. With the aim of promoting the long-term social, economic, and environmental sustainability of our community, as well as providing civic leadership and equitable service delivery.

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

Progress is monitored and reported to Council through quarterly updates and our Annual Report and published in an End of Term Report to the community (to be presented at the final meeting of the current Council, in September 2020).

Integrated Planning Principles

Woollahra 2030 is our community strategic plan which outlines our community's aspirations for the future. From this the community can work with Council to develop strategies and set priorities.

Council's plans are based on the principle of sustainability, ensuring we meet the needs of today while maintaining the long-term ability of Council to continue to meet the needs of future generations. The concept of sustainability balances the community's social, economic, environmental and civic leadership needs, also known as the "Quadruple Bottom Line".

In developing the Plan's key strategies, reference is made to the Principles for Sustainable Cities devised as part of the United Nations Environment Program (UNEP). The aim of the UNEP principles is to create an environmentally healthy, vibrant and sustainable city where people respect one another and nature, to the benefit of all. These principles provide a sound way forward on a global and local level.



Council's principles align with the UNEP 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.

Community Strategic Plan – Theme and Goals



Structure of the Plan

Woollahra 2030 is based on five broad and interrelated themes that best summarise what our community values most.

Under each of these themes are key goals and strategies for Council to facilitate and deliver in partnership with our community and other government agencies.

Key performance indicators for each theme 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.

Theme: Community wellbeing

- Goal 1: A connected, harmonious and engaged community for all ages and abilities
- Goal 2: A supported, enabled and resilient community
- Goal 3: A creative and vibrant community

Theme: Quality places and spaces

- Goal 4: Well planned neighbourhoods
- Goal 5: Liveable places
- Goal 6: Getting around

Theme: A healthy environment

- Goal 7: Protecting our environment
- Goal 8: Sustainable use of resources

Theme: Local prosperity

- Goal 9: Community focused economic development

Theme: Community leadership and participation

- Goal 10: Working together
- Goal 11: A well managed Council

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.



Measure	Target
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)
Residents volunteering (measure of social participation)	Increase the percentage of residents volunteering to above 50% by 2020
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
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
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
Level of cultural activity in the local area	Improve the community level of satisfaction with cultural activities from 90% (2017 baseline)
Woollahra Libraries turnover, age of collection and expenditure per annum statistics	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
External assessment of the Preschool against the National Quality Standards	Meet or exceed the National Quality Standards
Community satisfaction with Council's community wellbeing services	Improve on the 2017/18 Community Survey rating of 87%
Attendance at a Council event or program	Increase the number of people attending a Council event or program from 33%

Theme: Community wellbeing

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

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.

OUR KEY OPPORTUNITIES & CHALLENGES

Resident movements	Building lasting communities and communicating with a transient population
Diverse community	Meeting the needs of all ages and abilities
Library and Information Service	Meeting community demand for library space and staying state of the art
Community Information	Moving our communication from information provision to engagement
Aboriginal heritage	Improving the knowledge and appreciation of aboriginal heritage and reconciliation

OUR STRATEGIES 2030

- 1.1 Provide and facilitate a range of community projects, programs and events
- 1.2 Keep the community engaged and informed
- 1.3 Provide places and spaces for people to connect and interact
- 1.4 Encourage respect for social and cultural diversity

OUR PARTNERS

Resident groups, not-for-profit organisations and community groups and organisations, NSW State and Federal governments and agencies

Theme: Community wellbeing

Goal 2: A supported, enabled and resilient 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.

OUR 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 and Young People	Providing adequate services and facilities for children and young people
Sport and recreation	Meeting increased demand for sport and recreation programs and social activities
A place for young people	Including young people in the planning of community activities and facilities

OUR STRATEGIES 2030

- 2.1 Foster and build community partnerships and networks
- 2.2 Provide support for vulnerable people
- 2.3 Plan for the needs and aspirations of families
- 2.4 Encourage independent living

OUR PARTNERS

Our community, Woollahra History and Heritage Society, NSW State Library, Arts NSW, NSW Department of Sport and Recreation

Theme: Community wellbeing

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.

OUR 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	Developing new approaches to share knowledge and celebrate 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

OUR STRATEGIES 2030

- 3.1 Provide innovative library services
- 3.2 Preserve and promote local history, including Indigenous history
- 3.3 Lead, celebrate and recognise the creativity and vibrancy of our community
- 3.4 Initiate, support and promote accessible arts, artists and cultural development

OUR PARTNERS

Arts NSW, NSW Department of Sport and Recreation, cultural institutions and groups

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.



Measure	Target
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%
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%
The community is more satisfied with the way we encourage sustainable development	Improve on the 2017/18 Community Survey rating of 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%
Planning mechanisms for affordable housing are introduced	Complete project in accordance with guidelines & directions to be issued by State Government
The planning framework provides increased opportunities for new housing	Achieve targets of 'Eastern City District Plan'
Increase in bike paths	30km integrated network of bike paths by 2025 2.4km of new off road cycleways by 2020
Condition of civil infrastructure	98% of Civil Infrastructure rated at Condition rating 1, 2 or 3 (IPR Manual)
Renewal of civil infrastructure	100% of Civil Infrastructure rated at Condition rating 4 or below (IPR Manual) scheduled for renewal with 24 months
Condition of Buildings	98% of Buildings rated at Condition rating 1, 2 or 3 (IPR Manual)
Renewal of buildings	100% of Buildings rated at Condition rating 4 or below (IPR Manual) scheduled for renewal with 24 months
Condition of open space assets	98% of open space assets rated at Condition rating 1, 2 or 3 (IPR Manual)
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
Building, Infrastructure & Other Structures Renewal Ratio	Greater than or equal to 100%
Infrastructure Backlog Ratio	Less than 2%
Asset Maintenance Ratio	Greater than 1.00
Capital Expenditure Ratio	Greater than 1.1
Community satisfaction with Council's Quality Spaces and Places services	Improve on the 2017/18 Community Survey rating of 75%

Theme: Quality places and spaces

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.

OUR 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 STRATEGIES 2030

- 4.1 Encourage and ensure high quality planning and urban design outcomes
- 4.2 Promote sustainable design in future private and public development
- 4.3 Protect our heritage, including significant architecture and the natural environment
- 4.4 Encourage diversity in housing choice to suit a changing population
- 4.5 Enhance the form and function of the local business centres
- 4.6 Ensure that planning and building requirements are complied with

OUR PARTNERS

NSW Department of Planning and Infrastructure, Developers, Independent Planning Hearing Assessment Panel

Theme: Quality places and spaces

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.

OUR KEY OPPORTUNITIES & CHALLENGES

Community and recreation facilities	Providing accessible community and sporting facilities, public places and open spaces. Providing opportunities for children's play and youth activities. Overcoming the limitations of the physical environments of our libraries, community facilities and providing facilities that meet the needs of our community
Ageing infrastructure	Maintaining, renewing and upgrading ageing infrastructure especially roads, footpaths, stormwater drainage and seawalls while responding to State Government targets for increased housing and associated increases in population density
Meet housing demand	Responding to the housing targets set by the State Government
Natural areas and vegetation	Preserving and improving access to natural areas. Protecting street trees, streetscapes and canopies in an urban environment with development pressures
Flooding	Managing the impacts of local flooding

OUR STRATEGIES 2030

- 5.1 Enhance local community, cultural and recreation facilities to become more attractive, integrated, and accessible
- 5.2 Provide and maintain safe, clean, serviceable public infrastructure including roads, footpaths, bicycle facilities, parks, open space, stormwater drains and seawalls
- 5.3 Provide attractive, accessible, connected and safe parks, sports grounds, foreshore areas and other public spaces
- 5.4 Protect trees, streetscapes and landscapes
- 5.5 Enhance the physical environment of our local suburbs, neighbourhoods and town centres
- 5.6 Reduce impacts of local flooding and improve floodplain risk management
- 5.7 Renew and upgrade ageing infrastructure including roads, footpaths, stormwater drains and seawalls

OUR PARTNERS

NSW Department of Sport and Recreation, NSW Department of Transport, NSW Roads and Maritime Services, NSW Department of Planning and Infrastructure, Regional Development, NSW Office of Local Government, Greater Sydney Commission, Greenweb, NSW Department of Environment and Heritage, NSW National Parks and Wildlife

Theme: Quality places and spaces

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.

OUR KEY OPPORTUNITIES & CHALLENGES

Traffic congestion	Responding to pressures resulting from increased development, increased car ownership and the resulting noise and traffic congestion
Parking	Managing parking demand in high density neighbourhoods and shopping centres
Roads and footpaths	Planning for accessible pedestrian and bicycle-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 STRATEGIES 2030

- 6.1 Facilitate an improved network of accessible and safe alternate transport options
- 6.2 Improve the management of on-street and off-street public parking
- 6.3 Promote provision of better, more integrated public and community transport
- 6.4 Reduce traffic congestion, noise and speeding

OUR PARTNERS

NSW Roads and Maritime Services, NSW Department of Transport, State Transit Authority of NSW, NSW Police, Sydney Ferries

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 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.



Measure	Target
All Council's six swimming beaches rated 'Good' or 'Very Good' by Beachwatch	100% of swimming beaches rated 'Good' or 'Very Good' by Beachwatch
Percentage of waste diverted to landfill	75% of waste diverted from landfill by 2022
Increase Council's usage of renewable energy	100kW of renewable energy installed on Council facilities by 2030
Reduce Council's Greenhouse gas emissions	30% reduction in 2003/04 greenhouse gas emissions by 2025
% of bushland under regeneration	75% bushland under regeneration by 2025
Number of trees planted in bushland annually	1,750 trees planted in bushland annually
Number of shrubs planted in bushland areas annually	4,250 shrubs planted in bushland areas annually
Number of ground cover plants planted in bushland annually	4,000 ground cover plants planted in bushland annually
Number of street trees planted annually	200 street trees planted annually
Number of park trees planted annually	50 park trees planted annually
Community satisfaction with Council's Healthy Environment services	Improve on the 2017/18 Community Survey rating of 86%
Bush regeneration volunteers	Increase the number of bush regeneration volunteers by 30% by 2030

Theme: A healthy environment

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.

OUR 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 STRATEGIES 2030

- 7.1 Protect natural landscapes, systems and biodiversity
- 7.2 Preserve and restore bushland areas and create wildlife corridor plantings
- 7.3 Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour
- 7.4 Ensure that premises which have the potential to impact on human health and safety are operated in accordance with relevant standards and statutory requirements

OUR PARTNERS

Community members and groups, NSW Department of Environment and Heritage

Theme: A healthy environment

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.

OUR 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 STRATEGIES 2030

- 8.1 Reduce greenhouse gas emissions and ecological footprint
- 8.2 Monitor and strategically manage environmental risks and impacts of climate change
- 8.3 Encourage and assist our community to be leaders in waste management and resource recycling
- 8.4 Reduce local water usage by Council and on private property
- 8.5 Promote and carry out water sensitive design

OUR PARTNERS

NSW Department of Environment and Heritage, Southern Sydney Regional Organisation of Councils, Sydney Water, NSW Department of Environment, Climate Change and Water

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.

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.



Measure	Target
LGA Employment total by industry group	The number of people employed is increased by 2% per annum
Percentage of vacant shops	Vacancy rates do not exceed 5%
Percentage increase in the net wealth of the local economy	2% increase in net wealth per annum
Percentage reduction/increase in wholesale and retail employment	Minimise loss of employment in wholesale and retail
Rose Bay Carparks project	Completed by July 2022
Cross Street Cinema project	Completed by December 2020
Community satisfaction with Council's Local prosperity services	Improve on the 2017/18 Community Survey rating of 64%

Theme: Local prosperity

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.

OUR 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 STRATEGIES 2030

- 9.1 Encourage vibrant and vital local suburbs, villages and neighbourhoods that support a healthy economy
- 9.2 Balance tourism demands with impacts on the community
- 9.3 Maintain a high quality public domain to support and promote local business

OUR PARTNERS

Chambers of Commerce, Tourism NSW

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.

Measure	Target
Level of overall community satisfaction rating as measured by a biannual Community Satisfaction Survey	Improve on the 2017/18 Community Survey rating of 86%
Level of community satisfaction with the way Council communicates with the community	Improve on the 2017/18 Community Survey rating of 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%
Level of community satisfaction with the way Council consults with the community	Improve on the 2017/18 Community Survey rating of 80%
Level of community satisfaction with the level of information Council provides to the community	Improve on the 2017/18 Community Survey rating of 87%
Level of community satisfaction with Council's long term vision and planning	Improve on the 2017/18 Community Survey rating of 69%
Level of community satisfaction with Council's responsiveness to the community	Improve on the 2017/18 Community Survey rating of 71%
Long term financial sustainability of Council	100% of the annually reported financial indicators are at or above benchmark
Overall community satisfaction with Council's Well Managed Council services	Improve on the 2017/18 Community Survey rating of 70%



Theme: Community leadership and participation

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.

OUR 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 STRATEGIES 2030

- 10.1 Improve communication with the community and increase awareness of Council's activities
- 10.2 Plan for the future for Woollahra
- 10.3 Build and foster relationships, strategic networks and work collaboratively with all levels of government, non-government organisations, the private sector and community groups

OUR PARTNERS

Community, residents, business, visitors to Woollahra, South Sydney Regional Organisations of Council, Federal and State agencies, non-government and community organisations, community groups

Theme: Community leadership and participation

Goal 11: 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.

OUR 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	Effectively responding to community needs
Strategic partnerships	Establishing partnerships and strengthening relationships with other levels of Government and community organisations
Digital disruption and technological innovation	Effectively identify and manage risk and opportunities to improve Council's services through adoption of digital and technology innovation and effective management of data and systems.

OUR STRATEGIES 2030

- 11.1 Facilitate community led decision-making that is open, honest, and ethical and benefits the broad community
- 11.2 Develop and maintain effective reporting systems that enable Council to measure and report on performance
- 11.3 Maintain community access and effective participation in Council committees
- 11.4 Maintain Council's strong financial position
- 11.5 Deliver high quality services that meet customer expectations
- 11.6 Minimise risk for Council and the community

OUR PARTNERS

NSW Office of Local Government, NSW Audit Office, NSW Department of Premier and Cabinet, Independent Pricing and Regulatory Tribunal

References

Woollahra 2030 reflects the outcomes of past community consultation and engagement included in Council's other supporting plans, strategies and policies listed below:

Development Control Plans

- Woollahra Development Control Plan 2015

Local Environment Plans

- Woollahra LEP 2014

Place Plans

- Double Bay Place Plan 2014
- Oxford Street, Paddington Placemaking Roadmap Report 2014

Policies, Strategies, Guidelines

- Biodiversity Strategy
- Community Garden Policy (2011)
- Community Services Policy (2013)
- Community & Cultural Grants Policy (25/11/2013)
- Disability Inclusion Action Plan 2017
- Community Cultural Relations Statement (7/8/2013)
- Community Safety and Crime Prevention Plan (2014)
- Double Bay Public Domain Strategy (2017)
- Double Bay Public Domain Lighting Strategy (2017)
- Environmental Sustainability Action Plan (2013-2025)
- Playground Policy (11/3/2002)
- Playground Strategy (11/3/2002)
- Policy for the Sponsorship of Events & Activities (27/3/2006)
- Public Art Policy (10/2009)

- Reconciliation Statement (12/2012)
- Recreational Needs Assessment and Strategy (2006)
- Risk Management Strategy
- Rose Bay Public Domain Improvements Plan
- Significant Trees Register – July 1991 (Volumes 1 to 4)
- Social & Cultural Plan 2013 to 2023
- The Woollahra Bicycle Strategy 2009
- Waste Reduction and Resources Policy (2009)
- Woollahra Traffic and Transport Study (2001)
- Queen Street Strategic Masterplan (2014)
- Woollahra Traffic Management Strategy (2014)

Plans of Management

- Chiswick Gardens (2010)
- Christison Park (1996)
- Cooper Park (2001)
- District Parks (1996)
- Drainage Reserves (1997)
- Gap Park (2008)
- General Community Use (1996)
- Harbourview Park (2014)
- Local Parks (1996)
- Lyne Park (2003)
- McKell Park & Darling Point Reserve (2013)
- Natural Areas (Foreshore) (1996)
- Redleaf (1997)

- Regional Parks (1996)
- Robertson Park (2004)
- Royal Hospital for Women Park (2005)
- Rushcutters Bay Park, Yarranabbe Park and Plantation Reserve (2005)
- Sir David Martin Reserve (2004)
- Trumper Park (1996)
- Yarranabbe Park (2012)
- Woollahra Park (2013)

Section 94 Contribution Plans

- Woollahra Section 94 Contribution Plan (2002 – Amended in 2008)

Section 94A Contributions Plan

- Woollahra Section 94A Development Contributions Plan (2011)



Woollahra Municipal Council

Redleaf Council Chambers
536 New South Head Road
Double Bay NSW 2028

Correspondence to:
PO Box 61
Double Bay NSW 1360

DX 3607 Double Bay
ABN 32 218 483 245

